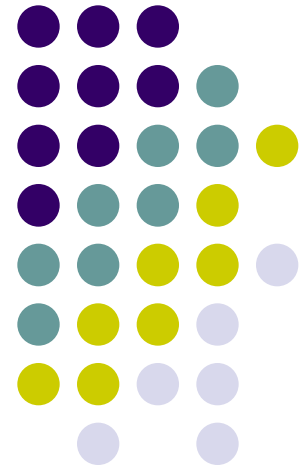


# Creating A Culture of Collaboration

Pre-Conference Leadership Session  
Catholic Health Association of  
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# Being a Leader Today



- Women and men in leadership today are caught between the old and the new and between endings and beginnings
- There are lots of expectations, high hopes and effective models of leadership are few
- Leaders are also faced with dissatisfaction, finger pointing and sometimes disrespectful and even violent behavior from others
- It is our task in this time to search out ways of leading so that we can make a difference now and for the future

# Some Challenges to Collaboration



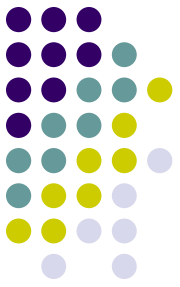
- Authoritarian styles of leadership are not working, yet remain
- It is not easy for leaders and staff members to shift to new assumptions about what it means to be a leader and a staff member
- We lack some of the skills to be in relationship in new ways



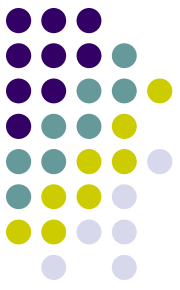
# Our Reality

- We are swimming in authoritarianism – we have been formed by its assumptions and perspectives
- Each leader must do a critical self-evaluation to find the autocrat in himself/herself by asking: How do my attitudes and behaviors sustain an authoritarian model, interfere with co-laboring and may even lead to an abuse of power?

# Leadership Alliance Building

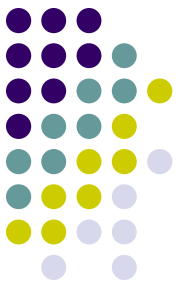


- Create an environment in which people at all levels take innovative, creative and courageous action toward the fulfillment of common purposes, your mission, the Gospel – especially sharing the compassion of Christ with one another and with those you serve
- Recognize every group has a treasure chest of untapped leadership just below the surface
- Tap into this leadership by valuing the capacities of others – especially those who are managing not only to survive but to be happy in a complex and changing world
- In your facility, are you leading in such a way as to celebrate, and encourage courageous and innovative action by others?



# Why collaboration now?

- We are experiencing multiple impasses – relational, ecclesial, societal, political, ethical, scientific, economic, environmental and culture
- How we are relating is not working
- We live in a complex world where no one can know it all
- We are inter-independent, we need each other and we need to learn together continually in order to address the complex issues and questions we are facing as human persons

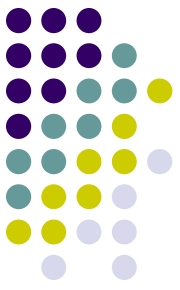


# What is Collaboration?

*Collaboration is a process through which people who see different aspects of a problem/issue/question can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible. Gray, 1989*

Collaboration is particularly helpful when a group is considering complex questions/issues that require creative and even novel responses.

Making vision and values LIVE in an institution is the responsibility of all who minister there

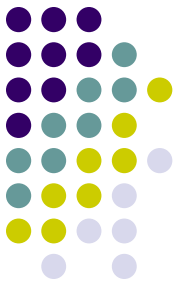


# A Word on Responsibility

- You as designated leaders are responsible for creating collaborative environments because you have access to the largest share of power and resources
- Everyone has the responsibility to move to new levels of empowerment (of self & others) and accountability – to take initiative, be responsible, and to stand up for ideas – even unpopular ones



# Attitudes that Foster Collaboration



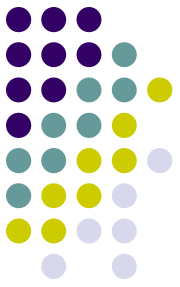
- Its not just about me
- Warmth
- Acceptance
- Genuineness
- Respect
- Flexibility
- Humility
- Vulnerability

# Manifestations of Genuineness



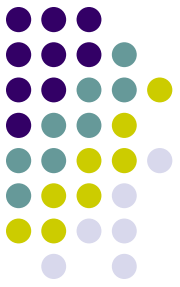
- **Freedom from roles** – not hiding behind or manipulating others by titles, labels, degrees or roles
- **Spontaneity** – tactful and considerate, not constantly weighing what is said; responsive to the moment rather than a pre-planned response or a rigid response
- **Non-defensiveness** – when questioned or criticized, continues to empathic listen and consider the other's perspective; does not retreat or counterattack when challenged
- **Congruence** – appears consistent in expressing thoughts, feelings and behaviors; no discrepancy between thinking, feeling and behaviors
- **Openness** – able to appropriately self-disclose and mutually share within the relationship

# Manifestations of Respect



- Active and accurate listening
- Does not interrupt when the other is speaking
- Encourages others to contribute - to provide their unique insights
- Verbally and behaviorally demonstrates a belief that the other is competent and can take care of him/her self
- Enters the relationship assuming the good will of the other
- Shows appropriate warmth, closeness and feelings
- Spends time and energy to truly understand the other and his/her problems, issues, questions
- Uses descriptive as opposed to judgmental or evaluative language

# Flexibility Enables Co-laboring



## Cognitive Flexibility

- Be curious, wonder & explore before you judge and decide
- Value and respect differences
- Have a plan for addressing problems without attachment to solutions
- Keep your eyes open to identify changes

