

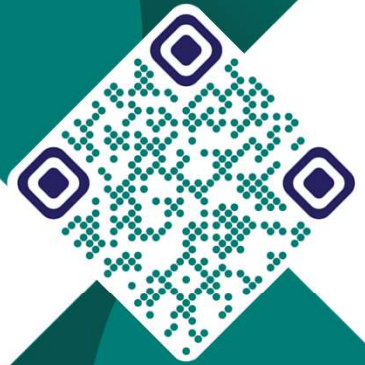


Cultivating trust and balancing power for successful collaborations in implementation

CSA Pre-conference workshop

Dr. Sobia Khan

October 15, 2024



**Implementation
science**



**Implementation
practice**



WHO WE ARE

Dr. Sobia Khan

Director of Implementation

Dr. Khan is an award-winning global expert on how to practically implement complex interventions in complex systems. For over 12 years, her passion for integrating multiple fields such as implementation science, systems thinking, and social network theory to achieve large-scale change has been illustrated through her work on multiple implementation projects.



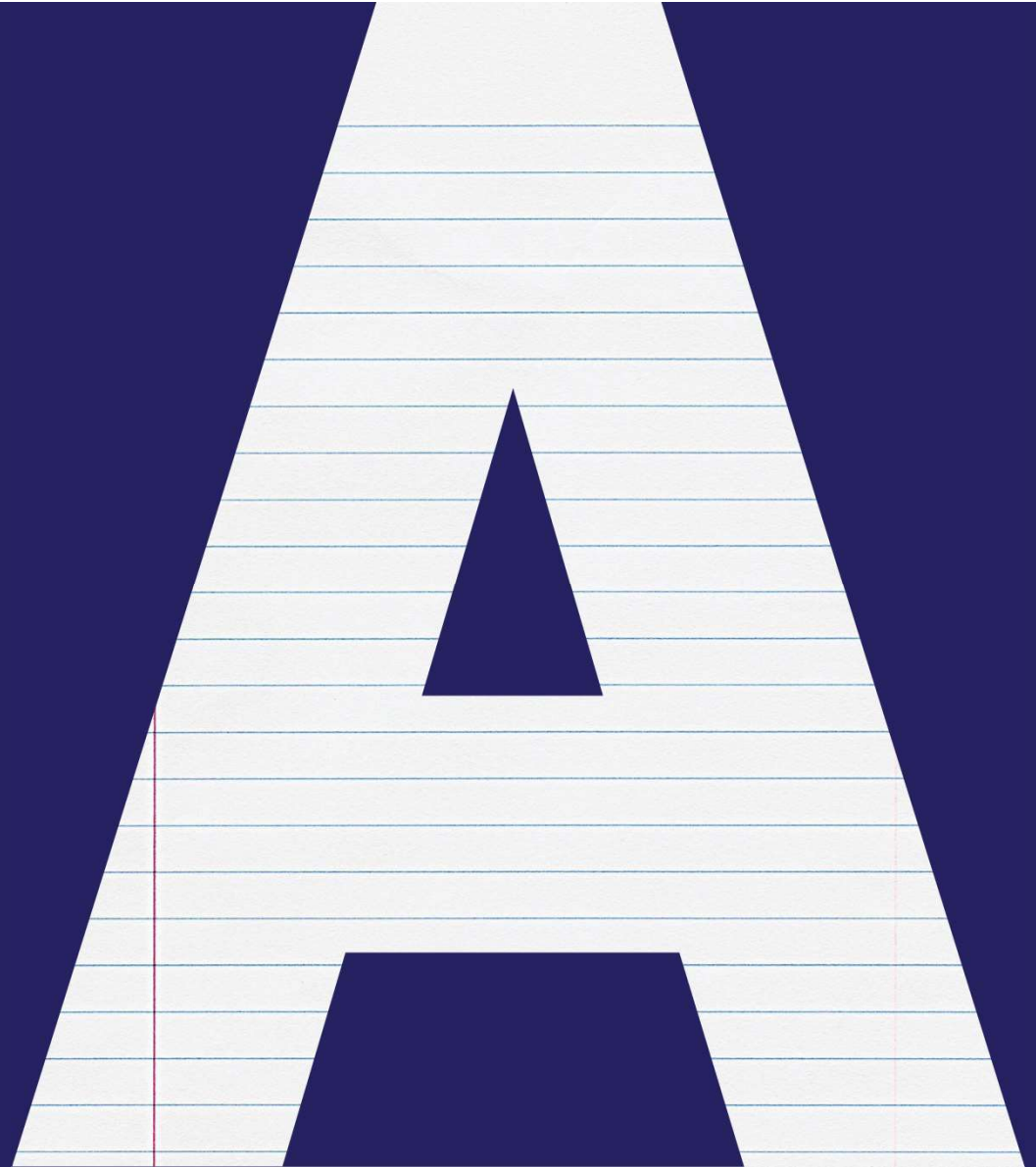
@sob_khan



/sobkhan



Welcome activity





ACTIVITY 1

Self-reflection: What are your objectives for today?

- Reflect on what you decided to come today (e.g., any problems you are facing, what you hope to learn)
- Share with others!

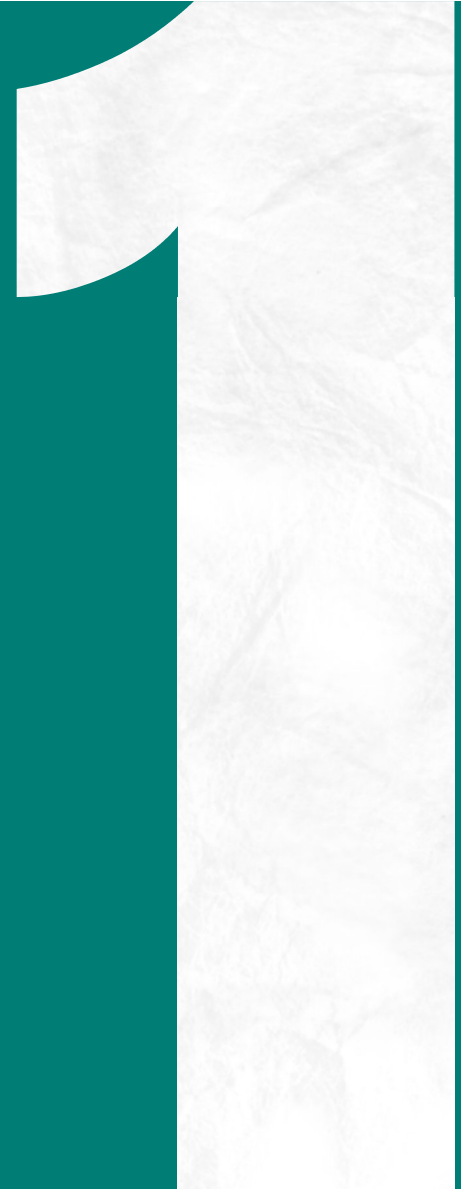


ACTIVITY 1

At your table:

- Introduce yourself
- Find a picture in your phone's camera roll that sparks joy when you look at it. Take turns at your table sharing your pictures and why they bring you joy.

