

Collaboration Multiplies Impact:

Collaborative Leadership for CSA coordinators:
Encouraging Diverse Perspectives

Nancy Toscano, PhD LCSW
Chief Operating Officer





We are Family!

Credentials as a collaborator

Training Outline

-  Empathy/Perspective Sharing
-  Impediments to Collaboration: Conflict Hooks & Strategies
-  Facilitation Collaboration: Dr. Edward DeBono's: Six Thinking Hats

GOAL: CSA leaders are better equipped to facilitate effective collaboration within their teams and wider communities to maximize social impact.

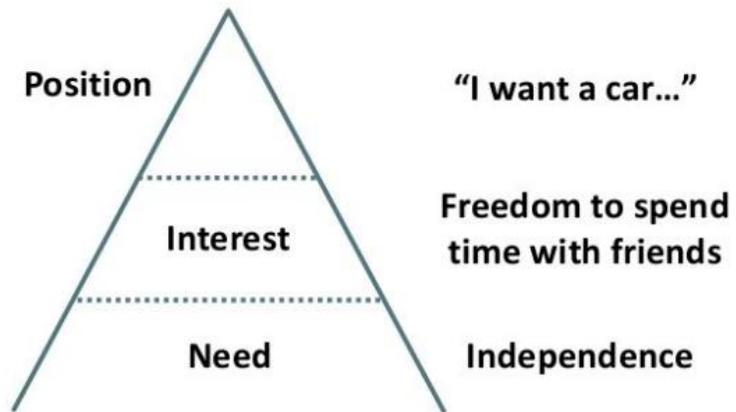
Just Like Me! activity

**Pair off with someone
you do not know. Stand in
front of each other.**

Be present



Position Vs Interest



Position vs Interest

Positions	Interests
What they say they want	Why they want it
Positions are surface statements of where a person or organization stands, and rarely provide insight into underlying motivations, values or incentives.	Interests are a party's underlying reasons, values or motivations. Interests explain why someone takes a certain position.
Position Example: Union demands a five-year contract.	Interest Example: Union wants time for workers to retool their skills before plant closings are implemented.

NAME THAT STATEMENT: Position or Interest?



Tool: Listening without Ego



What works for you?
What are the strengths you hear?



What changes did you hear?



What new ideas do you have?



What questions does this raise?
(no answers yet)

Impediments to Collaboration: Conflict Hooks and Ladders





Conflict Hooks



Perceived threat to something that is very important to your identity – how you see yourself and how you want others to see you!

Conflict Hooks

- **Competence** – when you perceive that someone is questioning your intelligence or skills.
- **Inclusion (FOMO)**– when someone appears to be excluding you in some way (from a group, an event, a committee, etc.) or implies you're not a good companion.
- **Autonomy** – when someone appears to be trying to control you, imposing on you, or threatening your self-reliance.
- **Status** – when you perceive that someone is threatening or dissing your tangible and intangible assets, including power, position, economic worth, and attractiveness.
- **Reliability** – when you perceive that someone is questioning your trustworthiness or dependability.
- **Integrity** – when someone appears to be questioning your moral values or integrity.

Conflict Hooks: You've been HOOKED!

