PARTNERSHIP RX: 
Figure Out What’s Slowing Your Collaboration Down – and Fix It!

Washington Service Corps
SERVES Institute

October 27, 28, 29, 2014

Presenter:

Maryn Boess
Maryn.Boess@GrantsMagic.org

© 2014 Alliance of Arizona Nonprofits (www.ArizonaNonprofits.org). All rights reserved. Materials contained in this publication may be reproduced by workshop attendees for use within their organizations. Reproduction for any other use – including commercial purposes or for use of, by or on behalf of any organization other than that represented by the original workshop attendee – is strictly prohibited unless prior written authorization has been granted.
By now we all get that thinking and working collaboratively “pays” in many ways for our organizations and the community as a whole. But that doesn’t mean creating and sustaining meaningful partnership is trouble-free – have you noticed?

Take these three scenarios:

- Your community collaboration seems to have stalled out. Your team is losing steam and you can’t figure out why, much less what to do about it.

- Yikes! You all were sailing along beautifully and suddenly an issue you thought your team had sorted out a long time ago is rearing its ugly head and jamming the works . . . again.

- Conflict! All right, we’re not talking open argument here, but some really strong differences of opinion have surfaced and you’re all spinning around in circles and never really getting anything resolved.

Sound familiar? Good news – you’re not alone. All these “problems” aren’t really problems at all, but symptoms of very common and predictable partnership challenges. And every one is fixable and even preventable. In this lively session we’ll look at three powerful, simple tools for understanding what’s going on when your collaboration seems to be going wrong, and what to do about it:

- The Life Cycle of Successful Partnerships: What to Expect, and When
- The Bottom-Up Logic Model: Mapping, Managing and Evaluating Collaborative Impact
- Collaboration Assessment Checklist: How Are We Doing? And How Can We Do Better?
WHAT’S GOING ON HERE?

What are some of the issues and barriers you’ve experienced or observed in working collaboratively? What are some of the challenges involved in bringing together people representing diverse organizations with diverse needs and interests to work in a partnership effort?

A. Your community collaboration seems to have stalled out. Your team is losing steam and you can’t figure out why, much less what to do about it.

1. What could be going on?
2. How might you find out what’s going on?
3. What can you do to fix it?
4. What could you have done to prevent it?

B. Yikes! You all were sailing along beautifully and suddenly an issue you thought your team had sorted out a long time ago is rearing its ugly head and jamming the works . . . again.

1. What could be going on?
2. How might you find out what’s going on?
3. What can you do to fix it?
4. What could you have done to prevent it?

C. Conflict! All right, we’re not talking open argument here, but some really strong differences of opinion have surfaced and you’re all spinning around in circles and never really getting anything resolved.

1. What could be going on?
2. How might you find out what’s going on?
3. What can you do to fix it?
4. What could you have done to prevent it?
COMMUNITY COLLABORATION: A Working 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 CONTINUUM OF “WORKING TOGETHER”
Adapted from “Collaboration: Process and Pitfalls,” Florence Green & Associates
IN AN IDEAL WORLD:
Key Ingredients of Successful Collaboration

ENVIRONMENT:
• History of collaboration in the community
• Collaborative group seen as a leader in the community
• Political/social climate is favorable

MEMBERSHIP CHARACTERISTICS:
• Mutual respect, understanding and trust
• Appropriate cross-section of members
• Members see collaboration as in their self-interest
• Ability to compromise

PROCESS/STRUCTURE:
• Members share a stake in both the process and the outcomes
• Multiple layers of decision-making
• Flexibility
• Development of clear roles and policy guidelines
• Adaptability

COMMUNICATION:
• Open and frequent communication
• Established informal and formal communication links

PURPOSE:
• Concrete, attainable goals and objectives
• Shared vision
• Unique purpose

RESOURCES:
• Sufficient funds
• Skilled convener
• Participants are allowed ample time to take part
COLLABORATION DOESN’T WORK WHEN . . .

- People don’t want to.
- It’s done to appease others.
- Individuals can’t see beyond their own interests.
- Differences become harmful conflicts.
- Issues are poorly defined.
- Leadership is ineffective or absent.
- Some participants undermine others.
- There are differing levels of expertise and access to information.
- Problems are technically complex.
- Stakeholders are adversarial or territorial.
- The current process has made the problem worse.