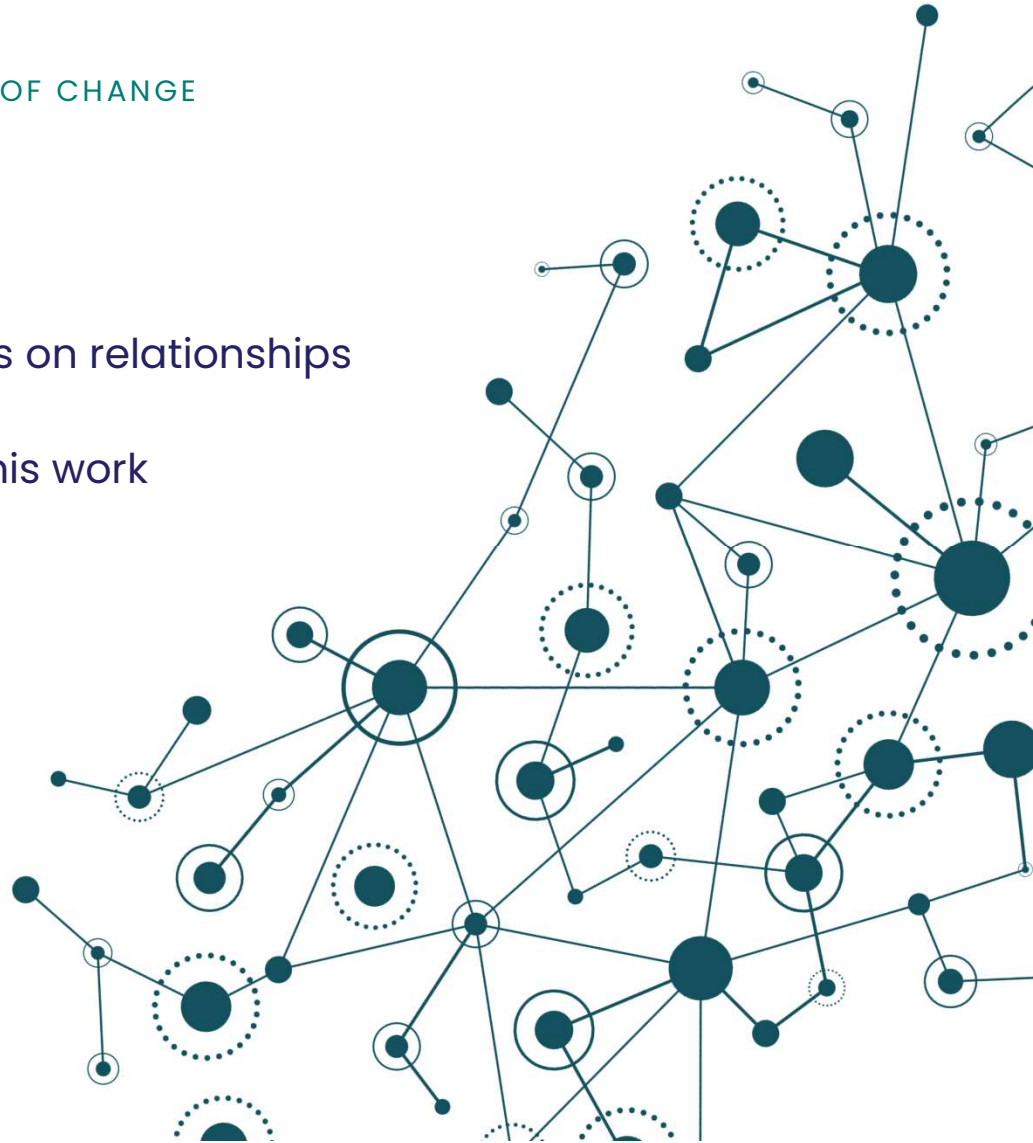
Relationships as a core component of change





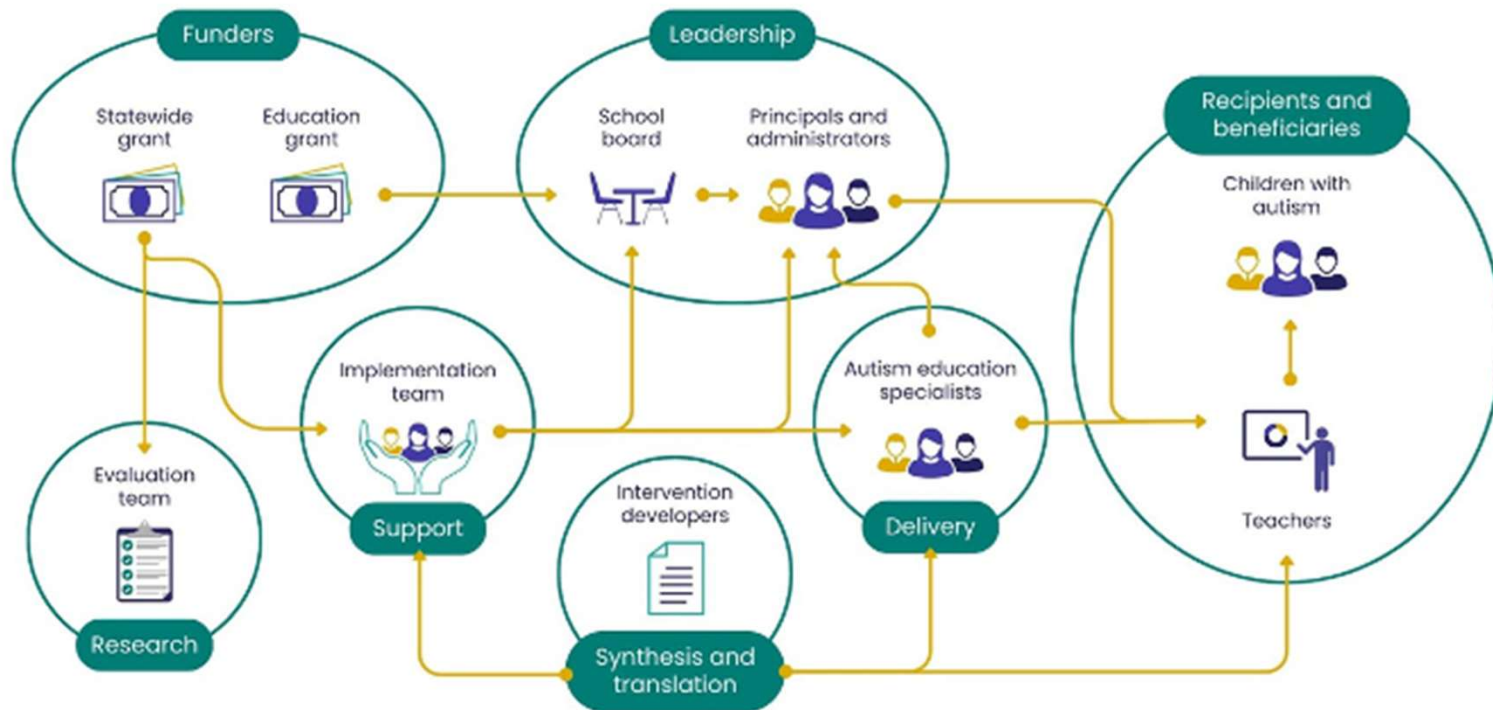
Implementation is relational

- Implementation is a social process - it relies on relationships
- Trust and power are at the center of all of this work



