



 pioneers in practice

Collaboration as Leadership

Module 2



Leadership as a Collaborative Process



- Focus on maintaining open, inclusive decision-making
- Leader safeguards participation (not control)
- Often plural and distributed



Why Collaboration Breaks Down



SILOED SPECIALIZATION

Highly trained professionals learn to work in silos, when specialization actually increases the need for interprofessional collaboration.

TERRITORIALITY

Professions defend role boundaries and the scope of practice.

STRUCTURAL & CULTURAL BARRIERS

Policies, regulations, staffing patterns, etc.

From Territoriality to Altruism in Leadership

- Altruism prioritizes collective and client-centered outcomes
- Professionals may need to adjust role boundaries and share influence to support shared goals
- Trust and shared purpose may reduce SOP concerns



Plural Leadership in Occupational Therapy Practice

- Familiarity creates leaders
- Sharing and empathy foster leadership
- Structuring leadership matters



Familiarity & Trust as Leadership Foundations



CONTINUITY & RAPPORT

Can create conditions for leadership to shift more appropriately and effectively.

TRUST

Enables open communication and shared decision-making.

FAMILIARITY

Strengthens team confidence and role clarity.



In a healthcare setting with high productivity demands, how can teams intentionally build familiarity and trust?



Structuring Leadership Through Norms and Systems



- Can be influenced by organizational structure and hierarchy
- Clear norms, communication pathways, and shared goals support collaboration
- Intentional structure reduces confusion and role defensiveness



In Summary

“Collaboration is
leadership in
action.”

**OCCUPATIONAL THERAPY STRENGTHENS TEAMS BY
MAKING PARTICIPATION VISIBLE AND ALIGNING
SHARED GOALS AND OUTCOMES.**



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