

# Explore the Blueprint

*Excerpts from the document  
that we will use today*

# Coalescing around Issues

Adaptive/Human Elements	Technical Elements
<ol style="list-style-type: none"><li data-bbox="65 404 898 454">1. Value each and all perspectives</li><li data-bbox="65 486 898 596">2. Acknowledge individuality of language</li><li data-bbox="65 629 898 679">3. Agree upon the accurate data</li><li data-bbox="65 712 898 822">4. Reach consensus through common understanding in the group</li><li data-bbox="65 855 898 1036">5. Acknowledge and agree a collective impact is greater than the individual impact</li><li data-bbox="65 1069 898 1179">6. Agree to move on specific actionable goals</li></ol>	<ol style="list-style-type: none"><li data-bbox="898 404 1846 454">1. Determine the issue</li><li data-bbox="898 486 1846 596">2. Seek out and acknowledge related initiatives at differing levels of scale</li><li data-bbox="898 629 1846 739">3. Develop mission, vision statement, guiding principles, and ground rules of interaction</li><li data-bbox="898 772 1846 822">4. Develop process of continued engagement</li><li data-bbox="898 855 1846 905">5. Develop work scope and actionable goals</li><li data-bbox="898 938 1846 988">6. Use a process of reflection</li></ol>

# Coalescing Around issues

Coalescing around Issues	Depth of Interaction			
	Informing Level (sharing/sending)	Networking Level (exchanging)	Collaborating Level (engaging)	Transforming Level (commitment to consensus)
Acknowledging and valuing diversity	Core group of interested stakeholders disseminate information to potential interested stakeholders, across roles, to inform about issues and invite into the discussion	Stakeholders from diverse roles exchange ideas and resources with one another; Clarification on role-specific vocabulary is at beginning stages; Outreach to others with a specific focus on roles not yet involved continues	Diverse stakeholders engage in dialogue about issues; Differences are acknowledged and explored; A common vocabulary begins to emerge	Diverse stakeholders with diverse perspectives are engaged through multiple ways in active collaborative dialogue about issues in order to reach consensus about priorities and future research, policy, and practice opportunities
Researching and agreeing on relevant data	Personal and professional experiences (anecdotal) are the primary source of evidence for consideration	Stakeholders consider what other data beyond personal stories could be a source of evidence and begin collecting relevant data and resources	Stakeholders identify relevant data from across disciplines, examine for common themes and understanding (collective analysis)	Through consensus, stakeholders agree on the anecdotal and research data from various perspectives and sources relevant to the issue
Decision-making through consensus	Core group identifies an issue of importance	Stakeholders contribute to the discussion bringing in other perspectives	Stakeholders take into consideration the whole issue, develop a common understanding, and develop areas of agreement	Through consensus, stakeholders determine the specific aspects of the issue that the group will move forward to influence
Coalescing to move to future work together	Core group intentionally shares with others, who are not already stakeholders, the reason for caring about this issue; Meeting one on one with targeted persons/ organizations/etc.	Stakeholders are intentional about inviting new members into the group work; Being purposeful in getting the people in the same room to work together	Stakeholders develop grounding documents (mission, vision, guiding principles, and ground rules; Stakeholders develop and agree on a process of continued communication that fits their needs	Through consensus, stakeholders develop a set of actionable goals that define the work scope of the effort; Relationships have been built for strategic advantage

# Ensuring Relevant Participation

Adaptive/Human Elements	Technical Elements
<ol style="list-style-type: none"><li data-bbox="92 368 784 474">1. Demonstrate a commitment to inclusion and participation</li><li data-bbox="92 511 807 748">2. Engage stakeholders who are representative, relevant, purposeful, knowledgeable, and influential</li><li data-bbox="92 791 865 896">3. Acknowledge disagreement as part of the process to move forward</li><li data-bbox="92 939 834 1110">4. Engage through leadership; begin with a skilled facilitator; continue through shared leadership</li></ol>	<ol style="list-style-type: none"><li data-bbox="908 368 1750 474">1. Implement a process of welcoming and orienting</li><li data-bbox="908 511 1742 559">2. Develop guidance on when to convene</li><li data-bbox="908 596 1676 702">3. Develop and follow communication protocol</li><li data-bbox="908 739 1642 845">4. Contribute to and create a shared vocabulary</li><li data-bbox="908 882 1599 931">5. Conduct an environmental scan</li><li data-bbox="908 968 1499 1016">6. Use a process of reflection</li></ol>