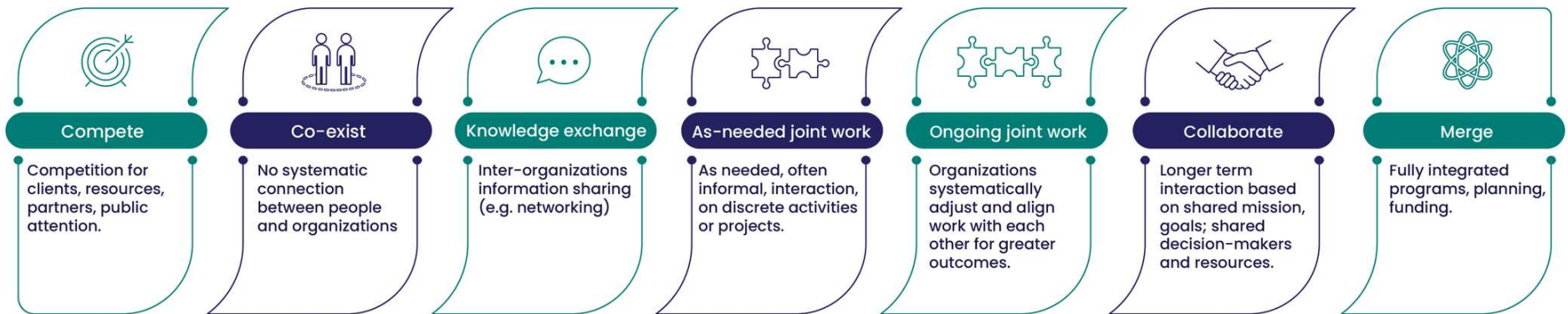


PART I: RELATIONSHIPS AS A CORE COMPONENT OF CHANGE





The Collaboration Spectrum

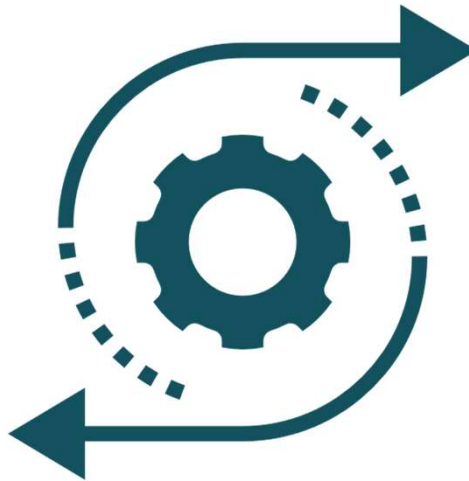


Based on Tamarak Institute's The Collaboration Spectrum (2017). Image adapted by The Center for Implementation, © 2023 | V2024.01 |
For full citation: <https://thecenterforimplementation.com/toolbox/the-collaboration-spectrum>

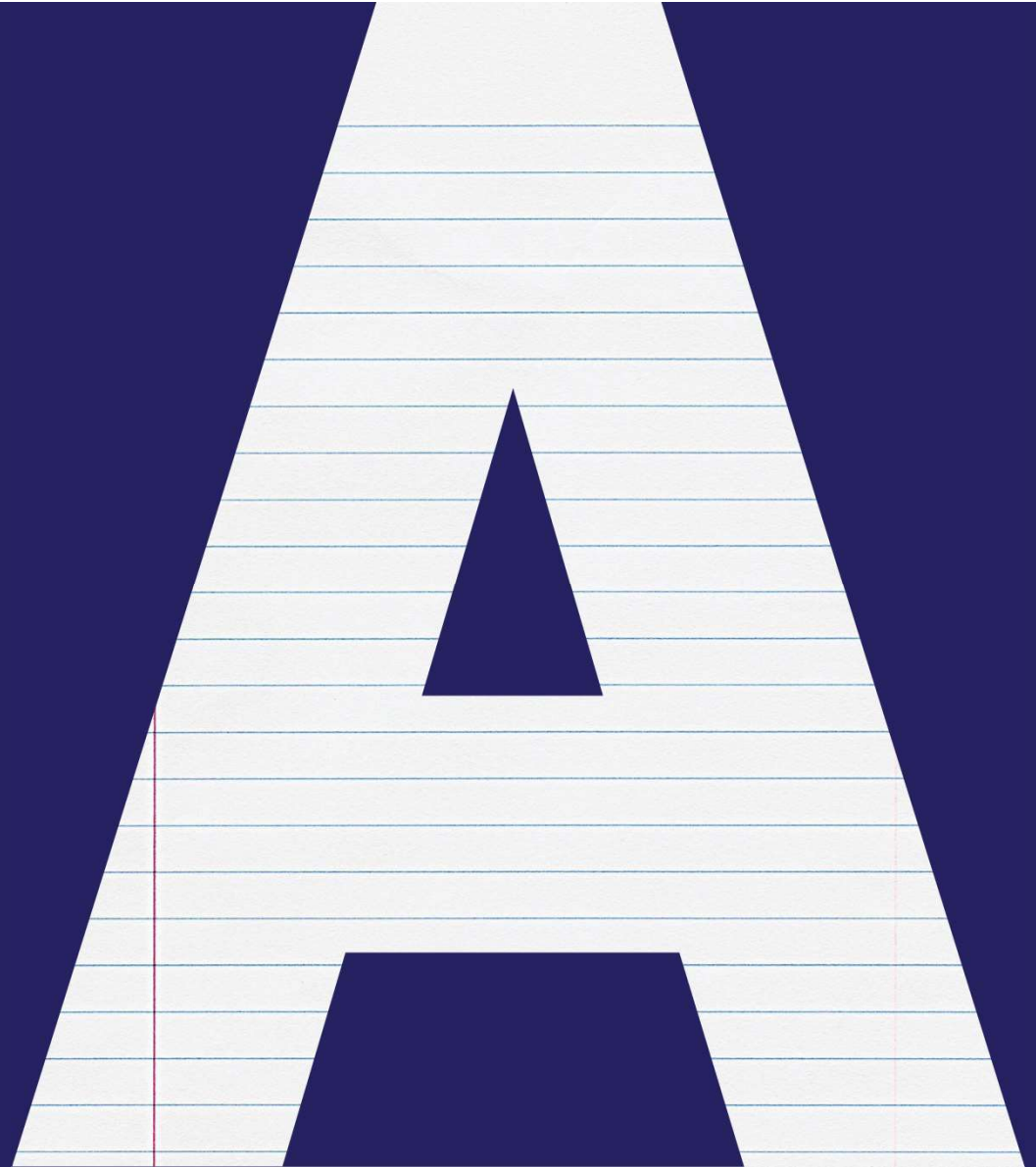


Change goals

We aim to [describe how you will work together] to [what implementation goal you would like to achieve].



Activity

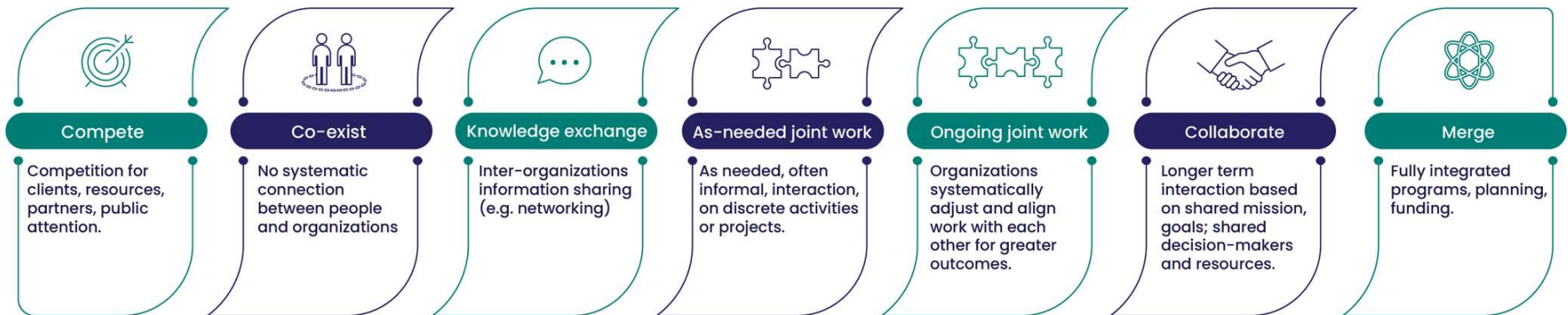




ACTIVITY 2

The Collaboration Spectrum

- Consider a partnership.
- At your table, describe who the partnership is with (you may de-identify), where on the spectrum you are at currently, and where on the spectrum you want to move to.
- Using reflection, discuss with your group what one of your change goals might be.



Based on Tamarak Institute's The Collaboration Spectrum (2017). Image adapted by The Center for Implementation, © 2023 | V2024.01 |
For full citation: <https://thecenterforimplementation.com/toolbox/the-collaboration-spectrum>

**How to support partnerships:
Understanding relational
processes**





How do we build and maintain relationships?

Trust

Power

Learning

Legitimacy

Fairness

BREAK.

WE'LL BE BACK IN 15 MINUTES.

