

# Relational leadership

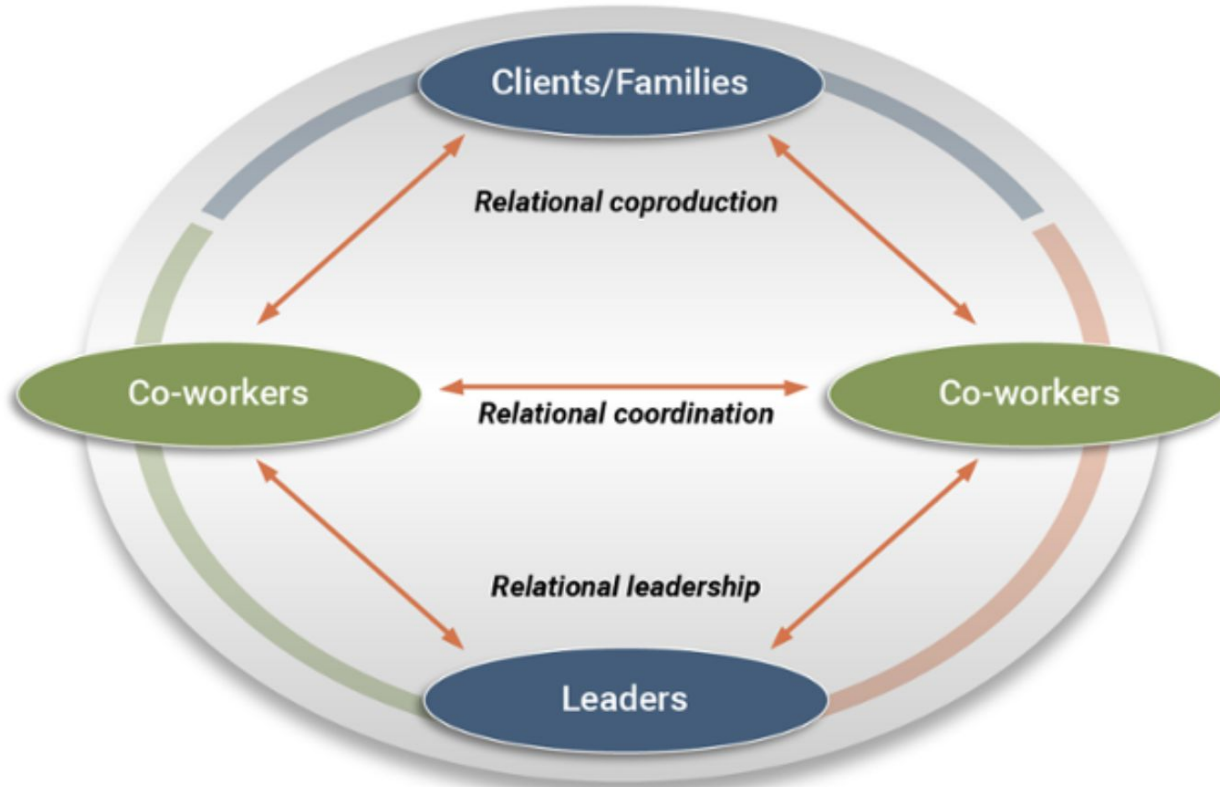
## What is it?

Relational leadership is a way to create influence by developing shared goals, shared knowledge, and mutual respect *with* others and by developing shared goals, shared knowledge, and mutual respect *among* others. It's a way to create *power with and among* others rather than *power over* others.

## What is it used for/ Purpose?

- Relational leadership is used to support relational coordination among co-workers.
- Relational leadership is used to support relational co-production with clients.
- You can assess relational leadership using the Relational Coordination Survey.
- Relational leaders use Relational Interventions like Humble Inquiry and Psychological Safety.
- Relational leaders use Structural Interventions like Shared Accountability, Shared Rewards, Selecting and Training for Teamwork, and more.

# Relational leadership in context



# Use relational leadership used to promote new structures

“For relational leaders, organization design means promoting the structures to support the connections that are needed to carry out work effectively, especially when that work spans multiple departments or organizations.”

- Jody Hoffer Gittel, Engaging Co-Workers in Relational Leadership

These structures include:

- Selecting for Teamwork
- Training for Teamwork
- Relational Job Design
- Shared Conflict Resolution
- Shared Accountability & Rewards
- Boundary Spanner Roles
- Shared Protocols
- Shared Meetings & Huddles
- Shared Information Systems
- Shared Space

# Use relational leadership to lead change



- ⌘ Be the change; you can't use the old culture to create the new one
- ⌘ Use data to open up conversations, not to close them down
- ⌘ Engage people in doing the work for themselves rather than doing it for them

- Tony Suchman, Relationship Centered Health Care