

Collaboration as a Powerful Tool for Change:

Balancing Risk, Commitment, &
Resources

A Developmental Continuum for Change



- Networking
- Coordinating
- Cooperating
- Collaborating

!
Each Option is
Equally Valid



Each Builds Upon Each Other
Along a Developmental Continuum

Will It Be Successful or Not?



- Common Barriers: Time, Trust, & Turf
- Most effective when there is...
 - A Common Purpose
 - Meaningful Power-Sharing
 - Mutual Learning
 - Mutual Accountability for Results



NETWORKING is defined as exchanging information for mutual benefit

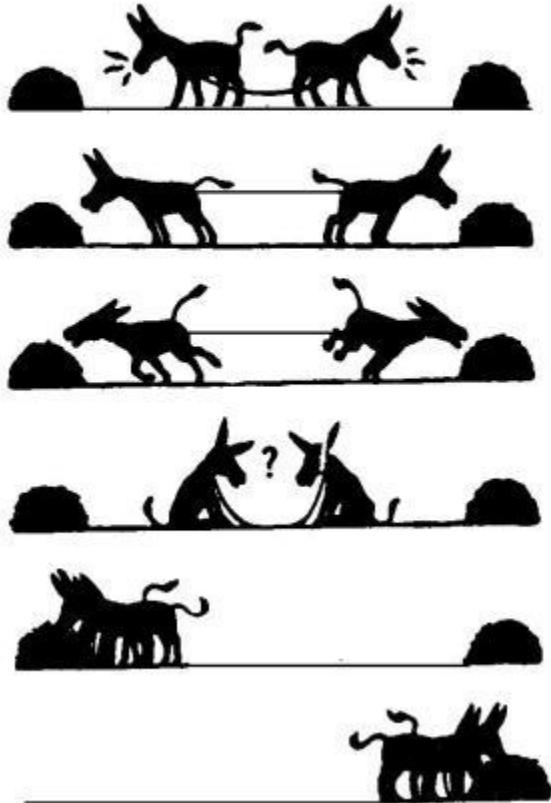
- Networking is the most informal of the inter-organizational linkages and often reflects an initial level of trust, limited time availability, and/or a reluctance to share turf.
- EXAMPLE:
 - A public health department and a neighborhood health center exchange information about how they each support healthy early child development.

COORDINATING is defined as exchanging information AND altering activities for mutual benefit and to achieve a common purpose



- Coordinating requires more organizational involvement than networking and is a very crucial change strategy.
- Compared to networking, coordinating involves more time, higher levels of trust, yet little to no access to each other's turf.
- **EXAMPLE:** A public health department and a neighborhood health center exchange information about how they each support healthy early child development, and decide to alter service schedules so that they can provide their combined support in a more user-friendly manner.

"Co-operation"



COOPERATION is defined as exchanging information, altering activities, and sharing resources for mutual benefit and to achieve a common purpose

- Cooperation requires greater organizational commitments than networking or coordinating, and, in some cases, may involve written (perhaps, even legal) agreements.
- Can encompass financial and technical contributions, including knowledge, staffing, physical property, access to people, money, and others.
- EXAMPLE: Our same public health department and neighborhood health center now decide to share neighborhood outreach resources to increase the effectiveness of their support.

COLLABORATION is defined as exchanging information, altering activities, sharing resources, and enhancing the capacity of another for mutual benefit and to achieve to a common purpose

- The qualitative difference between collaborating and cooperating in this definition is *the willingness to enhance each other's capacity* for mutual benefit.
- In this way, collaborating is a relationship in which each organization wants to help its partners become the best that they can be at what they do.



COLLABORATION continued



- This definition assumes that when organizations collaborate they share risks, responsibilities, and rewards.
- **EXAMPLE:** Our public health department and neighborhood health center exchange information, decide to alter service schedules, share neighborhood outreach services, and provide skill development training for each other's staff to enhance each other's capacity to support healthy early child development.



A Guide to Collaborative Processes

Step 1:



1. Should your organization participate in a collaborative initiative?
2. What costs and benefits are involved in this decision?
3. How well prepared is your organization to be a quality partner?
(Do your members have the time? Do some of your members have valuable expertise? What do you bring to the table?)



Don't jump headfirst into something without being properly prepared...

Step 2:



What is your vision?

DISCUSSION OPPORTUNITY:

Interview each other for a few minutes:

1. What motivates you to be involved in a collaborative initiative?
2. What do you most want to achieve through this?

Step 3:



1. Who is currently involved in your group?
 2. Are those who will be most affected involved at this time?
 3. Who else should be involved?
1. How will you involve them?



Step 4:



1. What expectations should you have for each other?
2. What are some basic ground rules you believe should help guide the actions of participating partners?

DISCUSSION OPPORTUNITY: 3 Minutes

Step 5:



What is the mission statement of your coalition?

A mission statement should be a simple, clear statement of purpose that is also a call to action.

EXAMPLES:

TED: Spreading Ideas (2)

American Heart Association: To build healthier lives, free of cardiovascular disease and stroke. (10)

Make-A-Wish: We grant the wishes of children with life-threatening medical conditions to enrich the human experience with hope, strength and joy. (21)

Smithsonian: The increase and diffusion of knowledge. (6)

Step 6:



What are the goals and objectives of your coalition?

Goals

Long-term activities to implement a mission statement and as a measure of progress on achieving that mission statement

Objectives

Short-term activities to implement a goal and as a measure of progress on achieving that goal

For more information please see:
Arthur T Himmelman (2004).
“COLLABORATION DEFINED”



Step 7:

Who will get the work done? How can you link specific individuals and/or organizations to the specific objectives that you have identified and ensure that they are carried out in a timely manner?

Step 8:

What do you know about other collaborative efforts that have worked on a similar mission and goals? What are some key lessons your coalition can learn from these efforts?

Step 9:

What can each partner contribute to the coalition? (Keep in mind this can include a wide variety of physical and non-physical contributions, such as credibility or access to a community can be as valuable as any financial contribution.)



Group Discussion Time

Thank You!



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