**The science of
building trust**





Types of trust



Strategic



**Between
organizations / groups**



Personal

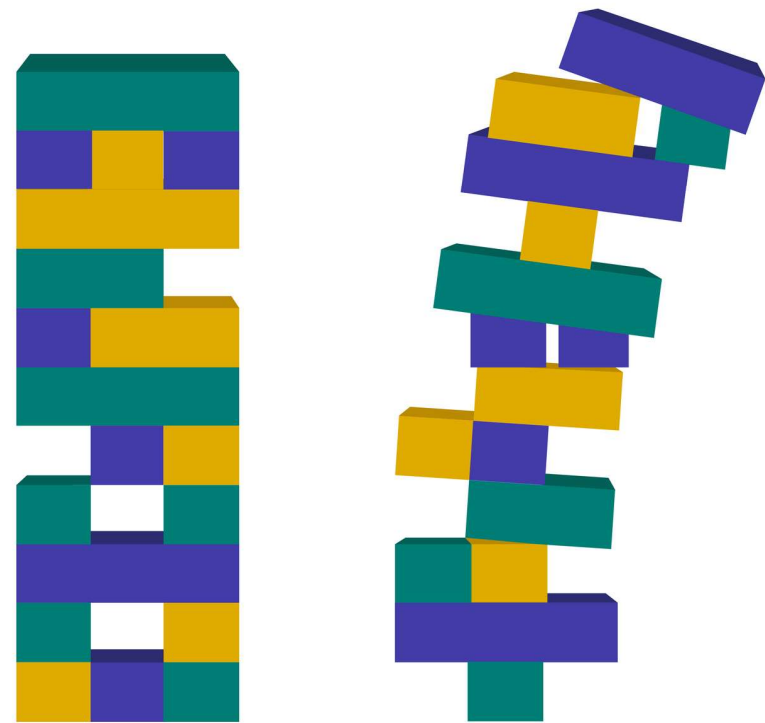


**Within
organizations / groups**



Tower of Trust

Figure developed by The Center for Implementation





Factors that affect trust: The Trust Trifecta

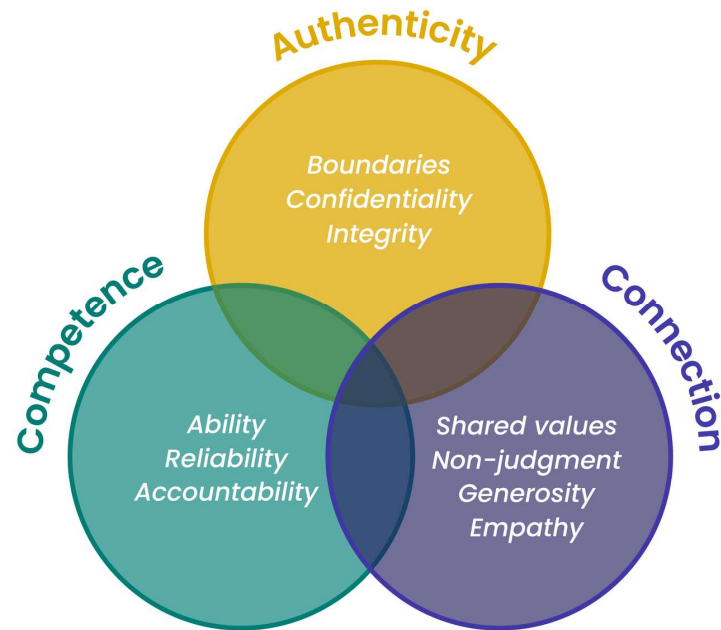
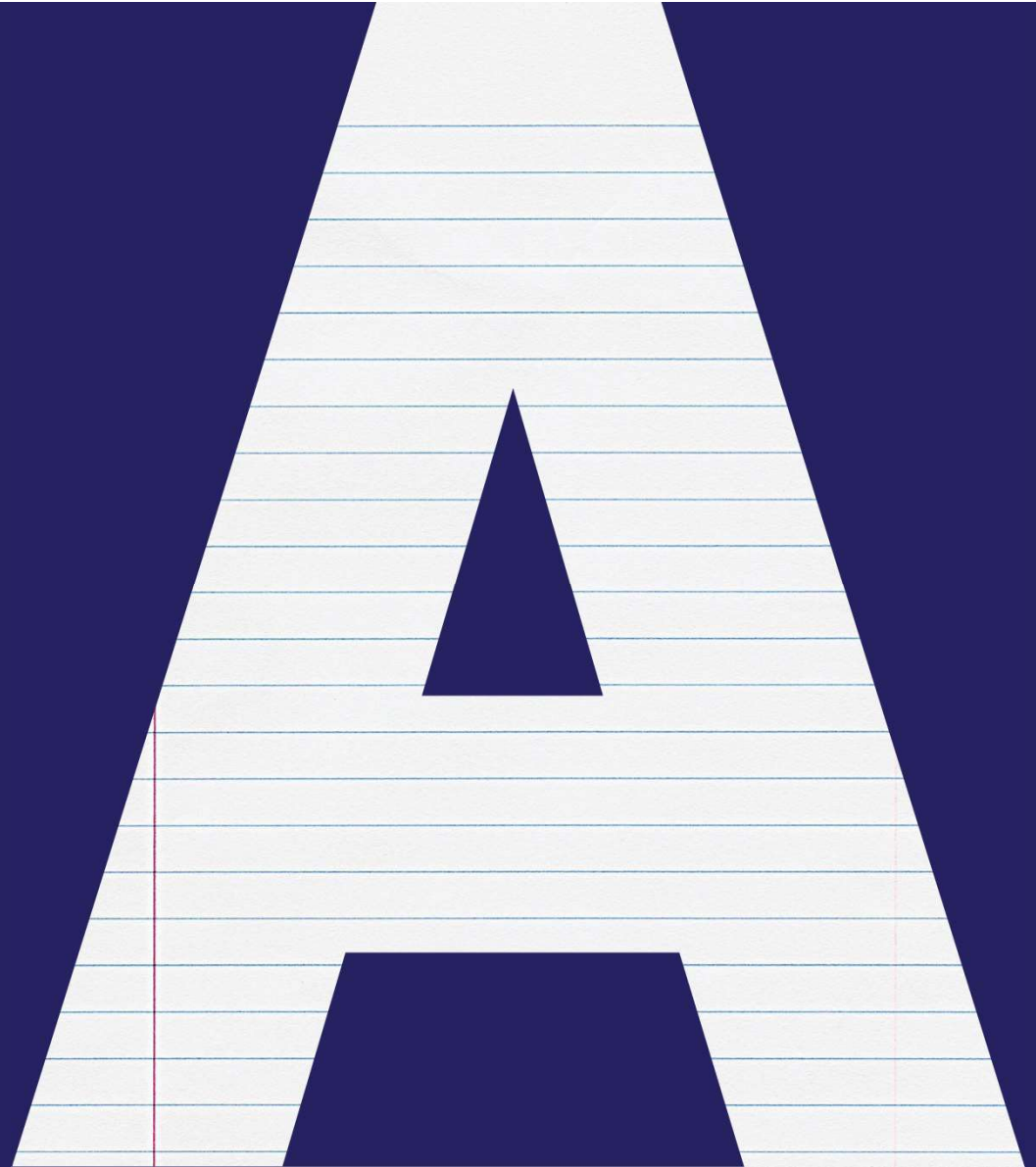


Figure developed by The Center for Implementation

Activity





ACTIVITY 3

Where in the trust trifecta?

- Discuss the following three questions in your group:
 1. What part of the Trust Trifecta do you usually leverage when building a new relationship?
 2. When you mistrust someone you are partnering with, where on the Trust Trifecta does this mistrust tend to come from?
 3. When you think people mistrust you, what part of the Trust Trifecta do you think is contributing to this?

