



**Health Resources in Action**  
*Advancing Public Health and Medical Research*

# **Leading Leaders: Building Leaders through Partnership Development**

Mass in Motion Action Institute

April 3, 2013

# Overview

## **Principles of Leading Leaders**

**Rose Swensen**, Director of Strategic Planning and Organizational Effectiveness, Health Resources in Action

## **Case Studies: Learning from Partnerships in Action**

**Mary Giannetti**, Fun 'n FITchburg  
**Amanda Ryder**, MetroWest Moves

## **Key Strategies & Lessons Learned**

Rose Swensen

## **Introduction to Partnership Assessment & Planning Tools**

Rose Swensen

## **Final Q&A**

All



# Objectives

- Understand the importance of multi-sector partnerships for complex systems change
- Learn strategies for effective engagement of and collaboration among multi-sector leaders
- Learn lessons from two communities
- Reflect on own partnership performance using planning tools



# Why is Multi-Sector Partnership Important?

- Complex issues require a multi-pronged, systems change approach involving all key stakeholders to truly “move the needle”
- Partnership
  - aligns efforts around a similar goal to improve population health
  - minimizes duplication of services
  - shares burden of implementation among multiple players
  - leverages resources and expertise in the community
  - provides a foundation for sustainability by building broad, shared knowledge base and buy-in