# Ensuring Relevant Participation

Ensuring Relevant Participation	Depth of Interaction			
	Informing Level (sharing/sending)	Networking Level (exchanging)	Collaborating Level (engaging)	Transforming Level (commitment to consensus)
Ensuring diversity among relevant stakeholder representatives	Core group of interested stakeholders disseminate information to potential interested stakeholders, across roles, to inform about issues and invite into the discussion	Stakeholders from diverse roles exchange ideas about who else might be important to this issue (relevant stakeholders); Outreach to others with a specific focus on roles not yet involved continues; Ideas about method preferences, accessibility, and responsibilities are exchanged	A process of welcoming and orienting is in place for new members; Inclusion and participation supports are in place	Supports for participation are a natural way of working together; Each and all in the group take responsibility for inviting and orienting new members of the group
Creating opportunities for engagement on the issue	Core group of interested stakeholders invite others to participate in various ways (on- or off-site)	Stakeholders share preferences for on-site and virtual methods of communication	Group develops guidance on when to convene; Stakeholders consider suggested communication methods that meet the needs of the members and match methods with purposes and/or types of engagement activities	The group considers and utilizes, as appropriate, multiple methods for engagement (online, face-to-face, conference calling, etc.); Methods are utilized and modified as needed; Flexibility in method use is demonstrated
Working together to facilitate understanding of the issue and diverse perspectives	Core group initiates an environmental scan to determine who else has resources to contribute to the work	Stakeholders from diverse roles exchange information, share work that has been done previously; An environmental scan is conducted and others with expertise, materials, and resources are invited into the group	Stakeholders contribute to and create a shared vocabulary; They reach across systems in reviewing, critiquing, and revising/confirming the issue to be addressed	Stakeholders demonstrate disagreement is a way to reach agreement; A common vocabulary is used; The question of who else needs to be involved continues to be addressed
Evolving leadership roles	The core group identifies and shares a variety of different roles and functions that can occur within the group as it evolves	Stakeholders discuss roles and responsibilities and determine who is interested in assuming specific roles for distinct periods of time or in relation to a particular sub-issue or activity; Flexible leadership is emerging	Group members are working together and assuming roles and responsibilities appropriate to their knowledge, skills, and interests; Shared leadership is emerging	Shared responsibility and accountability for all roles and activities is evident; Roles are flexible and different people assume them at different times, as needed

# Doing Work Together

Adaptive/Human Elements	Technical Elements
<ol style="list-style-type: none"><li data-bbox="81 382 931 496">1. Value and appreciate diversity in participants and interactions.</li><li data-bbox="81 525 931 639">2. Model and demonstrate respect for and among all participants.</li><li data-bbox="81 668 931 725">3. Practice shared leadership.</li><li data-bbox="81 753 931 925">4. Encourage and support participants' personal investment in the value of the work.</li><li data-bbox="81 953 931 1153">5. Acknowledge the human need (individual and group) for recognition.</li></ol>	<ol style="list-style-type: none"><li data-bbox="931 382 1781 496">1. Develop and maintain principles for interaction and engagement.</li><li data-bbox="931 525 1781 639">2. Develop a structure for convening and working together.</li><li data-bbox="931 668 1781 782">3. Create and maintain systems to support group interactions.</li><li data-bbox="931 811 1781 925">4. Identify levels of potential interaction/influence.</li><li data-bbox="931 953 1781 1068">5. Develop and implement an action plan.</li><li data-bbox="931 1096 1781 1153">6. Use a process of reflection.</li></ol>

# Doing Work Together

Doing the Work Together	Depth of Interaction			
	Informing Level (sharing/sending)	Networking Level (exchanging)	Collaborating Level (engaging)	Transforming Level (consensus decision-making)
Engaging diverse participants in completing the relevant work	The expanded group (after coalescing) informs others about the proposed work and the anticipated outcomes, along with the opportunity to participate.	Each group agrees to become the conduit for their members to learn and be involved.	Stakeholders work together to share unique perspectives and begin the work. Efforts to find others who might be important to this work are ongoing and intentional.	Partners who have experienced working together with a diversity of individuals cannot think of any other way to work. This type of engagement is internalized and expected.
Evolving leadership roles	The expanded group informs their constituents that the effort is underway and opportunities for engagement continue.	Stakeholders share levels of expertise in organization, facilitation, etc.. Members begin to identify and ask individuals to facilitate certain activities.	Meeting facilitation is shared among members of the group. Flexibility in leadership is evident based on comfort and skill levels of the individuals.	Members of the group demonstrate willingness to work together to accomplish a common goal. Flexibility in leadership is evident. When designated facilitator becomes unavailable another steps up from the group.
Working together to understand and articulate the issue	The expanded group communicates evolving ideas, issues and resources.	The expanded group seeks opportunities for their constituents to respond to the current ideas, issues and resources.	Stakeholders consistently revisit their structures for interaction and revise as needed.	Group members agree and clearly articulate the work through the products created and/or their discussions with others.
Working together to plan and implement action	The expanded group identifies strategic ways in which to customize messages for their audience and help them to act.	Participants exchange ideas about the work and how it could be accomplished, possible action steps and timelines.	Through shared decision-making, stakeholders create a well-developed action plan. They share responsibility and are actively engaged in implementation of the plan. Transparency and open communication occurs between and among different levels.	Vertical and horizontal influence occurs as a result of implementation of the action plan. Practitioners influence policy, policy influences practice.

