

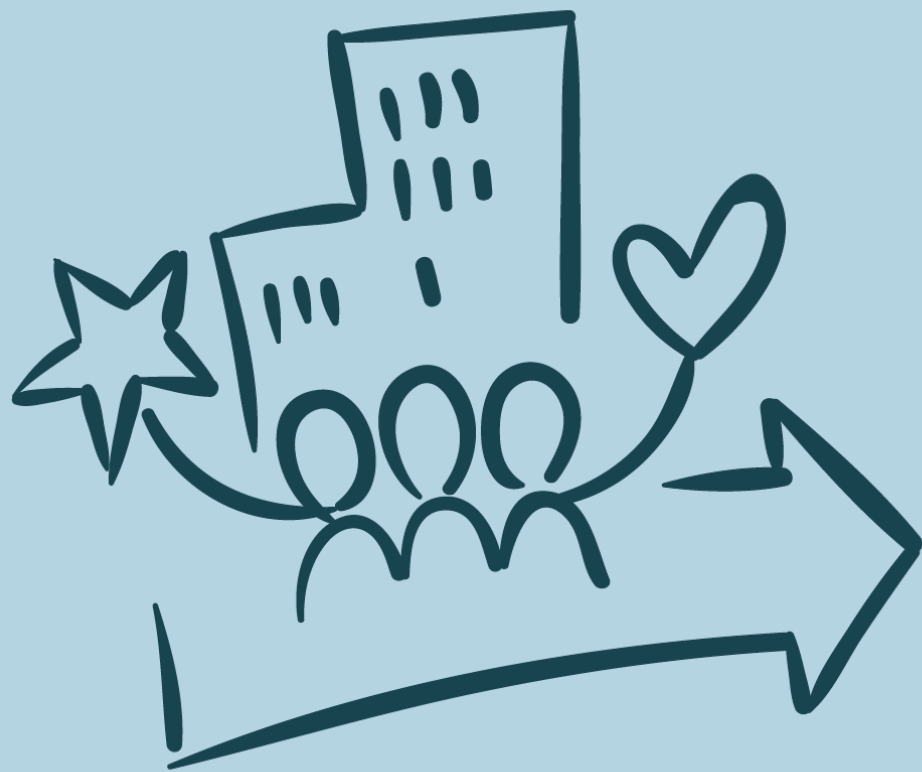


Introducing Relational Leadership
LNN Conference, Faroe Islands
May 31st 2024
Carsten Hornstrup, Joint Action

Sorry I can't be there with you!



About Joint Action



We do research and OD

We work with welfare organizations and international researchers to generate knowledge about building and leading welfare organizations that are better equipped to work with complex welfare challenges.

The Joint Action Analytics tool

Joint Action Analytics is an evidence-based analysis tool that provides accurate data on the quality of interdisciplinary collaboration in your organization and identifies aspects of this collaboration that should be improved.

About me



Carsten Hornstrup

PhD Leadership and Change

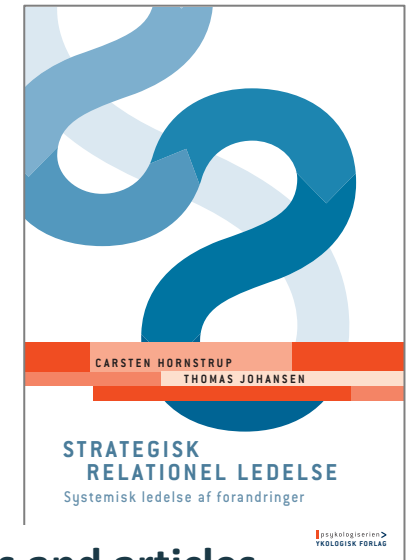
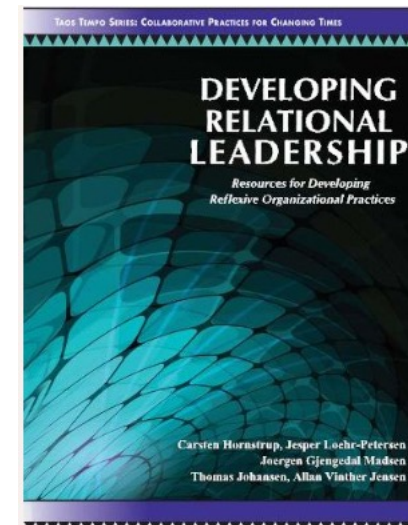
MSc Political Science

Electrician

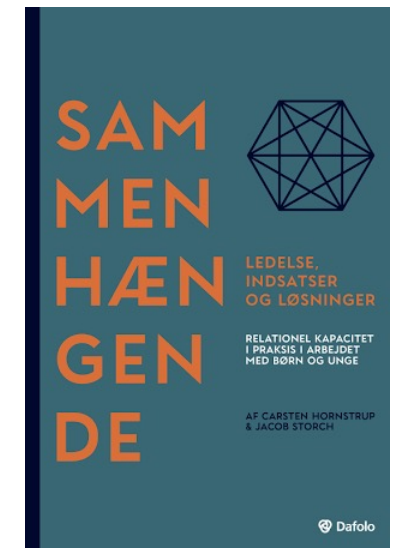
CEO/Senior Advisor/Researcher

Experience

- Leader/Manager + 40 years
- Training leaders + 30 years
- Researcher + 20 years

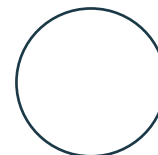


Author of books and articles...



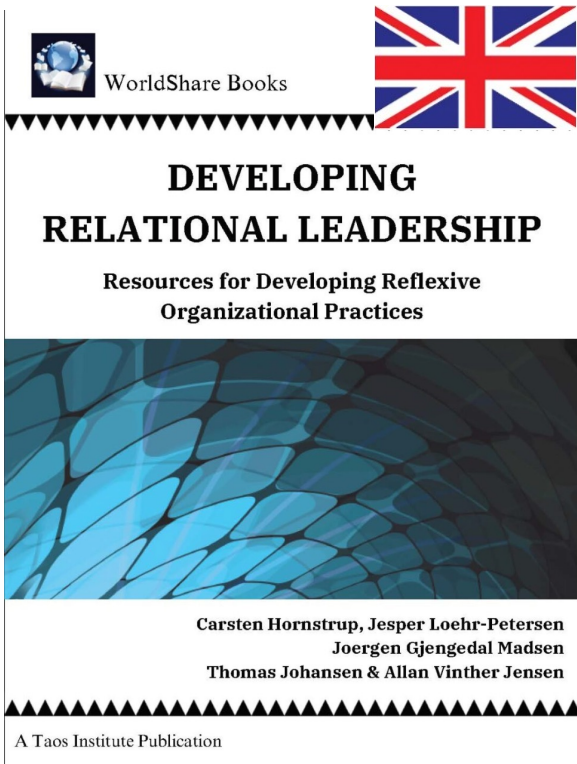
Contact:

