



# Developing and Sustaining True Collaborations

NMC Conference

Midland, Texas

September 16, 2009

Presented by: Ken Fyfe

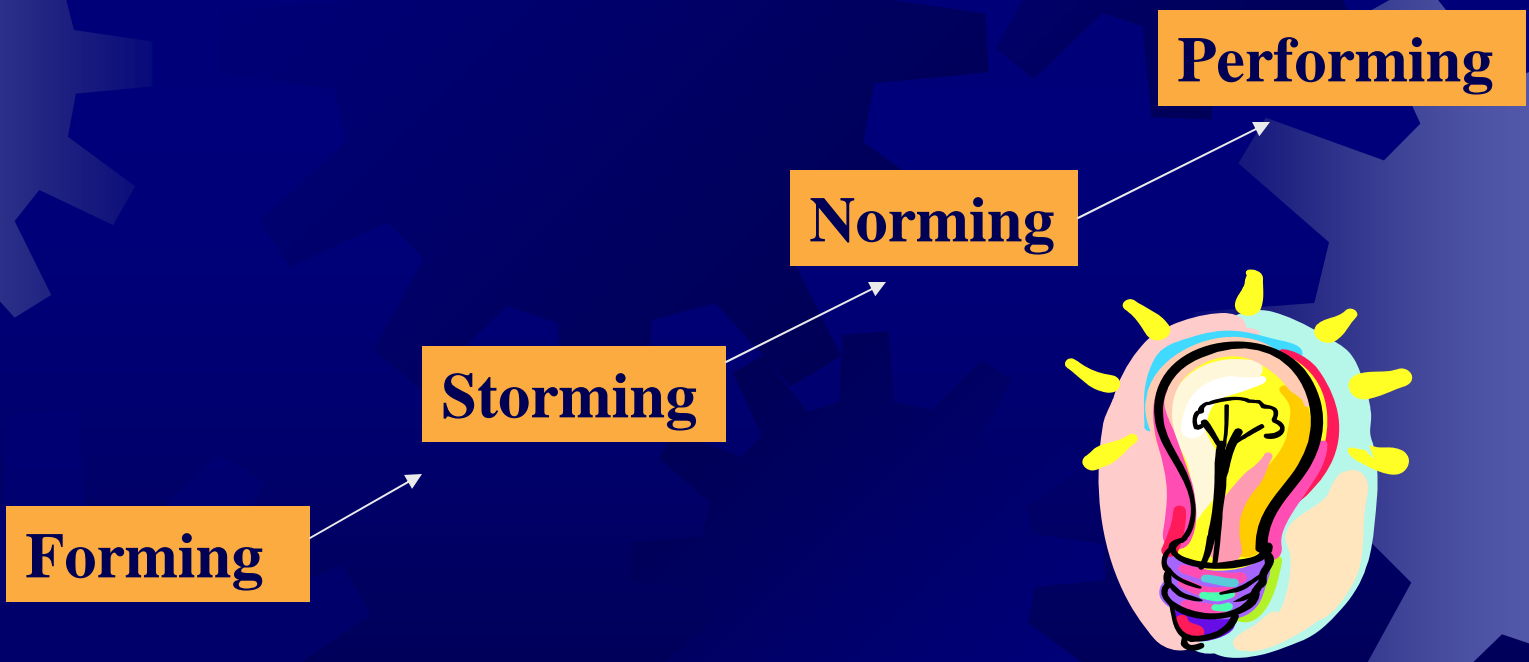
Starfish & Associates - Victor, New York

# Our Ground Rules Today -

- ★ Casual and comfortable in a professional development setting
- ★ Question and challenge everything
- ★ Support and encourage your colleagues
- ★ Call focus check
- ★ Play different group process roles
- ★ Call for a break / time-out
- ★ Cell phone on mute / vibrate

# Stages in the Learning Process

## Milestones in the Journey



# Issues Faced by the Community Are Very Complex



# Most Direct Service Programs Address One or Two Influencing Factors



# Program-Based Strategies Are Absolutely Necessary

- ✦ Responding to the needs of individuals and families, and achieving meaningful outcomes



*But are they sufficient?*

**But remember, this the reality in most communities...**



So What's the Answer?





# Range of Organizational Relationship Responses

(Oregon Center for Community Leadership)

- ★ Communicating / Networking
  - Ongoing dialogue and understanding
  - Creates a support system
  - Loose and flexible with no defined roles and responsibilities
  - Primarily informal communication
  - Minimal decision making

# Range of Organizational Relationship Responses

## ★ Cooperation / Alliance

- ★ Provides for a improved coordination of services
- ★ Task oriented
- ★ Limits duplication
- ★ Matches needs and requirements
- ★ Roles somewhat defined
- ★ Facilitates decisions and action
- ★ Serves to leverage resources

# Range of Organizational Relationship Responses

## ★ Partnership

- ★ Shared resources to address an issue
- ★ Merged resource base includes new resources
- ★ Roles are defined
- ★ Shared decision-making
- ★ Frequent communication, formal and informal
- ★ Formal linkages between partners

# Range of Organizational Relationship Responses

## ★ Coalition

- ★ Shared commitment over a period of time
- ★ Shared ideas and resources
- ★ All members are involved in decision making
- ★ Specific roles and time commitment are defined
- ★ Written agreements between members
- ★ Formal communication protocols

# Range of Organizational Relationship Responses

## ☀ Collaboration

- ☀ Shared vision
- ☀ Performance benchmarks
- ☀ Builds an interdependent system
- ☀ Consensus used in shared decision making
- ☀ Specific roles, performance measures, and work assignments
- ☀ High level of trust
- ☀ Ideas and decisions equally shared
- ☀ Highly developed communication system
- ☀ High productivity



# Collaboration

## *A Working Definition*

- ★ Individuals, organizations, and communities working together in an atmosphere of support to systematically solve existing and emerging problems that could not be solved by one group alone. (National Network for Collaboration)



## Consensus is reached when...

- ✦ I believe that you understand my point of view.
- ✦ I believe that I understand your point of view.
- ✦ Whether or not I prefer this decision, I will support it because it was reached openly and fairly.



## As the leader, ask...

- ✦ Does everyone accept this decision by the group?
- ✦ Is there any opposition to this decision by the group?
- ✦ Can everyone live with the decision?



# Collaboration Continuum Involving Private Sector Partners

- ☀ Philanthropic

- ☀ Transactional

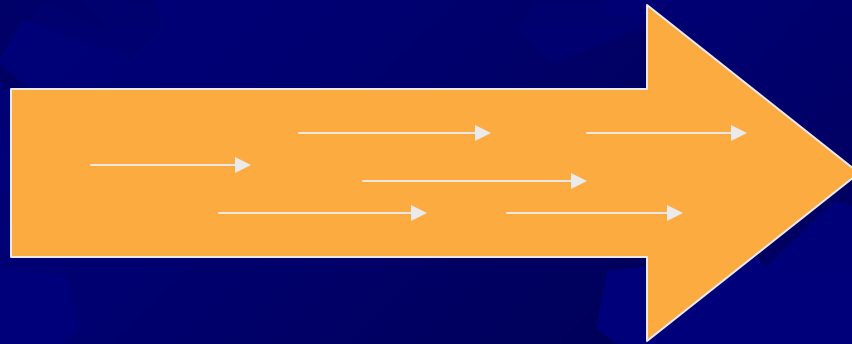
- ☀ Integrative

# Shift to a Collaborative Approach



- ✦ Problem driven
- ✦ Reactive response
- ✦ Vague and confusing roles and responsibilities
- ✦ Narrow self-serving focus
- ✦ Disconnected and diverse activities
- ✦ Vision driven
- ✦ Planned response
- ✦ Clearly defined relationships, roles and responsibilities
- ✦ Shared ownership in every aspect
- ✦ Outcome-focused comprehensive strategy

# Collaboration = Alignment



- Shared vision / dream
- Shared mission / purpose
- Shared understandings
- Shared resources