AND THE NUMBER-ONE REASON PARTNERSHIPS DON’T WORK:

THE THREE BIGGEST CATEGORIES OF PARTNERSHIP PROBLEMS:

1.
2.
3.
We build the road,
and the road builds us.

-- Sri Lankan saying

Source: Collaboration Handbook: Creating, Sustaining and Enjoying the Journey
by Michael Barry Winer and Karen Louise Rae
THE COLLABORATION LOGIC MODEL

- **RESOURCES**: The “ingredients” necessary to make the project work. Expertise, time, materials, supplies, equipment, etc.
- **ACTIVITY**: The specific tasks that will be undertaken to move the project forward toward successful completion.
- **OUTPUT**: The immediate, direct, countable product or “deliverable” from a specific activity or set of activities. You have full control over these outputs.
- **OUTCOMES**: The mid-term benefits or changes that take place for participants or in the community as a direct result of the work. The benefits that we can reasonably expect will result from the outputs.
- **GOAL**: The long-term, overall greater good to be served by this work; the greater good toward which this work contributes. Innumerable other factors impact the achievement of the goal; it is “always out there.”

What’s Wrong With This Picture?

```
Collaboration Mission

INITIATIVE GOAL

Outcome

Outcome

Outcome

Activity (Prog/Svc)

Activity (Prog/Svc)

Activity (Prog/Svc)

Activity (Prog/Svc)

Activity (Prog/Svc)

Resources (Partner)

Resources (Partner)

Resources (Partner)

Resources (Partner)
```
A Lined-Up Collaboration Logic Model
PARTNERSHIP PROTOCOLS AND ISSUES

1. **AGENDAS**: What are the initial *self-interests or needs* of the members?

2. **CONTRIBUTIONS**: What are the possible *contributions* each member organization can offer?

3. **MEETINGS**: Who will convene planning meetings? How often will we meet? How will we set the agendas? What kind of follow-up will be necessary?

4. **CONFLICTS**: When conflicts arise among members, what techniques and protocols will we follow to resolve them?

5. **FRAMEWORK**: What will our collaboration “look like”?
   - Structure (teams, committees, task groups)
   - Authority (hierarchical, individual, group-centered)
   - Roles (individuals, small groups, whole group, staff)

6. **RESOURCES**: What *resources* will we need, where are those resources available (members, community, in-kind), and who controls them?

7. **DECISION-MAKING**: What decisions need to be made about the collaborative process and results?
   - What is our decision-making protocol?
     - Unilateral
     - Consultative
     - Consensual
     - Democratic
     - Delegated

8. **COMMUNICATIONS**: How will we manage communications within the partnership? What type of information will need to be shared? Who is involved? By what means?

9. **EVALUATION**: What milestones or benchmarks will we use to check on our progress? How will we assess the effectiveness of our *process* as well as our *outcomes*?