Navigating power dynamics





The Jewels of Power



Scenario 1



Scenario 2



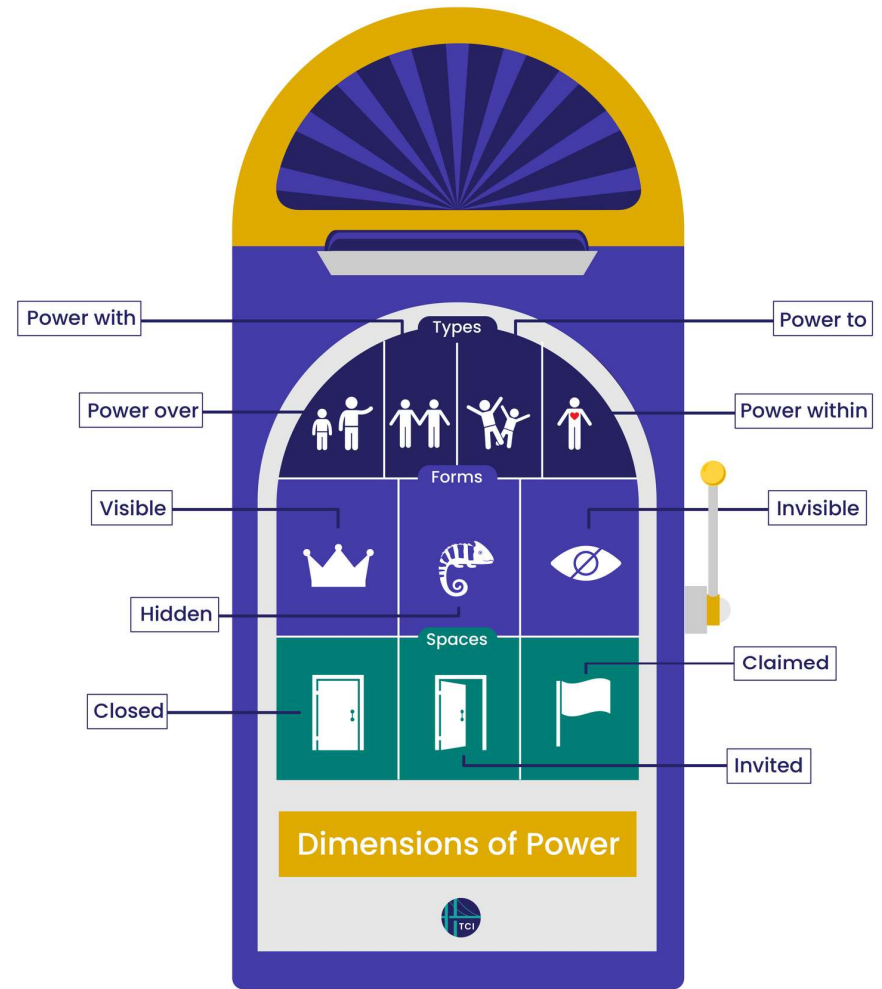
Scenario 3

Figure developed by The Center for Implementation



Dimensions of Power

Figure developed by The Center for Implementation





Types of power



Your dominance over others and their dominance over you. Impacts implementation as we reflect on who makes the decisions

Power over



Lending each other power when collaborating to move forward

Power with



Lending power to others to move work forward

Power to



Reflecting on your source of power (Jewels of Power) and highlighting this source of power when you feel powerless

Power within



Forms of power



Decision-making power or authoritative power. Comes with a role (e.g., leadership) and it is apparent who holds this power.

Visible power



Not obvious and can be seen as 'agenda setting' (i.e., working behind the scenes) with no formal decision-making power.

Hidden power



Not seen but felt or experienced by individuals; for example, societal norms, historical relationships, etc.

Invisible power



Spaces of power



Decisions that are not transparent by a small group of people

Closed spaces



Open spaces to share power (e.g., ask for opinion)

Invited spaces



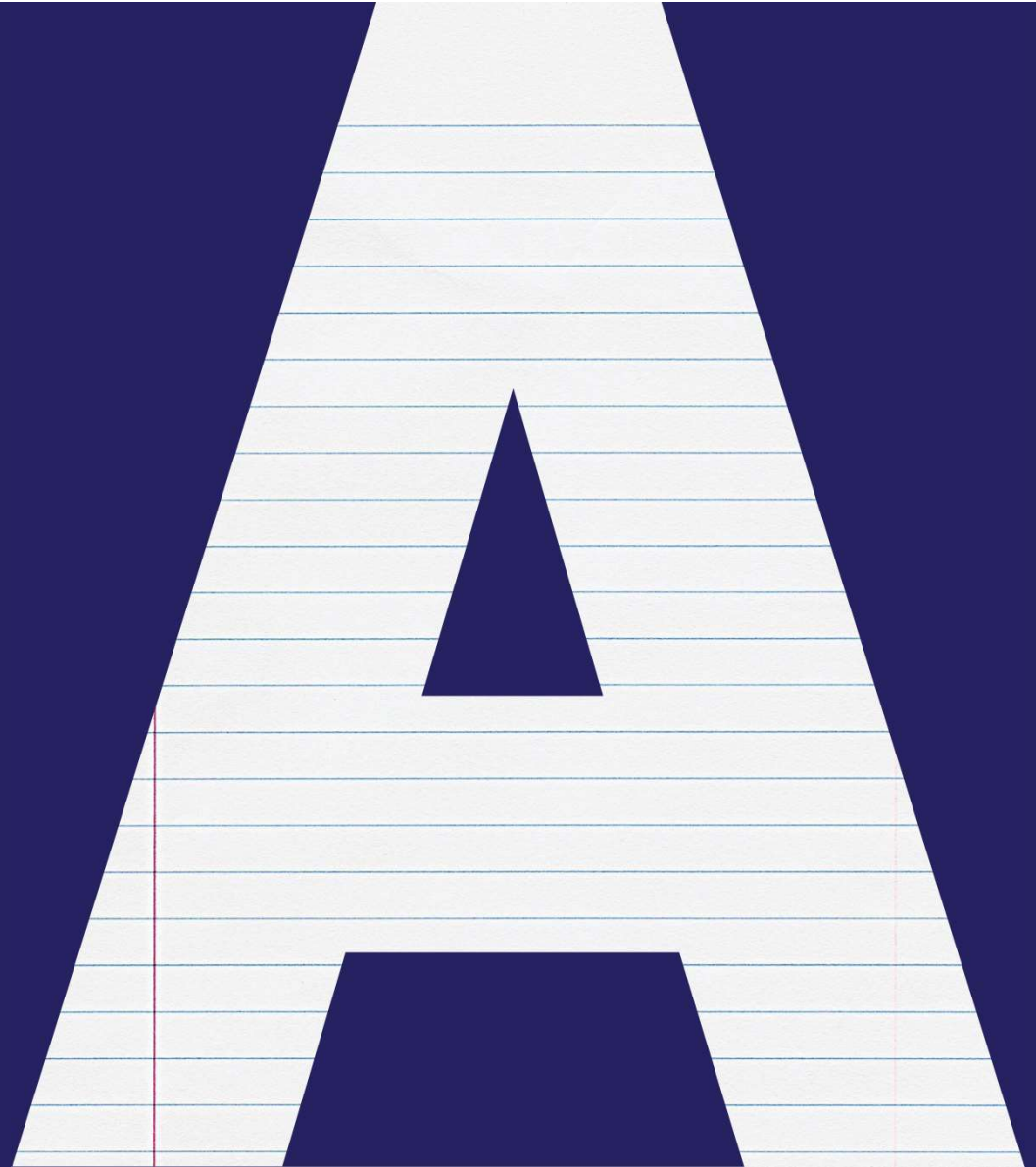
Individuals feel powerless and claim space to move work forward

Claimed spaces

BREAK.

WE'LL BE BACK IN 15 MINUTES.

