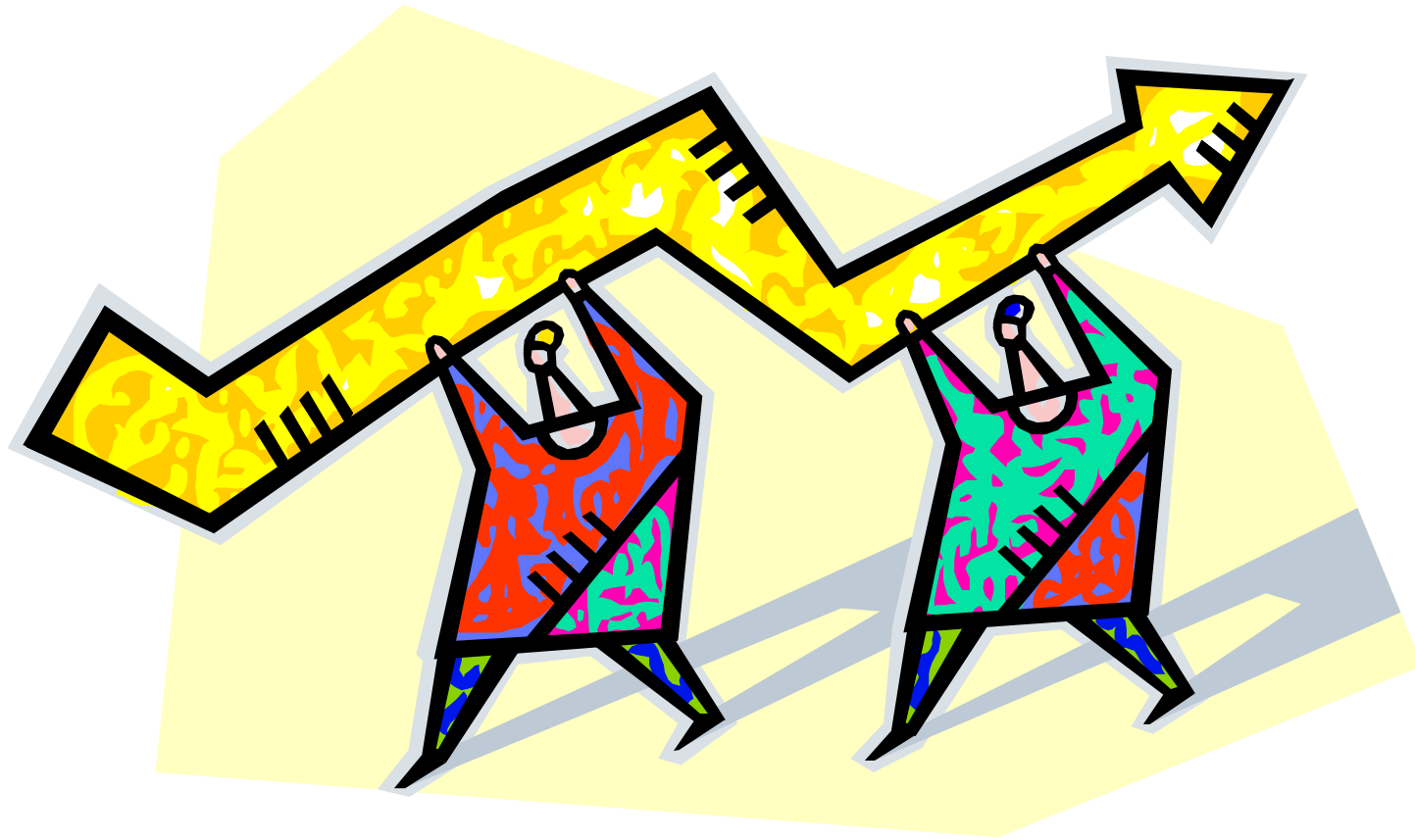


Learning Collaboration



Collaboration 2009 Conference

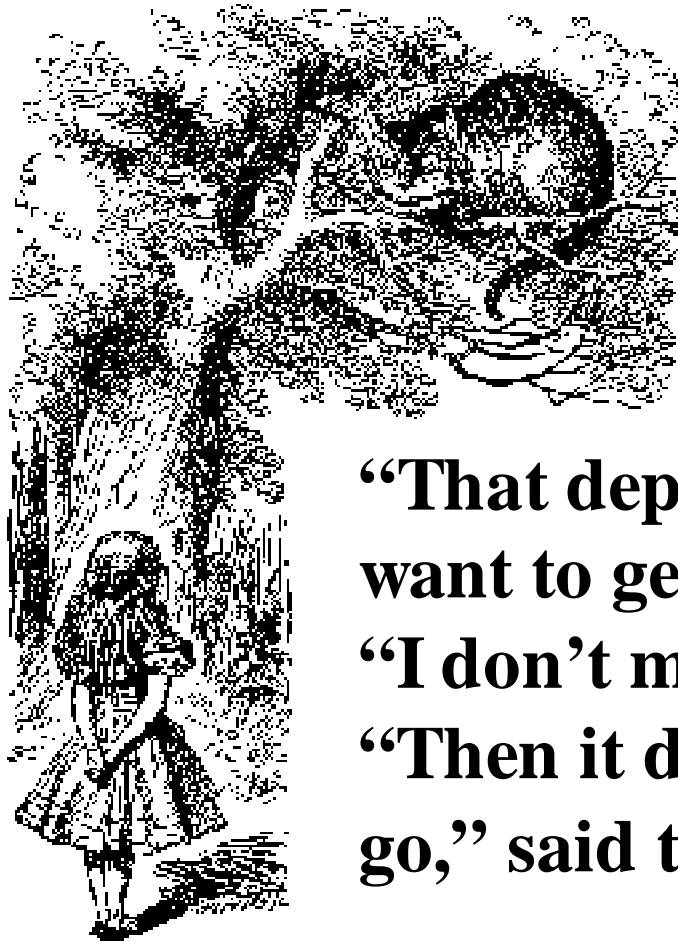
How We Work Together

- **Networking**
- **Coordination**
- **Cooperation**
- **Coalition**
- **Integration**
- **Merger**
- **Consolidation**
- **Collaboration**

Shaping How We Work Together

- **How we actually work together**
- **Who is involved**
- **Board approval**