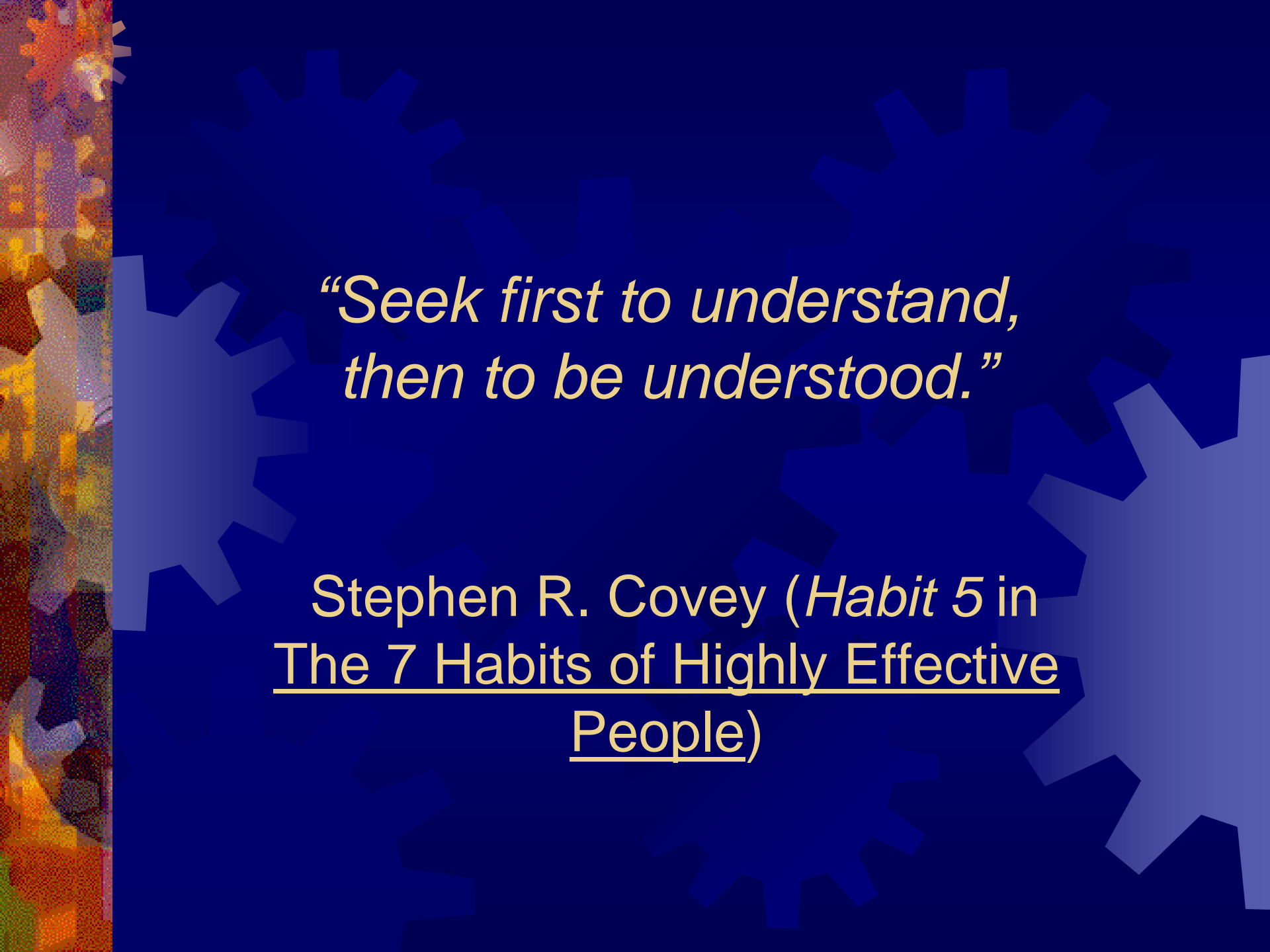
# The Starting Point – *Impetus or Catalyst*

- ✦ Problem
- ✦ Issue
- ✦ Crisis
- ✦ Shared vision or dream
- ✦ Desired change or outcome
- ✦ Breakthrough opportunity
- ✦ Presence of a convener or champion
- ✦ .....

# Steps in the Collaborative Process

## ★ ***Understand yourself***

- ★ Understand the issue/problem
- ★ Decide to lead or participate
- ★ Join forces and develop a plan
- ★ Learn to work together
- ★ Implement the plan
- ★ Communicate
- ★ Measure and continually improve
- ★ Sustain momentum
- ★ Decide on the next phase



*“Seek first to understand,  
then to be understood.”*

Stephen R. Covey (*Habit 5* in  
The 7 Habits of Highly Effective  
People)

# *What makes you a good collaborative partner?*

Some elements of a self-assessment:

- ✦ Mission/purpose
- ✦ Vision for the organization and clients
- ✦ Operating values and principles
- ✦ Target population/intended beneficiaries
- ✦ Intended outcomes/results
- ✦ Skilled approaches and strategies
- ✦ Knowledge, expertise, and experience
- ✦ Track record of performance in the community



## Self-assessment – *continued*:

- ✦ Strategic plan – goals and objectives
- ✦ Operational strengths
- ✦ Awards and recognition
- ✦ Professional and organizational network
- ✦ Resources – *all*
- ✦ Staff team
- ✦ Volunteer leadership
- ✦ Organizational culture

# Organizational Logic Model





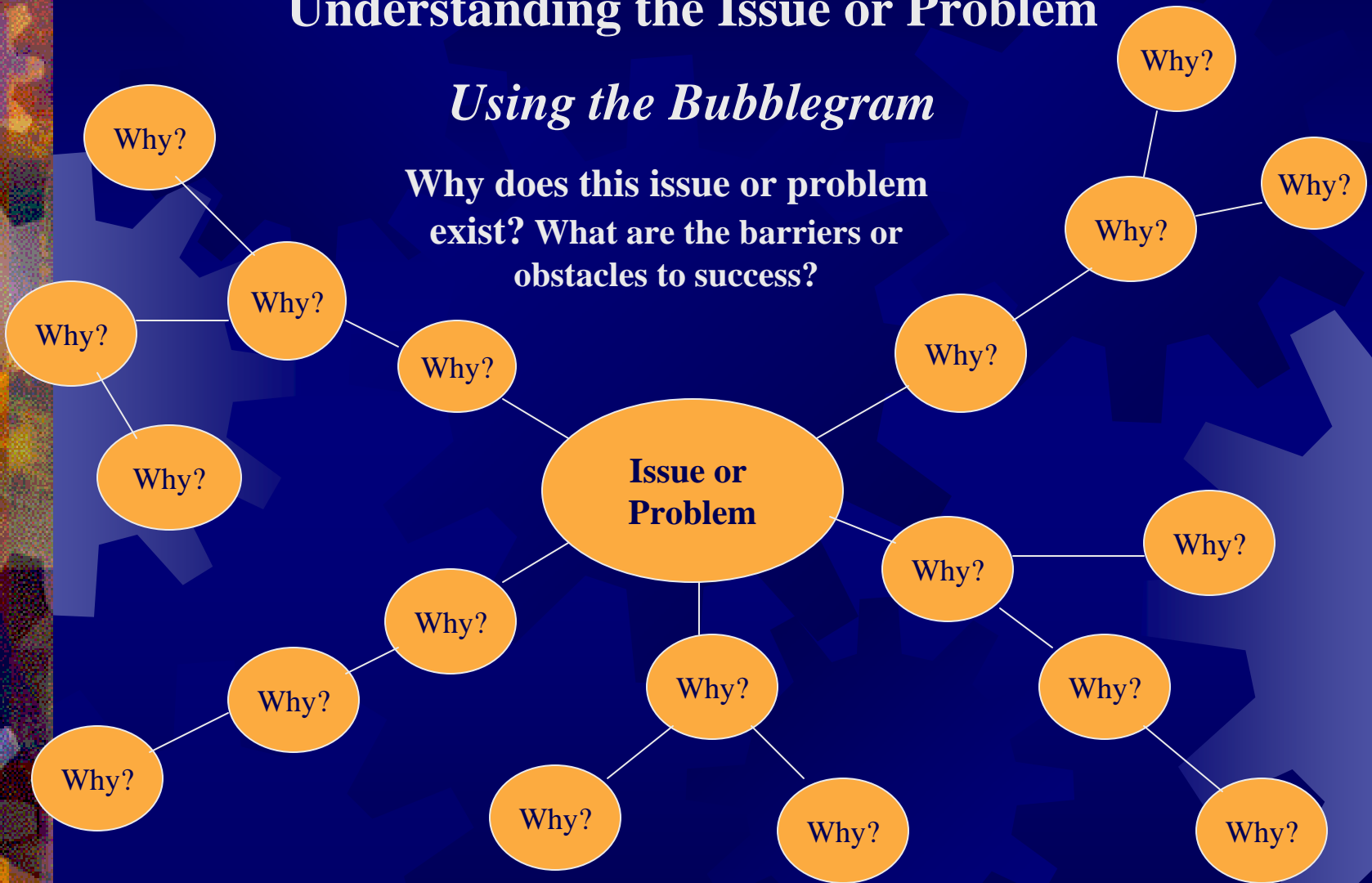
# Steps in the Collaborative Process

- ✦ Understand yourself
- ✦ **Understand the issue/problem**
- ✦ Decide to lead or participate
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# Understanding the Issue or Problem

## *Using the Bubblegram*

**Why does this issue or problem exist? What are the barriers or obstacles to success?**



# Force Field Analysis

*What is supporting the current state, and what is working against it?*

+



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# Steps in the Collaborative Process

- ✦ Understand yourself
- ✦ Understand the issue/problem
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## Joining a Collaboration – Some questions to ask yourself ....