10. **JOINT AGREEMENTS**:
    - What level of closeness will drive our joint agreements (interagency committee, lead agency, consolidation, incorporation)?
    - What authority will each member organization exercise?
    - What responsibilities will each member organization fulfill?
    - What powers and other resources will each control?
    - Which key people must sign the joint agreements?
    - What policies, procedures and operations will need to be changed within the member organizations in order to further the mission of the partnership?
<table>
<thead>
<tr>
<th></th>
<th></th>
<th>STRONGLY AGREE</th>
<th>AGREE</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>DON'T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>There is a solid history of agencies working together in our community.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>My organization has something to gain from being involved in this collaboration.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>The idea of trying to solve problems through collaboration is a relatively well-established one in the community.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Leaders (in this community) outside of our collaborative group seem hopeful about what we can accomplish.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Others in this community would generally agree that the organizations involved in this collaboration are the “right” ones to make this work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>The political and social climate seems right for starting a collaborative project like this.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>People involved in this collaboration have a clear sense of their roles and responsibilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>People involved in our collaboration generally trust each other.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>I have a lot of respect for the other members of this collaboration.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>The people leading this collaboration have what it takes to make this project a success.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>The people involved in our collaboration represent a good cross-section of those who have a stake in what we are trying to accomplish.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>The organization I represent will benefit from its involvement in this collaborative project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>People involved in our collaboration are willing to compromise on important aspects of the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Communication within our group is both formal and informal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>I have a clear understanding of what our collaboration is trying to accomplish.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>The organizations involved in our collaborative efforts invest significant effort in the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>People involved in this collaboration communicate openly with each other.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>Everyone involved in this collaboration wants this project to succeed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statement</td>
<td>STRONGLY AGREE</td>
<td>AGREE</td>
<td>DISAGREE</td>
<td>STRONGLY DISAGREE</td>
<td>DON'T KNOW</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-------</td>
<td>----------</td>
<td>-------------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>19. Involvement in this collaboration will benefit my organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Before making any major decisions in the collaboration, I am able to take information back to my organization to confer with my colleagues.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Few of the decisions in this collaboration are made at the top; most are made with significant input from others at all levels.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. The level of commitment among the collaboration participants is high.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. There is considerable flexibility in decision-making around this project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. People in this collaboration are flexible in their approach to how our work should be done.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. There is a clear method for making decisions among the partners.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. The time is right for this collaborative project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. The collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. I am updated often about what goes on in the collaboration.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. I have informal conversations with others involved in this collaboration.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. The partners in our collaboration are prepared to compromise when necessary to make progress in our work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31. People in our collaborative group genuinely know where we are headed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32. People involved in this collaboration are defining the project’s purpose with an appropriate focus -- not too broadly, not too narrowly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33. The participants in our collaboration are dedicated to the idea that we can make this project work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34. We have some idea where the money to sustain this project will come from.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35. My ideas about the purpose of this collaboration generally seem to agree with the views of others involved.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36. What we are trying to accomplish in our collaborative efforts would be difficult for any one organization to achieve by itself.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37. Our collaborative efforts are adequately funded.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38. The leaders of this collaboration are fair-minded.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>STRONGLY AGREE</td>
<td>AGREE</td>
<td>DISAGREE</td>
<td>STRONGLY DISAGREE</td>
<td>DON'T KNOW</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------</td>
<td>-------</td>
<td>----------</td>
<td>-------------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>39. The convener for this collaboration is skilled in working with groups.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40. In spite of changes in the community (for instance, changes in funding, political leadership, economics), this group has the ability to sustain itself.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41. The convener for this collaboration is knowledgeable about the issues we are addressing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42. What this group is trying to accomplish is different in significant ways from what other groups are already doing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43. The convener for this collaboration communicates well with all members.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BACK TO OUR SCENARIOS:

A. Your community collaboration seems to have stalled out. Your team is losing steam and you can’t figure out why, much less what to do about it.

5. What could be going on?
6. How might you find out what’s going on?
7. What can you do to fix it?
8. What could you have done to prevent it?

B. Yikes! You all were sailing along beautifully and suddenly an issue you thought your team had sorted out a long time ago is rearing its ugly head and jamming the works . . . again.

5. What could be going on?
6. How might you find out what’s going on?
7. What can you do to fix it?
8. What could you have done to prevent it?

C. Conflict! All right, we’re not talking open argument here, but some really strong differences of opinion have surfaced and you’re all spinning around in circles and never really getting anything resolved.

5. What could be going on?
6. How might you find out what’s going on?
7. What can you do to fix it?
8. What could you have done to prevent it?
BOOKS AND ONLINE RESOURCES

The Center for Civic Partnerships at http://www.civicpartnerships.org contains a wealth of online resources as well as information on publications, planning tools, techniques and other resources you can order to foster collaboration.

You might also check out the following:

BOOKS

Collaboration Handbook: Creating, Sustaining and Enjoying the Journey by Michael Barry Winer and Karen Louise Rae. Along with advice about how to establish and operate a successful collaboration, the authors share information about how to find and attract the right people, build trust, change conflict into cooperation and select the best structure. Available at www.amazon.com.