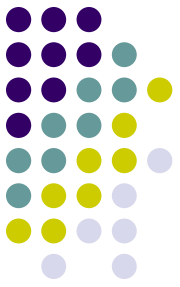
## Emotional Flexibility

- Create support systems
- Commit to feedback – give and get
- Be clear and act decisively when appropriate
- Avoid forcing change; manage resistance – find its truth
- Confront problem individuals

## Dispositional Flexibility

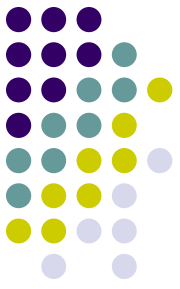
- Be genuine
- Accept change as positive
- Cast a wide net – build networks and relationships
- Rehearse –practice new skills and behaviors

# Attitudes that Hinder Collaboration



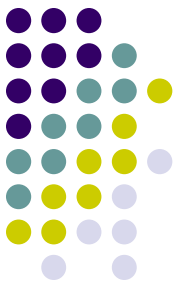
- Entitlement
- Excessive need for appreciation or admiration from others
- Dysfunctional thinking (e.g., personal prism or having a set bias, over-generalizing – always/never, or jumping to conclusions)

Dysfunctional thinking leads to dysfunctional behaving.



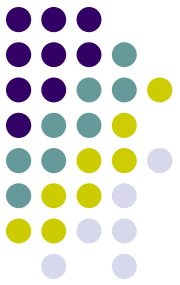
# Motivation

- The ability to focus the power of your emotions and use them toward a purpose/goal
- Is based on a very deep level of what we truly want – an internal force (fire) that we then focus outward
- Reason and emotion working together help you identify clear goals and purpose



# Defining Your Purpose

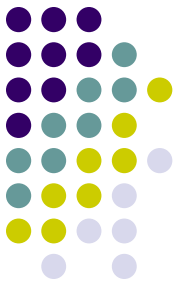
- What do you really want? Personally? Organizationally? It is essential to help everyone reconnect with her/his passion
- Do not get caught up in details and activities and lose touch with your passion
- Failing to recognize who you (individually & collectively) truly are will also jeopardize physical health and keep you from happiness
- If you are not sure where you want to go, you can't know how to get there



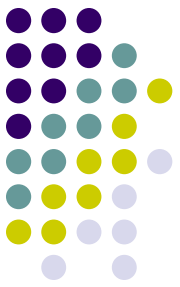
There is a difference between doing things the right way and doing the right things



# Understanding Compassion



- To feel with or to suffer with
- The emotional capacity of empathy is part of what it means to love and is a cornerstone of inter-connectedness
- Compassion is related in origin to the English noun patient = one who suffers
- An active desire to alleviate another's suffering;
- Considered in all major religious traditions as among the greatest of virtues
- Jesus invites/challenges us to live compassionately, especially in his parables of the Prodigal Son & Father and in the Good Samaritan – ideals of compassionate behaving



- The whole purpose of religion is to facilitate love and compassion, patience, tolerance, humility and forgiveness. H.H. The Dalai Lama
- Compassion is the keen awareness of the interdependence of all things. Thomas Merton
- Compassion is the ultimate and most meaningful embodiment of emotional maturity. It is through compassion that a person achieves the highest peak and deepest reach in his/her search for self-fulfillment. Arthur Jersild

# Motivators in Order of Perceived Employee importance



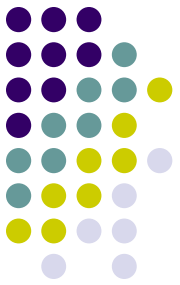
1. Good wages'
2. Job security
3. Opportunity for growth & promotion
4. Interesting work
5. Understanding of personal problems
6. Good physical working conditions
7. Appreciation
8. Feeling "in" on things

1. Appreciation for work done
2. Feeling "in" on things
3. Understanding of personal problems
4. Opportunity for promotion & growth
5. Good wages
6. Interesting work
7. Good physical working conditions
8. Job security

# Maintainers vs motivators



- Maintainers or satisfiers (wages, benefits, safe working conditions, and chance for promotion) must be present – they get the person to come to work; they are unlikely to motivate to productivity; they are external to the worker
- Motivators (appreciation, recognition of job well done, understanding of human issues & being included) are what make more of a difference
- The strongest and most effective motivators come from within as people want and need to be responsible for themselves
- Leaders' role is to influence employee self-motivation-to provide an atmosphere that will enable people to fulfill goals and find joy in the work itself.



# Factors that Influence Motivation

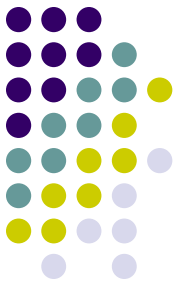
- Purpose
- Challenge
- Camaraderie
- Responsibility
- Growth
- Leadership

# Being a leader in passion promotion

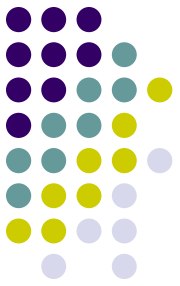


- Create a shared vision
- Model or lead by example
- Encourage the heart
- Permit others to act
- Allow failure

# Practices to Cultivate Compassion



- Morning ritual – to act with compassion today
- Empathy Practice
- Commonalities Practice
- Relief of Suffering Practice
- Act of Kindness Practice
- Those Who Mistreat Us Practice
- Evening Routine



# A Reminder...

- Jesus' message – *To Love others as we Love ourselves* -

Embodies the principle of Compassion and is at the center of what it means to be human and spiritual