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carsten@joint-action.dk

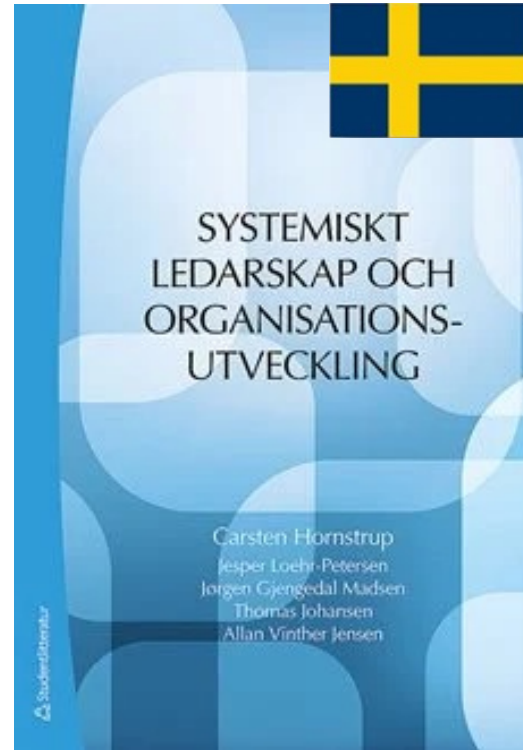


Joint Action

Inspiration



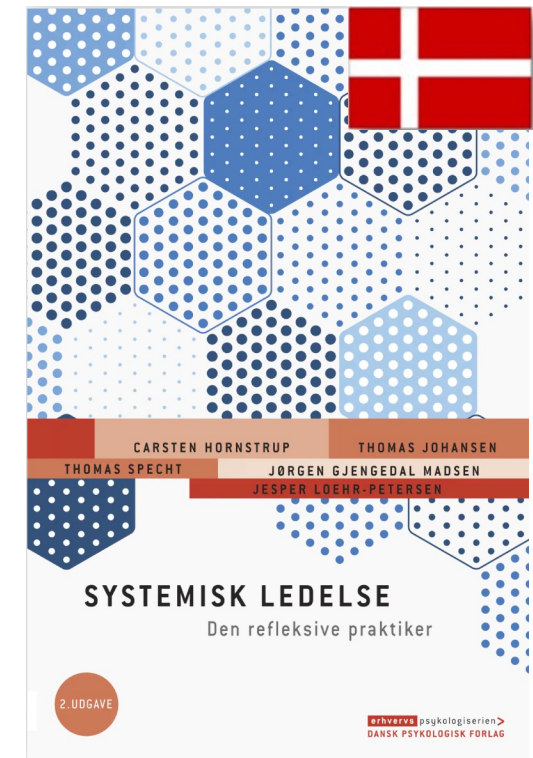
<https://www.taosinstitutet.net/product/developing-relational-leadership>



<https://www.studentlitteratur.se/kurslitteratur/organisation-och-ledarskap/ledarskap/systemiskt-ledarskap-och-organisationsutveckling/>



<https://www.gyldendal.no/soek/?q=Hornstrup>

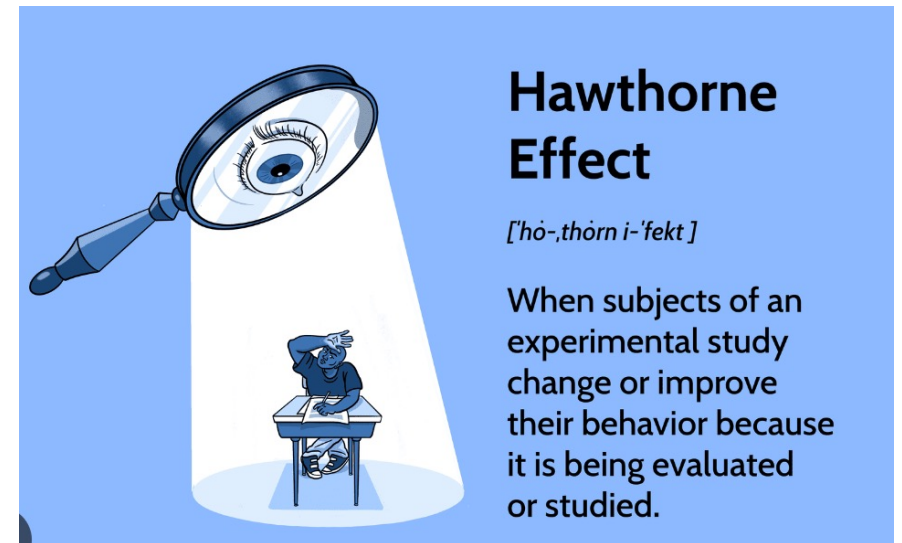


<https://dpf.dk/produkt/systemisk-ledelse-den-reflekive-praktiker-2-udgave/>

In the beginning - relationships

- **Human relations movement** refers to the researchers of organizational development who study the behavior of people in workplace groups in the 1930s'

1. The power of natural groups, in which **social aspects** take precedence over **functional organizational structures**
2. The need for **reciprocal communication**, in which **communication is two way**, from worker to manager, as well as vice versa.
3. The development of **high quality leadership** to communicate goals and to ensure effective and coherent decision making.



Source: https://en.wikipedia.org/wiki/Human_relations_movement

End of story ! - ?

My research: Building Capacity for Complex Welfare challenges



Relational Capacity is a system wide ability to solve dynamic and complex problems, across organizational boundaries - when and where needed.



Relational capacity in a systems perspective

Relational Coordination among leaders of leaders



Relational Coordination among leaders



Relational Coordination among employees



Coordinated services for citizens and patients



Relational Leadership



Relational Leadership



Relational Coproduction

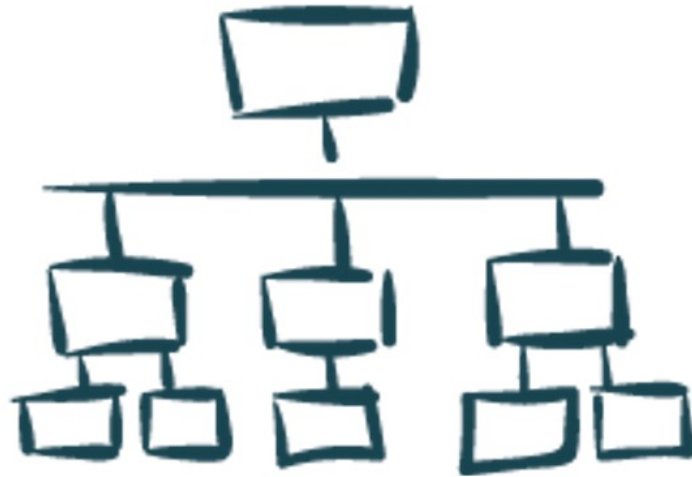
Why is RC relevant?

