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Crucibles of Leadership: From Conflict to Collaboration

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Relationships and Conflict

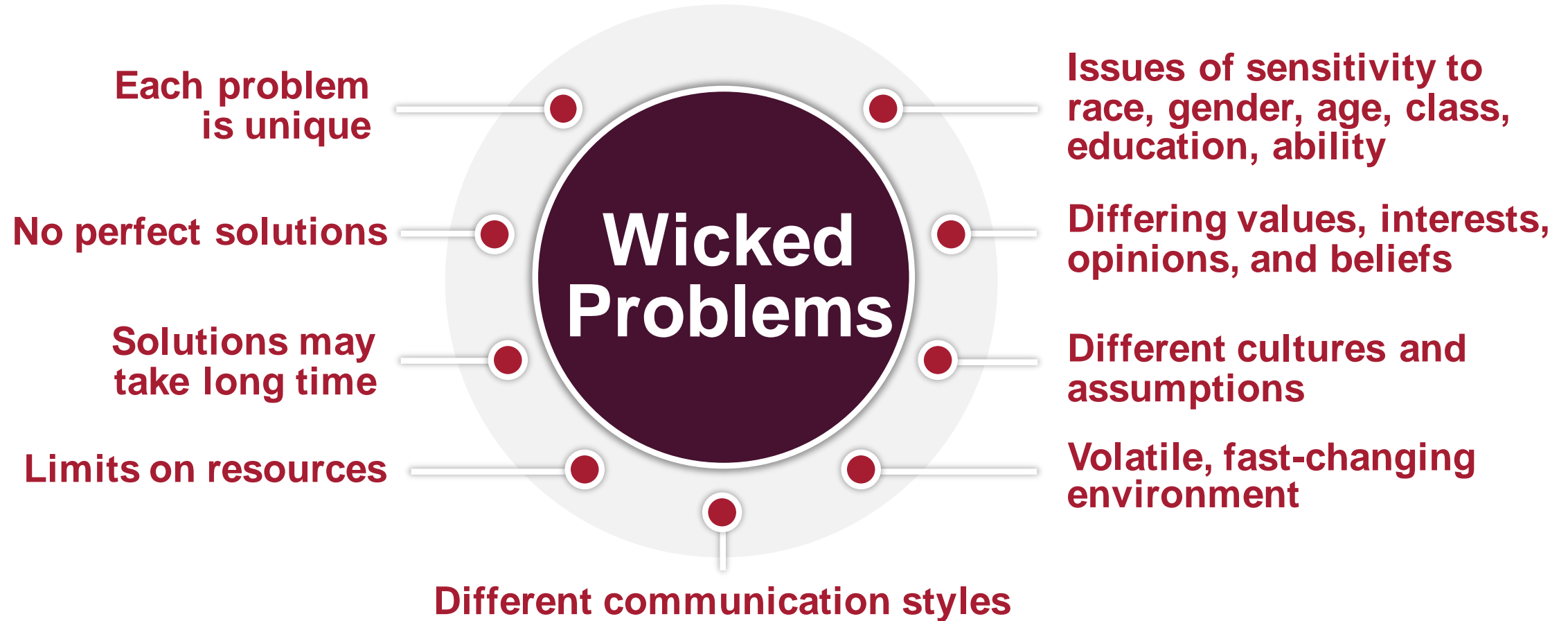


What is the most energy-consuming conflict you face as a mayor today?

What makes it so challenging for you?

What makes it challenging for the other party?

Why Do Conflicts Arise?



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 York 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.



***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)



Leading Across Sectors and Levels of Government



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



**Build
Teams**



**Solve
Problems**



**Achieve
Impact**



Build Teams

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?



Solve Problems

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



Achieve Impact

Engage People Directly Affected by 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’?

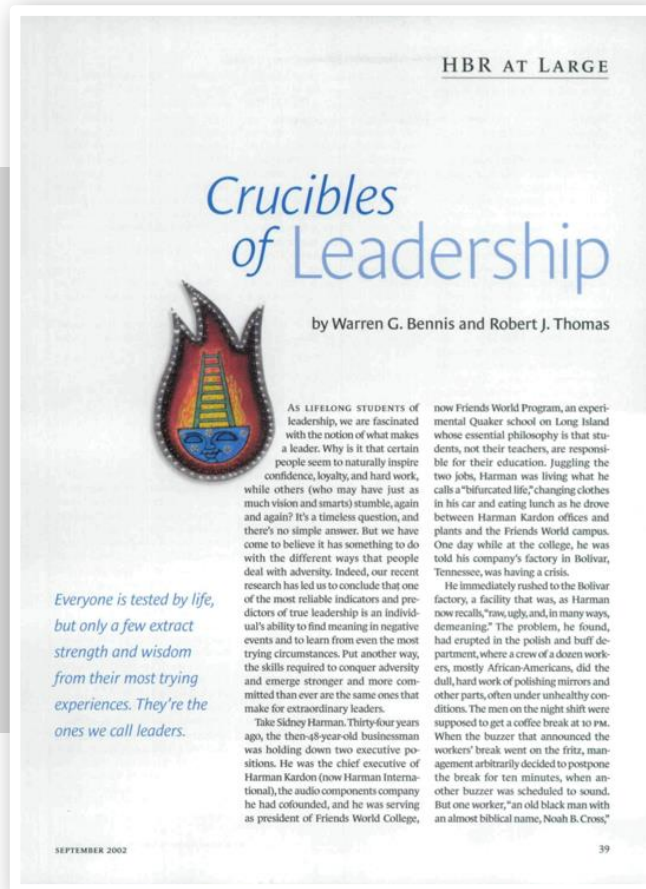
In Practice

- 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



Learning through the Crucible

Value Your Crucible Experiences



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

2 Recognize this moment as a crucible experience in leadership and a potential source of growth



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