- ✦ Is our mission and vision consistent with that of the collaboration?
- ✦ Are our principles and values compatible with those of the collaboration?
- ✦ How will our participation benefit the collaboration?



## Some more questions to ask yourself ....

- ✦ How will participation in the collaboration benefit our organization?
- ✦ What resources will we be expected to contribute to the collaboration, and are we in a position to make that commitment?
- ✦ What will be the impact on our current work?



And finally ....

- ★ Who will represent our organization in the collaboration?
- ★ How will the organization support that individual(s)?
- ★ Is there any reason why we would not want to be involved in the collaboration?

# Role of the Leader / Leadership

- ★ Recruit and manage the partners
- ★ Direct the work flow and task completion
- ★ Enforce accountability
- ★ Identify and support strengths
- ★ Identify and address gaps
- ★ Facilitate team building
- ★ Maintain momentum
- ★ Manage diversity and group dynamics

# Steps in the Collaborative Process

- ✦ Understand yourself
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# Core Foundation

- ✦ Vision: The picture in your collective mind of the desired future state.
- ✦ Mission: The purpose of the collaboration, the reason for its existence.
- ✦ Values and Principles: Beliefs held by the collaborative partners, which will guide the working relationships and operations going forward

# Initiative Logic Model



# Developing the Sequence of Intended Changes

*If.... that outcome*

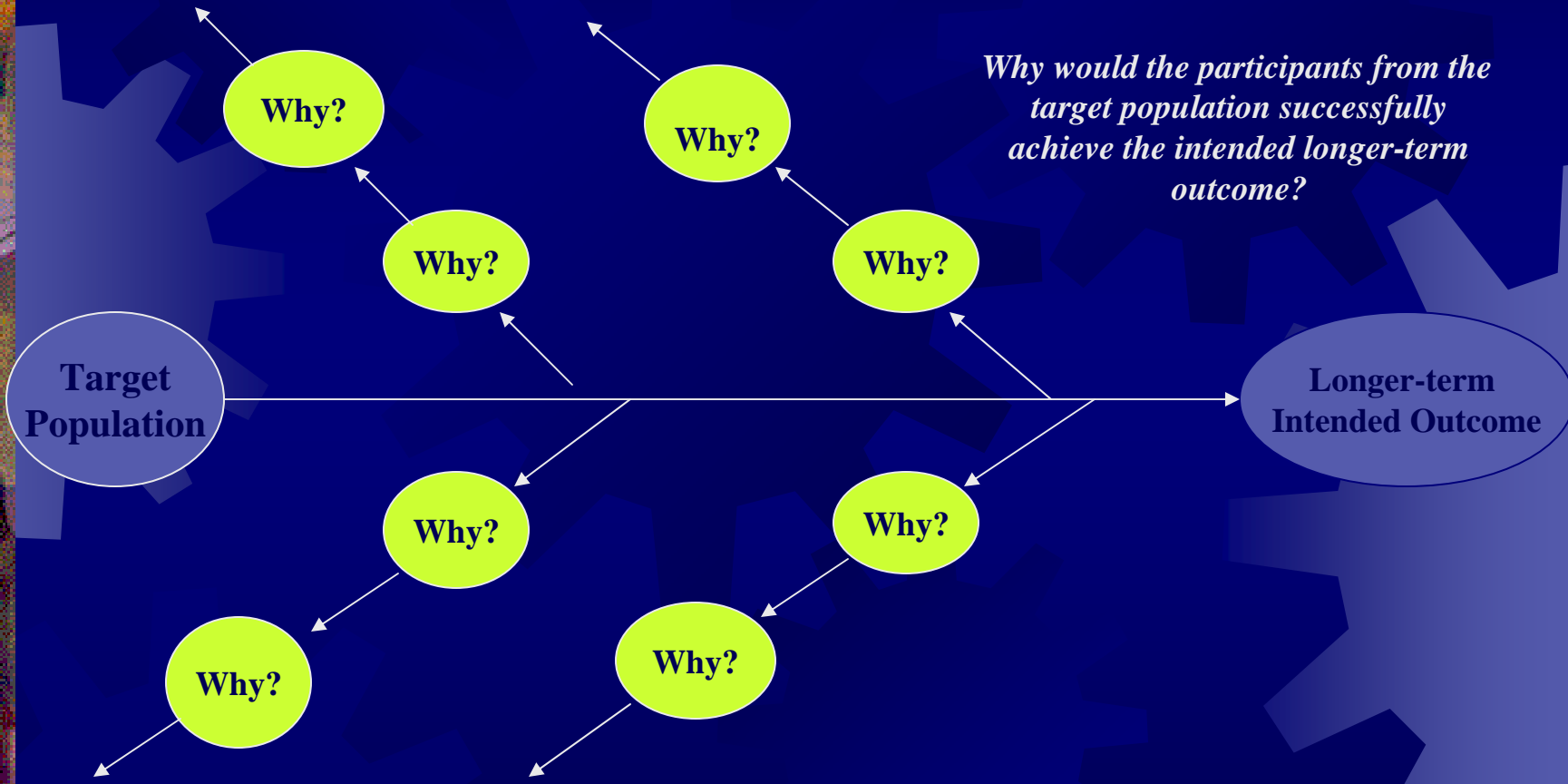
*Then .... this outcome*

*If .... that outcome*

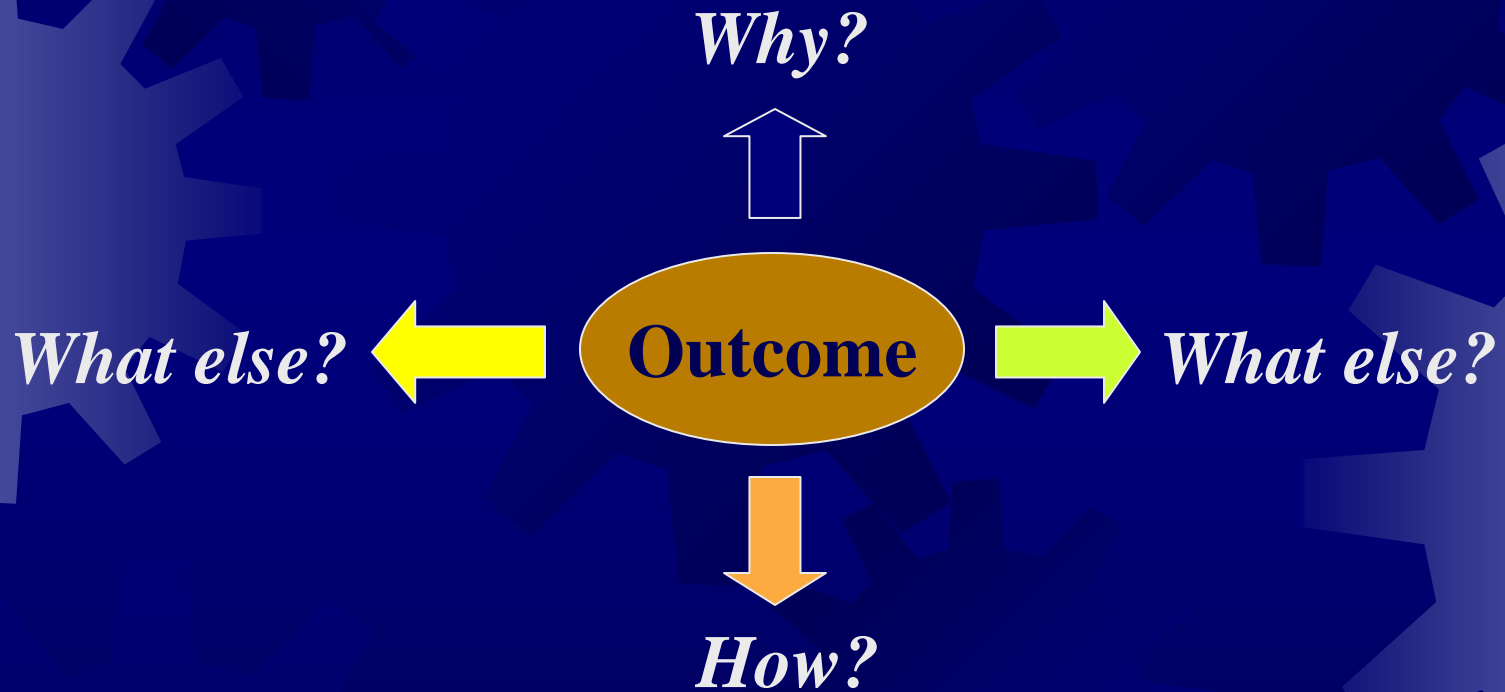
*Then .... this outcome*

*If .... these activities / strategy*

# Fishbone Diagram



# *Testing.... Testing....*



# Desired / Intended Outcomes

- ✦ Reflect the desired changes required to reach the shared vision
- ✦ Specific changes in skills, knowledge, attitudes, beliefs, conditions, behaviors, policies, procedures, laws ....
- ✦ Defines what will be better, and in what way

# Desired Impact Examples

- ★ Beneficial improvements for individuals and families
- ★ Policy development and implementation
- ★ Passage of a bill into law
- ★ System development
- ★ Resource acquisition

# Outcome / Impact Context

- ✦ Education
- ✦ Self-sufficiency
- ✦ Safety and security
- ✦ Individual and family supports
- ✦ Basic needs
- ✦ Physical and emotional health
- ✦ Natural environment
- ✦ .....



# Steps in the Collaborative Process

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# Some Initial Issues in Working Together

- ✦ Protocols / Operational guidelines
- ✦ Political and cultural awareness and sensitivity
- ✦ Conflict / dispute resolution approaches
- ✦ Organizational structure
- ✦ Roles and responsibilities



## Some ongoing questions to think about ....

- ★ How will each partner, and the collaboration as a whole, ensure continuity despite any personnel changes?
- ★ How will you build and maintain mutual trust and commitment?
- ★ How will you maintain ongoing and effective communication between the collaborative partners?



## Some more questions....

- ✦ How will you assess the effectiveness of the collaboration?
- ✦ How will you identify and celebrate progress and success?
- ✦ How will you encourage discovery and learning?



And even more ....

- ★ How will you continuously identify improvement opportunities?
- ★ How will you decide on making the needed improvements?
- ★ How will you hold each other accountable?



# *Keep asking....*

- ✦ Are the right people and organizations involved?
- ✦ Do we have the information we need?



# As a Partner – Some Internal Implications

- ✦ Policies and procedures
- ✦ Budgetary support
- ✦ Job descriptions
- ✦ Performance evaluations
- ✦ Communications
- ✦ Roles, responsibilities, and authority



# Some Skills Common to Effective Partners

(*Partnership Handbook* – Human Resources and Skills Development Canada)

- ✦ Negotiation skills
- ✦ Group process/facilitation skills
- ✦ Team building skills
- ✦ Time management skills
- ✦ Conflict resolution skills
- ✦ Problem solving skills
- ✦ Planning skills
- ✦ Stress management
- ✦ Financial management skills
- ✦ Evaluation skills

# Steps in the Collaborative Process

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***“A great idea is a job half done.”***