ONLINE RESOURCES

The Wilder Collaboration Factors Inventory is a free online collaboration assessment. This tool will help you assess how your collaboration is doing on 20 research-tested success factors. When you complete this inventory, you will receive summary scores for each of these factors. http://wilderresearch.org/tools/cfi/index.php

The National Network for Collaboration offers an online collaboration training manual that covers a range of how-to advice, from strategies to initiate and advance a collaboration to focusing on outcomes and insuring successful projects. http://crs.uvm.edu/nnco/cd/train2.htm

**INTEGRATION: PUTTING IT INTO PRACTICE**

What is one action you can take right away that will give you a “quick win”? What is one action you can take within a month that will give you high leverage?

- When will you take these steps?
- Who else will need to be involved?
- What resources (information, materials, etc.) will you need?

How will you hold yourself accountable for completing these actions? How will taking these actions enhance your professional and personal development?

<table>
<thead>
<tr>
<th>Action to take:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Who else is involved?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Resources needed:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action to take:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Who else is involved?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Resources needed:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action to take:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Who else is involved?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Resources needed:</strong></td>
<td></td>
</tr>
</tbody>
</table>
PARTNERSHIP RX:

Figure Out What’s Slowing Your Collaboration Down – and Fix It!

Washington Service Corps
SERVES Institute

October 27, 28, 29, 2014

Maryn Boess
Maryn@GrantsMagic.org
Where We’re Aiming

Be prepared with tools, protocols, and other resources to **inspire, facilitate, and lead collaborative efforts** in your own community

- What’s wrong with this partnership?
- Three key tools for “Partnership Rx” – and how to use them:
  - The Life Cycle of Successful Partnerships: What to Expect, and When
  - The Bottom-Up Logic Model: Mapping, Managing and Evaluating Collaborative Impact
  - Collaboration Assessment Checklist: How Are We Doing? And How Can We Do Better?
Getting Started
What are some of the issues or barriers you’ve experienced or observed in working with partnerships?
What’s Going On Here?

It’s hard work.
It’s messy.
It takes time.
People don’t trust each other.
People have their own agendas.
“Turfism” gets in the way.
People don’t follow through.
Everyone wants a piece of the pie.
It’s faster and easier to “do it myself.”

So . . . Why do it??

Workbook p. 2
What’s Going On Here?

Case A: The Stalled-Out Collaboration

Case B: The Ugly Head Rears . . . Again

Case C: Conflict! Conflict! Conflict!

#1. What could be going on?
#2. How might you find out what’s going on?
#3. What can you do to fix it?
#4. What could you have done to prevent it?
Expectations:
Are We
Getting Married . . .
Or Are We
Meeting for Coffee?

Workbook p. 3
Expectations:
Are We
Getting Married . . .
Or Are We
Meeting for Coffee?
Expectations:
Are We
Getting Married . . .
Or Are We
Meeting for Coffee?

Workbook p. 9
Expectations:
Are We
Getting Married . . .
Or Are We
Meeting for Coffee?

WORKING INDEPENDENTLY

NETWORKING

COORDINATED PROGRAMS

SHARED INFORMATION

SHARED RESOURCES OR FACILITY

COALITIONS

JOINT ACTION ON SPECIFIC ISSUE

COOPERATION

COLLABORATION

Workbook p. 3
Expectations:
Are We Getting Married . . . Or Are We Meeting for Coffee?
Expectations:
Are We Getting Married . . . Or Are We Meeting for Coffee?
Expectations:
Are We Getting Married . . .
Or Are We Meeting for Coffee?
Expectations: Are We Getting Married . . . Or Are We Meeting for Coffee?
Expectations:
Are We Getting Married . . . Or Are We Meeting for Coffee?
Expectations:
Are We Getting Married . . . Or Are We Meeting for Coffee?
In An Ideal World . . .

- Environment
- Member characteristics
- Process/Structure
- Communication
- Purpose
- Resources

Workbook p. 4
Collaboration Doesn’t Work When . . .

- People don’t want to.
- It’s done to appease others.
- Individual interests.
- Differences become conflict.
- Issues are poorly defined.
- Leadership is ineffective or absent.
- Participants undermine each other.
- Differing expertise and access.
- Problems are technically complex.
- Stakeholders are adversarial or territorial.
- The process has made the problem worse.