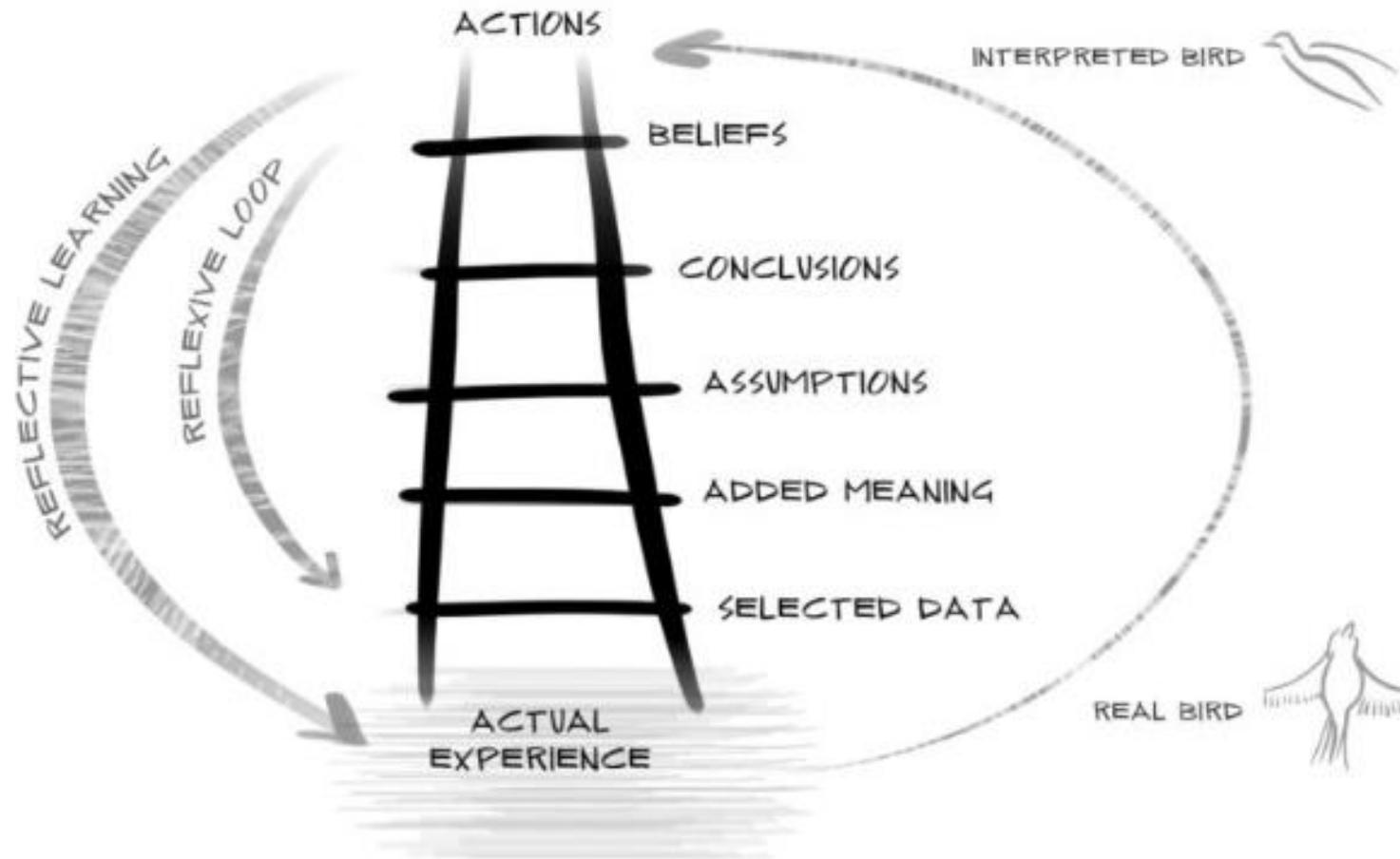
Conflict hook

A part of your identity that has become snagged by a perceived insult or threat to the way you see yourself, causing conflict or escalating it.



When you are hooked, you cannot listen to the "interest" or need. You are focused on the "perceived threat." Conflict magnifies.

Ladder of Inference



adapted from Chris Argyris and The Fifth Discipline, by Peter Senge, et al. drawing by @kreluy_bird

Harvard

INTRODUCTION TO DATA WISE: LADDER OF INFERENCE

I add: interpretation

I select: some data

All data:
anything I can take in
through my five senses

Adapted from *The Fifth Discipline:
The Art and Practice of the Learning Organization* by Peter Senge

Welcome
The Ladder of Inference

[Dr. Chris Argyris' - Ladder of Inference](#)



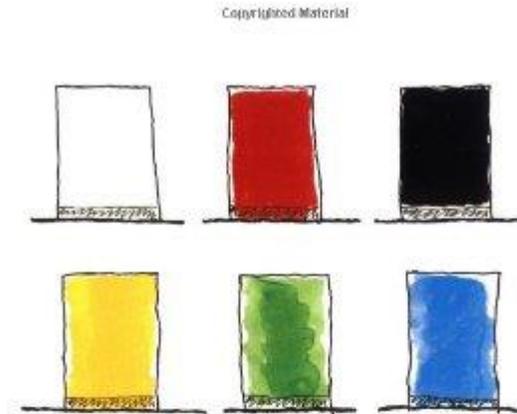
How do you know when you've shot up the ladder prematurely?

....What commitment will you make to avoid this?

Dr. Edward DeBono's 6 Thinking Hats



- Integrate various perspectives
- Alter one's own perspective or attitude
- Consider issue from all thinking hat angles
- Manage conflicts and objectively consider opposing viewpoints



SIX THINKING HATS EDWARD DE BONO

THE INTERNATIONAL BESTSELLER
that has changed the way the world's
most successful business leaders think