Activity

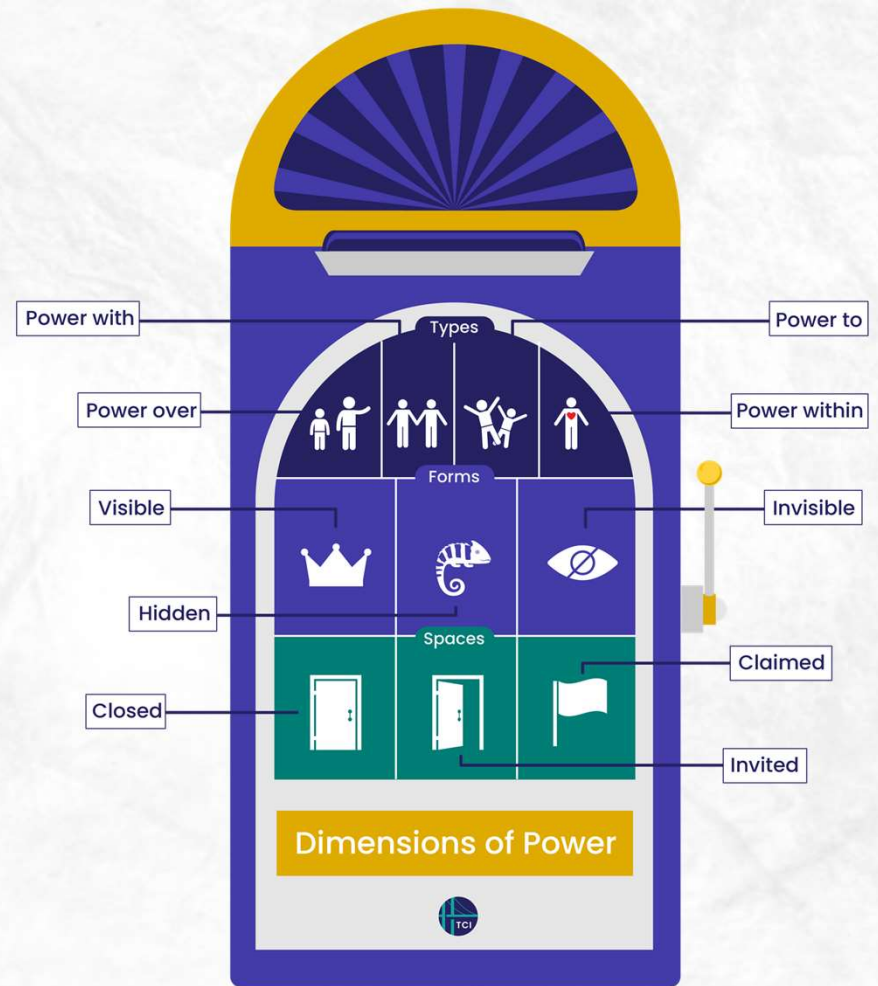




ACTIVITY 4

Power analysis

1. Think about a person or organization you collaborate with. Consider what is **their combination** of type, form, and space of power.
2. Think about yourself. Consider what is **your combination** of type, form, and space of power (consider carefully as we tend to underestimate power, especially in hidden and invisible).





ACTIVITY 4

Identify the jewels of power

1. Identify all of the different people or groups you may interact with. What do you think their jewels of power are? Don't forget to identify your jewels of power!
2. How could we share power more equitably between groups?