# *Leading by Convening* means we.....

- Meet people 'where they are' on the issue.
- Bring people together to build support for addressing the issue.
- Convene the stakeholders to discover why this is important and how it will improve practice.
- Translate complex challenges into ways that individuals can contribute.
- Help people 'lead in place' regardless of role, position, or title.
- Create new knowledge together.
- Solve complex issues that need the various perspectives/aspects that contribute to problems/solutions.
- Build a personal commitment to working in this way because we believe inclusive work is better and more sustainable work.
- Cultivate the habit of collaboration.
- Integrate collaboration into the identity of the group and the individual.
- **Other.....**



*Leading by Convening becomes a reality when  
we routinely...*

- Coalesce around issues
- Ensure relevant participation
- Do the work together
- Focus on the technical *and* the human side
- Strive for deep engagement

# Group Change: Toward *a Culture of Collaboration*

Leading by Convening	Informing Level (sharing/sending)	Networking Level (exchanging)	Collaborating Level (engaging)	Transforming Level (consensus decision-making)
<p>Evaluating and showcasing collective influence through accomplishments and positive outcomes</p>	<ul style="list-style-type: none"> <li>Disseminating program outcome data to interested stakeholders</li> <li>Sharing success stories (anecdotal)</li> </ul>	<ul style="list-style-type: none"> <li>Exchanging ideas about what we think and believe was successful and has been accomplished</li> </ul>	<ul style="list-style-type: none"> <li>Determining together what constitutes the standards for success</li> <li>Reviewing together work based upon these standards</li> </ul>	<ul style="list-style-type: none"> <li>Identifying, sharing and celebrating accomplishments</li> <li>Looking for opportunities to influence change as a result of these accomplishments</li> <li>Considering opportunities for replication and generalization</li> <li>Observing there is vertical and horizontal influence that occurs as a result of this work</li> </ul>

# Individual Change: *Toward a Different Identity as a Collaborator*

Leading by Convening	Depth of Interaction			
	Informing Level (sharing/sending)	Networking Level (exchanging)	Collaborating Level (engaging)	Transforming Level (consensus decision-making)
I am a learner and a leader	<ul style="list-style-type: none"> <li>stating clearly that I am here to learn from others</li> <li>stating clearly that I am willing to share leadership</li> </ul>	<ul style="list-style-type: none"> <li>acknowledging leading comes through skill development</li> <li>asking others to come to the table as learners and to lead as they feel comfortable</li> </ul>	<ul style="list-style-type: none"> <li>relying on leadership from those with influence and expertise as needed</li> <li>knowing that in the role of leader I am still a learner</li> </ul>	<ul style="list-style-type: none"> <li>moving with ease in and out of the learner and leader roles</li> </ul>
When meeting a new challenge/issue, I cross environments by...	<ul style="list-style-type: none"> <li>consciously seeking out others with interest in the challenge/issue and sharing my information and questions with them</li> <li>consciously ensuring that others I seek out are coming from differing roles/experiences/perspectives</li> </ul>	<ul style="list-style-type: none"> <li>exchanging questions, ideas and resources with one another</li> <li>clarifying role-specific vocabulary</li> <li>consciously asking who or what perspective is still needed to make the best decisions and inviting them into the conversation</li> </ul>	<ul style="list-style-type: none"> <li>engaging in dialogue about the challenge/issue with as many differing perspectives "in the room" as possible</li> <li>utilizing communication systems that support working across environments (conference calls, electronic media, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>no longer needing to bring the process of crossing environments to the conscious level</li> <li>inviting and engaging with others automatically</li> </ul>
I rely on a blended leadership style to address new challenges/issues by...	<ul style="list-style-type: none"> <li>analyzing data around the issue</li> <li>sharing my perspectives with others</li> <li>asking others to share data and perspectives</li> </ul>	<ul style="list-style-type: none"> <li>listening carefully to what others have to share</li> <li>asking clarifying question</li> <li>offering possible solutions</li> </ul>	<ul style="list-style-type: none"> <li>calling on others in the group to lead or facilitate discussions</li> <li>ensuring that each has an opportunity to share</li> <li>encouraging consensus decision-making</li> <li>consciously building relations that attend to the human as well as the technical side of working together</li> </ul>	<ul style="list-style-type: none"> <li>using with automaticity activities/strategies that support relationship-building</li> <li>acknowledging that each and all stakeholders have a role and their interactions produce value</li> </ul>