Leading by Convening: The Power of Authentic Engagement

Joanne Cashman, IDEA Partnership
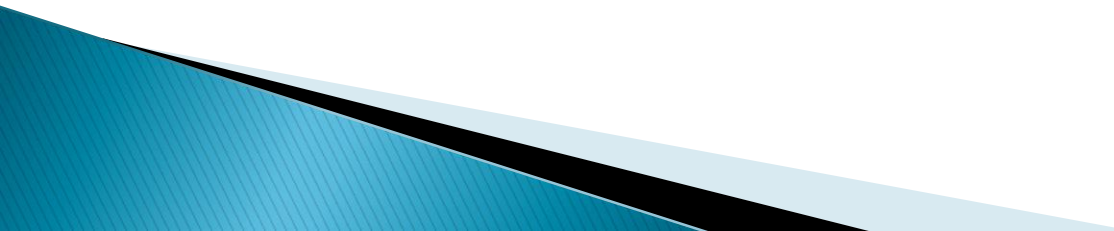
June, 2014

Importance of Relationships in Change

There will never be enough laws, policies, processes,
documents, etc. to force change.

Change is best realized through the relationships we build with those people and groups that have a common interest toward solving a persistent problem or seizing an opportunity.
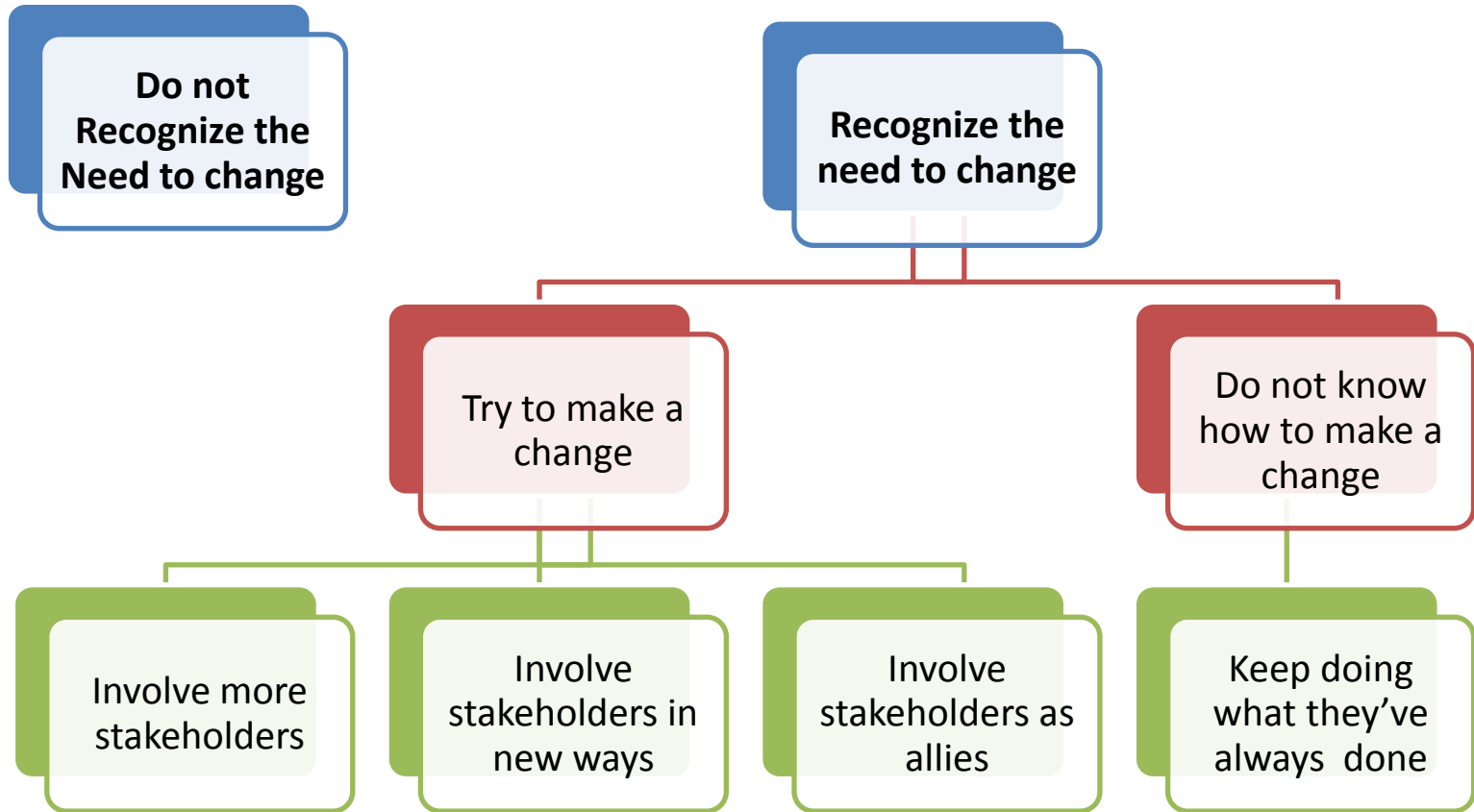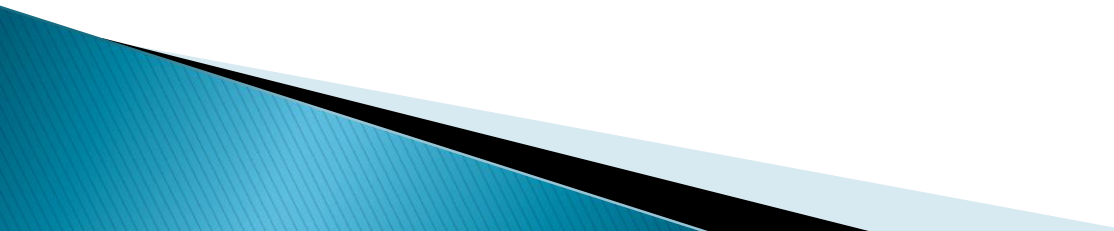
Bill East, NASDSE, 2012