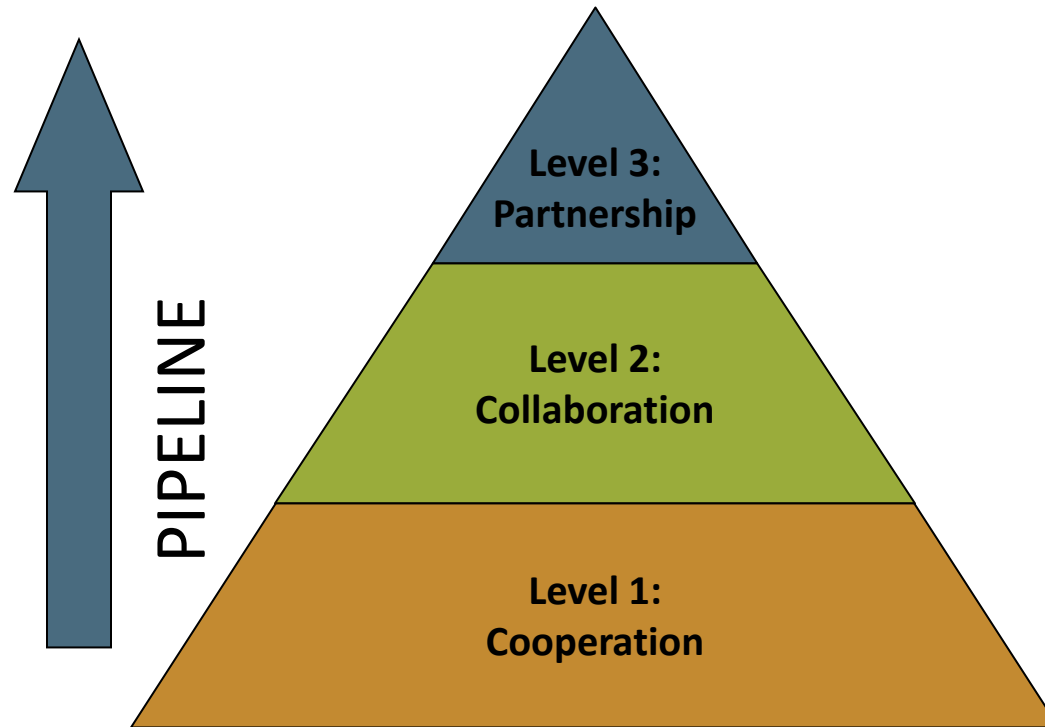


# The Value of Perspective

**“Hang on,  
Betty...  
Someone’s  
bound to see  
us eventually.”**



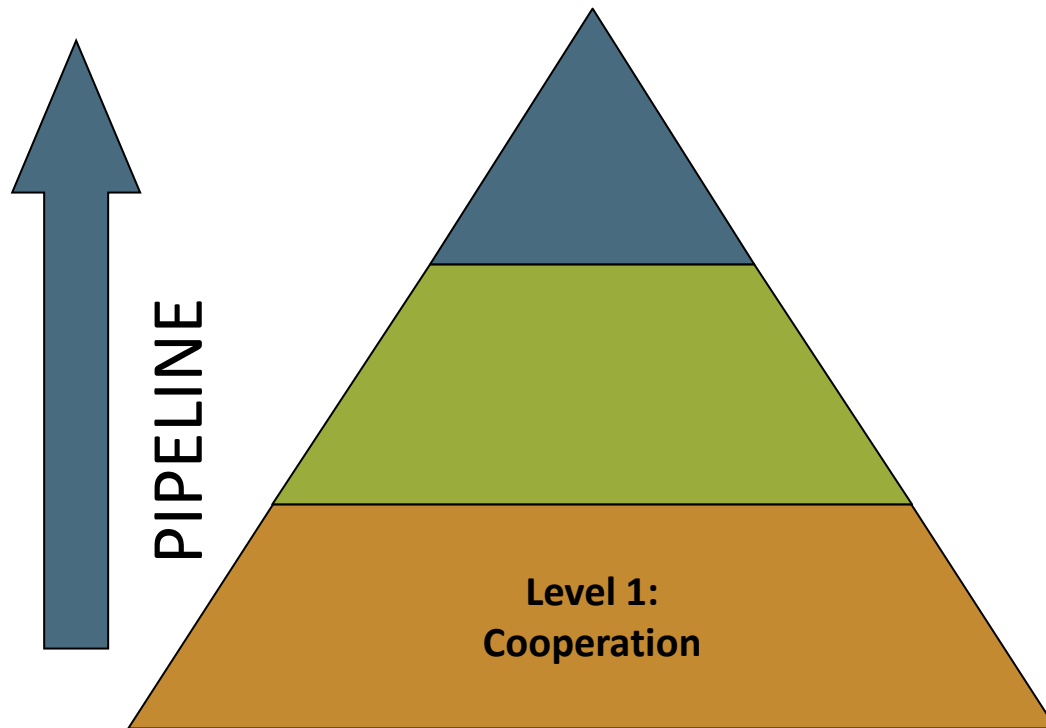
# A Model for Deepening Our Relationships and Work



“Raise the water level so all boats rise”



# A Model for Deepening Our Relationships and Work



**Description:** *Point of entry in the pipeline. Low-risk, lower impact engagement of an inclusive, broad group of stakeholders around a “common table.”*

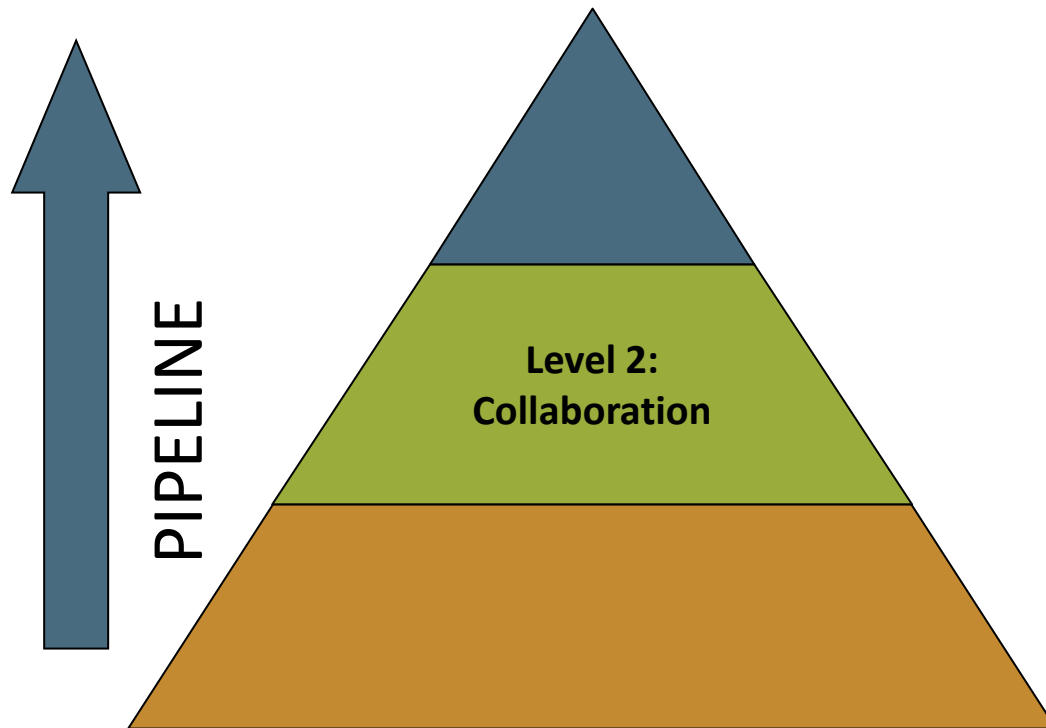
**Characteristics:** *Collegial, supportive, non-obstructionist.*

**Objectives:** *Build trust, develop relationships, get to know each other and each other’s work, share information, build ownership for shared success.*

