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An Introduction to Multi-Sector Leadership

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Defining MSL

Let's start at the Beginning

There are various ways to describe leadership across sectors, such as:

- ❧ Cross-Sector
- ❧ Bi-Lateral
- ❧ Multi-Lateral
- ❧ Public-Private
- ❧ Multi-Sector

- ❧ Multi-sector leadership is defined as “actions that are intended to inspire **partnership** and **collaboration** with individuals and organizations representing different sectors – primarily government, business, and civil society.”
- ❧ Multi-sector leaders are responsible for “fostering **conditions** where stakeholders from different sectors can formally come together to **combine their assets** and achieve a **shared goal or objective**.”

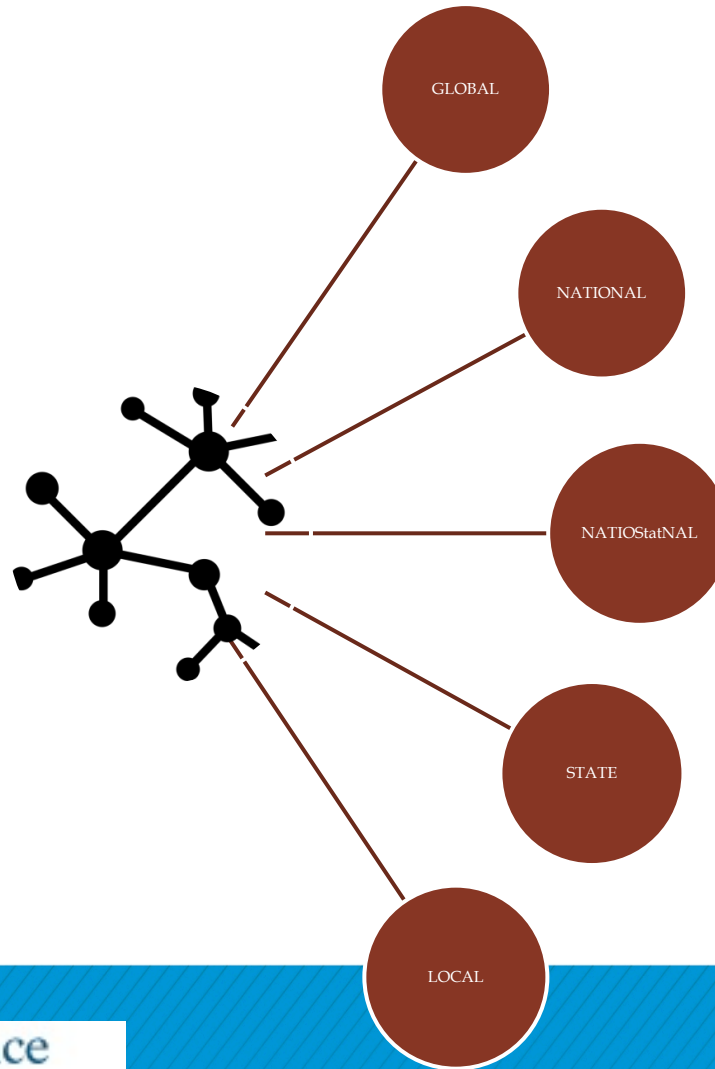
Resurgence of Multi-Sector Relationships

What's Involved?

Working across sectors requires an ability to understand the complexities inherent in those relationships.

MS relationships can be understood by their:

- ☞ Scope
- ☞ Scale
- ☞ Focus
- ☞ Structure
- ☞ Complications



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MSL Issue Areas

Where it Matters

There are several areas where MSL is a growing pre-requisite for action.

Among them are:

- ⌘ Health Care
- ⌘ Education
- ⌘ Water
- ⌘ Transportation
- ⌘ Environment
- ⌘ Energy