**Marv Levy**

**Hall of Fame Coach**

**Buffalo Bills Football Team**



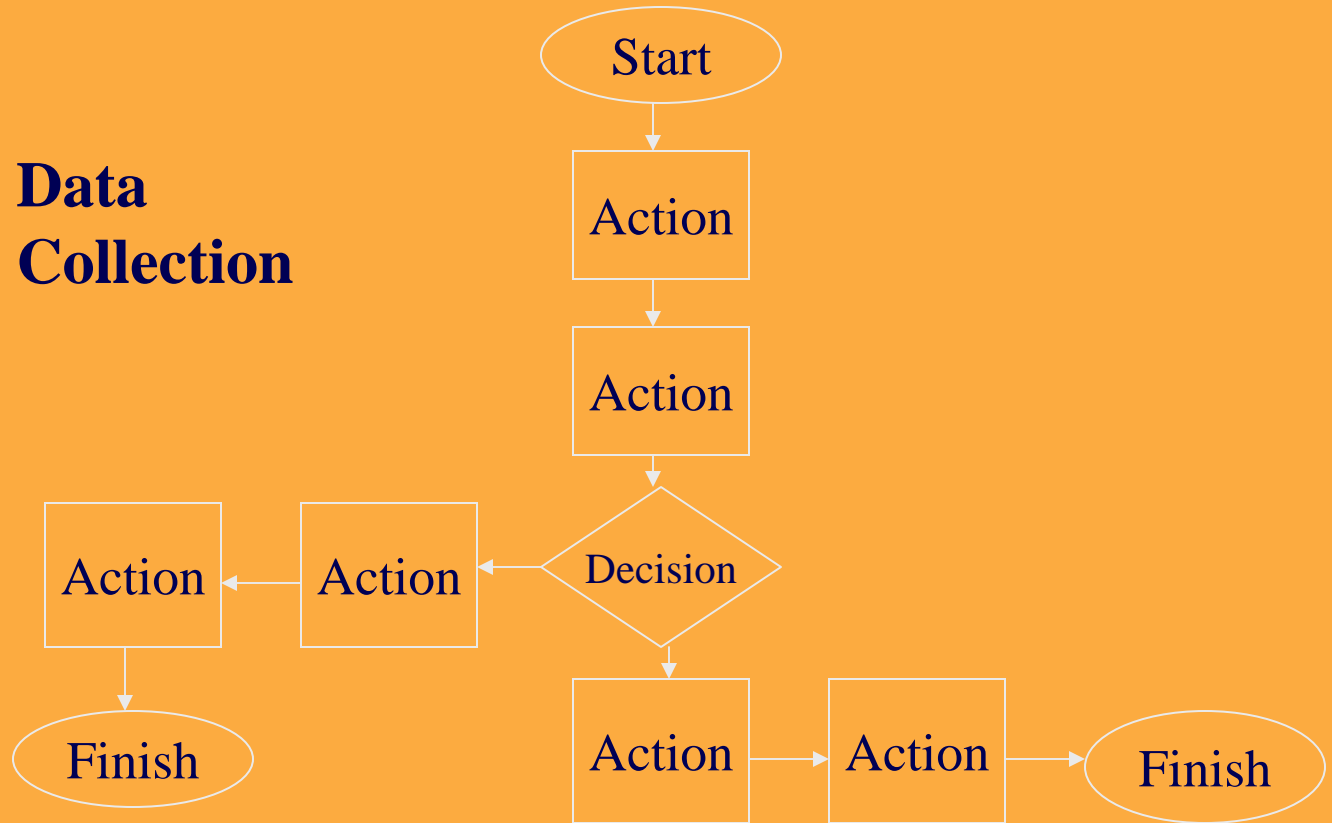


# Implementing the Plan – *Some Tools....*

- ✦ Flow Chart
- ✦ PERT Chart
- ✦ Gantt Chart

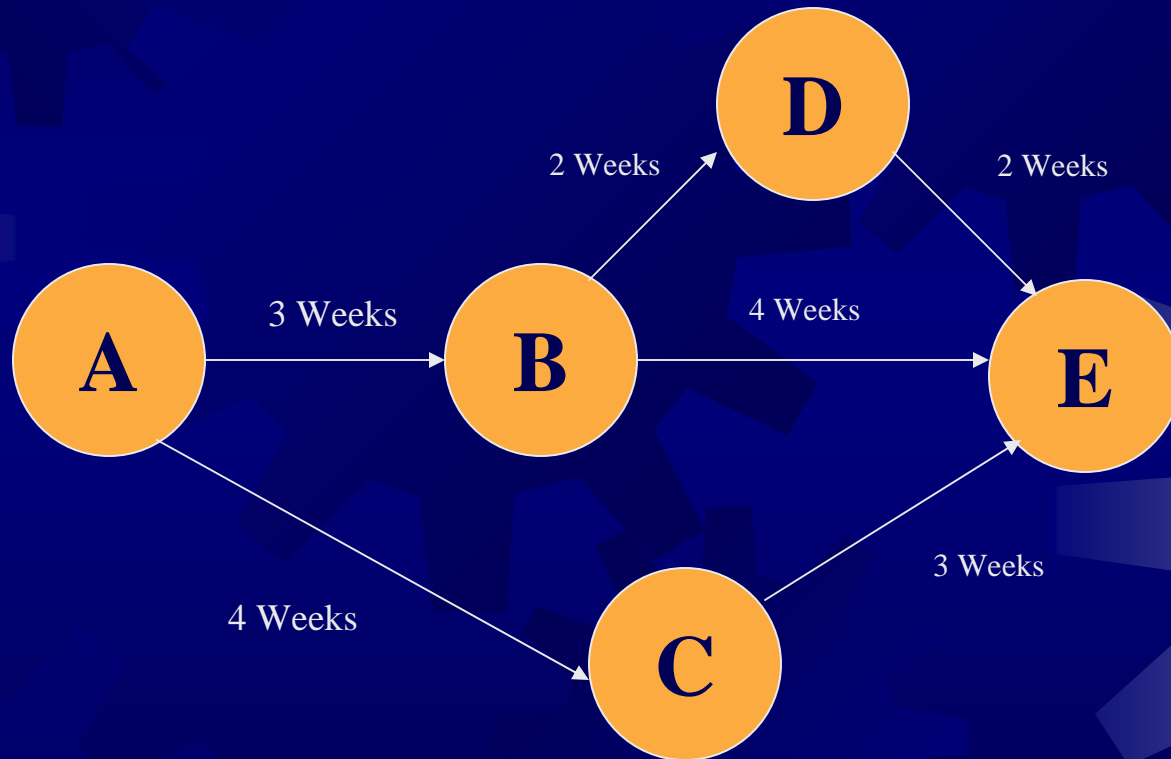
# Flow Chart

## Data Collection



# PERT Chart

## Charts Milestones, Activities, & Time



# Gantt Chart

## Charting the Improvement Plan

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
A	■					
B		■				
C			■			
D			■	■		
E					■	■

Charting Tasks, and their Sequence and Duration

# Shared Learning

## ☀ What?

- Data and information on the issue/problem
- Collaborative process experience
- Effective practices and models

## ☀ How?

- Paper trail (Log of the journey)
- Meeting minutes (simplified and practical)
- Library

