



Center for Integrative Leadership

UNIVERSITY OF MINNESOTA

Integrative Leadership Workshop

Leading Across Sectors & Professions for Collective Impact

Kathy Quick, Associate Professor, Humphrey School of Public Affairs;
Academic Co-Director, Center for Integrative Leadership

Samantha Silker, Program Director, Center for Integrative Leadership

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?



Center for Integrative Leadership

UNIVERSITY OF MINNESOTA

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.”

– Nick Lovegrove and Matthew Thomas, “Why the World Needs Tri-Sector Leaders,” *Harvard Business*, February 13, 2013



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?



Center for Integrative Leadership

UNIVERSITY OF MINNESOTA

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



Center for Integrative Leadership

UNIVERSITY OF MINNESOTA

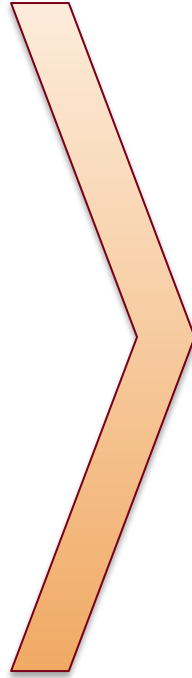
Boundaries

- 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!

Interested in Learning More?

- Opt In to CIL's mailing list to receive our newsletter, details on upcoming events, curriculum offerings, etc.
- Visit our website leadership.umn.edu for more details!

Questions? Contact us at cil@umn.edu



Center for Integrative Leadership

UNIVERSITY OF MINNESOTA