Collaboration as a Key to Success in the 21st Century
What are YOUR BIG questions?
Today’s Workshop

Why?  What?  How?
My Experience

When people from different organizations or units within one organization produce something together by sharing knowledge and resources, building consensus and sharing the ownership of the final product or service.

Founded by the American Heart Association and the William J. Clinton Foundation
Why?
Where Are Nonprofits Going?

- Mission-Focused
- Donor Model
- Program-Driven
- Bootstrapped
- Risk-Averse

- Impact-Focused
- Investor Model
- Results-Driven
- Sustainable
- Entrepreneurial
Individually, we are one drop.
Together, we are an ocean.

Ryunosuke Satoro
The definition of art is ever-changing

**Recent Arts Headlines**

**THIS IS YOUR BRAIN ON ART**
By Sarah L. Kaufman, Dini Player, Jayne Orenstein, Muy-Ying Lam, Elizabeth Hart and Shelly Tan
Published Sept. 18, 2017

**Generation G: The Millennials and How They Are Changing the Art of Giving**

**Millennials and Arts: Can We Do It Their Way?**
BY KEN TARBACHNICK Oct 4, 2016
DEVELOPMENT + IDEAS + NONPROFIT

Which Force is More Harmful to the Arts: Elitism or Populism?

Agree or disagree: we should let arts organizations that don’t adapt die.
Dallas is embarking on a new Cultural Plan

Based on other cities efforts, we assume these priorities:

- ACCESS
- CULTIVATION
- EDUCATION
- EQUITY, DIVERSITY, & INCLUSION
- PROMOTION

Arts and culture have the power to transform the region, to help advance a more competitive, economically stronger, more educated, creative and compassionate Dallas.
Only a few arts organizations are managed well...too many of them do little or no real planning...fail to produce interesting art, do not know how to market or raise funds, are governed by weak or ineffective boards, have failed to exploit new technologies wisely...and are limping from one season to the next.

Michael Kaiser
Ego-Thinking versus Eco-Thinking
How to Think About Future

Individual Effort

Collaboration

System Change
I alone cannot change the world, but I can cast a stone across the waters to create many ripples.

Mother Teresa
What?
Collaboration Defined

Two or more organizations... working together in a *meaningful, well-defined, and deliberate* manner...

by investing *time, energy, and resources*...

to accomplish a set of *shared objectives*...

that are *mutually beneficial* to advancing the missions of the organizations involved, and...

that are *more likely to be achieved* together than alone.
Collaboration

Why is it Important?

• **Critical success factor** in an under resourced & dynamic environment
• **Expected behavior** from our stakeholders
• **Builds scale** given the size and shape of the sector

Why is it so difficult?

• Takes time and focus
• Often complex, ambiguous, and costly
• Requires different leadership skills
• Competitive-collaborative tensions
### Forms Of Collaboration

<table>
<thead>
<tr>
<th>Networking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMON FOCUS</strong></td>
</tr>
<tr>
<td><strong>Example:</strong> Two nonprofit leaders met for lunch on occasion and share notes on programs, community, or new thinking.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMON FOCUS</strong></td>
</tr>
<tr>
<td><strong>Example:</strong> Two nonprofit leaders met for lunch on occasion and share notes on programs, community, or new thinking.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMON FOCUS</strong></td>
</tr>
<tr>
<td><strong>Example:</strong> Two nonprofit leaders – one in nonprofit and another in government – agree to refer clients to each other and share data on success.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMON FOCUS</strong></td>
</tr>
<tr>
<td><strong>Example:</strong> Two social sector leaders – one in nonprofit and another in government – agree to refer clients to each other and share data on success.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMON FOCUS</strong></td>
</tr>
<tr>
<td><strong>Example:</strong> Two or more nonprofits legally merge into a single organization.</td>
</tr>
</tbody>
</table>

### Strategic Restructuring

<table>
<thead>
<tr>
<th>Forms Of Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Informal Structure &amp; Process</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Restructuring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formal Structure &amp; Process</strong></td>
</tr>
</tbody>
</table>

### Possible Collective Impact Initiatives

- **Networking**
  - Share ideas
  - Exchange information
  - Informal communications

- **Cooperation**
  - Reach agreement on joint goal or activity
  - Share responsibility & decision-making
  - Communicate as needed

- **Coordination**
  - Agree upon shared means to achieve goal
  - Cultivate vision for success as group
  - Create formal leadership
  - Develop plan of action
  - Share resources

- **Coalition**
  - Form a legal partnership with a fiscal lead
  - Used for joint advocacy/programs or shared services
  - Determine clear accountability
  - Share resource formally

- **Alliance**
  - Form a legal partnership with a fiscal lead
  - Used for joint advocacy/programs or shared services
  - Determine clear accountability
  - Share resource formally

- **Integration**
  - Form a new legal structure, including joint venture, parent-subsidiary, or merger.
  - Develop new policies and procedures to ensure mission impact and financial sustainability
  - Create new leadership structures
  - Communicate new brand & vision
Collective Impact

- **Mutually Reinforcing Activities**: Participant activities are differentiated and coordinated.

