LEADERSHIP IN A LOOSELY COUPLED, MULTI-STAKEHOLDER SYSTEM
Leading the Collective Will

Build the Community to Build the Capacity.

“A strong community can navigate any crisis, because together we are stronger.”
The use of affirming language inspires hope. **LANGUAGE MATTERS.**

Words have power. **PEOPLE FIRST.**

The PTTC Network uses affirming language to promote the application of evidence-based and culturally informed practices.

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**Upcoming Events**

- Quick Learn: How to Move from Issues to Actions
  - August 2

- T/TA Provider Community of Practice: August 2021
  - August 2

- The Infinite Game Workshop
  - August 19
LEADERSHIP IN A LOOSELY COUPLED, MULTI-STAKEHOLDER SYSTEM
Leading the Collective Will

Are you asking yourself...

“How do I lead in the situation when there is no one specifically in charge, multiple stakeholders are involved in the decision-making process, and there is no way you can force people to do what needs to be done?”
THE RESEARCH QUESTION:

How does leadership occur in a multi-stakeholder, loosely coupled system?

My Journey
8+ years of thinking, doing, reflecting and documenting

- Formation of two non-profits: GSG & ICA – Ukraine
- Owning MNToP
- HueLife Launched
- Research Proposal Launched 3 Innovation Leagues
- Finalizing the findings

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<td>USE of SELF</td>
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<td>Shared Ownership Model Explored (Teal Organizations)</td>
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<td>Data gathering and analysis</td>
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Learning Objectives

- Explore different point of view on leadership
- Discover levels and dimensions of leadership in loosely coupled, multi-stakeholder system
- Understand what competencies are necessary to lead effectively in this new way

Agenda

i. Share research findings
ii. Present leadership model
iii. Leadership competencies
iv. Q&A
The purpose of this research study was to understand how leadership occurs in a multi-stakeholder, loosely coupled system where members represent independent entities (individuals or organizations) and exist to advance common good.

Increasingly, organizations in all sectors of society are moving toward non-hierarchical structures, convinced that collaboration, shared leadership, shared values, culture of inclusive decision making, and engagement will produce better results.
I would have to say that there's more flexibility in [loosely coupled system]. I would say, that when you have a more structured leadership format, you don’t hear from voices that represent a different contingency. You're hearing from the voices that, uh, you've identified.

At the heart of inquiry ...

(a) What are the acts of leadership?
(b) How do the leadership acts and processes occur?
(c) What are the actors’ behaviors and capabilities that allow for leadership to happen?
(d) What contributes to leadership happening in the loosely coupled multi-stakeholder system?
(e) What makes leadership different in the loosely coupled multi-stakeholder system?
Definitions

- **System:** A regularly interacting or interdependent group of items forming a unified whole (Miriam Webster Online Dictionary).

- **Loose Coupling:** Interconnected elements of the system that are responsive at the general or organizational level but operate independently at the component level (Orton & Weick, 1990).

- **Leadership:** A number of people interacting in a certain way, process, and structure which allows for accomplishing a collective agenda or purpose toward a common good.

- **Actor:** An individual (human) who is considered to be an element of the system.

- **Member:** An individual or organizational representative (individual identity is tied to organizational identity) that has joined the system voluntarily and participates at the will of the stakeholder group they represent.

- **Stakeholder:** An individual actor or group of actors, representing an "interest group" within the system.

- **Multi-Stakeholder System:** A set of multiple stakeholders interacting within one system.

Existing theories that informed this research

- Integrative Leadership
- Leadership for Collaborative Advantage
- Complexity Leadership Theory
- Shared Leadership theory
Grounded Theory Methodology

- An iterative process
- Literature review
- Interviews
- Site visits & observations
- Personal experience and reflection
- Focus Group
- Second round of interviews
- Literature review

The final pool of participants included:

- 10 founding members
- 6 participating members
- 14 employees and contractors

TOTAL 30 PARTICIPANTS:

- 15 different systems
- 7 different states
- 3 national

Participants
<table>
<thead>
<tr>
<th>System</th>
<th>Organization’s Form</th>
<th>Maturity Level</th>
<th>Years in Existence</th>
<th>Current Operation</th>
<th>Current Legal Form</th>
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<tr>
<td>1</td>
<td>Coalition</td>
<td>Mature</td>
<td>15 years</td>
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<td>501 (C3)</td>
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<td>2</td>
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<td>1.5 years</td>
<td>Loosely Coupled</td>
<td>Program</td>
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<tr>
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<td>2 years</td>
<td>Tightly Coupled</td>
<td>501 (C3)</td>
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<tr>
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<td>Developing</td>
<td>2 years</td>
<td>Tightly Coupled</td>
<td>501 (C3)</td>
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<td>24 years</td>
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<td>9</td>
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<td>Mature</td>
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<td>Loosely Coupled</td>
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<td>Mature</td>
<td>10 years</td>
<td>Tightly Coupled</td>
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I think that it's like you bring together influence, and some economic resources with a big idea, and that over time, that idea stands the test of time and is popular enough, and people can envision it, then something can happen and it can continue to grow and evolve.
Follow up Questions that were asked in this research

• What needs to happen within the system and components to allow for the leadership to emerge?
• What are some skills or attitudes that are necessary for the leader(s) to emerge?
• How are decisions made and implemented?
• How are actions coordinated and outcomes communicated?
• And, ultimately, how does leadership occur and what constitutes leadership in loosely coupled, multi-stakeholder systems?

We created a system that is win, win for everyone. Members benefit from being members and the organization itself benefits from all these members as a result.
Four Dimension

Levels of Leadership... hierarchy?

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Acts of Leadership</th>
<th>4 Dimensions</th>
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<tbody>
<tr>
<td>Level 4</td>
<td>The System</td>
<td>Balancing chaos and order</td>
<td>Why: Sustainability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>What: Structure</td>
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<td></td>
<td></td>
<td></td>
<td>How: Engagement</td>
</tr>
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<td></td>
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<td>Who: Core Group</td>
</tr>
<tr>
<td>Level 3</td>
<td>Core Group</td>
<td>Forming and sustaining &quot;leadership&quot; team</td>
<td>Why: Shared Values</td>
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<td></td>
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<td>What: Shared Interest</td>
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<td></td>
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<td>How: Shared Power</td>
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<td></td>
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<td>Who: Coalition of the willing</td>
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<tr>
<td>Level 2</td>
<td>Coalition of the willing</td>
<td>Inviting to collaborate</td>
<td>Why: Convening</td>
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<td>What: Compelling Message</td>
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<td></td>
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<td>How: Connecting</td>
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<tr>
<td></td>
<td></td>
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<td>Who: We</td>
</tr>
<tr>
<td>Level 1</td>
<td>We</td>
<td>Taking responsibility</td>
<td>Why: Systems Thinking</td>
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<td>What: Courage</td>
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<td></td>
<td></td>
<td></td>
<td>How: Persistence</td>
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<tr>
<td></td>
<td></td>
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<td>Who: Idea</td>
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</tbody>
</table>
The System: Serving the Purpose
Who: People
Why: Purpose
What: Product
How: Partnership
The System: Serving the Purpose
Who: People
Why: Purpose
What: Product
How: Partnership
Challenging what we know....

How many brains does the human has?
Brain #1: The Brain in Your Head.

- Your head brain has 86 billion neurons, the cells that **process and transmit information**.
- It’s where synapses, electrical impulses, and hormones **talk to each other**, which is what allows for consciousness and awareness.
- Most importantly, it’s what gives you the **ability to identify patterns** and make sense of the world.

Source: Australian Spinal Research Foundation & Joe Mechlinski

Brain #2: The Brain in Your Heart.

- Your heart houses more than 39 million neurons.
- It’s not nearly as many as the head, but it fills this gap with generating the **largest electromagnetic field** in the body.
- The heart sends as many messages to the head brain as it receives. **DIFFERENT TYPE OF COMMUNICATION!!!**
- Researchers in the field of energy cardiology have discovered that your heart **creates thinking hormones** similar to the type created in the head brain. **DIFFERENT TYPE OF THINKING!!!**

Source: Australian Spinal Research Foundation & Joe Mechlinski
Brain #3: The Brain in Your Gut.