- **High task complexity** around complex welfare issues.
- **Increased specialization** increases organizational complexity.
- Organization structured in **professional silos** creates sub-optimization.
- Citizens/clients/patients with the most complex challenges experience a **lack of coordination**, effecting quality and effectiveness of welfare solutions.
- **A waste of resources** – human resources, professional know-how and financial resources.

What is Relational Capacity?

From structures to networking

A **fragmented focus** divided by structures, different goals, professional methods, budgets, etc.



Networking to solve complex challenges when and where needed.

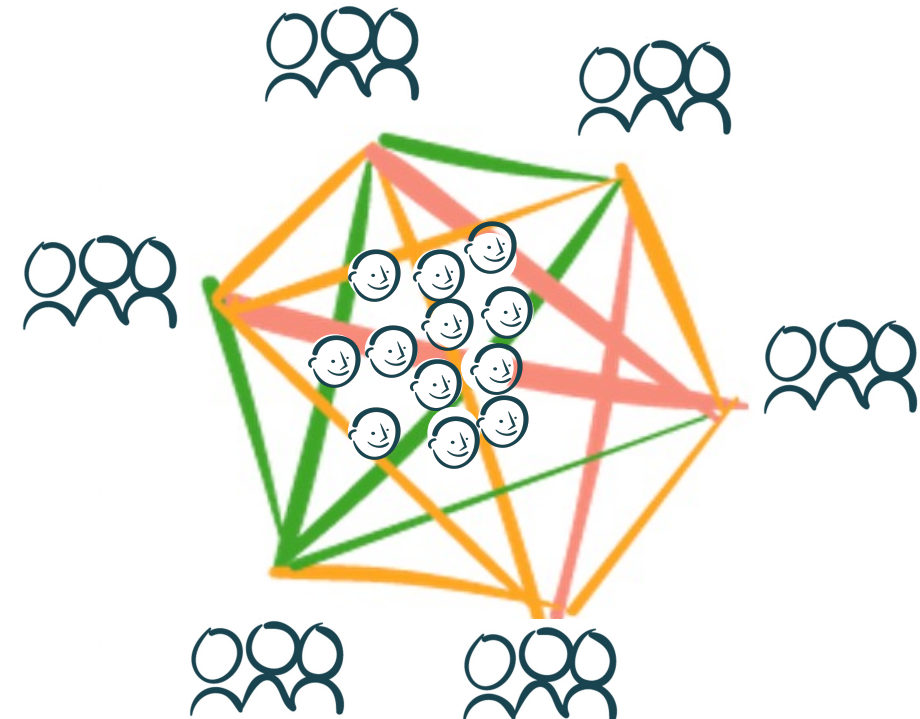


Networking for coordinated welfare solutions

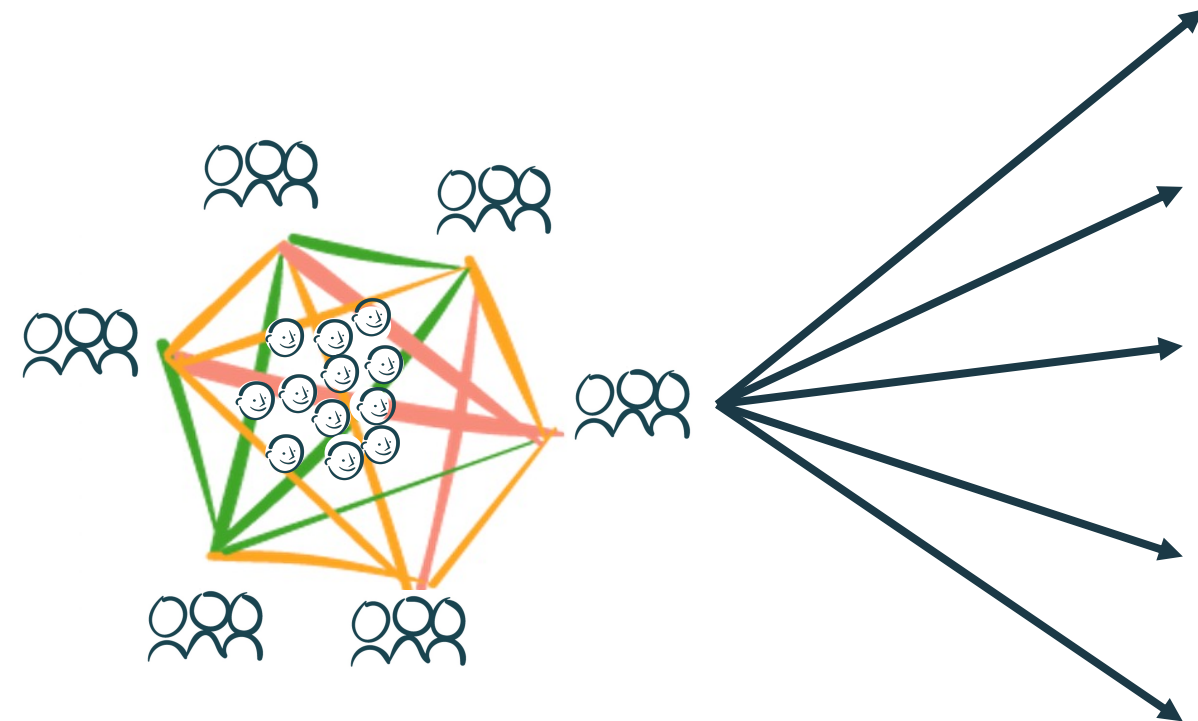
Specific professionals involved in the work around a given client.



Groups of professionals with different functions involved in the work around a larger group of clients.

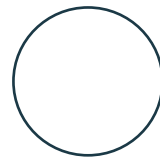


Effects of RC



- **Professional quality** - we are getting better at using the knowledge and experience of individual professionals and professional groups
- **Quality**– citizens experience more involvement, more coherence and better solutions
- **Efficiency** – more effective communication, shorter case processing and earlier (and less costly) efforts
- **Learning and innovation** – better learning environment and better/new solutions when the known ones don't work.
- **Working environment** - low sickness absence & stress, especially among the professional groups that are most dependent on others.

Source: Storch & Hornstrup; 2022, Gittel; 2016, 2021.