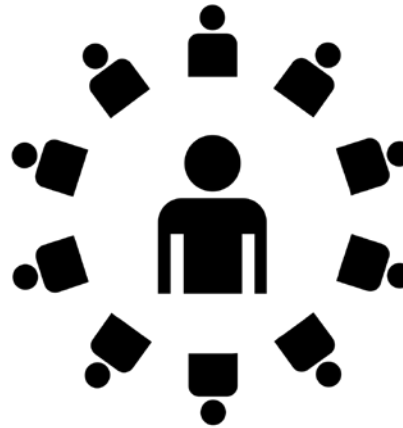
Energy



Environment



Health Care



Education



Water



Transportation

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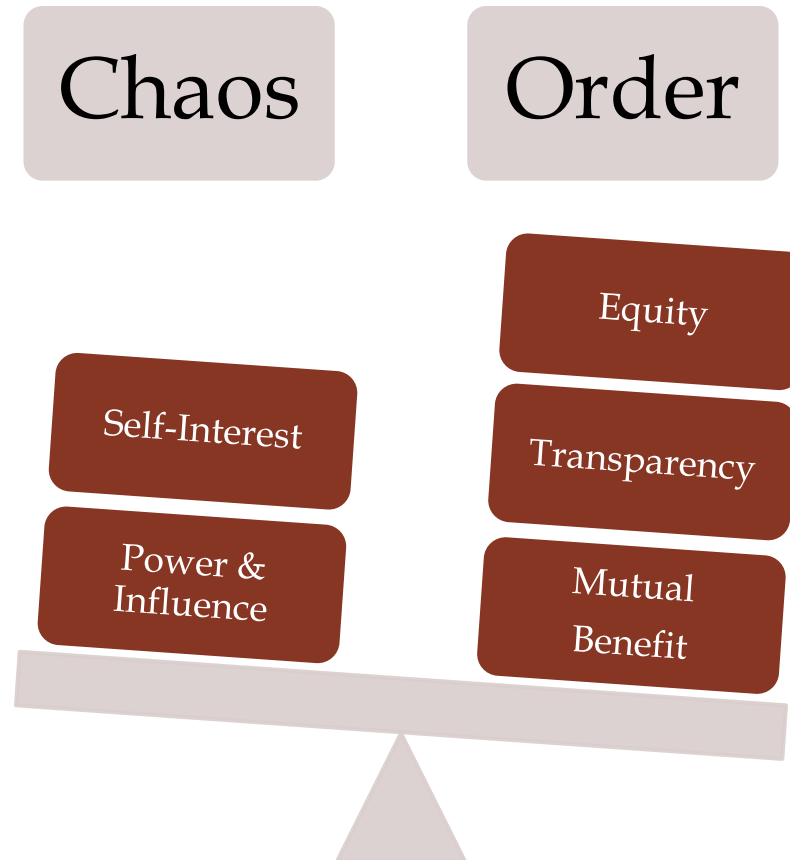
Promise & Perils

Conditions for Success

MSL brings with it promise and peril. The balance often lies in the ability of the MSL to create the conditions that reinforce order.

Driving Factors:

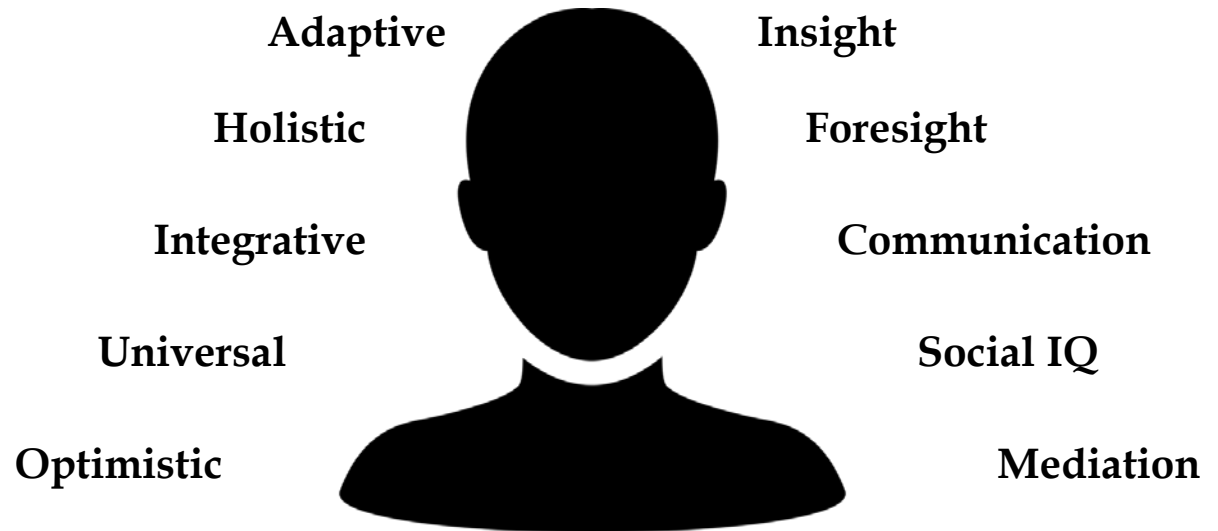
- ⌘ Power
- ⌘ Influence
- ⌘ Self-Interest
- ⌘ Equity
- ⌘ Transparency
- ⌘ Mutual Benefit



Mindset and Behaviors of the MSL

MSL in Action

A MSL must possess a way of thinking and a set of behaviors that foster connection and collective action.