Engagement as Strategy

- We need a new way of working

  - recognize the value of stakeholder engagement
  - a new role for state and local agencies – *leading by convening*

- We need to draw attention to the power of relationships and the strategy of convening

- We need to apply this at national, state, local and building levels

Engaging Stakeholders as Allies for Change

Do not Recognize the Need to change

Recognize the need to change

Try to make a change

Do not know how to make a change

Involve more stakeholders

Involve stakeholders in new ways

Involve stakeholders as allies

Keep doing what they've always done

Living the Logic:
Authentic Engagement

- Multiple *stakeholders*
- Multiple *perspectives*
- Multiple *agencies with multiple initiatives*
- Building the *relationships* that help us *cross boundaries*
- Reaching out to those with *influence* an those in *authority*
- *Reaching out to address persistent issues!*

Here is a situation that we currently face....

The policy environment around employment is changing. Employment First efforts have reinforced the belief that integrated employment is the first and most preferable option for <u>all</u> individuals.

There is a mismatch between the policy emphasis and practice in the field. Expectations for individuals with intellectual and developmental disabilities too often do not include integrated work options. Therefore, there academic, social and transition experiences differ significantly from students that are expected to engage in integrated employment.

Although there are issues in achieving competitive employment that earns a career wage for many students with disabilities, the data for individuals with intellectual and developmental disabilities is very concerning.

Questions about how LRE applies to transition and landmark legal decisions have clarified that schools and communities <u>must</u> examine their expectations and programmatic options to maximize opportunities for <u>all</u> students with disabilities … including students with intellectual and developmental disabilities.

Defining the *Landscape of Practice*

Ask yourself: Who cares about this issue and why?

Ask yourself: What work is already underway?

Ask yourself: What shared work could unite us?

Ask yourself: Can you successfully lead on this issue without the other stakeholders?

