



## Greenbook Project Leadership: Laying the Foundation for a Multi-Systems Change Effort

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## What is the Greenbook?

• **A construct for developing interventions based on a set of core values, framed by guiding principles, and offered in a series of system-specific recommendations:**

- Adult domestic violence victim service providers
- Child protective services
- Juvenile courts
- Other

• **Overarching goal is to improve outcomes for families:**

- Enhance safety, stability and well being for all victims
- Keep non-offending parent and their children together
- Accountability for the violence with the perpetrator
- Differential response within a community that has many points of entry

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## Greenbook Sites' Governance Structure

### Staffing

- Project Director and Administrative Support
- Local Research Partner

### Governance

- Executive/Steering Committee
- Advisory/Oversight Committee

### Working Committees

- System Specific
- Multi-Disciplinary

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### Laying the Foundation for a Multi-Systems Change Effort

- Decide Which Strategy to Use to Build Relationships and Accomplish Results: Networking, Coordination, Cooperation and Collaboration
- Install a Shared Leadership Model of Governance to Make Decisions
- Consider Hiring a Project Director
- Clarify Roles and Responsibilities of the Project Director
- Identify Partner Agency Representatives
- Decide How to Incorporate the Voices and Experiences of Families
- Determine Partner Agency Roles and Responsibilities
- Navigate Power and Politics
- Develop a Vision, Goals and Objectives, and Create a Planning and Evaluation Tool
- Train the Collaborative Leaders and Project Director
- SUMMARY OF LESSONS LEARNED ON LAYING THE FOUNDATION

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### Decide Which Strategy to Use

- **Networking, Cooperation, Coordination & Collaboration**
  - **Networking**, the most informal, is exchanging information for mutual benefit.
  - **Coordination** is defined as exchanging information and altering activities for mutual benefit and to achieve a common purpose.
  - **Cooperation** includes exchanging information, altering activities, and sharing resources for mutual benefit and to achieve a common purpose.
  - **Collaboration**, the most developed relationship between organizations, includes all of the above, plus enhancing the capacity of another organization to achieve a common purpose.
- **Is collaboration the right framework to do your work?**
  - (1) Vision and relationships
  - (2) Structure, responsibilities and communication
  - (3) Authority and accountability
  - (4) Resources and rewards

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### Make Collaboration Work for You

- Understand each other
- Focus on relationships and trust-building
- Be specific about what you hope to accomplish
- Invite the right people to the table
- Deal with power differentials
- Assess commitment
- Manage conflict
- Discuss unintended consequences
- Passion
- Politics
- Celebrate the victories

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### Install a Shared Leadership Model of Governance to Make Decisions

- **Accept responsibility for building a team to accomplish a shared purpose.**
  - Include the right people for the right purpose.
  - Create a shared vision, build trust and safety, share power and influence, and have right mix of stakeholders and decision-makers.
- **Clearly outline the decision-making process.**
- **Build a structure that will support and sustain the relationships and results.**
  - Process support
  - Decision-making body
  - Key stakeholders
  - Workgroups

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### Leadership Challenges

- **Recognize power differentials between collaborators and reflect in agreements regarding decision-making structure.**
- **Name tensions and points of conflict in collaboration.**
- **Each partner must honestly examine biases of own system and be willing to engage in open communication.**
- **Recognize different leadership models within collaborative partner systems:**
  - Hierarchical
  - Consensus Based
  - Bureaucratic
- **Center leadership in shared vision and voices of victims.**
- **Lead those who are willing to engage - don't wait for all partners to agree to everything.**

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### Consider Hiring a Project Director

- **Is a Project Director appropriate and/or needed?**
- **Outline exactly what you need in a project director and create a job description/title based on needs.**
  - Explicit lines of authority and accountability should be outlined
  - Consider where the person is housed
- **Identify specific qualities to effectively lead the collaboration, which may include:**
  - Flexibility and creativity
  - Strong and diverse facilitation skills
  - Ability to see things from the various perspectives while holding both the big picture and the close-up details of the effort
  - Ability to value and work through conflict
  - Commitment to the goals of the effort
  - Personal style that makes people feel comfortable
  - Ability to challenge and support

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### Clarify Roles and Responsibilities of the Project Director

- Meeting planning and coordination
- Manage the budget and make appropriate decisions
- Project planning, implementation, and ongoing assessment and evaluation
- Supervise contractors, project staff and committee work
- Build relationships within the project and with concerned others
- Provide community outreach about the project and the issue
- Support the committees and offering technical assistance
- Define and advocate for appropriate roles and responsibilities for member agencies
- Ask the hard questions and raise philosophical issues
- Manage partners' perceptions about all the above

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### Identify Partner Agency Representatives

- What is the makeup of the community in terms of perspectives and demographics?
- Who does the collaboration need to get things done?
- Who can genuinely speak with authority on the challenges you will address?
- What are the "hidden communities" within the community?
- Does the collaboration want frontline workers from the partner organizations?
- Does the collaboration have representatives of the families/consumers served?
- Who is missing and who needs to be invited?

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### Decide How to Incorporate Families' Voices

- Make it meaningful
- Avoid tokenism
- Identify challenges ahead of time
- Be specific as to what your collaboration needs
- Pay for their time, if possible

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### Determine Partner Agency Roles and Responsibilities

- How do the vision and goals of the project relate to the role of your organization?
- How will your organization contribute to the effort?
- How will your organization incorporate the lessons learned from the project?
- How does your organization wish to be held accountable for the collaboration and its work efforts?
- What does your organization need to stay motivated and connected?

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### Navigate Power and Politics

- Partner agencies are not equal.
- Discuss the realities early on to avoid pitfalls.
- Make power and politics transparent.
- Develop MOU that outlines:
  - Collaboration history
  - Partner roles and responsibilities
  - Specific commitments from each agency
  - In-kind support and other resources
  - Detailed timeline
  - Review date

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### Develop Vision, Goals and Objectives, and a Planning and Evaluation Tool

- How does the collaboration want the system or each agency to be structured at the end of the collaboration to better meet the needs of families?
- What are the vision, mission, goals and objectives of this collaboration, based upon our current needs?
- What is the best strategy to create a logic model, or other program planning and evaluation tool, to help guide planning, implementation and evaluation efforts?

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### **Train the Partner Agencies and Project Director**

- Understand basics of leadership in multi-sector collaborations.
- Understand the issue: co-occurrence of domestic violence and child maltreatment.
- Understand the current challenges families face in the system.
- Understand how each system is structured to respond to the co-occurrence.
- Create specific strategies to use with frontline workers.

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### **Summary of Lessons Learned**

- Create a shared framework and a shared understanding of the multiple ways to accomplish work.
- Design a clear, deliberate, shared leadership governance model for accountable, transparent leadership.
- Decide if the collaboration would benefit from hiring a project director and clearly define and articulate the role, expectations and accountability structure early in the process.
- Create a collaboration consisting of people in a range of roles including family representatives, organizational leadership, middle managers, and front-line workers. Find champions.
- Meet with family representatives to reiterate their roles, responsibilities, values and limitations and identify how family representatives will contribute.

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### **Summary of Lessons Learned**

- Identify power differences and recognize shifts in power & influence over time.
- Consider organizational culture, particularly communication patterns, decision-making processes, pace and acceptability of change, values, importance of artifacts, and more.
- Ensure the project director and the collaborative leaders have an in-depth understanding of the other partners and the issues.
- Be flexible.
- Discuss beliefs, attitudes, and have philosophical conversations.

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## Questions & Contact Information

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