- **Type of risk, type of cost**
- **Legal requirements**
- **Funding**
- **Structure**
- **Programming**
- **Organizational status**

What do You Want from Collaboration?



**“Cheshire Puss,” Alice began.
“Would you tell me, please,
which way I ought to go from
here?”**

**“That depends a good deal on where you
want to get to,” said the cat.**

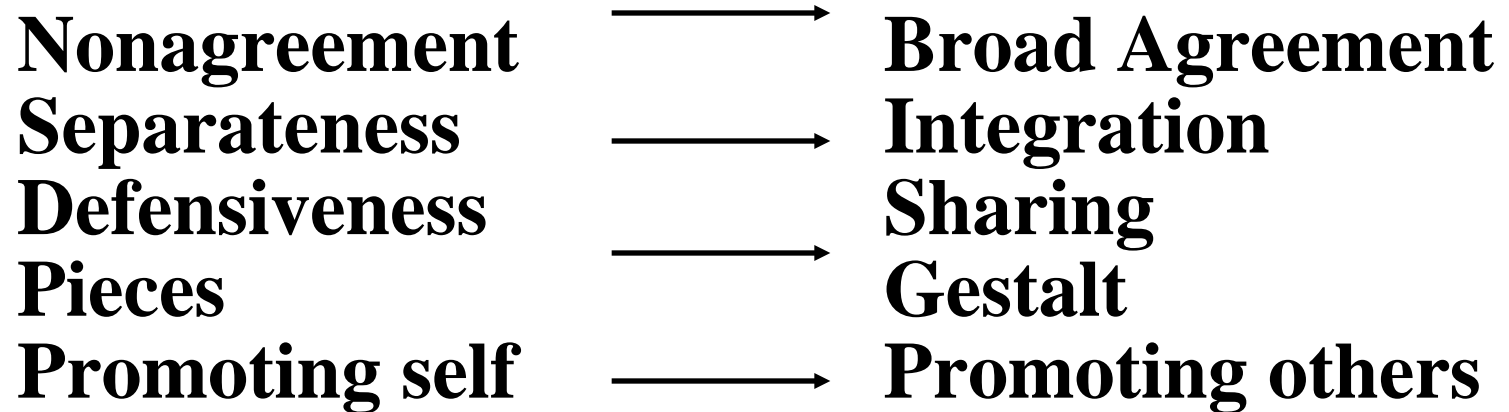
“I don’t much care where...,” said Alice.