Leading by Convening

Habits of Interaction		
Coalescing around Issues	Ensuring Relevant Participation	Doing the Work Together

Elements of Interaction		
Adaptive	Technical	Operational

Depth of Interaction			
Informing	Networking	Collaborating	Transforming

Levels of Engagement

Transform

Collaborate

Network

Disseminate
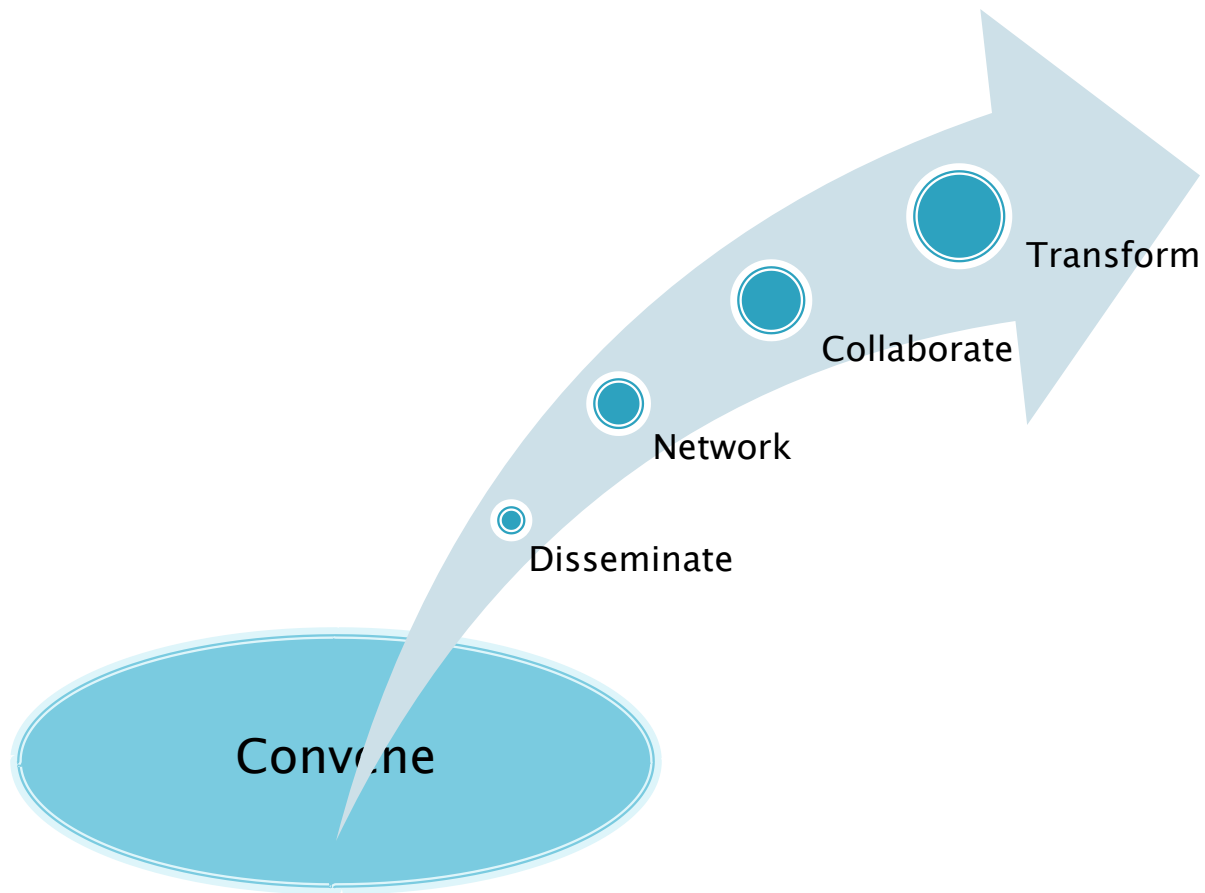
Convene

Tool To Meet Your Needs
www.ideapartnership.org

Using the Blueprint as Your Guide in Convening

- Very brief overview
- Text Box with critical content: Adaptive and Technical Elements
- Text that gives a little more about the content
    - Plain English
    - Can be used as a personal guide or a training resource
    - Written by stakeholders
- Rubrics to measure progress
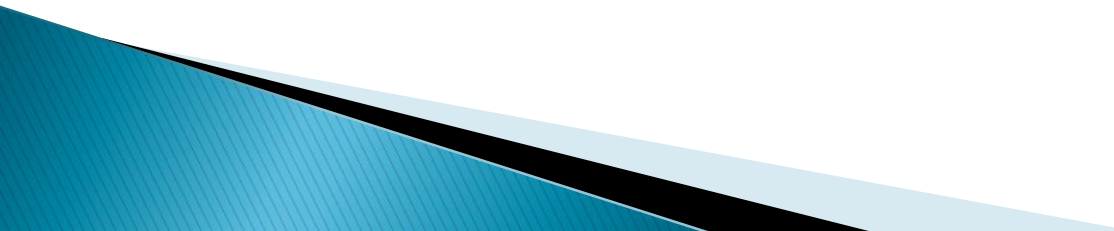   - We added a tool to help you quantify the collaboration

Tools and Learning Activities

- Each *'habit of interaction'* has four tools included to help you convey critical concepts.

- Each tool was developed because it was needed to convey concepts to a group.

- These tools have been reviewed and used by groups coming together around an issue.