Workbook p. 5
There’s little or no mutual trust, respect and understanding among the participants.
The Three Biggest Categories of Partnership Problems

✓ Relationships
✓ Structure
✓ Growing pains

Workbook p. 5
Collaboration Life Cycle

“We build the road, and the road builds us.”
Stage 1
ENVISION RESULTS
BY WORKING
INDIVIDUAL-TO-INDIVIDUAL
• Bring people together.
• Enhance trust.
• Confirm our mutual vision.
• Specify desired results.

Stage 2
EMPOWER OURSELVES BY
WORKING INDIVIDUAL-TO-ORGANIZATION
• Confirm organization roles.
• Resolve conflicts.
• Organize the effort.
• Support the members.

Stage 3
ENSURE SUCCESS BY WORKING
ORGANIZATION-TO-ORGANIZATION
• Manage the work.
• Create joint systems.
• Evaluate the results.
• Renew the effort.

Stage 4
ENDOW CONTINUITY BY WORKING
COLLABORATION-TO-COMMUNITY
• Create visibility.
• Involve the community.
• Change the system.
• End the collaboration.

Workbook p. 6
Stage 1
ENVISION RESULTS
BY WORKING
INDIVIDUAL-TO-INDIVIDUAL
• Bring people together.
• Enhance trust.
• Confirm our mutual vision.
• Specify desired results.

Stage 2
EMPOWER OURSELVES BY
WORKING INDIVIDUAL-TO-ORGANIZATION
• Confirm organization roles.
• Resolve conflicts.
• Organize the effort.
• Support the members.

Stage 3
ENSURE SUCCESS BY WORKING
ORGANIZATION-TO-ORGANIZATION
• Manage the work.
• Create joint systems.
• Evaluate the results.
• Renew the effort.

Stage 4
EN Howe CONTINUITY BY WORKING
COLLABORATION-TO-COMMUNITY
• Create visibility.
• Involve the community.
• Change the system.
• End the collaboration.
Stage 1
ENVISION RESULTS
BY WORKING INDIVIDUAL-TO-INDIVIDUAL
• Bring people together.
• Enhance trust.
• Confirm our mutual vision.
• Specify desired results.

Stage 2
EMPOWER OURSELVES BY WORKING INDIVIDUAL-TO-ORGANIZATION
• Confirm organization roles.
• Resolve conflicts.
• Organize the effort.
• Support the members.

Stage 3
ENSURE SUCCESS BY WORKING ORGANIZATION-TO-ORGANIZATION
• Manage the work.
• Create joint systems.
• Evaluate the results.
• Renew the effort.

Stage 4
ENDOW CONTINUITY BY WORKING COLLABORATION-TO-COMMUNITY
• Create visibility.
• Involve the community.
• Change the system.
• End the collaboration.
Stage 1
ENVISION RESULTS
BY WORKING
INDIVIDUAL-TO-INDIVIDUAL
- Bring people together.
- Enhance trust.
- Confirm our mutual vision.
- Specify desired results.

Stage 2
EMPOWER Ourselves BY
WORKING INDIVIDUAL-TO-ORGANIZATION
- Confirm organization roles.
- Resolve conflicts.
- Organize the effort.
- Support the members.

Stage 3
ENSURE SUCCESS BY WORKING
ORGANIZATION-TO-ORGANIZATION
- Manage the work.
- Create joint systems.
- Evaluate the results.
- Renew the effort.

Stage 4
ENDOW CONTINUITY BY WORKING
COLLABORATION-TO-COMMUNITY
- Create visibility.
- Involve the community.
- Change the system.
- End the collaboration.
Stage 1
ENVISION RESULTS
BY WORKING INDIVIDUAL-TO-INDIVIDUAL
• Bring people together.
• Enhance trust.
• Confirm our mutual vision.
• Specify desired results.

Stage 2
EMPOWER OURSELVES BY WORKING INDIVIDUAL-TO-ORGANIZATION
• Confirm organization roles.
• Resolve conflicts.
• Organize the effort.
• Support the members.

Stage 3
ENSURE SUCCESS BY WORKING ORGANIZATION-TO-ORGANIZATION
• Manage the work.
• Create joint systems.
• Evaluate the results.
• Renew the effort.