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The MSL's Research Framework

Analyzing the Landscape

Tools:

The MSL's Research Framework contains 16 questions that shed light on the nature of the ecosystem in which the leader must operate.

Ultimately, an effective MSL must create conditions that are conducive to partnership and collective action.

The MSL's Research Framework is an analytical tool s/he can use before acting.

The MSL's Research Framework

Understanding the Issue

1. What exactly is the issue or challenge?
3. Which sectors are touched by this issue and how?
5. Where might leadership make an impact?
8. What challenges await the MSL?



Understanding the Relationships

9. What is the core action that needs to be taken by the group?
11. Who are the key players and stakeholders that need to act collectively?
14. What resources are needed to act collectively?
16. What are the measurable results and outcomes expected if collective action occurs?

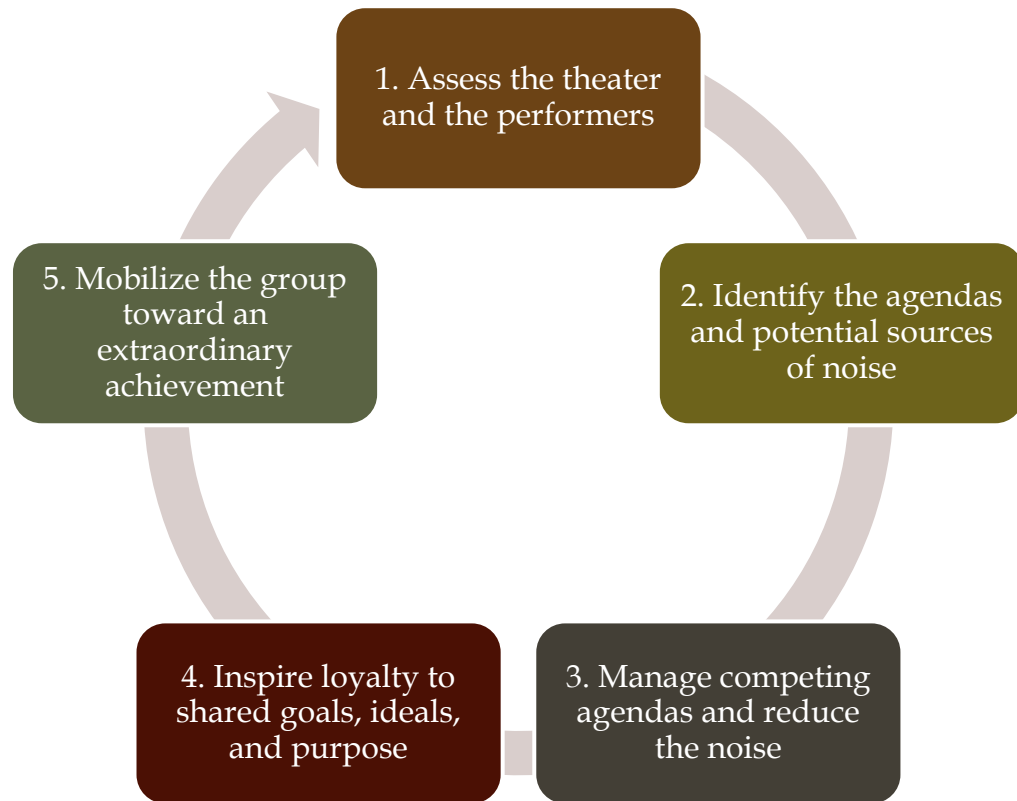
The MSL's Areas of Responsibility

Context Matters

The MSL must focus on managing the following:

1. Context
2. Identity
3. Interaction
4. Loyalty
5. Achievement

The MSL's Areas of Responsibility



MSL in Action...

Solving Complex Problems

A MSL has to become a good problem-solver and there are at least 6 common types of problems to resolve:

Problem Types:

- ❧ Puzzles
- ❧ Uncertainties
- ❧ Rich
- ❧ Dilemmas
- ❧ Disputes
- ❧ Complexities

Case studies are an effective way to explore the mechanics of MSL...

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The Future of MSL

What's Next?

MSL will be influenced by a variety of forces that are gaining momentum.



Trends to Watch

- **Social Impact Bonds**
- **Field of Social Innovation**
- **Open Data and Data Analytics**
- **Collective Action Organizations**

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Preparing Yourself and Your People

What Does it Take?

- 39 Credit Hours
- Blended online delivery
- 2 online courses in the Fall and Spring Semesters
- 3 Five-day Residencies in DC in May

Master of Professional Studies in Public Leadership

Courses in:

- Multi-Sector Leadership (6 Courses)
- Results-Based Management (3 Courses)
- Organization Performance Improvement (4 Courses)

Certification in:

- Lean Six Sigma Green Belt

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