



Crucibles of Leadership: From Conflict to Collaboration

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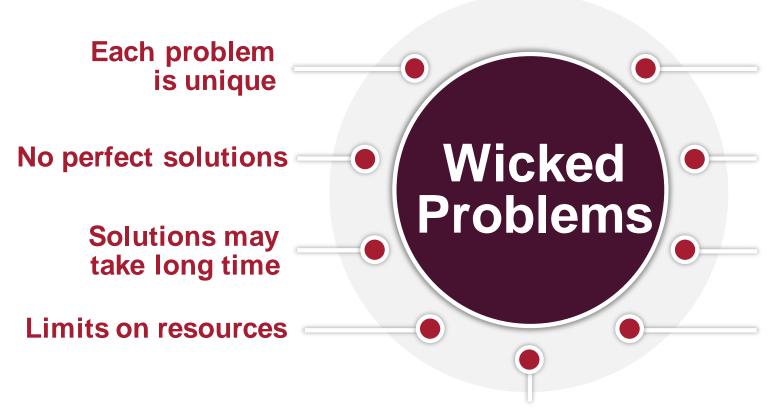


What is the most energy-consuming conflict you face as a mayor today?

What makes it so challenging for you?

What makes it challenging for the other party?

Why Do Conflicts Arise?



Issues of sensitivity to race, gender, age, class, education, ability

Differing values, interests, opinions, and beliefs

Different cultures and assumptions

Volatile, fast-changing environment

Different communication styles

A New Area for Collaboration or Conflict:

Aligning with State Leadership on Stimulus Package Spending

POLITICO

CORONAVIRUS

Here's what's in the \$2 trillion stimulus package — and what's next

The New Hork Times

As Coronavirus Spread, Largest Stimulus in History United a Polarized Senate

Markets shuddered as the \$2 trillion economic stabilization package stalled before negotiators cemented a historic deal.

(i)

Mayors can partner closely with state health officials to identify spending and program priorities

Options for Managing Conflict

Avoid

ignore the conflict and not take any action

Force

use your formal authority without regard to the other party

Accommodate

yield to the other party

Compromise

identify a partially satisfactory solution for both sides

Collaborate

cooperate with the other party
to understand their concerns in order
to find a mutually satisfying solution

"Leadership is the art of mobilizing others to want to struggle for shared aspirations"

(Kouzes/Posner, The Leadership Challenge, 2014)





What are some of the strategies you have used to resolve conflict and foster collaboration?





Develop Trust

- How can I encourage empathy in this crisis?
- Am I listening to other perspectives?

Align Motivations and Values

- How do I identify and work with new, unexpected allies?
- How do I leverage different stakeholder's motivations/values/resources to create value?

Manage Power Dynamics and Conflict

- Who needs to be on the bus? In which seats?
- Who is being forgotten?

In Practice

- Capitalize on your uniqueness
- Model vulnerability encourage the heart
- Employ 'everyone-talks' rule
- Give credit to the team



Who are some unexpected stakeholders that you are collaborating with?

How are you learning together?



Take a Systems Approach

 How do I encourage each stakeholder to view the whole system?

Foster Innovation

- How am I actively encouraging new ideas and solutions?
- How are we continuously improving (learning from failure)?

Define Success and Use Data

What does success look like for the system?

In Practice

- Acknowledge unfamiliar roles, responsibilities, values, ways of working
- Pursue opinions that are different than yours; challenge your own assumptions
- Establish 'proactive hour' for brainstorming

Smith DB & Becker. Stanford Social Innovation Review. Winter 2018

Heifetz R, Laurie D. Adaptive Leadership

Ancona D, et al. "In Praise of the Incomplete Leader" in HBR's 10 Must Reads on Leadership. Harvard Business School Publishing Corporation, 2011.



Engage People Directly Affectedby the Problem

 How am I engaging those most directly impacted in problem solving?

Use Leverage Points

• Which levers have biggest impact?

Share Learning

- How am I communicating the story?
- How do we celebrate progress and even 'quick wins'?

In Practice

- Identify resources—human or otherwise—that are underutilized
- Be transparent with the data
- Tell stories that connect emotionally
- Demonstrate that a system is working to protect people



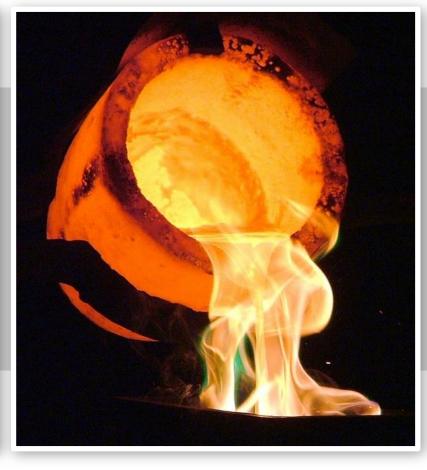
Value Your Crucible Experiences

HBR AT LARGE Crucibles of Leadership by Warren G. Bennis and Robert J. Thomas As LIFELONG STUDENTS of now Friends World Program, an experi adership, we are fascinated mental Quaker school on Long Island with the notion of what makes whose essential philosophy is that stua leader. Why is it that certain dents, not their teachers, are responsipeople seem to naturally inspire ble for their education. Juggling the onfidence, lovalty, and hard work, two jobs, Harman was living what he while others (who may have just as calls a bifurcated life,"changing clothes much vision and smarts) stumble, again in his car and eating lunch as he drove and again? It's a timeless question, and between Harman Kardon offices and there's no simple answer. But we have plants and the Friends World campus. come to believe it has something to do One day while at the college, he was with the different ways that people told his company's factory in Bolivar, deal with adversity. Indeed, our recent Tennessee, was having a crisis. research has led us to conclude that one He immediately rushed to the Bolivan

make for extraordinary leaders.

Everyone is tested by life, but only a few extract strength and wisdom from their most trying experiences. They're the ones we call leaders.

of the most reliable indicators and pre- factory, a facility that was, as Harman dictors of true leadership is an individ-now recalls, "raw, ugly, and, in many ways, ual's ability to find meaning in negative demeaning." The problem, he found, events and to learn from even the most had erupted in the polish and buff de trying circumstances. Put another way, partment, where a crew of a dozen workthe skills required to conquer adversity ers, mostly African-Americans, did the and emerge stronger and more com- dull, hard work of polishing mirrors and mitted than ever are the same ones that other parts, often under unhealthy conditions. The men on the night shift were Take Sidney Harman. Thirty-four years supposed to get a coffee break at 10 PM. ago, the then-48-year-old businessman When the buzzer that announced the was holding down two executive po- workers' break went on the fritz, mansitions. He was the chief executive of agement arbitrarily decided to postpone Harman Kardon (now Harman Interna- the break for ten minutes, when antional), the audio components company other buzzer was scheduled to sound. he had cofounded, and he was serving But one worker, "an old black man with as president of Friends World College, an almost biblical name, Noah B. Cross,"





Key Take-Aways

- 1 In confronting wicked problems that create conflict:
 - Work to understand other perspectives
 - Use your convening power to build and broaden teams of unexpected allies
 - Empower teams to challenge their assumptions and explore innovative solutions
 - Use data and storytelling to celebrate wins and convey that the system is working to protect people
- Recognize this moment as a crucible experience in leadership and a potential source of growth