- **Shared Measurement**: Data is consistently collected and measured.

- **Continuous Communication**: Consistent and open communication is needed across many players.

- **Backbone Support**: Separate organization with staff and skills to coordinate participating agencies.

- **Common Agenda**: Shared vision, understanding of problem & approach.
Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.

Vince Lombardi
Coopetition = Cooperating + Competition

A method that goes beyond the old rules of competition and cooperation to combine the advantages of both.

Rule #1: Long-term relationship are vital.
Rule #2: Reciprocate as your social norm.
Rule #3: Remember that politeness is the poison of collaboration.
Rule #4: Focus on value creation.
Rule #5: Start small and build.
Rule #6: Creating learning relationships.
The essence of the Hedgehog Concept is to help an organization obtain **piercing clarity** about how to produce the best long-term results, and then exercising the relentless discipline to say “No, thank you” to opportunities that fail the hedgehog test.

**Jim Collins, Good to Great**
The Hedgehog Concept, Step 2

Strategic Collaboration Areas

Collaboration occurs when people from different organizations (or units within one organization) produce something together by sharing knowledge and resources, building consensus, and sharing the ownership of the final product or service.

James Austin, The Collaboration Challenge

What you are deeply passionate about
What you can be the best at
What drives your economic/resource engine

23
New Collaborations Exercise

STEP 1: Needs Assessment

1. Think about EXISTING programs/services/activities/roles you do now, BUT may not be going as well as you would like.
2. Consider NEW ideas that you’d like to do but have been just beyond your reach.

STEP 2: Possible Partners

List organizations by need that could help with each need – you can list more than one.

<table>
<thead>
<tr>
<th>Potential Collaborating Need</th>
<th>Possible Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Alone we can do so little; together we can do so much.

Helen Keller
Collaboration Assessment Exercise

**STEP 1: List All Significant Organizations With Which You Currently Collaborate**

<table>
<thead>
<tr>
<th>Collaborations</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STEP 2: Plot Each Collaboration on the Below Strategic Collaboration Continuum**

Do you notice any trends?

<table>
<thead>
<tr>
<th>Networking</th>
<th>Cooperation</th>
<th>Coordination</th>
<th>Coalition</th>
<th>Alliance</th>
<th>Integration</th>
</tr>
</thead>
</table>

Possible Collective Impact Initiatives
How?
21st century is “AGE OF ALLIANCE”

WHY?
Macro-level forces
Economic, political, and social forces

BENEFITS
Cost savings
Economy of scale
Synergies
Number off into small groups
When everyone is ready, assign roles:

- **Storyteller** – tells a story about a collaboration
- **Interviewer** – asks Oprah-style questions about change
- **Observer** – stays quiet and records key facts and notices behaviors

Storyteller tells story. Interviewer asks questions. Once done, reflect on what happened with Observer. Think about:

- How did collaboration occur?
- What were the barriers? What were the enablers?
- What made the difference?
- How did it feel?
- What can be learned?

Small Group Exercise
Collaboration = Activity + Behavior
Video of Steve Jobs

https://www.youtube.com/watch?v=K-Yv-UdsmSo
5 Steps to Collaboration

- Understanding strategic collaboration
- Making the connection
- Ensuring strategic fit
- Generating value
- Managing the relationship

5 Steps For Success
Strategic Questions

Why should we collaborate?
What type of collaboration should we undertake?
With whom should we collaborate?
How should we collaborate?
Understanding strategic collaboration

<table>
<thead>
<tr>
<th>Level of Engagement</th>
<th>LOW: Transactional</th>
<th>HIGH: Integrated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance to Mission</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Magnitude of Resources</td>
<td>Peripheral</td>
<td>Strategic</td>
</tr>
<tr>
<td>Scope of Activities</td>
<td>Small</td>
<td>Big</td>
</tr>
<tr>
<td>Interaction Level</td>
<td>Narrow</td>
<td>Broad</td>
</tr>
<tr>
<td>Managerial Complexity</td>
<td>Infrequent</td>
<td>Intensive</td>
</tr>
<tr>
<td>Strategic Value</td>
<td>Simple</td>
<td>Complex</td>
</tr>
<tr>
<td></td>
<td>Modest</td>
<td>Major</td>
</tr>
</tbody>
</table>

Collaboration Scale
**STEP 3: Rate Collaborations**

Take all the collaborations you have on slide p. 26 and assess them based on the scale below. Consider if any need to be enhanced or sunseted based on ratings. What do you notice?