**Focus:** *Creating opportunities rather than “overcoming resistance” for **collaboration** (co-sponsored events, networking, opportunities to cooperate with each other’s work in a local context, etc.).*



# A Model for Deepening Our Relationships and Work



**Description:** *Smaller group of stakeholders working together (side by side) around a defined objective (e.g., policy). Stakeholders will be those whose interest, expertise, and availability match the needs of the identified focus.*

**Characteristics:** *Support each other's work, align with each other's work, share ideas and knowledge, refer work to each other.*

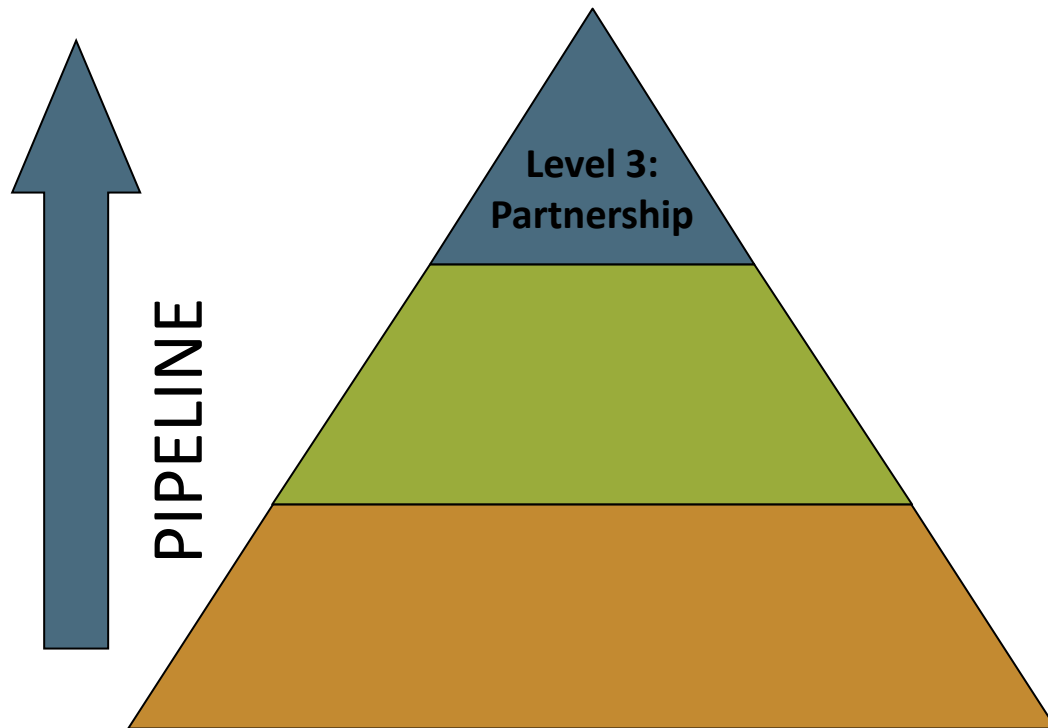
**Objectives:** *Achieve common goal(s) in an area of focus that stems from (but is an addition to) the normal domains of work; identify opportunities for **partnership**.*

**Focus:** *Arises organically from cooperative conversations.*





# A Model for Deepening Our Relationships and Work



**Description:** *Strategic and integrated work of one or more stakeholders to achieve expansive, common goals that are fundamental to each other's success and core business, but difficult (and/or potentially impossible) to achieve individually.*

**Characteristics:** *Mutually beneficial, interdependent relationships. Higher intensity of engagement, higher risk, and greater potential for reward/impact.*

