Meeting the Collaboration Challenge: The Collaboration Imperative

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“The challenges our society faces cannot be met - nor our opportunities fully realized - by any one organization or sector alone. Effective collaboration with other non-profits, government agencies and businesses is an imperative”

Adapted from Meeting the Collaboration Challenge Workbook (Drucker Foundation - 2002)
A mutually beneficial and well-defined relationship that involves people from different organizations, agencies, sectors or the community joining together to achieve a common goal. That goal could not be achieved as efficiently (or at all) by any one person, organization or sector. The result is a highly shared endeavor in which leaders eventually commit themselves and their organizations as much to the common goal of the collaboration as to the interests of their own goal.

Mission Driven Collaborations
Peter Drucker’s 5 for Leaders
1. What is the mission?
2. Who is the customer?
3. What does the customer value?
4. What are our outcomes/results?
5. What is the plan?

Collaboration, Partnership & Community Connections
- Touch more people in the community; gain diverse perspectives
- Economies of scale—more resources concentrated on a community issue
- Prudent use of resources—avoiding duplication of services
- Community solidarity; organizations learn more about one another, build trust and experience
- Opportunity to learn about other organizations and position the agency as a potential new colleague or partner
- A widened sphere of influence for the agency and its mission, members
Stages of Collaboration
• Connection
• Coordination
• Cooperation
• Collaboration

ALLIANCES

Strategic Alliances
• Endorsement
• Co-sponsorships
• Affiliation
• Federation/Asn.
• Coalition
• Consortium
• Network
• Merger
• Administrative Consolidation
• Joint Venture
• Acquisition
• Divestiture
• Joint Programming
Strategic Alliances

- **Endorsement**: Providing approval or support of a concept or action already conceptualized or completed by someone else.
- **Co-sponsorship**: Two or more organizations share (although not always equally) in providing a program or service.
- **Affiliation**: A loosely connected system of two or more organizations with a similar interest(s).
- **Federation/Association**: An alliance of member organizations established to centralize common functions.
- **Coalition**: Independent organizations that usually share a political or social change goal.
- **Consortium**: Organizations and individuals representing customers, service providers, and other agencies who identify themselves with a specific community, neighborhood or domain.

- **Network**: Organizations that share resources for mutual benefit, such as service provision.
- **Joint Venture**: A legally formed alliance in which member organizations maintain joint ownership (generally through a joint governance board) to carry out specific tasks or provide specific services.
- **Acquisition**: One organization acquires a program or service previously administered by another organization.
- **Divestiture**: One organization "spins off" a program or service to another organization.
- **Merger**: A statutorily defined alliance in which one organization is totally absorbed by another.

Strategic Alliances

- **Administrative Consolidation**: Typically aimed at increasing efficiency, includes formal agreement for contracting, exchanging, or sharing services. Organizations involved in administrative consolidations share decision-making powers.
- **Joint Programming**: A restructuring where organizations share the launch and management of one or more programs. Organizations involved in joint programming share decision-making powers for the program while maintaining their independence in managing their own programs.

Dr. John Yankey, Ph.D., retired professor, Case Western Reserve University
Road Map for Developing Strategic Alliances

**PREPARE**
- Identify assets & capabilities you bring to alliance
- Determine benefits from alliance
- Identify strategic goals and readiness
- Delegate responsibilities to guide alliances
- List current strategic relationships

**PLAN**
- Mapping strategic relationships
- Research potential alliances for strategic fit/benefits
- Design outreach approach for each potential alliance

**DEVELOP**
- Develop purpose and fit statements for each alliance
- Develop management process for each alliance

**RENEW**
- Prepare for alliance appraisal
- Update your operating plan
- Review your portfolio of alliances

PREPARE for Collaboration

Identifying assets and capabilities
- What does your organization bring to an alliance?
- Determine the benefits your agency seeks from an alliance?