<table>
<thead>
<tr>
<th>Collaboration</th>
<th>Level of Engagement</th>
<th>Importance to Mission</th>
<th>Magnitude of Resources</th>
<th>Scope of Activities</th>
<th>Interaction Level</th>
<th>Managerial Complexity</th>
<th>Strategic Value</th>
<th>Enhance or Sunset?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Sunset</td>
</tr>
</tbody>
</table>

**Answers:** High – Medium – Low

Yes - No
Nonprofit style

PROCESS
- Networking
- Systemic searching
  - Market research
    ✓ Look for connections
    ✓ Look for forward/backward integration

GETTING ACQUAINTED
- Designate champion
- “Break bread”
  - Assess for fit and style
- Conduct due diligence
- Engage top leadership
Ensuring Strategic Fit

Strategic Fit

Clarifying purpose
■ What are you trying to accomplish?
  - Mission, priorities, & goals
■ Where do your needs overlap?

Discuss values
■ Are your values compatible?
■ How do decisions get made? By whom?

Discuss organizational culture
■ Entrepreneurial or bureaucratic?
■ Consensus-driven or top-down?
Example: Success Factors

**GOALS**
- What does success look like?
  - Success within community
  - Success within your organization

**PAST EXPERIENCE**
- What is our collective experience?
  - What worked well in past collaborations?
  - What didn’t work as well?
  - What made it successful?
  - What made it fail?

**OUTCOMES**
- What impact is most desirable?
  - What scale are we interested in – deep or wide?
  - What role do we want to play?
  - Is the issue well-known or does it need publicity?
Example: Ways of Working

PURPOSE

■ What do we want to accomplish? How will we know if we are successful? If we have failed?
■ What are the key expectations we have of each other?

COMMUNICATIONS

■ What specific meeting guidelines do we want to follow? How should we address conflict or difficult conversations?
■ Should we share our work publicly or stay private?
■ How should we communicate with funders?
■ How should we give feedback?

DECISION-MAKING

■ What commitments do we make to each other to complete assigned tasks in a timely fashion?
■ Who makes decisions?
Example: Ground Rules

- Let's discuss only the most important factors involved
- Let's not get bogged down by details
- Let's discuss issues as well as uncover root causes and situational barriers
- Let's ask the tough questions of ourselves to resolve any issues
- Let's listen to each other and respect each person's perspective
- Let's look as objectively as possible and not take any issue personally
- Let's analyze the causes of our success as well as our failures
- Let's focus more time on solutions than dwelling in the problems
Example: Ground Rules

GREAT BOARDS = ACTIVITY + BEHAVIOR

A goal without a plan is just a wish.

Stop the blame game and honor each other.

Respect each other’s time and talents and build have a strength based approach.

Seek to clarify and confirm first whenever possible.

Seek first to understand then to be understood.

Be flexible.
Death by Meetings

6 Cs of Energetic Meetings

- Clarity
- Compelling
- Camaraderie
- Consistency
- Conversation
- Check Out
Growing Together

- Conduct shared visioning
- Establish a quick-win
- Develop after-action review
- Discuss budget for collaboration
- Discuss risks to collaboration
Example: Ecosystem Mapping Methodology

1. Define the full range of services required for the population to thrive using best practice research.

2. Identify organizations providing those services & capture relevant details in inventory.

3. Identify gaps & collaboration opportunities.

4. Iterate & localize the continuum as needed.

Analyze findings & take action!
Reminder: Steps to Change Management

Prepare for Change

1. Establish a sense of urgency & importance
2. Create a guiding coalition
3. Develop a vision, strategy & timetable

Manage Change

4. (Re)communicate the vision
5. Empower & reward broad-based action
6. Generate short-term wins

Reinforce Change

7. Consolidate gains & produce more change
8. Anchor new approaches in community

Modified from John Kotter; *Leading Change*; 2012
© 2017 Social Impact Architects
Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

Andrew Carnegie
Generating Value

Four Dimensions:

- What does value mean to each of the partners? Can you quantify it?
- How do the partners create value for one another?
- How can partners keep a two-way balance in the exchange of values?
- What can be done to preserve and enrich the collaboration’s value?
Coming together is a beginning, staying together is progress, and working together is success.