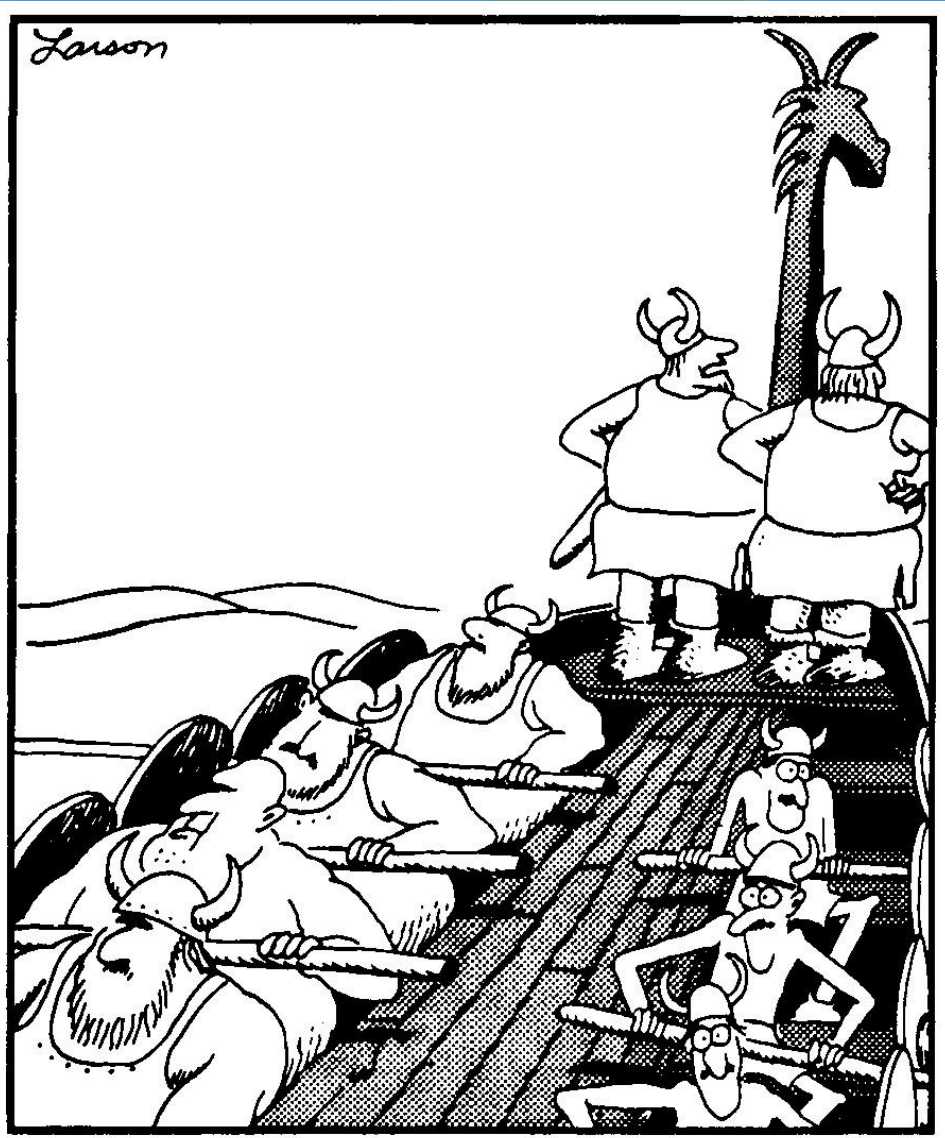
**Objectives:** *Achieve synergy and build capacity across organizations.*