Stage 4
ENDOW CONTINUITY BY WORKING COLLABORATION-TO-COMMUNITY
• Create visibility.
• Involve the community.
• Change the system.
• End the collaboration.

Workbook p. 6
Collaboration Assessment Tool

- From Amherst H. Wilder Foundation
- Online version at:

  http://wilderresearch.org/tools/cfi/index.php

- Based on Wilder’s research on 20 collaboration success factors

Workbook p. 10-12
<table>
<thead>
<tr>
<th>1. There is a solid history of agencies working together in our community.</th>
<th>STRONGLY AGREE</th>
<th>AGREE</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
<th>DON'T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. My organization has something to gain from being involved in this collaboration.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The idea of trying to solve problems through collaboration is a relatively well-established one in the community.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Leaders (in this community) outside of our collaborative group seem hopeful about what we can accomplish.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Others in this community would generally agree that the organizations involved in this collaboration are the “right” ones to make this work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Collaboration Assessment Tool

<table>
<thead>
<tr>
<th>Factor</th>
<th>Factor Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of collaboration or cooperation in the community</td>
<td>3.5</td>
</tr>
<tr>
<td>Collaborative group seen as a legitimate leader in the community</td>
<td>3.5</td>
</tr>
<tr>
<td>Favorable political and social climate</td>
<td>2.5</td>
</tr>
<tr>
<td>Mutual respect, understanding, and trust</td>
<td>4.5</td>
</tr>
<tr>
<td>Appropriate cross section of members</td>
<td>3.0</td>
</tr>
<tr>
<td>Members see collaboration as in their self-interest</td>
<td>4.0</td>
</tr>
<tr>
<td>Ability to compromise</td>
<td>3.0</td>
</tr>
<tr>
<td>Members share a stake in both process and outcome</td>
<td>3.0</td>
</tr>
<tr>
<td>Multiple layers of decision-making</td>
<td>2.5</td>
</tr>
<tr>
<td>Flexibility</td>
<td>3.0</td>
</tr>
<tr>
<td>Development of clear roles and policy guidelines</td>
<td>2.0</td>
</tr>
<tr>
<td>Adaptability</td>
<td>3.0</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>Appropriate pace of development</td>
<td>4.0</td>
</tr>
<tr>
<td>Open and frequent communication</td>
<td>3.7</td>
</tr>
<tr>
<td>Established informal relationships and communications links</td>
<td>4.0</td>
</tr>
<tr>
<td>Concrete, attainable goals and objectives</td>
<td>2.3</td>
</tr>
<tr>
<td>Shared vision</td>
<td>3.5</td>
</tr>
<tr>
<td>Unique purpose</td>
<td>4.5</td>
</tr>
<tr>
<td>Sufficient funds, staff, materials, and time</td>
<td>2.5</td>
</tr>
<tr>
<td>Skilled leadership</td>
<td>4.0</td>
</tr>
</tbody>
</table>

What is working well in your collaborative? (optional)

[no response]

What needs improvement in your collaborative? (optional)

[no response]

As a general rule...
Scores of 4.0 to 5.0 - strengths, don't need attention
Scores of 3.0 to 3.9 - borderline, deserve discussion
Scores of 1.0 to 2.9 - concerns that should be addressed
Back to Our Scenarios

Case A: The Stalled-Out Collaboration

Case B: The Ugly Head Rears . . . Again

Case C: Conflict! Conflict! Conflict!

#1. What could be going on?
#2. How might you find out what’s going on?
#3. What can you do to fix it?
#4. What could you have done to prevent it?
Books and Online Resources

- The Center for Civic Partnerships at http://www.civicpartnerships.org
- *Collaboration Handbook: Creating, Sustaining and Enjoying the Journey*
- Wilder Collaboration Factors Inventory
- The National Network for Collaboration
- “Assessing Your Collaboration: A Self-Evaluation Tool”
Putting It Into Practice:

- What can you do right away to give yourself a “quick win”?
- What can you do within a month that would be a high-leverage activity?
- When will you take these steps?
- What will you need to support you?
- How will you hold yourself accountable for completing these steps?

Wkbk: P. 15
THANK YOU!