**“Then it doesn’t matter which way you
go,” said the cat.**

—Alice in Wonderland

Movement Toward Collaboration

Evolves in 4 phases

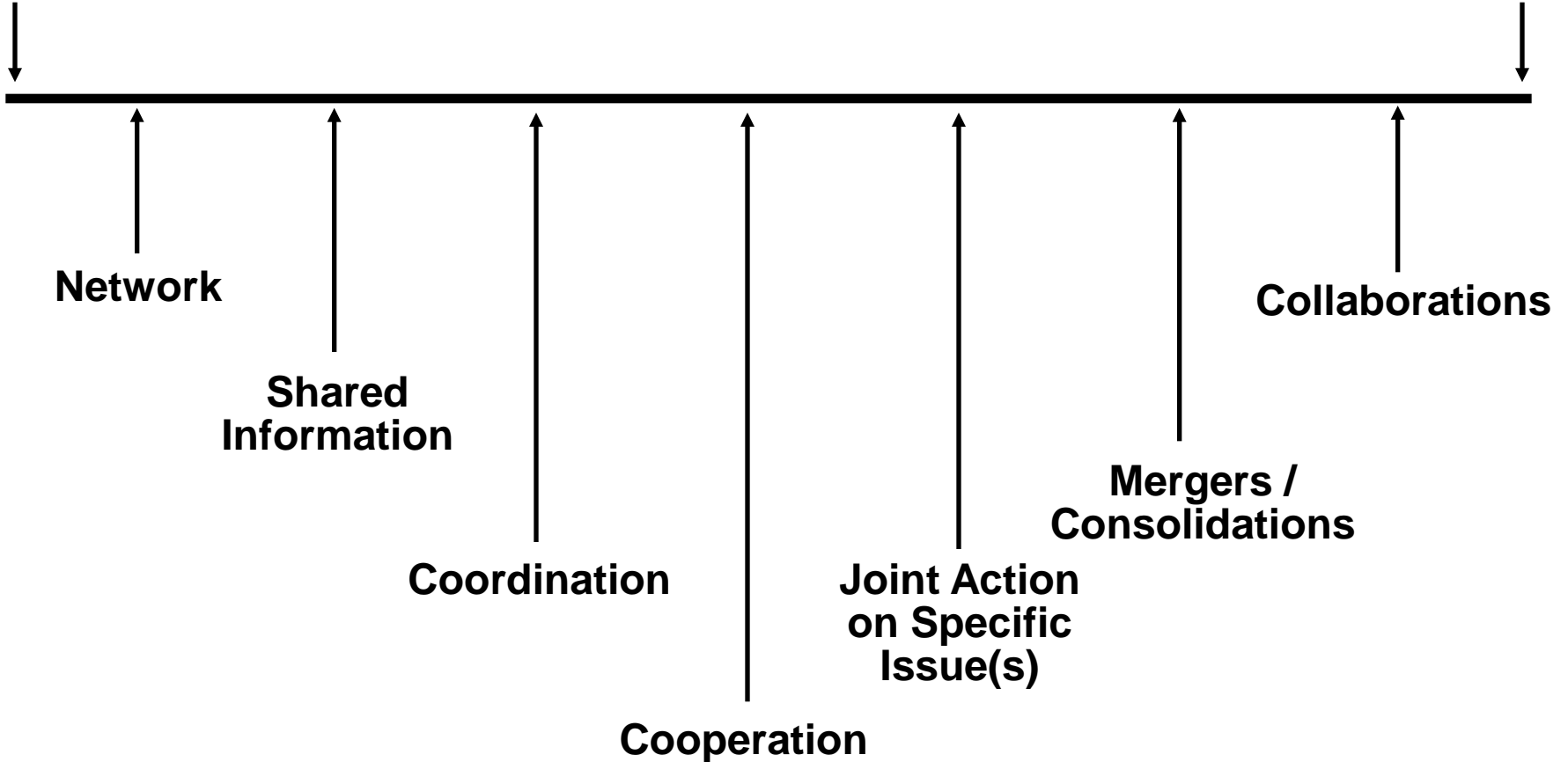


*from Frank Crookes
Kellogg Community College*

Continuum of Working Together

WORKING ALONE

COLLABORATION



Best to Work With Others When . . .