- Your gut brain consists of two nerve centers called the myenteric and the submucosal, which have approximately 100 million neurons. This is more than the spinal cord.
- The gut produces 70 percent of the hormone cortisol, which is released during stressful periods to regulate metabolism, control blood pressure, and assist with memory formulation.
- This gut brain is also responsible for processing information during sleep. 70 percent of serotonin — the neurotransmitter responsible for relaying signals across the brain to help you think clearer — is produced in the gut.

Source: Australian Spinal Research Foundation & Joe Mechlinski

So, what is the brain?

A brain is not a singular body part ... it is any element of the body capable of learning...
Level 4: Balancing Chaos & Order

Who: Core Group
Why: Sustainability
What: Structure
How: Engagement
Level 3: Forming "Leadership" Team

Who: Coalition of the Willing
Why: Shared Values
What: Shared Interest
How: Shared Power
Level 2: Inviting to Collaborate

Who: The We
Why: Compelling Message
What: Convening
How: Connecting
Level 1: Taking Responsibility

Who: The Idea Holder
Why: Humility & Cause
What: Systems Thinking & Curiosity
How: Courage & Hard Work
THE PEOPLE

Who hold this system together

HOW LEADERSHIP OCCURS?
Summary

The loosely coupled, multi-stakeholder system acts as a living organism that interacts with the external environment and internal resources to accomplish its purpose.

The four dimensions of the system (the why, the what, the how, and the who) interplay and interact with each other in a dynamic, cyclical fashion where four levels of leadership are enacted by individual actors: taking responsibility, inviting to collaborate, forming and sustaining the “leadership” team, and balancing chaos and order.

SO WHAT?
SERVING THE PURPOSE VS FOLLOWING THE LEADER

WHY: PURPOSE

- The HEART of the system is the WHY
- The passion is what fuels the system’s energy
- Personal connection to the “worthy cause” or the idea
Working hard for something we don’t care about is called stress. Working hard for something we love is called passion.

- Simon Sinek

THE POWER OF WALKING AWAY
HOW: GUT OF THE SYSTEM

- The GUT of the system is the HOW
- The system is held together through interpersonal relationships and trust
- Leadership's role is to maintain a healthy eco-system of partners
- The job is to develop, maintain, negotiate, and heal the relationships in case of conflict and attack on the system's integrity

Trust is the glue of life.
It’s the most ingredient in effective communication. It’s the foundational principle that holds all relationships.

— Stephen Covey
@messages365greetings.com
WHEN THE SYSTEM BECOMES “THE WHO”

WHO: THE SYSTEM

- The HEAD is the THE SYSTEM
- Established rules, norms, culture and policies guide the flow of information and decision-making process.
- It exists to sustain itself.
- People, who come and go, have the ability to identify patterns and make sense of the world.
- Must constantly question and check our biases.
- Must see the bigger picture and connect the dots.
NEW LEADERSHIP COMPETENCIES

Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —

AZ QUOTES
LEADERSHIP COMPETENCIES NECESSARY

• Taking Responsibility
  • Confidence & technical competence
  • Ability to see what is needed

• Inviting to Collaborate
  • Collaboration tools and skills
  • Managing power dynamics

• Forming a Core Group
  • Providing mentorship and support
  • Developing leaders & teams

• Balancing Chaos and Order
  • Coordination skills
  • Communication skills
  • Change management skills

• Serving the Purpose
  • Ethics and morals
  • Trust building
HueLife offers a variety of experiences including 90-minute quick learns, half- and full-day courses, and multi-month learning journeys.

We can offer follow-up options to any of our experiences. These provide participants the opportunity and the space to practice what they learned, sharpen their new skills, and receive peer and coach feedback.

What's next?

- Round Table (Aug-Sept)
- Workshop (Sep-Oct)
- Academy (Nov)
- Alumni / CoP

Thank you!

For additional course opportunities visit, [www.hue.life](http://www.hue.life)
THANK YOU