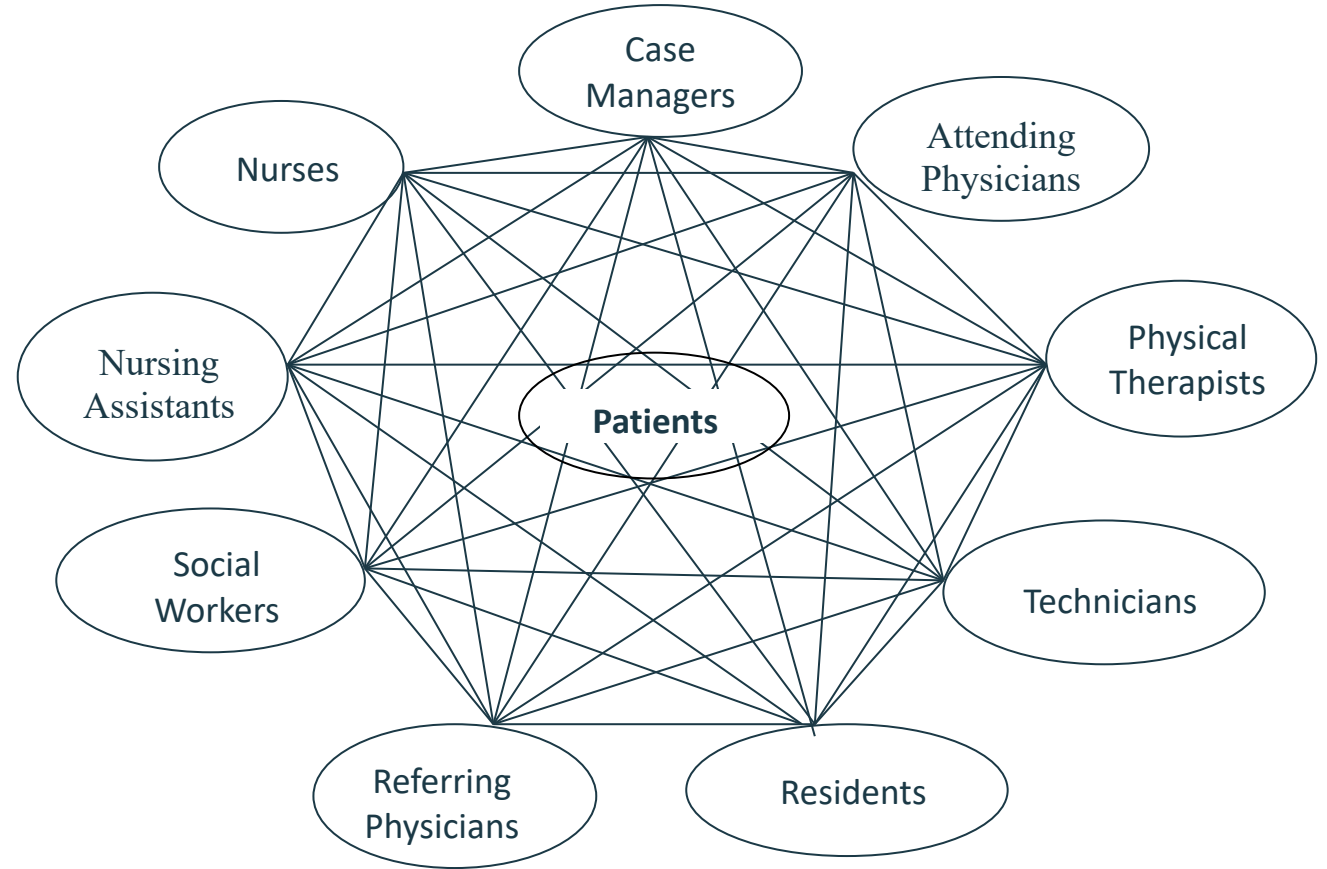
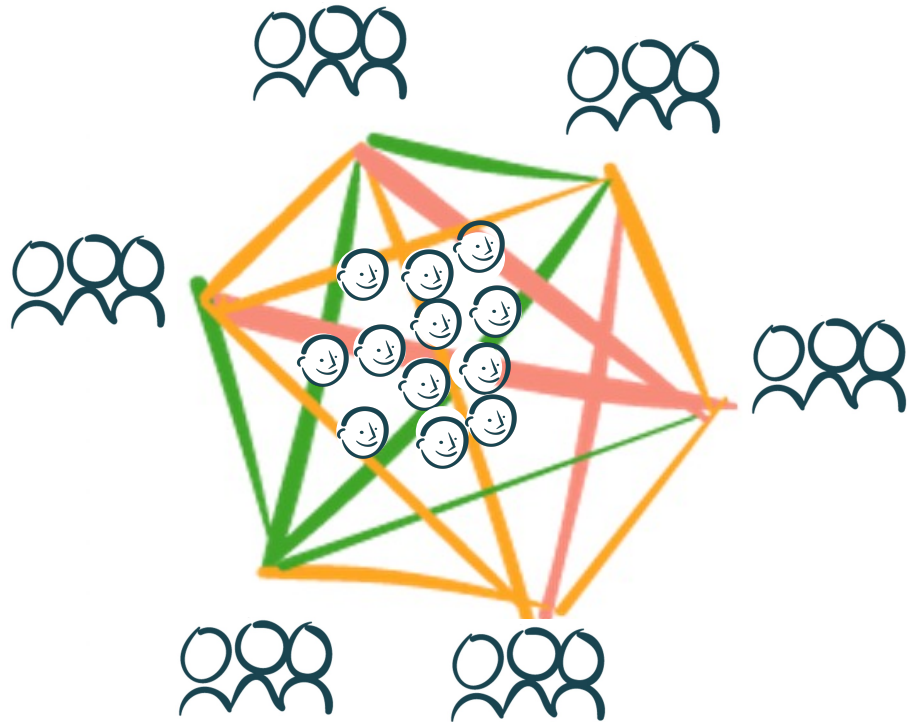


A case to illustrate

Study conducted in surgical setting

- Nine hospital study of 893 surgical patients
- Measured relational coordination among doctors, nurses, physical therapists, social workers and case managers
- Measured quality and efficiency performance, adjusting for patient differences