Scenario 1



Scenario 2



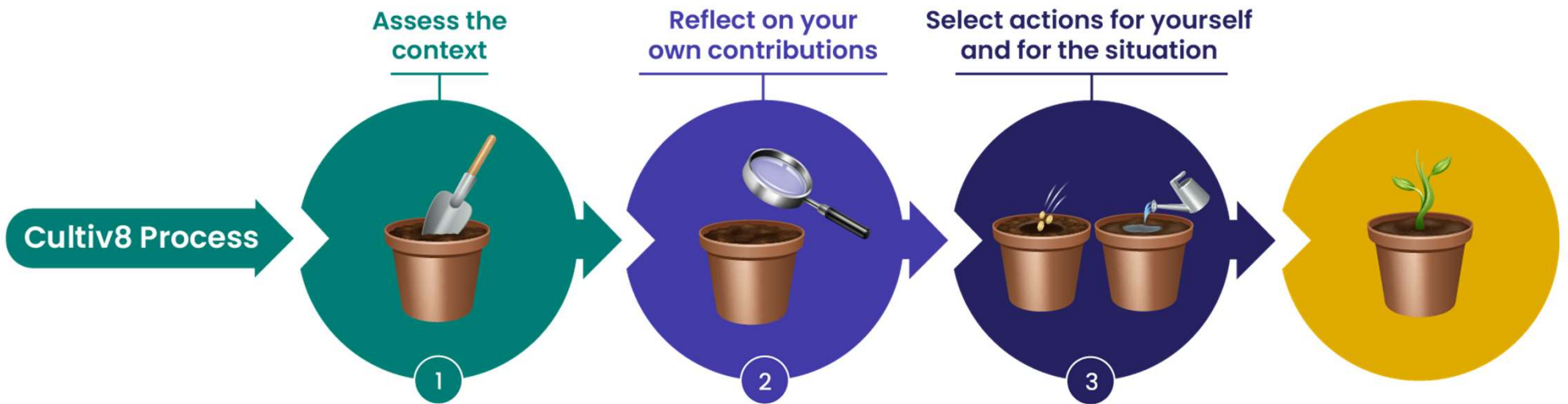
Scenario 3

**The Cultiv8 Tool –
Actions to build trust
and navigate power**





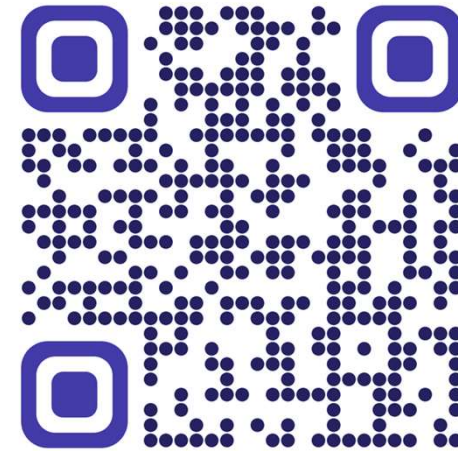
PART 6: THE CULTIV8 TOOL - ACTIONS TO BUILD TRUST AND NAVIGATE POWER





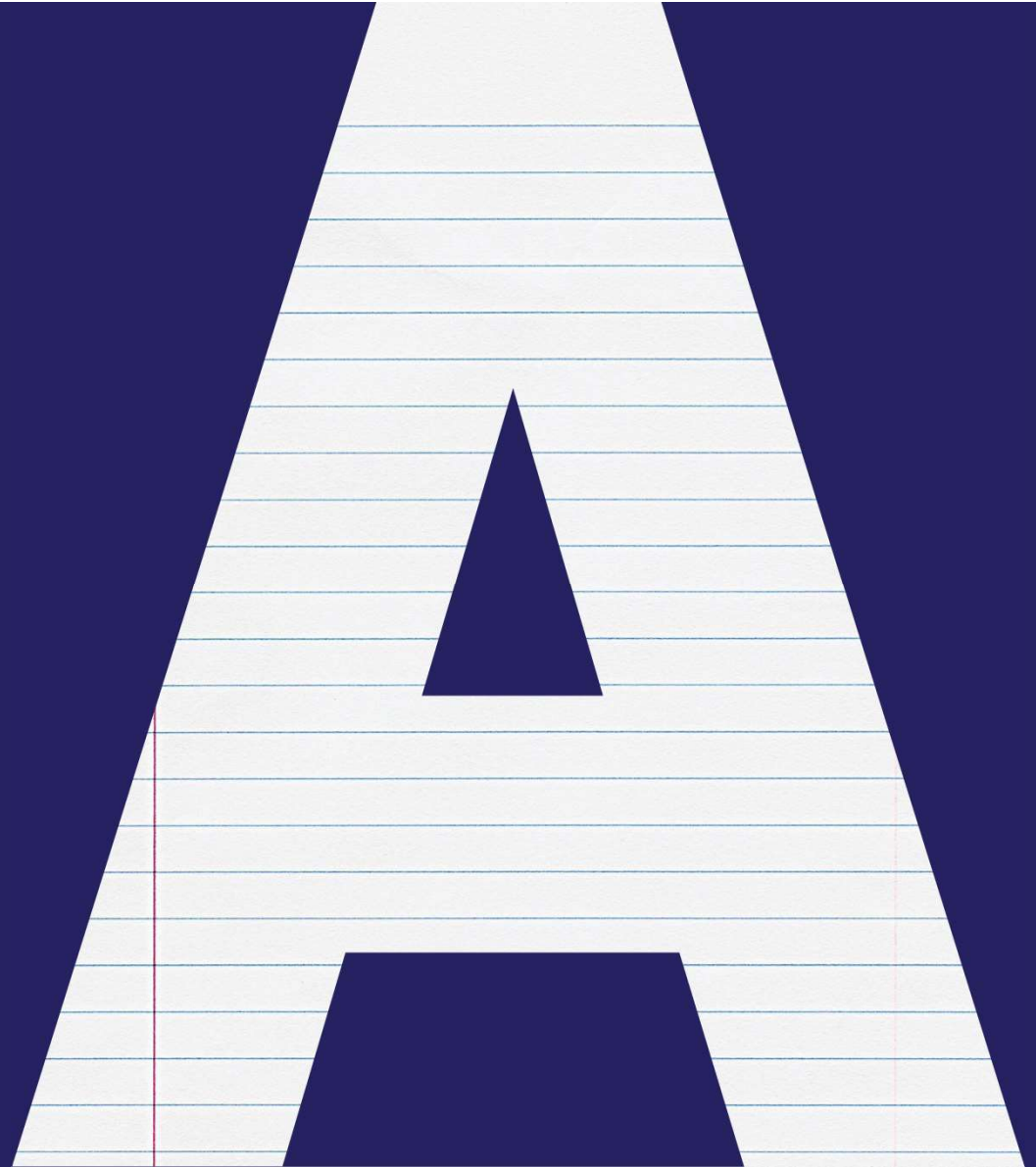
PART 6: THE CULTIV8 TOOL - ACTIONS TO BUILD TRUST AND NAVIGATE POWER

Cultiv8 tool



thecenterforimplementation.com/cultiv8-tool

Activity

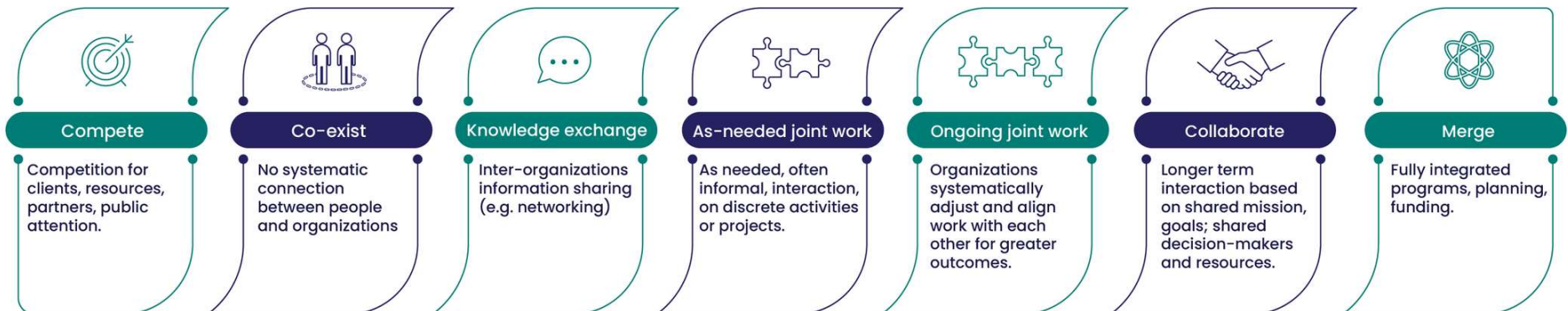




ACTIVITY 5

Actions to Cultiv8 relationships

- At your table, choose one area of the Trust Trifecta to explore as a group that was a common point of discussion at your tables earlier. Which actions would you consider?
- At your table, choose one area of the Dimensions of Power to explore as a group. Look at the actions. Write down some you want to consider more.
- On your own, consider one of the partnerships on the collaboration spectrum that you wanted to move further to the right. Exploring the Cultiv8 tool, what trust and power actions could help you reach your partnership goals?



**Other relational
processes**





Learning

- Exchanging new knowledge
- Increasing knowledge about each other's scope of work and work philosophy
- Increasing knowledge about the problem and each group's approach to the problem

Strategies

- Facilitate knowledge exchange such as:
 - Inviting experts
 - Dialogues
 - Organizational "tinder"
 - Journal club





Fairness

- Everyone benefits in some way
- Everyone is able to contribute in some way



Strategies

- Understand where people are coming from and why they want to be part of the work
- Understand one another's superpowers and limitations
- Conduct pulse checks



Legitimacy

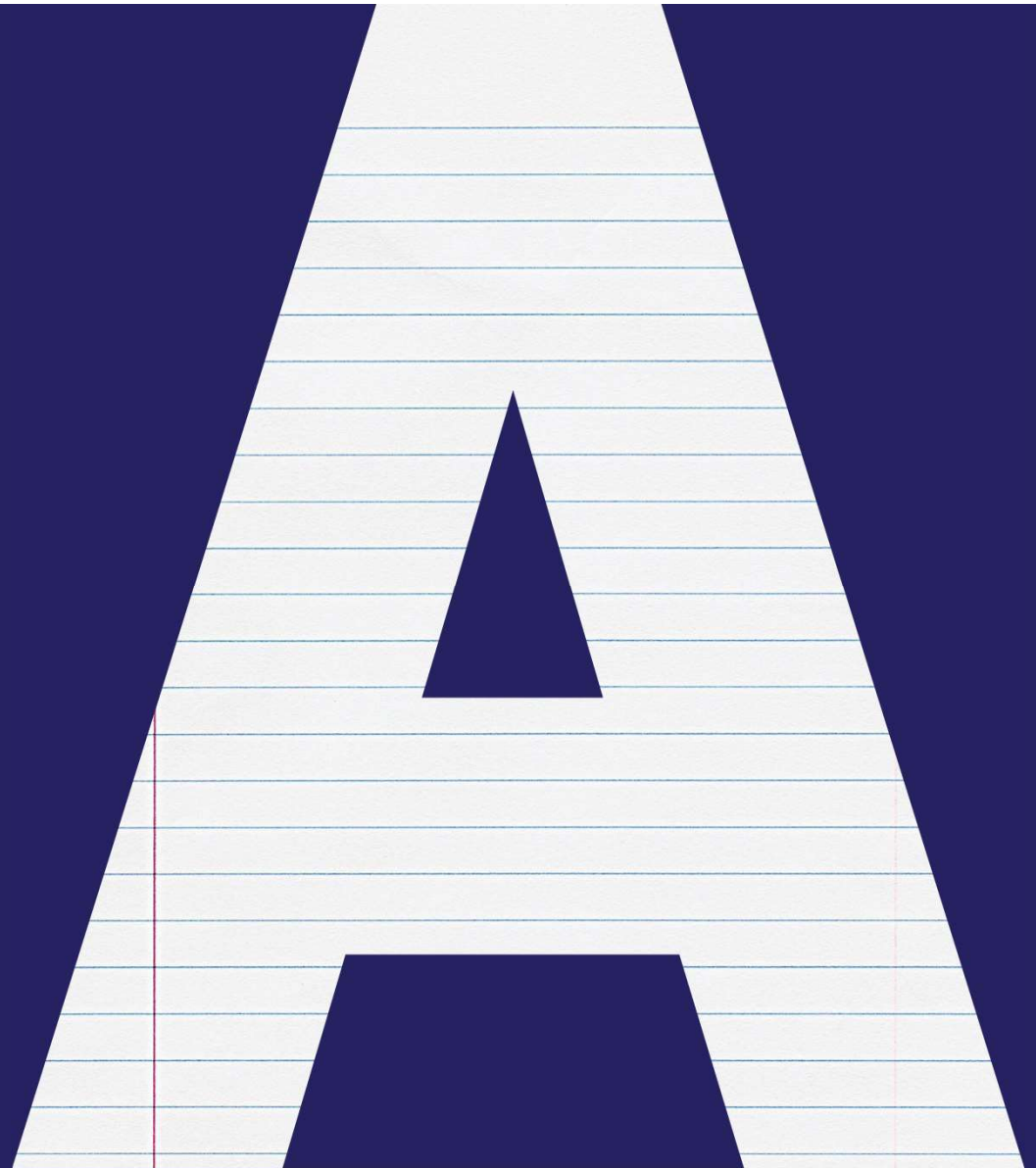
- Everyone external and internal to the relationships sees its value