"WE OWE DE BONO A DEBT FOR CONSTANTLY REMINDING US THAT
THINKING IS A SKILL AND CAN BE IMPROVED." —PSYCHOLOGY TODAY

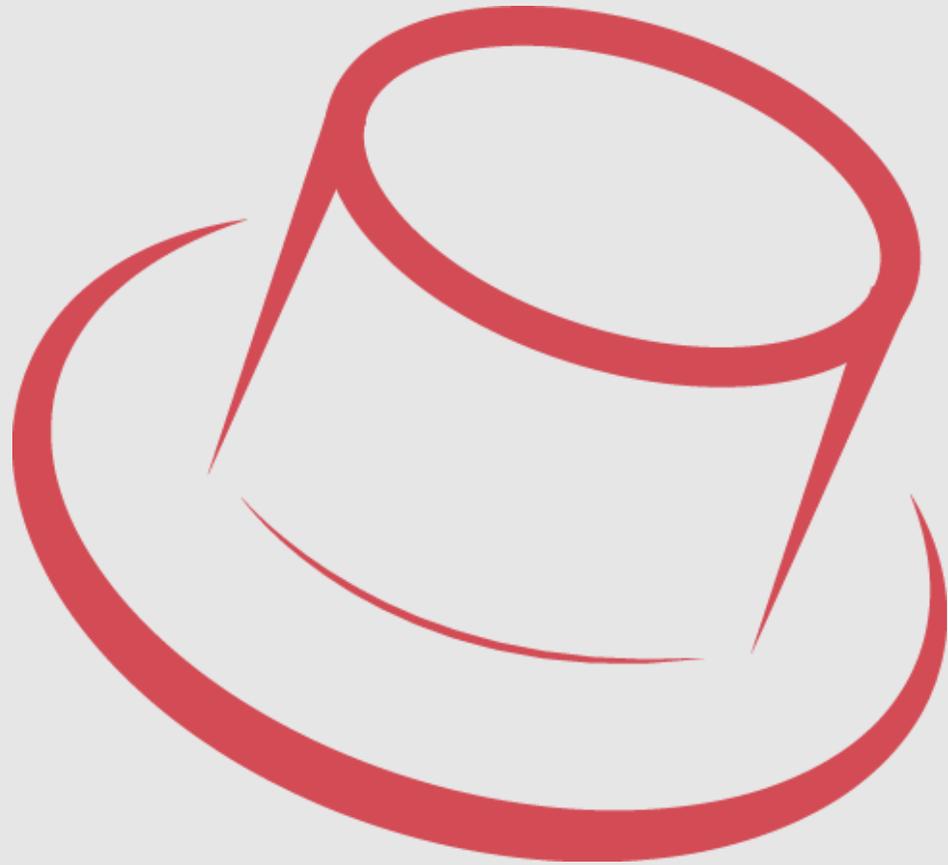
REVISED AND UPDATED

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THE WHITE HAT

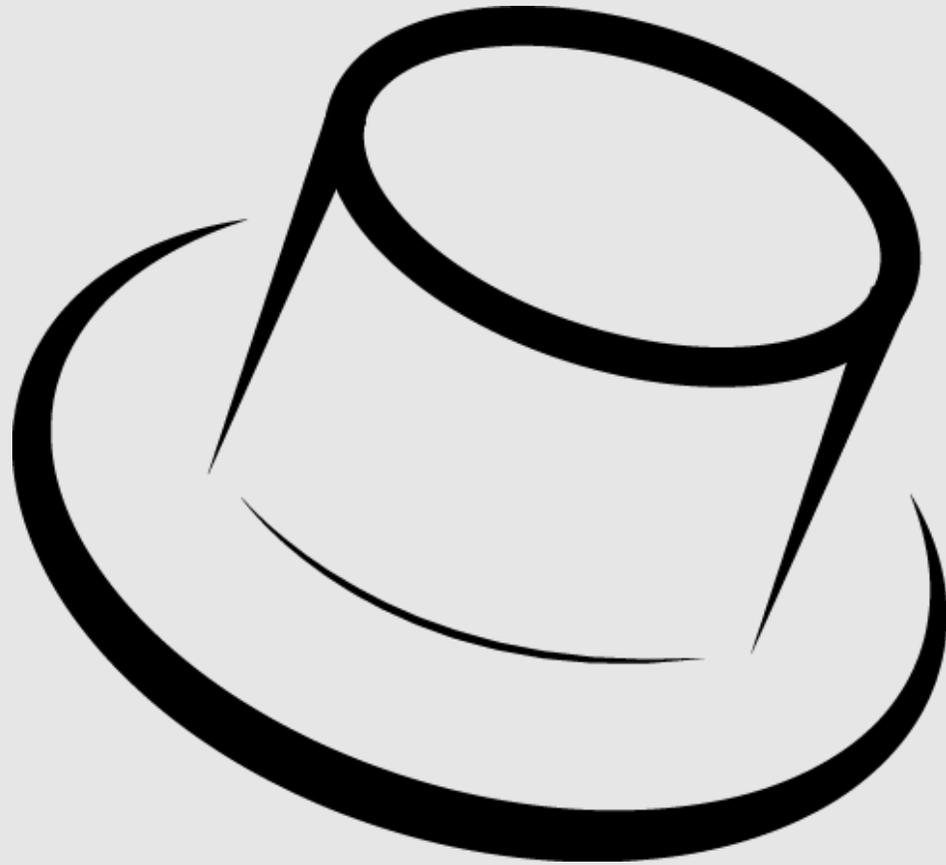


- This hat focuses on information and data.
- Think of white paper, which is neutral and carries information:
 - ...What information do we have?
 - ...What information is missing?
 - ...What information would we like to have?
 - ...How are we going to get missing information?