**Focus:** *Opportunistic and relationship history-based.*



# The Value of Vision

**“I’ve got it too,  
Omar... a strange  
feeling like we’ve  
been going in  
circles.”**



# Elements of High Performing Multi-Sectoral Partnerships

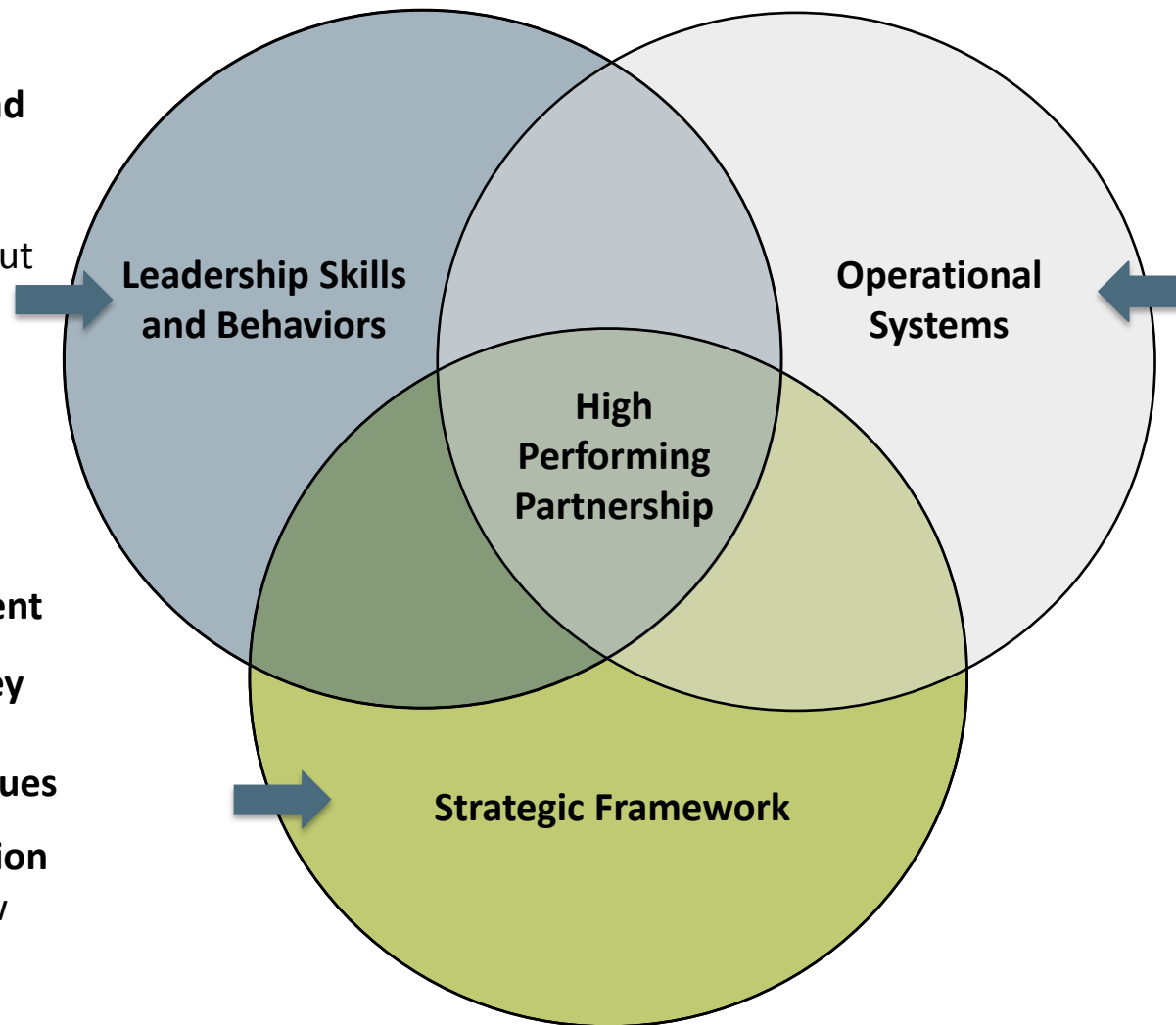
## Operational Systems

### Leadership Skills and Behaviors

- Knowledge of self and others
- **Clarification of Roles and Expectations** and alignment of different cultures
- Recognition and agreement about how to manage the gray areas
- Alignment of leadership philosophies (how leading, managing, and implementing strategies and organizations should be led)
- Clearly defined process for **accountability**

### Strategic Framework

- Agreement on **rules of engagement** (operating principles, conflict resolution, decision-making)
- Recognition and **integration of key priorities and mandates**
- Agreement on **communication strategy**, protocol, and processes
- Creation of **shared vision and values**
- Creation of **shared plan of action**
- Ongoing **monitoring and evaluation**
- Identification of **environmental pressures & challenges** (joint the partnership is working problem can be a great unifier)

