WHAT WE'RE SEEING:

Shared Leadership for Challenging Times

We are happy to see many examples of shared leadership emerging during these challenging times. People and organizations are finding creative ways to work with new partners to bring necessary goods and services to their communities. Here are some of the inspiring ways in which, in this time of greater physical separation, Minnesotans are demonstrating that we continue to be stronger, together:

In their press conference on March 15, Governor Walz and his team provided a striking demonstration of shared leadership. They drew on their individual expertise to integrate priorities, including equity, for public health, education, and economic development by delaying the closure of public schools until they had a plan to care for the children of essential first responders. And they relied on the team member with the greatest expertise to answer questions while each reinforcing their overall approach.

People experiencing homelessness are at heightened risk during the COVID-19 pandemic, but Mankato's Connections Shelter is working with local non-profits
and recently closed hotels to develop creative housing solutions. With funding from Greater Mankato Area United Way and the Mankato Area Foundation, Connections Shelter is transitioning guests to the Hilton Garden Inn to better facilitate social distancing and quarantine measuring. The World Economic Forum has summarized related efforts in other cities.

State officials are turning to public-private partnerships to enable a comprehensive response to COVID-19. One such partnership has been established with Anderson Fabrics, a wholesale producer in the decor and design industry in Blackduck, MN, who will now begin producing personal protective equipment (e.g. scrubs) for local health care providers.

The Minneapolis-based clothing store Askov Finlayson is selling t-shirts to support an innovative new hunger relief program. Minnesota Central Kitchen, created by Second Harvest Heartland and other Twin Cities restaurants, brings together recently out-of-work chefs to prepare meals for those in need. Although chefs are currently working as volunteers, the program hopes to raise enough funds to employ up to 250 people and serve as many as 10,000 meals per day.

Minnesota distilleries are coming up with creative solutions to address critical shortages in sanitary supplies for health care workers while trying to meet payroll and provide for their future after their recent closure.

REFLECTIONS:
Building and Sustaining Public Trust for COVID-19 Leadership

Kathy Quick, Academic Co-Director of the Center for Integrative Leadership and Associate Professor at the Humphrey School, is a scholar, practitioner, and coach for public engagement and communication in high-conflict situations. In her scholarship and teaching, Professor Quick emphasizes how public figures can build or erode our trust in leadership, trust we badly need to work effectively in an emergent context of COVID-19 in which we are profoundly interdependent. Professor Quick encourages us to apply what she calls the "4Cs" to diagnose strengths and weaknesses in communications for public trust and to build such trust ourselves:

- **Competence**: Does the leadership team have and make use of the needed technical and managerial knowledge and skill?
- **Care**: Do they demonstrate compassion for and a steadfast commitment to their constituents?
- **Communication**: Do they convey frankly, clearly, and regularly what is happening and what must be done?
- **Consistency**: Do the leaders mean what they say and do what they say they will do. Do they fess up when they mess up, and explain how they will address the problem?

Happily, many positive examples of applying the 4Cs abound, from Governor Walz's press conference described above, demonstrating competence, care and communication, and, in his subsequent self-quarantine, consistency; to public health experts and governors who are lauded for not sugar coating our challenges; to CEOs taking pay cuts to prioritize the well-being of their employees.

HIGHLIGHTS

**MINNESOTA YOUNG AMERICAN LEADERS PROGRAM**

**Twin Cities Cohort Selection**

Under the leadership of Duchesne Drew, Community Network President at the Bush Foundation, the Itasca Project recently brought together a selection committee composed of Twin Cities business, government, and non-profit leaders as well as Minnesota and national Young American Leaders Program alumni to review applications for the Twin Cities cohorts to the 2020 national and Minnesota Programs. Approximately 120 nominations were submitted for roughly 30 spots, making this year's selection process the most competitive yet. Next steps include working with partner organizations in Duluth and Mankato to support their cohort selection process for the Minnesota Program in October 2020.

**Collaborative Initiative Proposals**
Persisting through the increased demands and concerns of COVID-19 isolation, five intrepid working groups, composed of participants from the November 2019 Minnesota Young American Leaders Program (MYALP), joined by alumni from the national Young American Leaders Program and mentored by senior business, government, and non-profit leaders from the Twin Cities, have continued to develop collaborative initiatives to benefit their communities.

The group gathered virtually on March 27 to provide feedback on each other's proposals, which address diverse opportunities including development of arts initiatives to alleviate community tension, employer training to connect employers with mid-level job seekers, decreasing equity barriers in hiring through shared practice development, organizing arts programs for positive impact on youth mental health, and improving inclusivity and equity of technology access at events. As part of this meeting, groups identified areas where they could benefit from graduate student research assistance in fall semester.

Please contact cil@umn.edu for additional information on potential capstone or consulting opportunities arising from these initiatives.

CIL On-Call Resource for Shared Leadership Initiatives

As the need for creative ways of working together to support each other during the COVID-19 pandemic has become clear, we’ve heard from a number of individuals or groups wanting help thinking through how to work across boundaries to support resilience. If you have a collaboration in mind, CIL is here to help you problem-solve or be a sounding board. Please reach out to cil@umn.edu if you'd like to consult with us; provide your contact details and information about the challenge, opportunity, idea, or initiative you’d like to discuss. We'll be having weekly phone hours and will respond with an appointment time as available.

Welcome Lucy Marshall to CIL

Lucy Marshall joined our team as a Graduate Research Assistant in Fall 2019. As an organizer, educator, storyteller, and art activist, Lucy supports the Minnesota Young American Leaders Program (MYALP) and interdisciplinary graduate student consulting opportunities supporting integrative leadership. She is pursuing a Master of Social Work at the University of Minnesota with a focus in Community Practice: Organizing, Advocacy, and Nonprofit Leadership. Lucy has worked and volunteered in reproductive justice and LGBTQ+ movements, Jewish youth activism and anti-racism education. Lucy earned Bachelors of Arts degrees, summa cum laude, in Middle Eastern Studies from Columbia University and Jewish Literature from the Jewish Theological Seminary.
WHAT WE'RE READING

The COVID-19 crisis is bringing enhanced awareness of the positive potential of public-private partnerships. Learn about promising partnership efforts around the world in this article.

Professional associations – even those whose members are, literally, on opposing sides – are also finding ways to collaborate for COVID-19 leadership. Find out how unions for public defenders and prosecutors joined together in Los Angeles to mitigate exposure risks in Los Angeles courthouses.

To contribute to and collaborate for our communities, we also need to nurture and sustain our own wellbeing. Understanding and recognizing the emotional impact of this crisis – the grief and anxiety it can cause – can help. And on a lighter note, arts and other organizations are sharing content for free that can help us keep our minds and bodies engaged and moving.

Wharton professor Adam Grant has recently highlighted behavioral scientist Dan Heath's work. Heath's book, Upstream: Solving Problems Before They Happen, shows us through a number of vivid examples that "going upstream" to prevent problems before they occur can both be more effective and "requires integration." Heath observes: "[P]reventive interventions often require a level of cooperation that isn't necessary for reacting to problems...To success in upstream efforts, you need to surround the problem. And that's why the first question confronting upstream leaders is: How will we unite the right people?"