Patient Care: A Coordination Challenge



Performance index

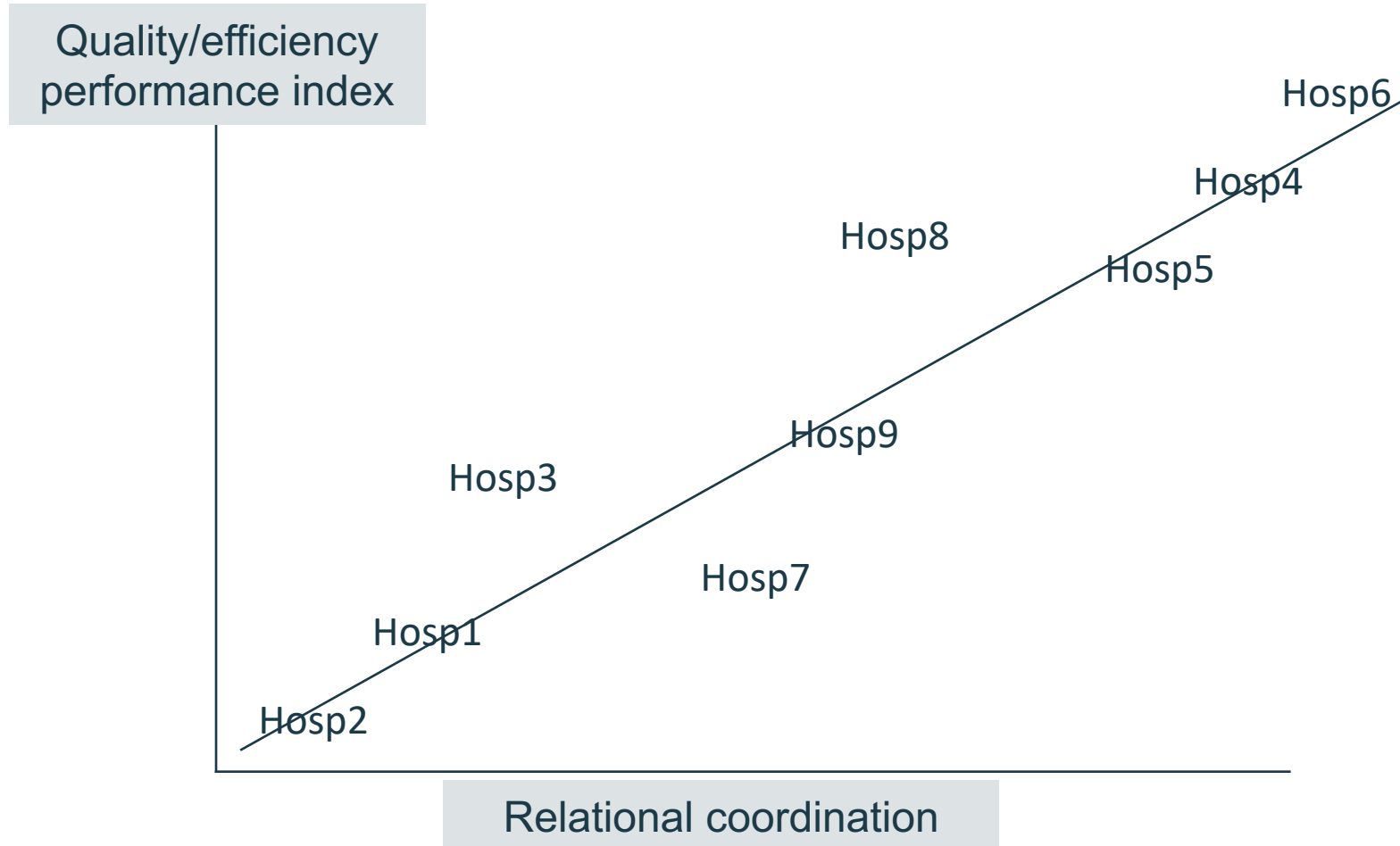
	Length of stay	Patient satisfaction	Freedom from pain	Mobility
Relational coordination	-.33***	.26***	.08*	.06+
Patient age	.02	.00	.01	.04
Comorbidities	.09*	.07	.01	.04
Pre-op status	.03	.01	.20***	.28***
Surgical volume	.11**	.10*	.06+	.03
R Squared	.82	.63	.50	.22



Gittell 2016:
<https://www.academicbooks.dk/da/content/transforming-relationships-high-performance>

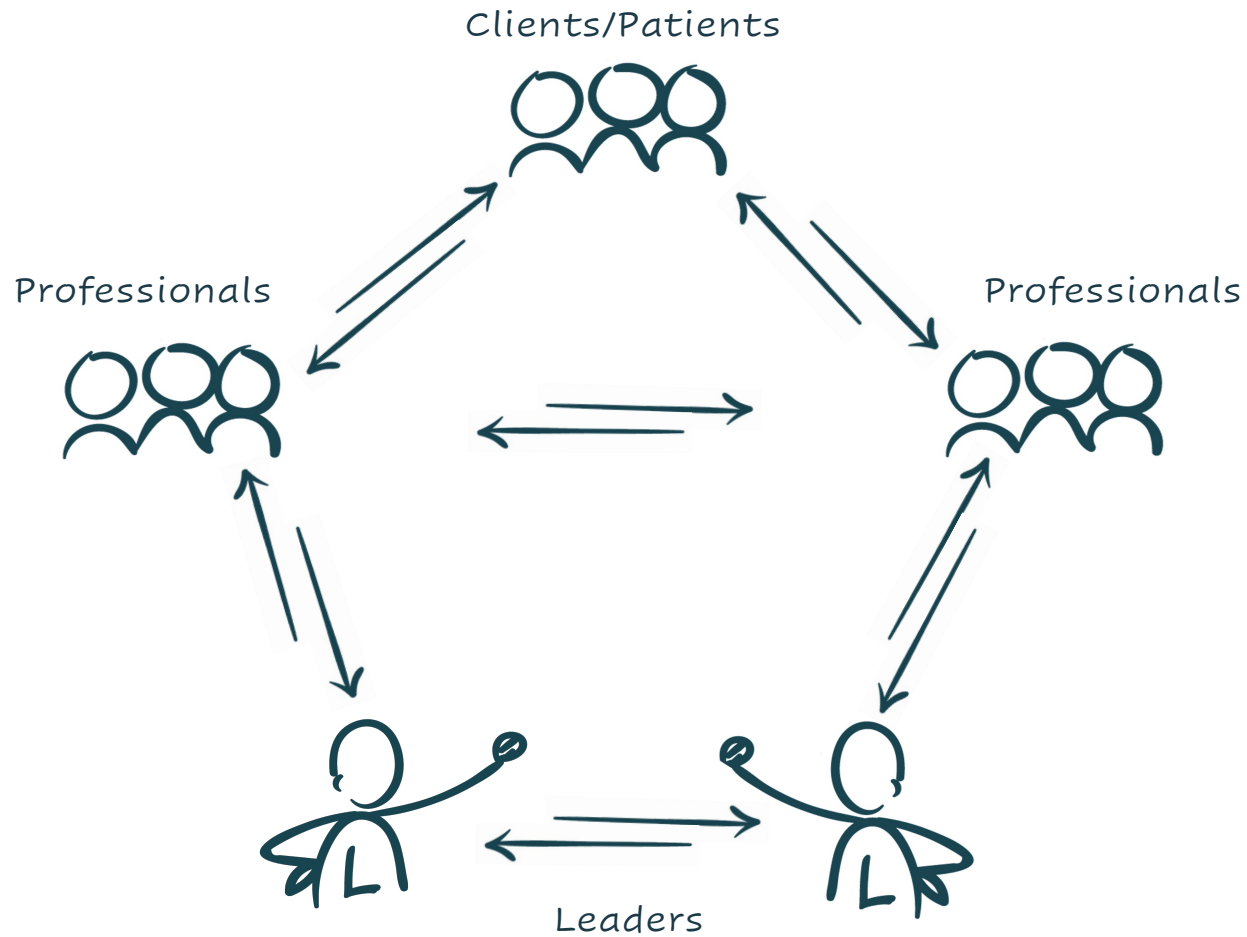
Observations are patients (n=878) in hospitals (n=9). Model also included gender, marital status, psychological well-being and race. Standardized coefficients are shown.