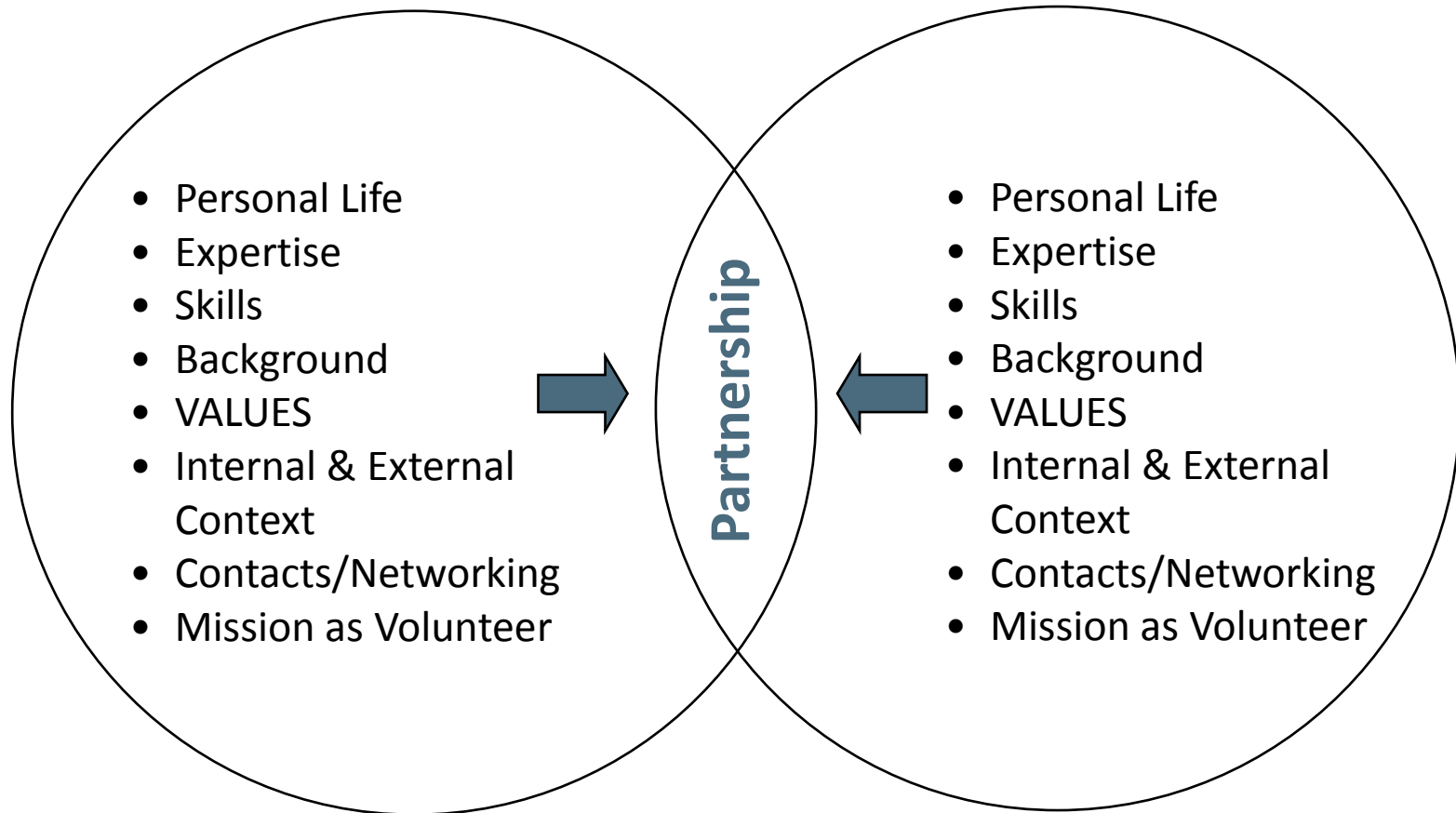


# Core Elements in Effective Partnerships

- Trust
- Commitment
- Accountability
- Results
- Conflict Resolution

# It's Not Just Business, It's Personal

## Leader to Leader



# Leading Leaders



- Is **NOT** about:
  - Position Power
  - Authority
  - Directives
  - Consequences of non-compliance



- **IS** about
  - Influence
  - Motivation
  - Connection
  - Benefits of collaborative enterprise



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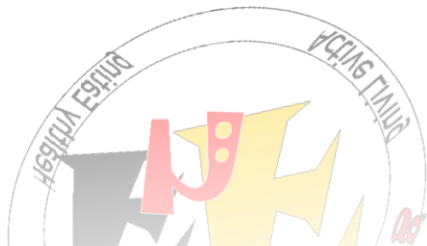
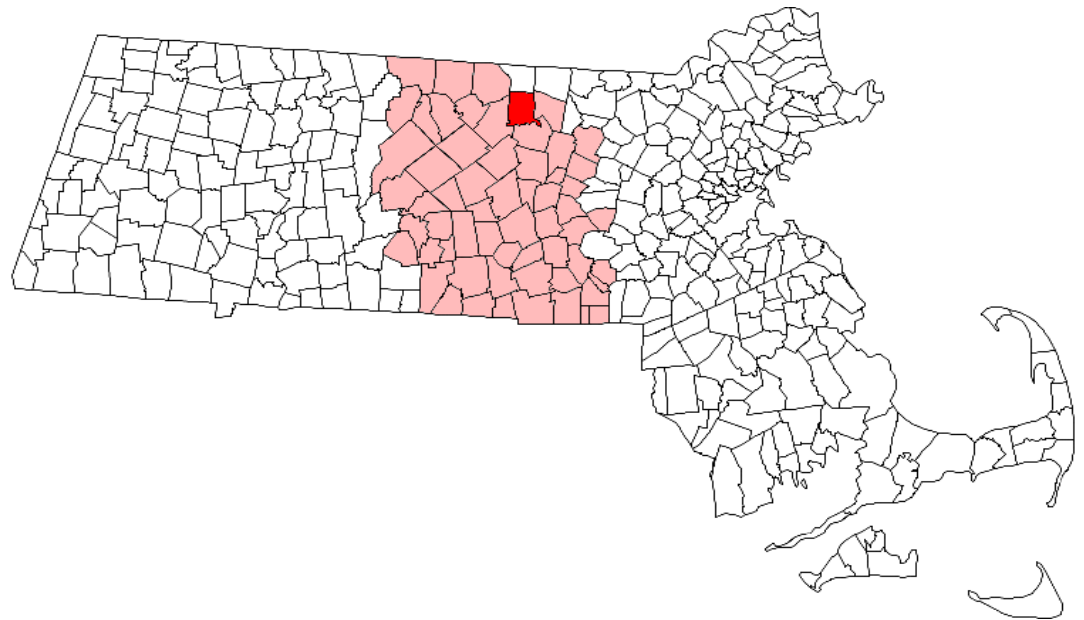
# Two Case Studies: Leading Leaders in Action