Henry Ford
Managing The Relationship

Keys To Success:

- Trust building
- Timeline
- Focused attention
- Institutionalization
- Effective communication
  - Between
  - Outside
  - Within
- Learning relationship
- Accountability
Take-Home Read

The Speed of Trust

The 4 Cores of Credibility

1. Integrity
2. Intent
3. Capabilities
4. Results

COMPETENCE
CHARACTER

SELF
RELATIONSHIP
ORGANIZATIONAL
MARKET
SOCIETAL
### Example: Wilder Assessment

<table>
<thead>
<tr>
<th>Factor</th>
<th>2014</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Favorable political and social climate</td>
<td>4.0</td>
<td>4.5</td>
<td>13%</td>
</tr>
<tr>
<td>Unique purpose</td>
<td>3.5</td>
<td>4.4</td>
<td>26%</td>
</tr>
<tr>
<td>Members see collaboration as in their self-interest</td>
<td>3.8</td>
<td>4.2</td>
<td>11%</td>
</tr>
<tr>
<td>Skilled leadership</td>
<td>3.8</td>
<td>4.0</td>
<td>5%</td>
</tr>
<tr>
<td>Collaborative group seen as a legitimate leader in the community</td>
<td>3.4</td>
<td>3.9</td>
<td>15%</td>
</tr>
<tr>
<td>Multiple layers of decision-making</td>
<td>3.6</td>
<td>3.9</td>
<td>8%</td>
</tr>
<tr>
<td>Flexibility</td>
<td>3.4</td>
<td>3.9</td>
<td>15%</td>
</tr>
<tr>
<td>Ability to compromise</td>
<td>3.0</td>
<td>3.8</td>
<td>27%</td>
</tr>
<tr>
<td>Established informal relationships and communications links</td>
<td>3.5</td>
<td>3.8</td>
<td>9%</td>
</tr>
<tr>
<td>Appropriate cross section of members</td>
<td>3.6</td>
<td>3.7</td>
<td>3%</td>
</tr>
<tr>
<td>Concrete, attainable goals and objectives</td>
<td>3.3</td>
<td>3.7</td>
<td>12%</td>
</tr>
<tr>
<td>Adaptability</td>
<td>3.8</td>
<td>3.6</td>
<td>-5%</td>
</tr>
<tr>
<td>Open and frequent communication</td>
<td>2.9</td>
<td>3.6</td>
<td>24%</td>
</tr>
<tr>
<td>Shared vision</td>
<td>3.6</td>
<td>3.6</td>
<td>0%</td>
</tr>
<tr>
<td>Members share a stake in both process and outcome</td>
<td>2.9</td>
<td>3.3</td>
<td>14%</td>
</tr>
<tr>
<td>Sufficient funds, staff, materials, and time</td>
<td>3.1</td>
<td>3.3</td>
<td>6%</td>
</tr>
<tr>
<td>Mutual respect, understanding, and trust</td>
<td>2.8</td>
<td>3.2</td>
<td>14%</td>
</tr>
<tr>
<td>Appropriate pace of development</td>
<td>3.0</td>
<td>3.1</td>
<td>3%</td>
</tr>
<tr>
<td>Development of clear roles and policy guidelines</td>
<td>2.8</td>
<td>2.8</td>
<td>0%</td>
</tr>
<tr>
<td>History of collaboration or cooperation in the community</td>
<td>2.9</td>
<td>2.7</td>
<td>-7%</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>3.3</strong></td>
<td><strong>3.7</strong></td>
<td><strong>10%</strong></td>
</tr>
</tbody>
</table>
Guidelines for Collaborating Successfully

- Connection with Purpose and People
- Clarity of Purpose
- Congruency of Mission, Strategy, and Values
- Creation of Value
- Communication between Partners
- Continual Learning
- Commitment to Partnership
Final Thoughts

Collaboration Commandments

- Thou shalt not use the name “collaboration” in vain
- Thou shalt add value individually and collectively
- Honor thy competition
- Seek first to understand then to be understood
He Said, She Said - Finding the Common Ground Between Nonprofits and Board Members

Forward-to-a-Friend

A pressing challenge facing social sector organizations is the need to recruit dedicated and engaged board members. Yet, finding the “right” board members can be difficult. On one hand, nonprofits need board members with resources, experience, and passion. On the other hand, board members need to feel engaged and supported by the organization.

CHECK OUT THESE ADDITIONAL RESOURCES:

COLLABORATION COMMANDMENTS
socialimpactarchitects.com/collaboration-commandments

COOPETITION
socialimpactarchitects.com/coopetition

CHARTERS/GROUND RULES
socialimpactarchitects.com/pop-up-culture-how-ground-rules-team-charters-can-help-you-make-the-most-of-your-meeting

MEETINGS
socialimpactarchitects.com/effective-meeting-tips/