- **You come from a place of strength and well being**
- **You have researched possible partners**
- **There is a common goal or outcome you all want to achieve**
- **Trust**
- **Time and commitment are respected and supported**
- **Turf is not an issue**
- **Leaders can make decisions on the spot**
- **Financial gain is not the driver**
- **It is OK when others do well**



Networking (easiest and most common)



1. Informal (usually personal) networking
2. Formal networking
3. Social networks
4. Knowledge sharing
5. Crowdsourcing

Characteristics of Networking

- Exchange and access information
- Peer to peer or cross functional
- Friends or strangers
- Local, national or international
- Any staff level can represent the organization
- Doesn't need board approval
- Low or no costs
- Low or no risks
- No change in corporate status
- Can be time consumer



Strategic Alliances / Characteristics



1. **Coordination**
2. **Cooperation**
3. **Service Bureau / Fiscal Agent**

-
- **Shared decision-making**
 - **May or may not be formal agreement.**
 - **Peer to peer leadership**
 - **Some information sharing, group activities / events**
 - **Can impact programs**
 - **No change in corporate status**
 - **Board approval may or may not be needed**

Integration (changes status)

- **Joint ventures**
- **Parent subsidiaries**
- **Incubators**
- **Fiscal sponsorships**
- **Mergers**
- **Consolidations**
- **Asset transfer after dissolution**