Fun 'n FITchburg

**Mary Giannetti**



# Fun 'n FITchburg



A community funded by Mass in Motion

# Community Mobilization Network



Youth

Board of Health Nurse

Housing Authority Director

Youth

Farmers Market Manager

Parks and Recreation Director

# Creating A Dialogue



Youth

Board of Health Nurse

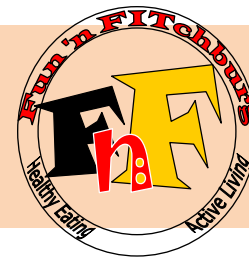
Housing Authority Director

Youth

Farmers Market Manager

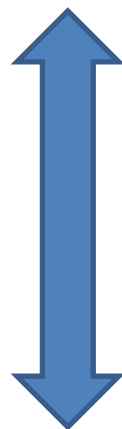
Parks and Recreation Director

# Community Mobilization Network



Traditional Leaders and Groups in Power

Sustaining



Partnership

Grassroots and emerging informal community leaders



# Resident Involvement

❖ Involvement in neighborhoods

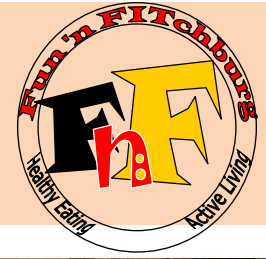
❖ Resident mobilization

❖ Collaboration with

Nei



# Youth Involvement



- Collaboration with partners
- Advocacy – state and local
- Youth Specific Activities



# Sustaining Partnership



- **Participatory Action Approach**
- **Build Trust**
- **Leadership Development**

MetroWest Moves

**Amanda Ryder**





**Framingham ★ Hudson ★ Marlborough**

# **MetroWest Moves**



**April 3, 2013**

## Steering Committee

### Framingham

- Ethan Mascoop, Director of Public Health
- Amanda Loomis, Interim Planning Director
- Jeremy Marsette, Town Engineer

### Hudson

- Sam Wong, Public Health Director
- Michelle Ciccolo, Community Development Director
- Kerin Shea, Community & Economic Development Assistant
- Jennifer Burke, Planning Director

### Marlborough

- Robert Landry, Board of Health Administrator
- Tim Cummings, Economic Development Corporation Executive Director
- Priscilla Ryder, Conservation Officer

## Our Partnerships

The key to achieving healthy communities is creating partnerships. We envision MetroWest Moves as a movement to create sustainable partnerships that will allow our communities to garner the support needed to make Framingham, Hudson and Marlborough places where everybody can eat healthy and be active.





Find out opportunities for healthy eating and active living in Framingham, Hudson, and Marlborough >

## What's New

MetroWest Moves is a tri-community Mass In Motion initiative to facilitate opportunities

## Events

Framingham Winter Farmers' Market  
April 04 2013 | 12:00 PM

## Stay Connected



LHCommunities @LHCommunities

28 Mar

Do you want [#completestreets](#) in your community? Check out [@SmartGrowthUSA](#) for a ton of resources: [bit.ly/10UIDm7](#) [#smartgrowth](#)

Retweeted by MetroWest Moves

Expand



MetroWest Moves @MetroWestMoves

21 Mar

County [#HealthRankings](#) released. Find out how Middlesex County ranks [bit.ly/10p8Rfg](#) & take action [bit.ly/Xtiw04](#) [@CHRankings](#)

Expand



MetroWest Moves @MetroWestMoves

21 Mar

School district crediting revised [#wellness](#) policy and improved school meals with decrease in student [#obesity](#). [bit.ly/ZCaULD](#)

Expand



MetroWest Moves @MetroWestMoves

18 Mar

Join [@usedgov](#) tomorrow 3/19 (1:15 or 1:30PM ET) for a call with the First Lady about [@letsmove](#) Active Schools. RSVP to [LetsMove@who.eop.gov](#)

Expand







Framingham ★ Hudson ★ Marlborough

# MetroWest Moves



**Find us on Facebook:**

[www.facebook.com/MetroWestMoves](http://www.facebook.com/MetroWestMoves)



**Follow us on Twitter:**

@metrowestmoves



[www.metrowestmoves.org](http://www.metrowestmoves.org)

[metrowestmoves@jsi.com](mailto:metrowestmoves@jsi.com)