THE RED HAT

- This hat focuses on feelings and intuition.
- Think of red and fire and warm:
 - ...Putting on my **Red Hat**, this is what I feel about the project
 - ...My gut feel is that it will not work
 - ...I don't like the way this is being done



THE BLACK HAT

- This hat focuses on cautions and uses critical thinking.
- The Black Hat is very valuable but overuse can be a problem.
- Think of a stern judge wearing black robes who comes down heavy on wrongdoers. The **Black Hat** is the caution hat.
 - ...The regulations do not permit us to do that
 - ...We do not have the capacity to meet the demand



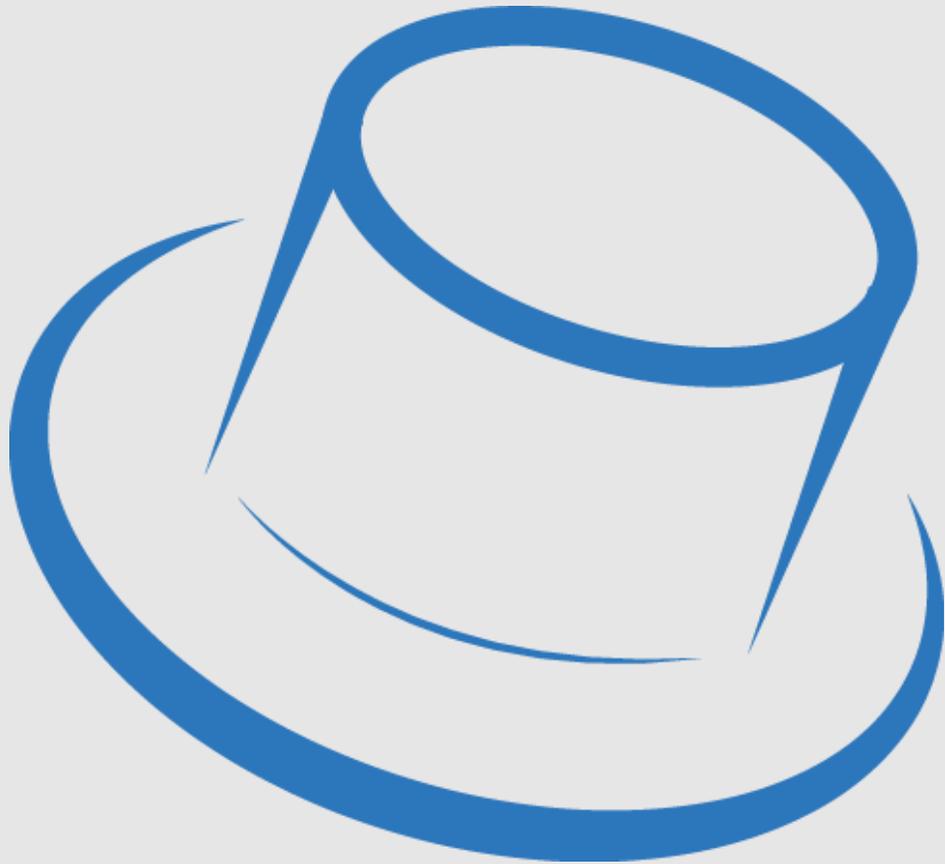
THE YELLOW HAT

- This hat focuses on the benefits and optimism.
- Think of sunshine. The **Yellow Hat** is for:
 - ...The logical positive view of things
 - ...Feasibility and how something can be done
 - ...Benefits that are logically based:
 - ...This might work if we moved the plant nearer the customers
 - ...The benefit would come from repeat customers



THE GREEN HAT

- This hat focuses on creativity, new ideas and possibilities.
- Think of vegetation and rich growth. The **Green Hat** is for:
 - ...New ideas and additional alternatives
 - ...Putting forward possibilities and hypotheses
 - ...Creative efforts
 - ...We need some new ideas here
 - ...Could we do this a different way



THE BLUE HAT

- This hat focuses on organizing and controlling the process.
- Think of the sky and an overview. The **Blue Hat**:
 - ...Is for process control
 - ...Sets the agenda for thinking
 - ...Suggests the next step in the thinking
 - ...Can ask for other hats:
 - ...I suggest we try some green hat thinking

THANK YOU!