# Steps in the Collaborative Process

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# Communicate, communicate, and then communicate some more!

- ✦ Internal and external
- ✦ Formal and informal
- ✦ Audience – specific
- ✦ Outcome - focused

# Outcome-Focused Communication Plan

- ★ Identify the strategic communication elements for each of your key audiences:
  - Specific audience
  - Desired communication outcomes
  - Key messages and content
  - Preferred methods of communication
  - Ideal messenger to carry the message
  - Preferred recipient of the message
  - Best delivery dates

# Steps in the Collaborative Process

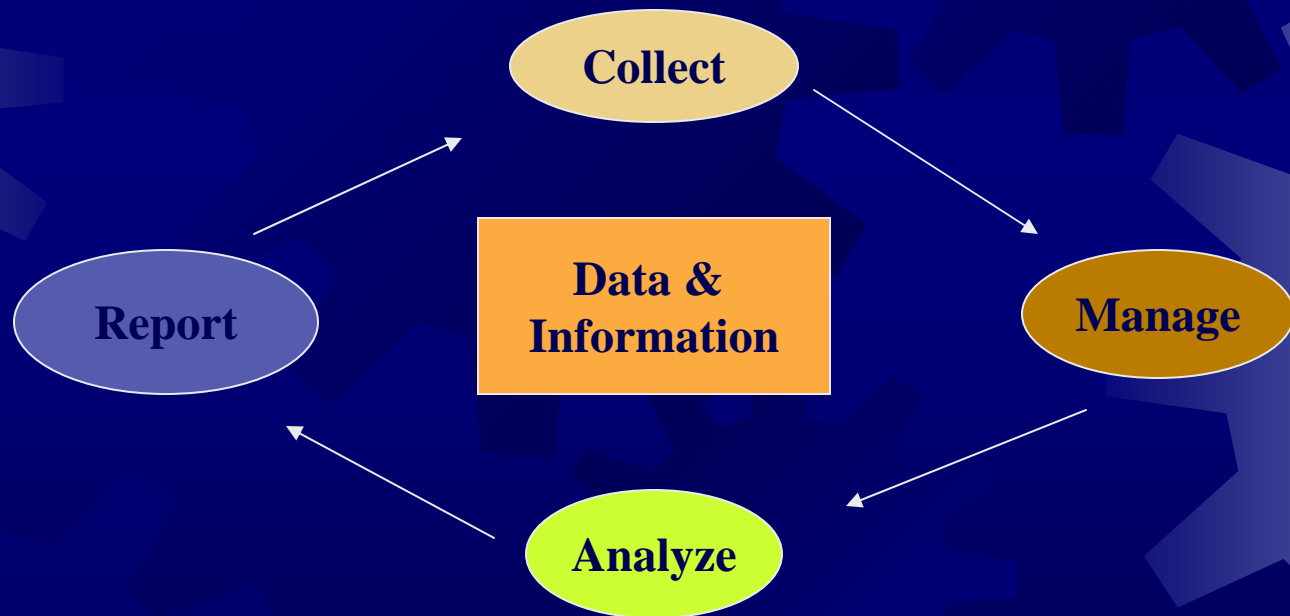
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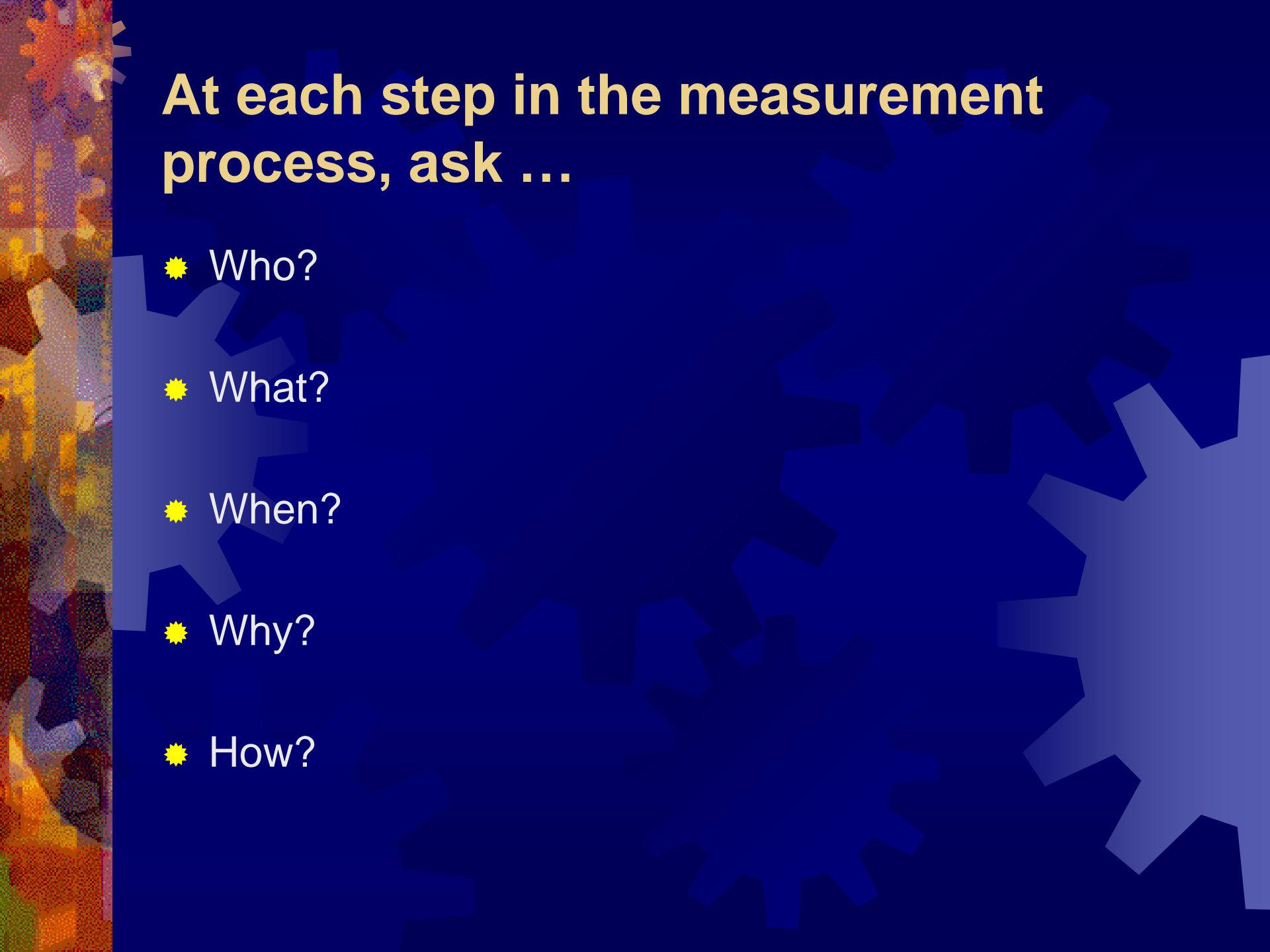
# Measuring Progress and Success – *Deciding on Outcome Indicators*