PREPARE for Collaboration

- Strategic Goals and Readiness
- Delegate responsibilities to guide alliances
- List current strategic relationships

Adapted from Meeting the Collaboration Challenge Workbook (Drucker Foundation 2002)
**PLAN for Collaboration**

**The Collaboration Continuum**

- **Autonomy**
  - Joint Programs
- **Coalition**
- **Cooperative**
- **Alliance**
- **Integration**

- Take your lists of current alliances and mark X next to the ones you believe have the most promising alliance potential.
- Take each prospective alliance partner and mark X on the continuum to describe where you find your current relationship with that organization.

**Assess the strategic fit of each**
The compatibility and ability to develop mutually beneficial endeavors.

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**DEVELOP Alliances**

- Develop purpose and fit statements for each alliance
  - Know the organization; speak the language;
  - Meet face-to-face; show the connection – why your cause is important, how you do business, who supports you, how you are governed, what results you have achieved

- Develop a management plan for each alliance

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**PLAN for Collaboration**
- Design outreach approach for each potential alliance
  - Plan initial discussion and meeting
  - Plan to share materials and info (what)?
  - Next steps

Adapted from Meeting the Collaboration Challenge Workbook (Drucker Foundation 2002)

**RENEW for Collaboration**
- Prepare an appraisal of each alliance
  - Work with alliance partner
  - Refine objectives
- Update your operating plan
  - Major activities planning
- Review your portfolio of alliances
  - How they contribute to strategic outcomes

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**Factors for Successful Collaboration**
- **ENVIRONMENT**
- **RESOURCES**
- **ORGANIZATION’S MISSION & CHARACTERISTICS**
- **PROCESS & STRUCTURE**
- **PURPOSE**
- **COMMUNICATION**
Assessing Your Alliances

Connection with purpose and people
- Extent to which members are personally & emotionally connected to social purpose of the collaboration
- Have members are able to touch, feel, & see the social value of the collaboration
- The level & quality of interaction amongst senior leaders
- Extent to which personal connections & interaction occur at other levels across the collaborating organizations
- Strength of interpersonal bonds

Assessing Your Alliances

Congruency of mission, strategy, values
- How well each partner understands the other’s business, missions, strategies, and value of each partner
- The areas of current and potential overlap
- How each partner helps the other accomplish its mission
- The extent to which collaboration is a strategic tool for each partner
- The partners have engaged in shared visioning about the future

Assessing Your Alliances

Creation of value
- Resources of each partner of value to the other
- The benefits accrued to each partner from collaboration
- The social value generated by the alliance
- New resources, capabilities, and benefits created by the collaboration
- Resource and capability transfer are two-way
- Has the value exchanged and creation depreciated? If so, to what extent?
- Is it time to end the collaboration?
Assessing Your Alliances

Communication among partners
- The level of respect and trust between the partners
- Communication is open, frank, and constructive
- How communication between the partners is managed
- Each partner has a partner relationship coordinator
- Channels and vehicles to communicate internally exist
- How the alliance communicates externally
- Partners have a coordinated external communication strategy and program
- The partnership is publicized

Assessing Your Alliances

Continual learning
- What each partner has learned from the collaboration about how to work with another organization more effectively and create partner and social value
- How the learning is incorporated into the collaboration
- A process exists for routinely assessing learning from the collaboration
- Is complacency stifling innovation?

How to Move to Action

A PLAN TO A.C.T.

Acknowledge: the development of successful collaborations is key element if your organization is to reach its goals and accomplish its mission.

Commit: to the establishment, support and promotion of mission driven collaborations.

Target: strategic collaborations, stay focused, and remain open to learn, growth and change.
Food for Thought

• “Coming together is a beginning, staying together is progress, and working together is success.” - Henry Ford
• No matter what accomplishments you make, somebody helped you.” - Althea Gibson
• “Alone we can do so little; together we can do so much.” - Helen Keller
• If everyone is moving forward together, then success takes care of itself.” - Henry Ford

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(Drucker Foundation 2002)