- We added tools to help you shape a new kind of collaborative meeting.

Now…..

- Lets talk about value….

- Lets talk about use…..

Convening as a *'New Discipline'*

- Convening is:
  - More than a meeting
  - More than facilitation

- Why convene?
  - A view from the agency perspective
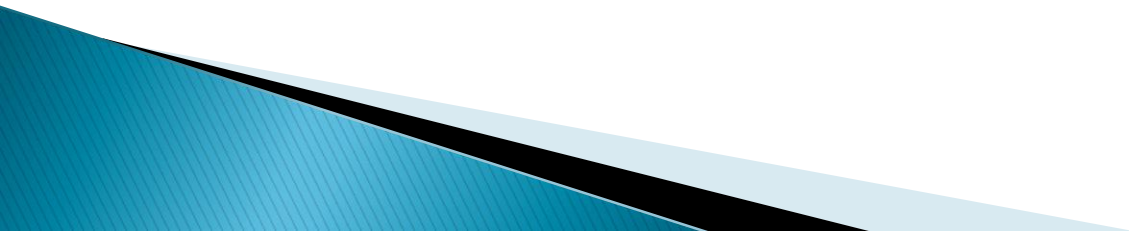 - A view from the stakeholder perspective

Persistent Challenges

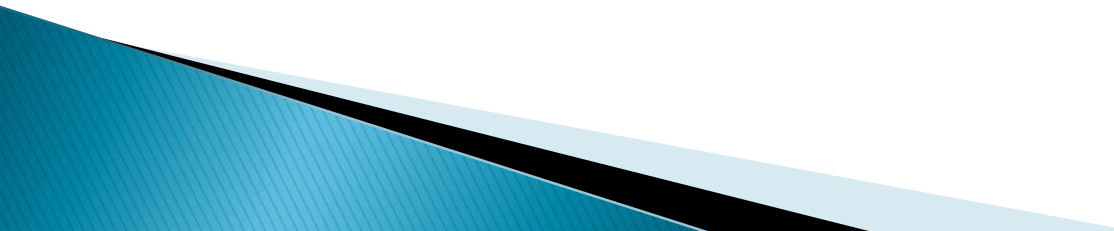- ## Technical Challenge
  Requires information, knowledge or tools

- ## Adaptive (*Relationship*) Challenges
  Requires understanding and a willingness to make behavior changes

Source: Heifetz and Linsky, Leadership on the Line, 2002

The Leadership Challenge

- **Learning** that technical solutions are necessary but often not sufficient

- **Knowing** when a persistent problem needs a adaptive (relationship) solution

- **Building** adaptive (relationship) skills as a part of strategy

For more information about the IDEA Partnership

We are here to help…

Explore the Blueprint in your CoP at
www.ideapartnership.org

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