- ☀ The specific item of information that tracks a collaborative's success on an outcome
  - Identifies the characteristic or change that signals that an outcome has been achieved
  - Is observable and measurable
  - Usually is expressed as the number and percent of participants achieving the outcome
  - Can be internal and/or external

# Outcome Measurement Process

*Making it work day-to-day*





# At each step in the measurement process, ask ...

- ☀ Who?
- ☀ What?
- ☀ When?
- ☀ Why?
- ☀ How?

# Steps in the Collaborative Process

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- ✦ ***Sustain momentum***
- ✦ Decide on the next phase

## Sustaining Momentum – *Some Factors*

- ✦ Engaged membership with responsibilities
- ✦ Sufficient resources to support the plan
- ✦ Machinery that runs smoothly
- ✦ Continuous improvements made
- ✦ Results achieved and celebrated
- ✦ Culture of flexibility and responsiveness
- ✦ Recognize and work the plan



# Favorable Partner Attributes

(Adapted from *Collaboration: What Makes It Work*)

- ✦ Mutual respect, understanding, and trust
- ✦ Ability to compromise
- ✦ Feel ownership of both process and results
- ✦ Flexibility
- ✦ Adaptability



# Role of Short-Term Wins

(John P. Kotter in *Leading Change*)

- ✦ Provides evidence that sacrifices are worth it
- ✦ Rewards change agents with a pat on the back
- ✦ Helps fine-tune vision and strategies
- ✦ Undermines cynics and self-serving resisters
- ✦ Keeps everyone on board
- ✦ Builds momentum

# Securing the Necessary Resources

- ✦ Decisions guided by the collaboration's logic model
- ✦ Resource sources
  - Redeployed resources
  - Leveraged resources
  - New resources
- ✦ Activities included in a comprehensive resource development strategy

# Steps in the Collaborative Process

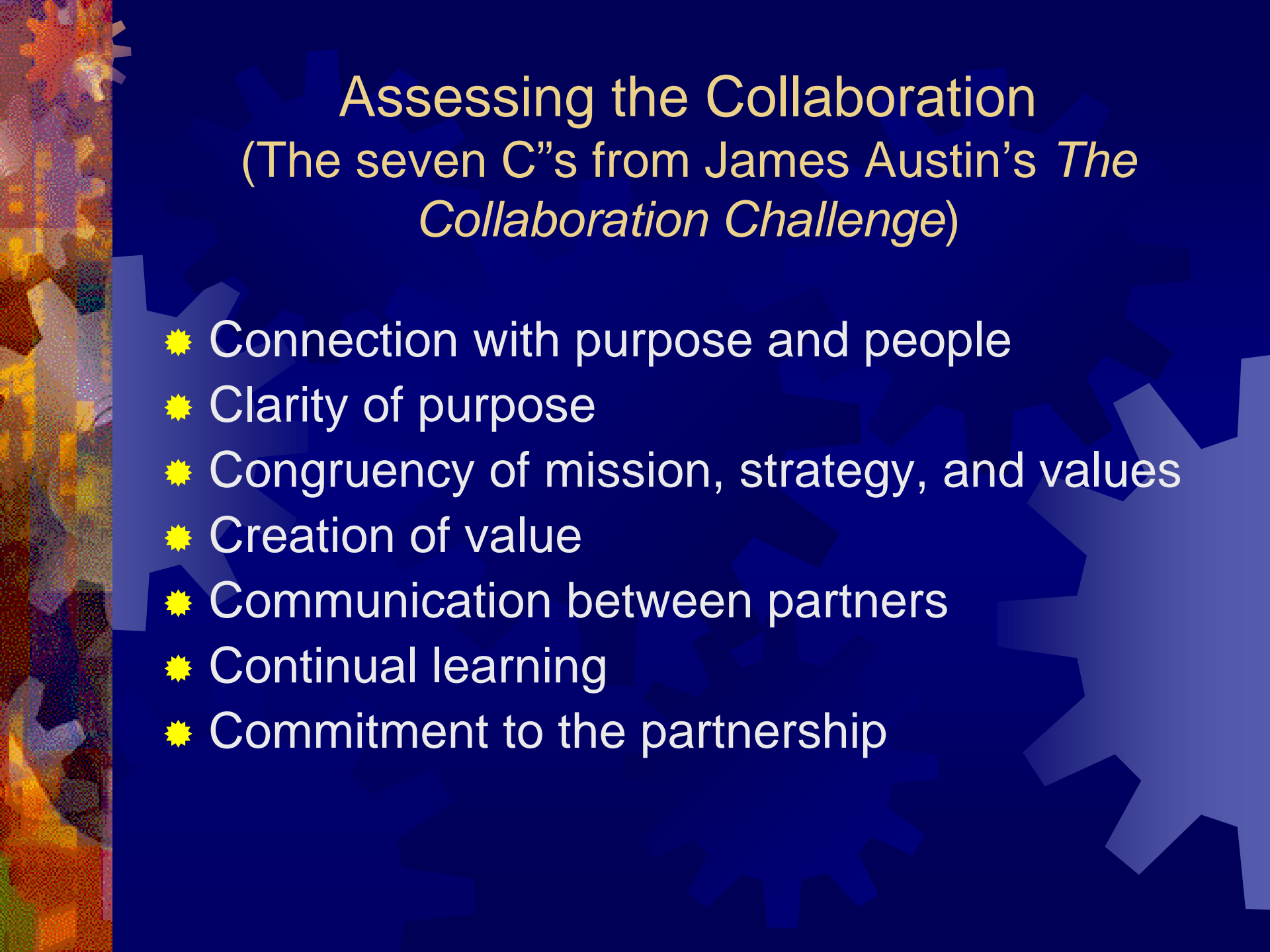
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# *The Ten Most Common Problems and Solutions*

*(The Partnership Handbook by Flo Frank and Anne Smith – Human Resources and Skills Development Canada)*

- ✦ Facilitation and Leadership
- ✦ Motivation
- ✦ Managing Transitions
- ✦ Making Good Deals
- ✦ Marketing and Promotion
- ✦ Recognition and Celebration
- ✦ Staying on Track
- ✦ Asking Questions and Listening
- ✦ Holding Effective Meetings
- ✦ Burnout



# Assessing the Collaboration

(The seven C's from James Austin's *The Collaboration Challenge*)

- ✦ Connection with purpose and people
- ✦ Clarity of purpose
- ✦ Congruency of mission, strategy, and values
- ✦ Creation of value
- ✦ Communication between partners
- ✦ Continual learning
- ✦ Commitment to the partnership