Framingham ★ Hudson ★ Marlborough

## MetroWest Moves



Rose Swensen

# Key Strategies and Lessons Learned

# Leading By Influence

- You are in the position of getting people to engage in an action without having direct authority over them. Examples:
  - Team members
  - Clients
  - Consultants
  - Partners
- Often, exercising position power can be counterproductive; influence can be more sustainable and conducive to team ownership of outcomes.
- Must use available “leverage points” to achieve desired outcomes:
  - Tie your ideas to mutual goals
  - Manage your own time and communicate your understanding of what is expected of you to all key stakeholders
  - Use team’s principles for engagement and accountability when you get “stuck” in the world of competing priorities

# Core Competencies of Leading by Influence

- Self-awareness
- Awareness of partners' needs, motivations, perspectives
- Sense of personal responsibility to “make things work”
- Flexibility
- Open communications (transparency)
- Negotiations skills
- Results orientation

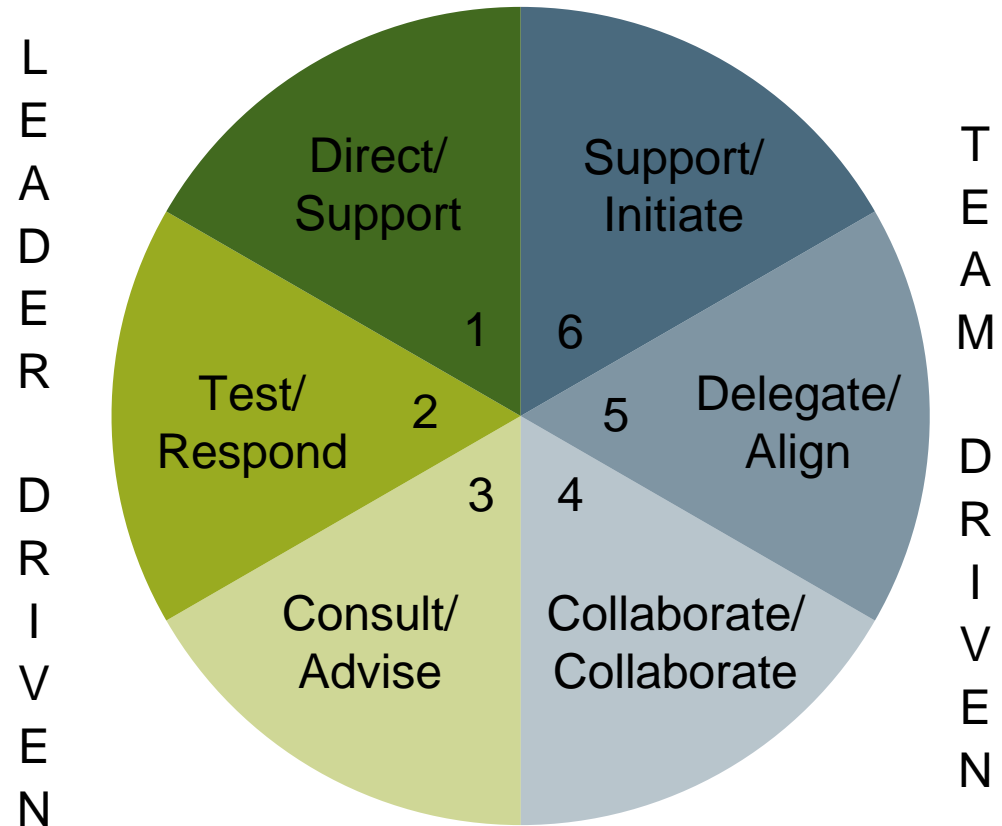
# Some General Truths

- Prerequisites of effective performance are explicit expectations up front, ongoing feedback, treating people with care and respect.
- Communication and Decision-Making processes are the two areas that typically cause concern. Communicate often, outline and be explicit about patterns of participation.
- The most difficult and potentially divisive/volatile disagreements involve conflicts in operating styles (different ways of doing work or interpersonal habits). There is nothing inherently superior about one style of behavior or another; diversity is a prerequisite for high performance.



# Patterns of Participation

- 1: Leader has idea, asking for team's support
- 2: Leader has some idea, wants to test & modify with team input
- 3: Leader does not have idea, asking for team input to inform decision
- 4: Leader participates as equal team member; team makes decision with leader
- 5: Leader acts as resource & guide to team; not involved in team decision
- 6: Leader acts as outside supporter to team process; not involved in team decision



# Leading Partners for Sustainability

The process of maintaining an initiative by weaving a practice, a way of thinking, into the fabric of the community, or making a permanent home for a practice within the community independent of funding and funding cycles.

# Q &A and Partnership Reflections

## ➤ Q&A

## ➤ Table Exercise

- Key Partnership Action Planning Template – Strategies for Effective Partnership
- Partnership Assessment



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Thank You!