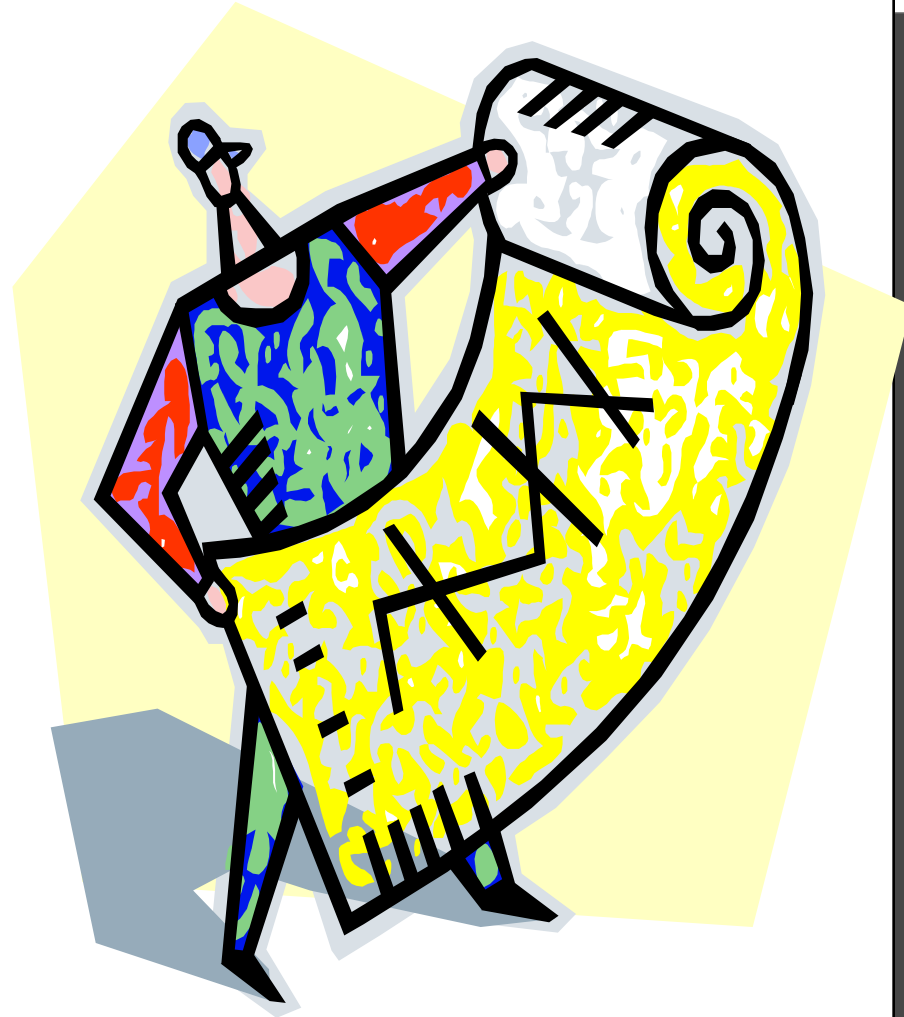
Integration Characteristics



- **Changes organizational status, can change staffing, name**
- **Takes long time**
- **Board approval essential**
- **Some may dissolve others may survive or become more significant**
- **High risk, high costs**
- **Leaders only**
- **All or some of organization processes are integrated**
- **Probably need consulting, accounting, legal assistance**
- **Can be painful process**
- **Can impact mission, purpose**

Collaboration (most difficult)

1. Betterment collaboration
 2. Empowerment collaboration
-
- Come together to achieve a common purpose
 - Willing to enhance capacity of your partners
 - Share risks, rewards (not always equally)
 - No change in status, but may change how you operate, what you do, what you give up
 - Formalized agreement
 - Led by decision-makers
 - No financial gain usually
 - Use only when nothing else works
 - Benefit is accomplishing outcome



Range of Outcomes

Betterment

Empowerment



- **Betterment: Short-term working together for some kind of outcome.**
- **No long-term ownership; may be no significant change in relationships.**
- **Can be top down.**

- **Transformation of all participants.**
- **Long-term, joint ownership; integration of decision-making; organizational and policy change.**
- **Has to be bottom up.**

When to Collaborate?

- 1. Eliminate duplicated services.**
- 2. Consolidate fundraising efforts.**
- 3. Higher quality of service.**
- 4. Improve organizational skills, commitment, and fellowship.**
- 5. Deeper understanding of issues.**
- 6. Strengthen and improve programs.**
- 7. Strengthen public policy clout.**
- 8. Solve problems more effectively.**

Definition

“Collaboration is a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited visions of what is possible.”

Collaboration by Barbara Gray

The object is to create a richer, more comprehensive appreciation of the problem and to develop more effective solutions than any individual or organization could develop alone.

Definition

“A voluntary, strategic association of public, private and nonprofit organizations joined together to enhance each other’s capacity to achieve a common purpose by sharing risks, responsibilities and rewards.”

**Art Himmelman,
Hubert Humphrey Institute for Public Policy**

The objective is that multi-sector collaboration must be more than an organizational strategy or technique; it must include philosophical and political transformation of the public, private and nonprofit sectors.

Definition

“Collaboration involves a more formal and sustained commitment than either cooperative agreements or coalitions. Collaboration builds on the conviction that, while retaining uniqueness and autonomy, organizations that share values and goals can accomplish more by working together than working alone.”

Community Collaboration Manual
**National Voluntary Health and Social
Welfare Organization**

Collaboration = Transformation

- **Dynamic process.**
- **Constructive exploration of differences.**
- **Development of more effective solutions.**
- **Synergy.**
- **Strategic association.**
- **Achievement of common purpose.**
- **Shared risks, responsibilities and rewards.**
- **Public, private, and nonprofit sector involvement.**
- **Some kind of change.**
- **Philosophical and/or political transformation.**

Dynamics of Collaboration

- 1. Stakeholders are interdependent**
- 2. Solutions emerge out of constructive resolutions of differences**
- 3. Decisions are jointly owned**
- 4. Stakeholders assume collective responsibility for future direction**
- 5. All players are equal, but may not benefit equally**
- 6. Collaboration is an emerging process. (Stakeholders grow in their capacity to collaborate.)**
- 7. Must be willing to invest in success of others**

Essentials to Collaboration Success

Collaboration relies on maximum use of cooperation and assertiveness, and requires that all members feel satisfaction and value from their participation, and that all members participate voluntarily.

Collaboration Works Best When . . .

- **Other methods cannot achieve goals.**
- **Not pursued only for financial reasons.**
- **Open knowledge sharing**
- **Personal willingness to enhance the capacity of other organizations exists.
(More than any other activity, this step increases the potential of collaboration.)**

Working Together Requires