# Ongoing Collaboration – *Some Potential Decisions*

## ☀ Restructure

- ☀ Revisions based on changing conditions and requirements, internally and externally

## ☀ Renewal

- ☀ Outcomes are not fully realized, new needs emerge, or some needs remain unmet

## ☀ Close-out

- ☀ Intended outcomes are achieved, or conditions have significantly changed

# Some Additional Tools for Your Collaboration



# Self-Assessment Tools

## ☀ *Partnership Self-Assessment Tool*

- ☀ Center for the Advancement of Collaborative Strategies in Health
- ☀ <http://partnershiptool.net>

## ☀ *Assessing Your Collaboration: A Self Evaluation Tool*

- ☀ Journal of Extension
- ☀ [www.joe.org](http://www.joe.org)

# Relevant Group Process Tools & Techniques

- ★ Agenda
- ★ Record Keeping
- ★ Ground Rules
- ★ Roles
- ★ Brainstorming
- ★ Reaching Consensus



# *Generating Ideas and Collecting Information*

- ★ Brainstorming
  - Free Wheeling
  - Round Robin
  - Slip Method

- ★ Brainwriting

*The best way to have a good idea is to have lots of ideas.*

**Linus Pauling**

**So...**

- ✦ What's the problem?
- ✦ What's the solution?
- ✦ What's the plan?
- ✦ What's the improvement?



# Data Analysis Tools

- ✦ Pareto Analysis
- ✦ Histograms
- ✦ Scatter Diagram
- ✦ Pie Chart
- ✦ Line Graph



# Logic or Theory Problem?

## Tools to Review Your Logic or Theory

- ★ *Bubblegram*
- ★ *If–Then* Chart
- ★ *Why not?* Chart
- ★ Fishbone Diagram
- ★ Sufficiency Test
- ★ Client Window



## *Why Not? Outcome Worksheet*

Intended Outcome: e.g. Students graduate from high school

### *Why not?*

Students do not advance through the grades

Students do not meet the advancement requirements

Students do not pass all their core subjects

Students do not fulfill the requirements for each subject

### *So what must be true?*

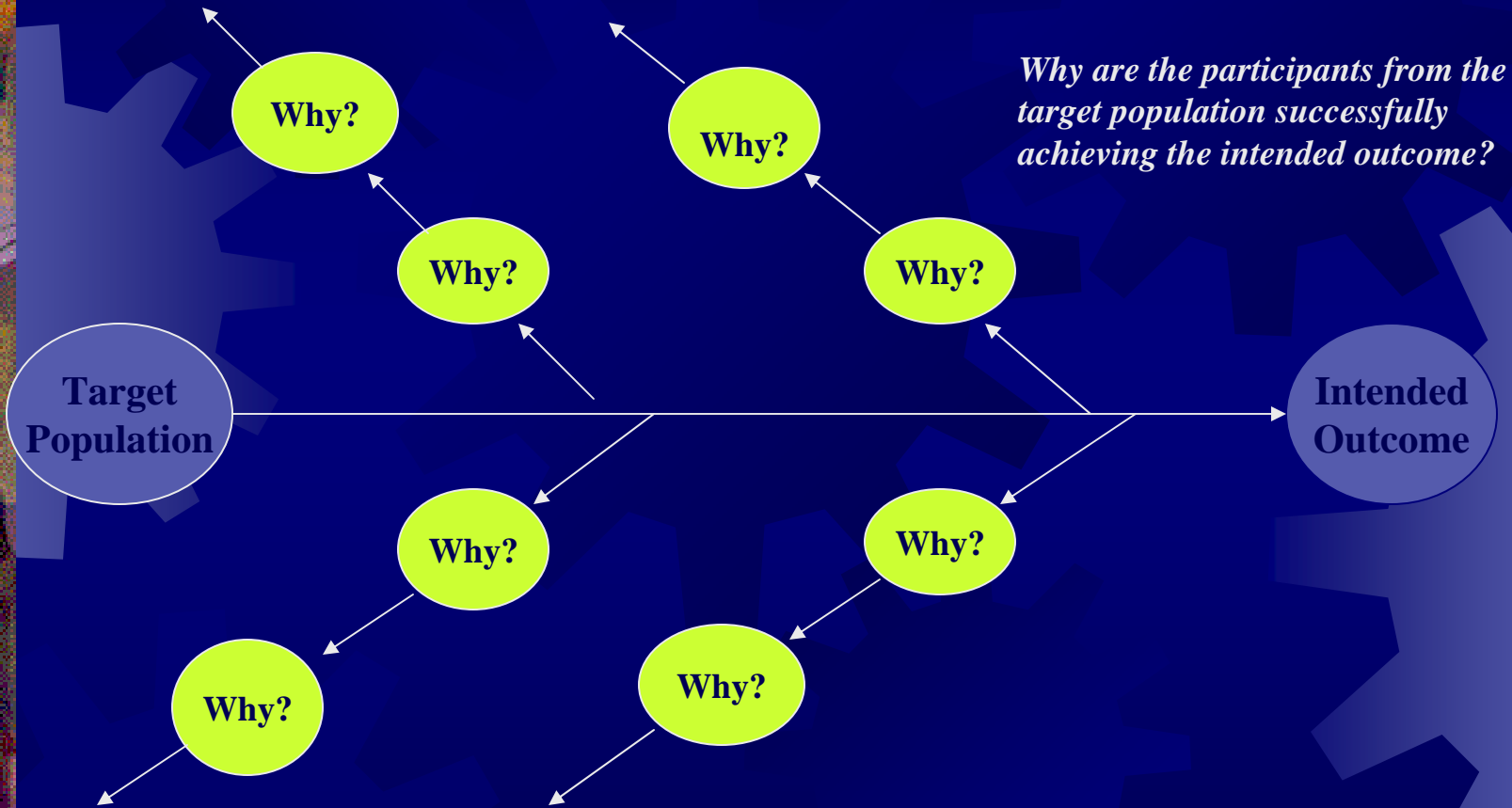
Students advance through the grades

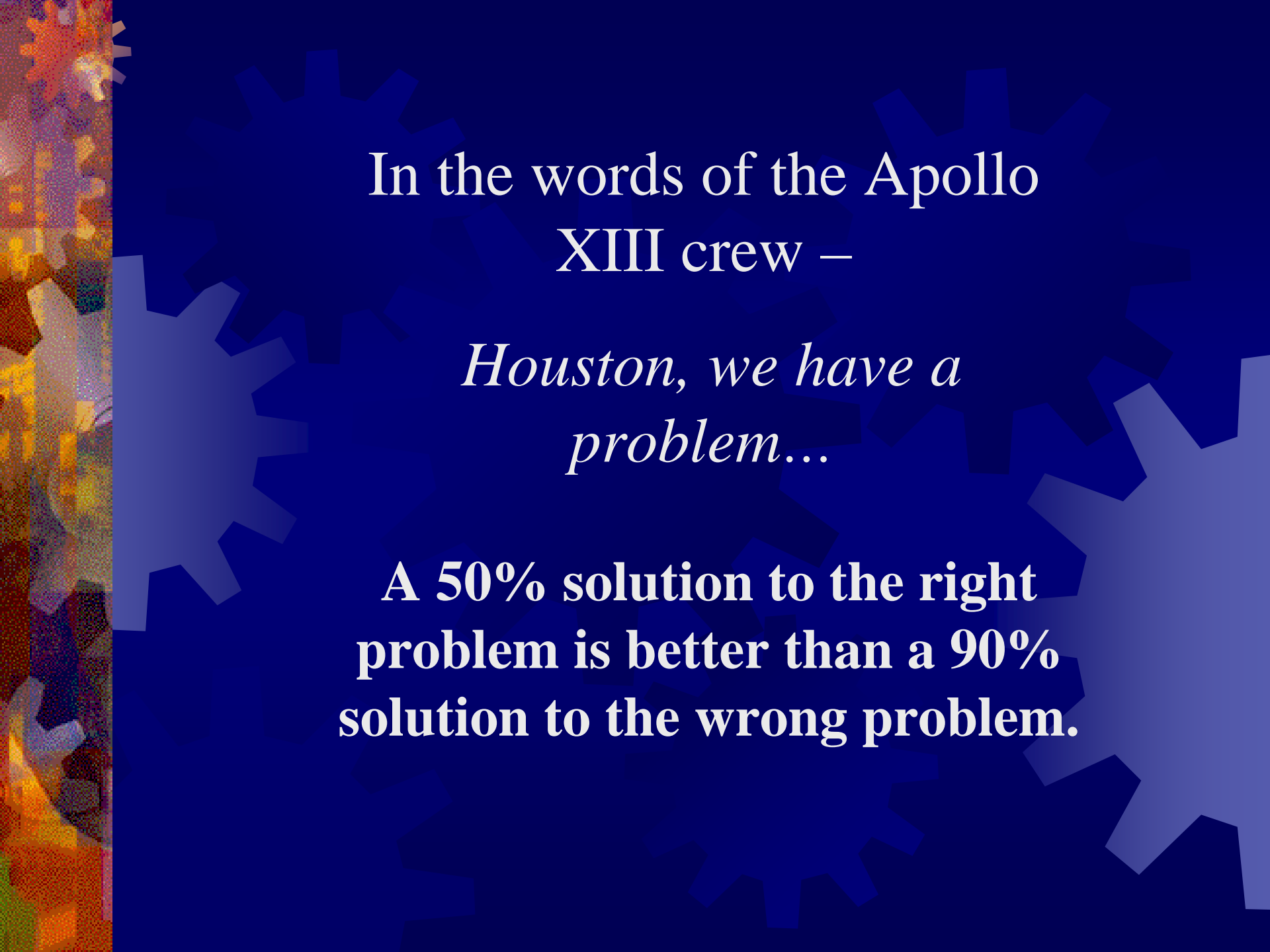
Students meet the advancement requirements

