Integrative Leadership Workshop

Leading Across Sectors & Professions for Collective Impact

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Workshop Goals

● Identify potential for collaborative work across nonprofits, government agencies, and businesses as a strategy for addressing complex community challenges

● Diagnose critical barriers and opportunities for boundary-spanning work - across cultural, organizational, or professional differences - that you are facing in your efforts to advance equity and inclusion in your communities

● Work on strategies - personal skills, team or organizational structures, resource investments - to improve your own contributions to collective impact
What is integrative leadership?
The tri-sector leadership need

“The critical challenges society faces . . . increasingly require the business, government and nonprofit sectors to work together to create lasting solutions. But this is only possible if the senior executives of our leading institutions are . . . “tri-sector athletes” — leaders able to engage and collaborate across all three sectors. . . . The aspirations of tri-sector leaders are both a challenge and an opportunity for the academic institutions that give so many of them the foundations for their careers.”

Integrative leadership

- Leadership is a **multi-sited** practice involving “leaderly” **actions** by people who might not be in formal leader positions.

- Leadership involves multiple players, complex settings, and inter-dependencies of some kind (e.g., no one can win alone, and leaders require followers).

- Integrative leadership is about:
  - Building resources - skills, goals, relationships, and infrastructure
  - Bringing together multiple players, across multiple sectors (business, government, and nonprofit)
  - Collaborating constructively on complex issues that are beyond the capacities of any given sector, discipline, profession, way of knowing, organization, etc.
What are your integrative leadership priorities?
Take a few minutes to reflect

- When, in your career, have you had to interact across sectors (business, government, nonprofit), professions, or disciplines?
  - Why did you have to interact?
  - What parties were involved?
  - What was your role and contribution?
  - Was it a challenge? Was it rewarding? Why?
  - What was the outcome?
Diagnosing and working on cross-sector boundaries
Boundaries

- A hallmark of integrative leadership is the assumption that things – organizations, knowledge, issues, timeframes, etc. – can be put together in all kinds of ways.
- This involves working across boundaries. Boundaries are sites of difference, not necessarily barriers.
- Integrative leaders are skilled in boundary work.
Boundary work (Quick & Feldman 2014)

- Aligning across differences
- Translating across differences
- Rendering differences insignificant
- Reinforcing or creating boundaries

Re-organizing knowledge, practices, and resources across boundaries supports moving forward in a desired direction.
Boundaries: Needs, opportunities, and practices

1. What are 3 or 4 significant boundaries (sites of difference) you navigate in the example you were working with earlier?

2. Are they constructive? Are they barriers? How so?
Boundaries: Needs, opportunities, and practices

1. What are 3 or 4 significant boundaries (sites of difference) you navigate in the example you were working with earlier?

2. Are they constructive? Are they barriers? How so?

3. Identify one boundary that is currently a barrier to your progress, and strategize about how to reduce the barrier.

4. Identify one action, practice, or attitude that you can use to support integrative leadership around a boundary.
Thank you!

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