Strategies

- Document and communicate successes
- Monitor what everyone values about the work, and make sure your actions align with common values

Activity



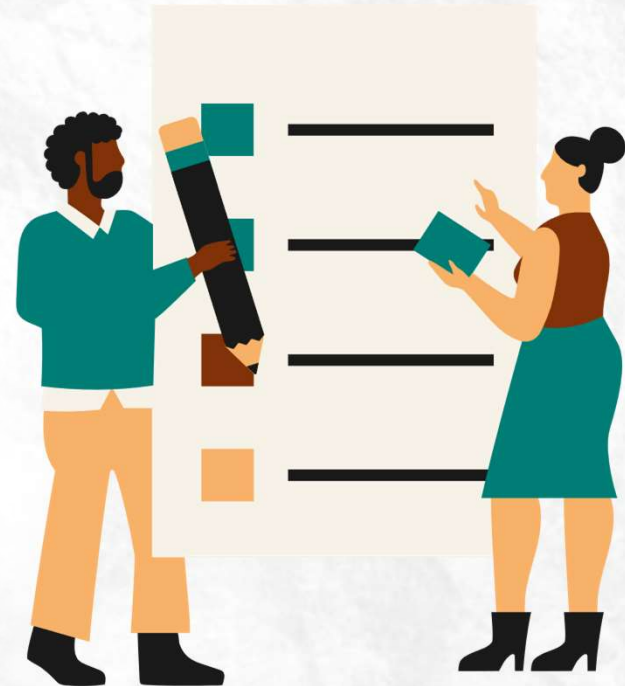


ACTIVITY 6

Next steps

Would love to hear from a few of you!

- What can put into practice right away?
- What can you plan to use in your work moving forward?







NEXT STEPS: CONTINUE LEARNING

Implementing Change Community

The all-in-one online community platform for changemakers.

Inspiring Change 2.0

This free mini-course introduces you to implementation science in under 2 hours and how it can help you create change more effectively.

Toolbox

Our Toolbox contain resources from our *Implementation in Action* bulletins, like frameworks, tools, and tips to support you through different stages of implementation. You'll also find other resources like videos, podcasts, and presentations.

Newsletter

Join 9,000+ people interested in implementation science. You'll get access to our monthly *Implementation in Action* bulletin, updates about our upcoming events, and free resources!



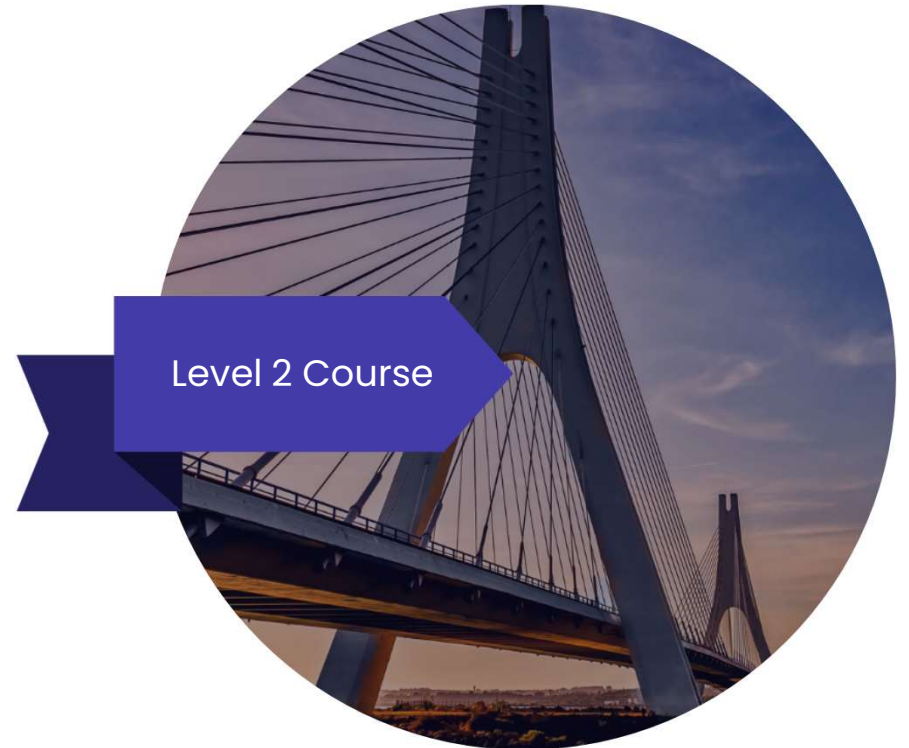


NEXT STEPS: ONLINE TRAINING

Cultivating Trust and Navigating Power

This course focuses on the social nature of change by examining what power and trust truly are. You'll learn how to deeply assess your relationships and receive tangible actions for building a more solid foundation for your change efforts.

[THECENTERFORIMPLEMENTATION.COM/TRUST-AND-POWER](https://thecenterforimplementation.com/trust-and-power)





Level 1 Implementation Support Specialist



Our Certificate Program is for professionals who want to advance their careers and highlight their skills and competencies in applying implementation science in practice.

Level 1 covers the foundational elements of applying implementation science to design, implement, spread, and scale the use of evidence.

Those who complete the certification process receive:

- Level 1 Implementation Support Specialist digital certificate and badge
- The option to be included in our online directory of certified professionals

Thank you!

LET'S STAY CONNECTED

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What is a mental model?

Influences how we approach:

- Decisions
- Actions
- Relationships



Informed by our:

- Beliefs
- Values
- Worldviews



PART 5: CONSIDERING MENTAL MODELS IN TRUST AND POWER

Go deep beneath the surface and think about why



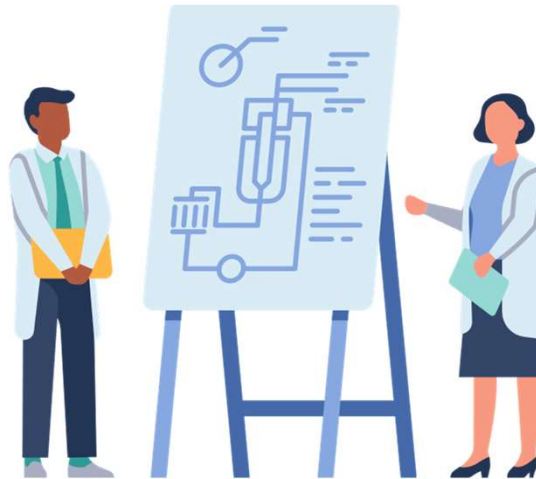


PART 5: CONSIDERING MENTAL MODELS IN TRUST AND POWER

In your work, what knowledge do you value?



Lived experience?



**Research
?**



**Other ways of
knowing?**



Mental models can be the root cause of conflict and inequity

- Take time to carefully unpack your own mental models
- Understand the mental models of the people on the team and those you are supporting.