Relationships drives surgical performance

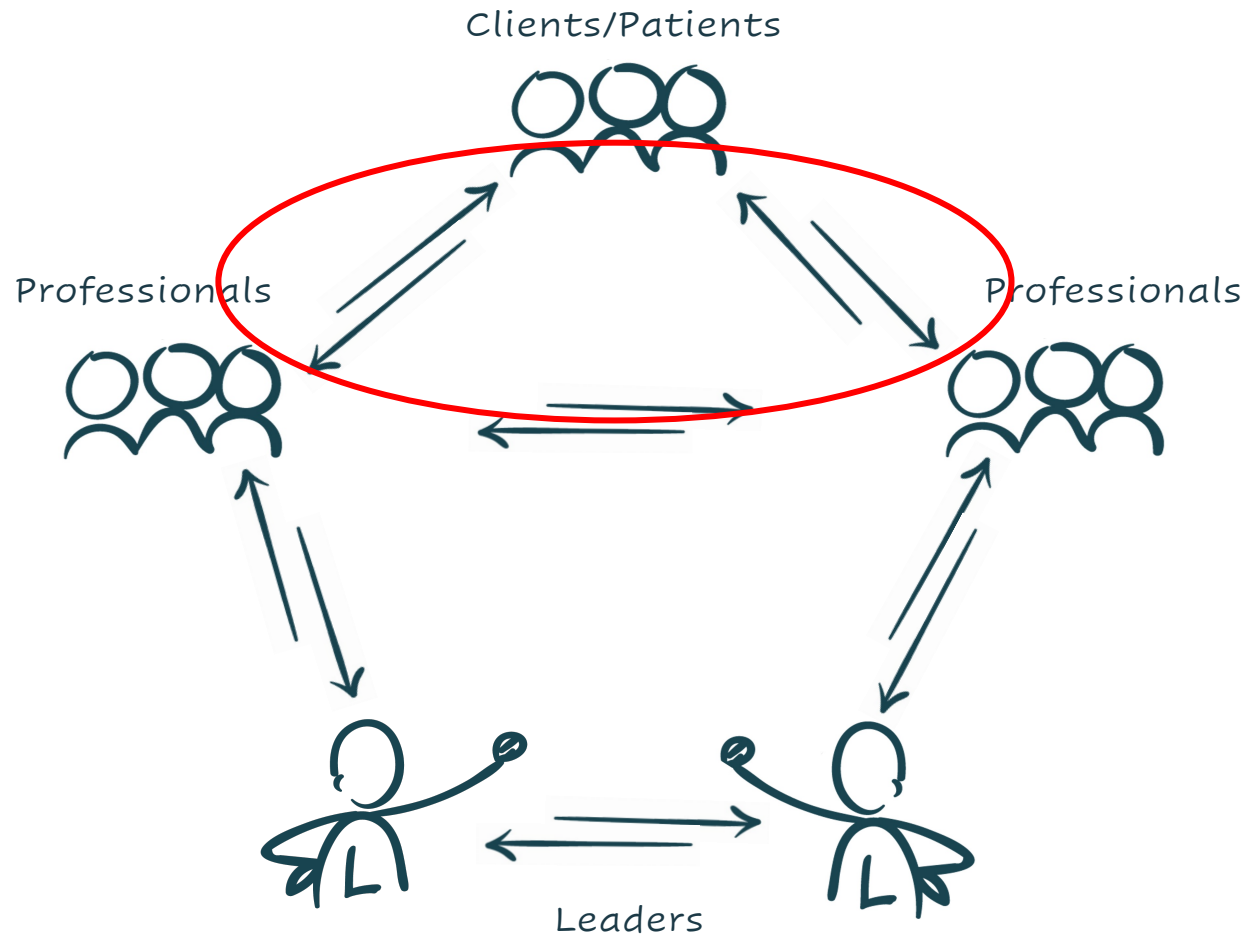


Gittell 2016:
<https://www.academicbooks.dk/da/content/transforming-relationships-high-performance>

Relationships: A systems perspective



Co-production



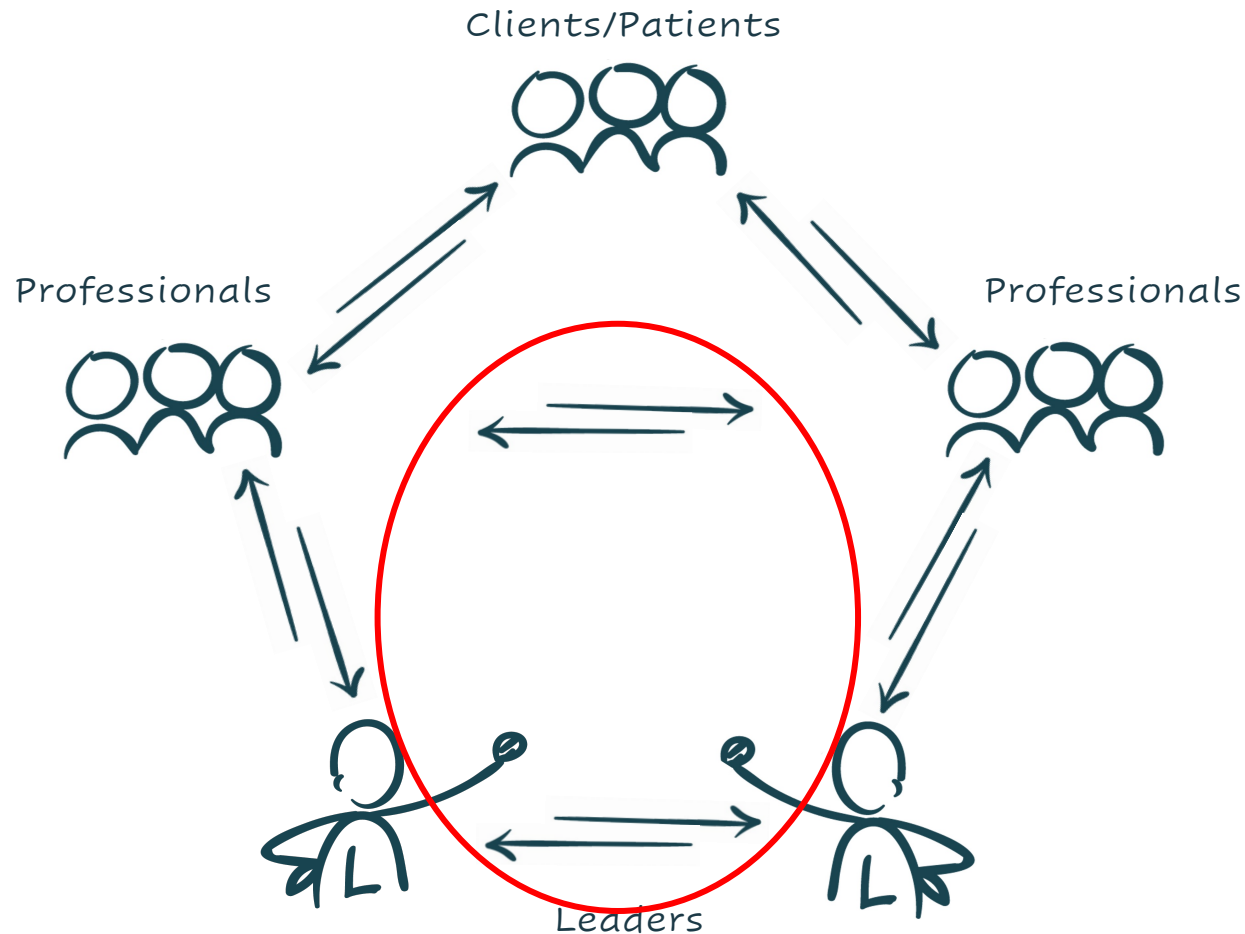
What we should do:

- Respect the perspective of the client/patient
- Build coordination between care providers and client/patient

Typical challenges:

- Lack of client/patient involvement
- Uncoordinated solutions.

Cross-organizational coordination



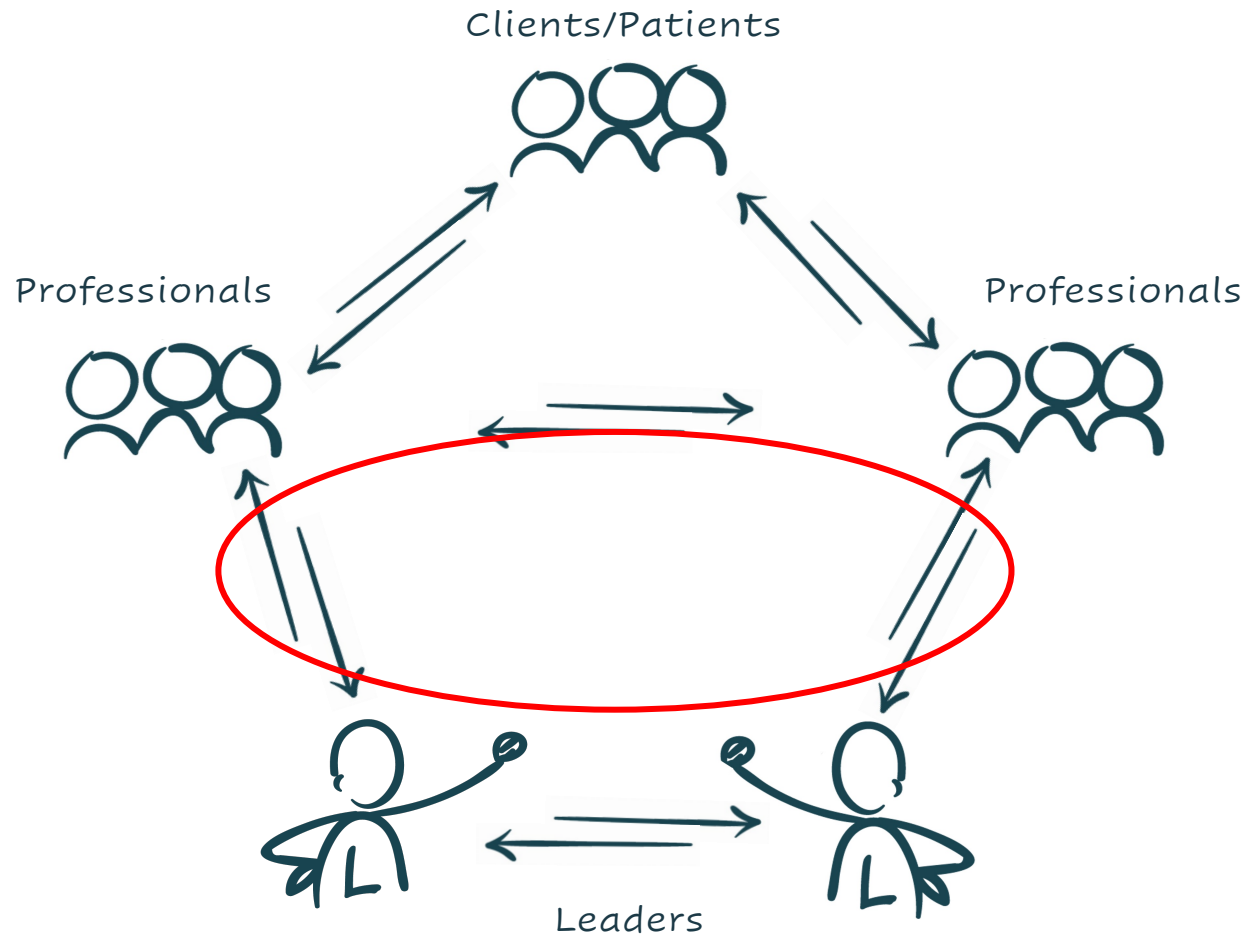
What we should do:

- High degree of mutual respect and joint problem solving.
- The ability to understand patient/client needs and find the right solutions.

Typical challenges:

- "Tunnel vision" – not enough knowledge about conditions and competencies across organizational borders.
- Preventive rather than supportive structures.

