Relationships in play: From Coordination to Capacity

Carsten Hornstrup ph.d.

joint action

carsten@joint-action.dk
Context

• Stage 1: Looking at the usefulness of RC in community settings (Social Services, Employment, Healthcare, Drug-abuse, Psychiatry, Homelessness).

• Stage 2: Integrating Leadership in the model and re-testing.

• Stage 3: Testing in large scale (Municipality 3000+ employees)
Coordination & Capacity

Relational Coordination:
- Complex cases (flight-departure and surgery).
- Groups coordinating around a shared tasks.

Relational Capacity:
- Complex and dynamic cases and contexts:
  - EG: Challenged Families, Citizens with multiple Diagnoses, Citizens with long-term unemployment.
- Groups to collaborate in novel cases when and where needed.
A little background – a case of complexity

Organisationsdiagram for Voksenservice pr. 1. februar 2017
Multi-level bridging – on the move.

Stable construction?
“We have moved a citizen who have been outside the workforce for 24 years, to a permanent full-time job.”

“It’s basically about relationships. Between professionals and citizens – and the networking among professionals, supporting the citizens to meet their goals.”
Driven by leaders

1. Communicate a shared vision and strategy in a meaningful way.
2. Create space for direct dialogues with decision makers.
3. Building cross cross professional collaboration among employees.
4. Building cross cross organizational collaboration among leaders.
5. Making it clear how employees should contribute.
6. Developing mutual respect between leaders and employees.
7. Invite employees to contribute with their experience and ideas
8. Involve employees in finding new solutions.
9. Insisting on participation – especially critical voices.
RC & Leadership

Stats:
$r = 0.532$ $p = 0.001$

Leadership scale:
Cronbach's Alpha 0.923
Leadership...
Building Relational Capacity

Bridging across RL horizontally

Linking the hierarchy RL vertically

Bridging frontline RC between units
Cultural openness:

Strategic competence

• Establishing a shared vision and strategy for the whole organization.
• Communicate a shared vision and strategy in a meaningful way.
• Building cross organizational collaboration among leaders.
Engine of change

Creating Ownership & Responsibility

• Invite employees to contribute with their experience and ideas
• Involve employees in finding new solutions.
• Create space for direct dialogues with decision makers.
• Insisting on participation – especially critical voices.

(1) Critical as: a. Very important and: b. Reluctant to participate
Conclusion
(Hornstrup & Storch 2018)

Working with Relational Capacity differs from RC in three ways.

• First, the definition: ”The ability to create productive relationships when and where needed.”

• Second, we work with a selective set of relationships. Only important relationships are included.

• Third, we adjust the RC dimensions to: Contribution, Innovation, Information sharing, Mutual knowing. (Problem-solving & Respect)

• Fourth, we propose to include Relational Leadership (Hornstrup 2015) as part of the model.