Students pass all their core subjects

\_\_\_\_\_ ?

# Fishbone Diagram



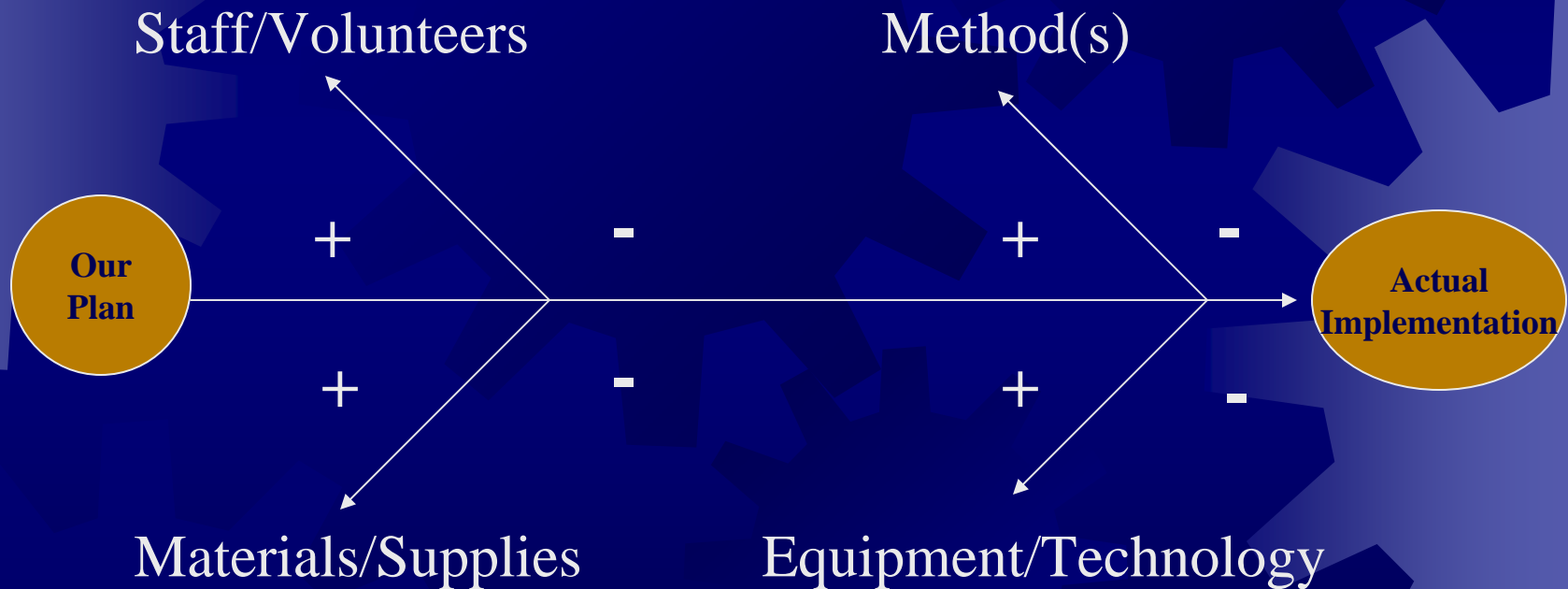


In the words of the Apollo  
XIII crew –

*Houston, we have a  
problem...*

**A 50% solution to the right  
problem is better than a 90%  
solution to the wrong problem.**

# Analyzing What Worked, and What Could Be Improved - *Did the implementation of the plan match its design?*



# Force Field Analysis

*What is supporting outcome performance, or the performance of our collaboration, and what is working against it?*

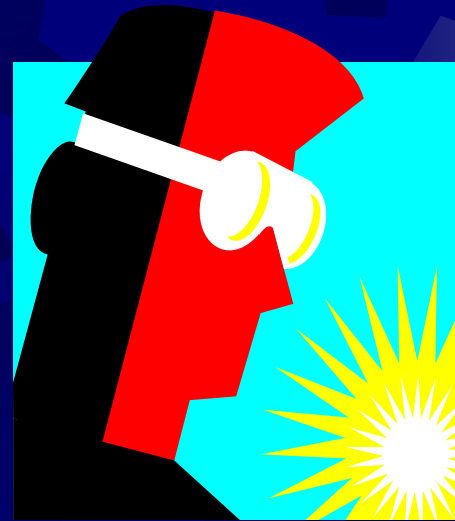
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# Tools to mine the riches of the group .....

- ✦ Brainstorming
- ✦ Brainwriting
- ✦ Benchmarking

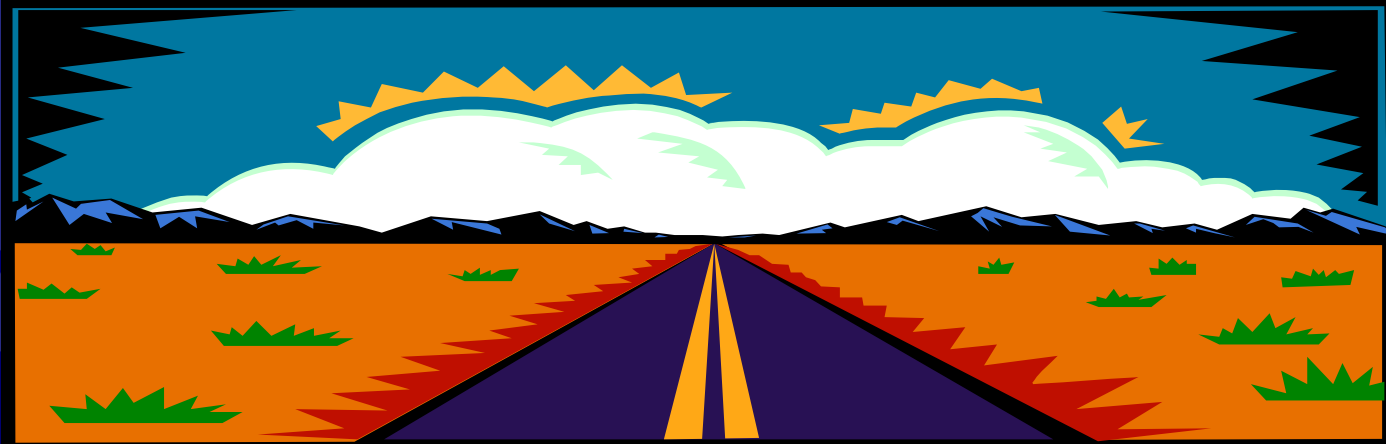


# Making a Decision

- ✦ Benchmarking
- ✦ Weighted Voting
- ✦ Criteria Rating
- ✦ Pareto Analysis
- ✦ Six Thinking Hats



***Thank you for your participation today.  
Best wishes on your journey of  
collaboration and success.***



*And thank you again to the  
Nonprofit Management Center*