Leading cross-organizational coordination



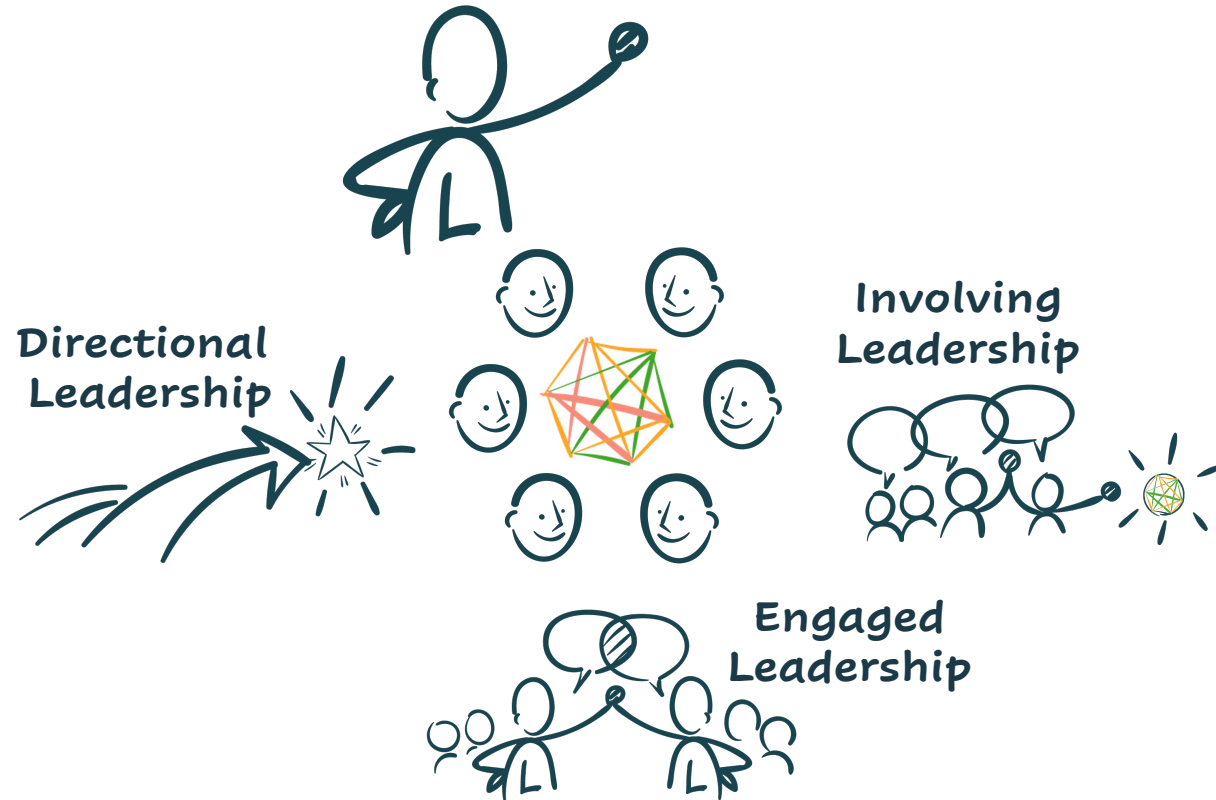
What we need:

- We need more focus on the shared purpose & goals.
- Leadership engagement – inspiring, supportive & insisting.

Typical challenges:

- We focus on the “inside” of the boxes – not the bigger picture.
- We solve small problems...

Interventions through Relational Leadership



Direction

Leaders formulate and communicate shared strategies and goals for collaboration across groups and teams.

Clear expectations for each role ...

Engagement

Leaders engage in solving conflicts that arise ...

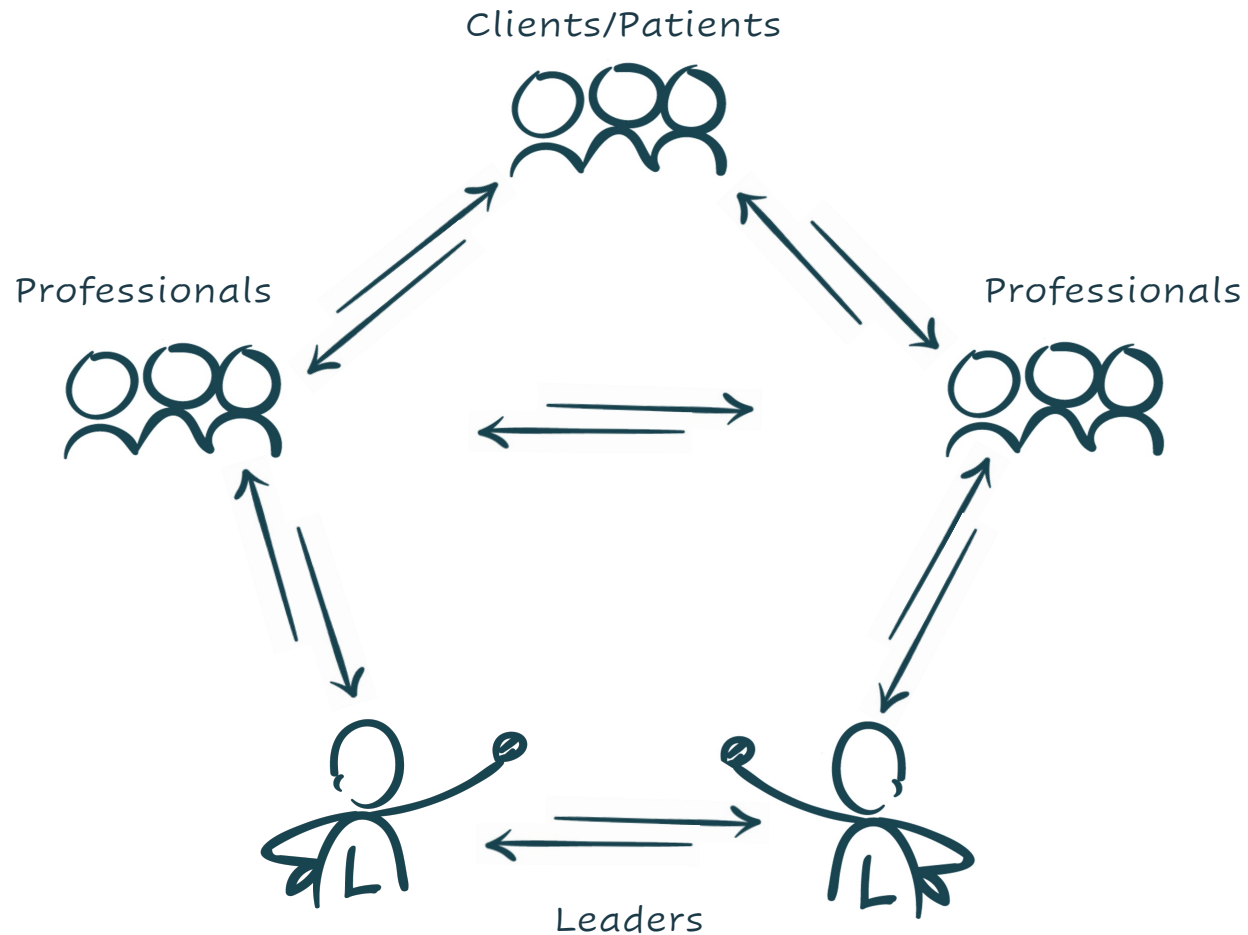
Leaders recognize and appreciate contributions ...

Involving

Leaders involves people in developing better work processes...

Leaders respects peoples competences and experiences ...

In Your "house"?



A short dialogue with each other:

- Inspiration...
- Reflections...
- Questions...