



Center for Sharing
Public Health Services
Rethinking Boundaries for Better Health

Collaboration Across Boundaries: Ten Compelling Ideas

Catherine Gerard

Program for the Advancement of Research on Conflict
and Collaboration

The Maxwell School of Syracuse University

Background on Research Project (Gerard, O'Leary,

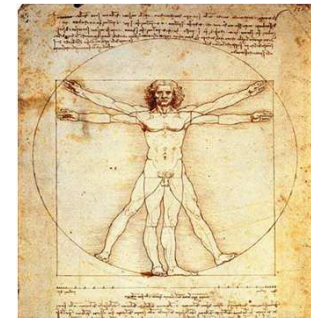
Mitchell)

Federal, Local and NGO Leaders: *The Collaborators Themselves*

- Do leaders use collaboration as a management strategy? Why?
- Success and Challenges
- What does it take?
- Examples
- Lessons

#1 Think DaVinci; Think Public Service

- Lateral thinking: creativity that stems from taking knowledge from one context or discipline and applying it to another
- DaVinci: art, science, engineering, mathematics, medicine, architecture
- Public service motivation: affective, instrumental, norm-based (Perry and Wise)



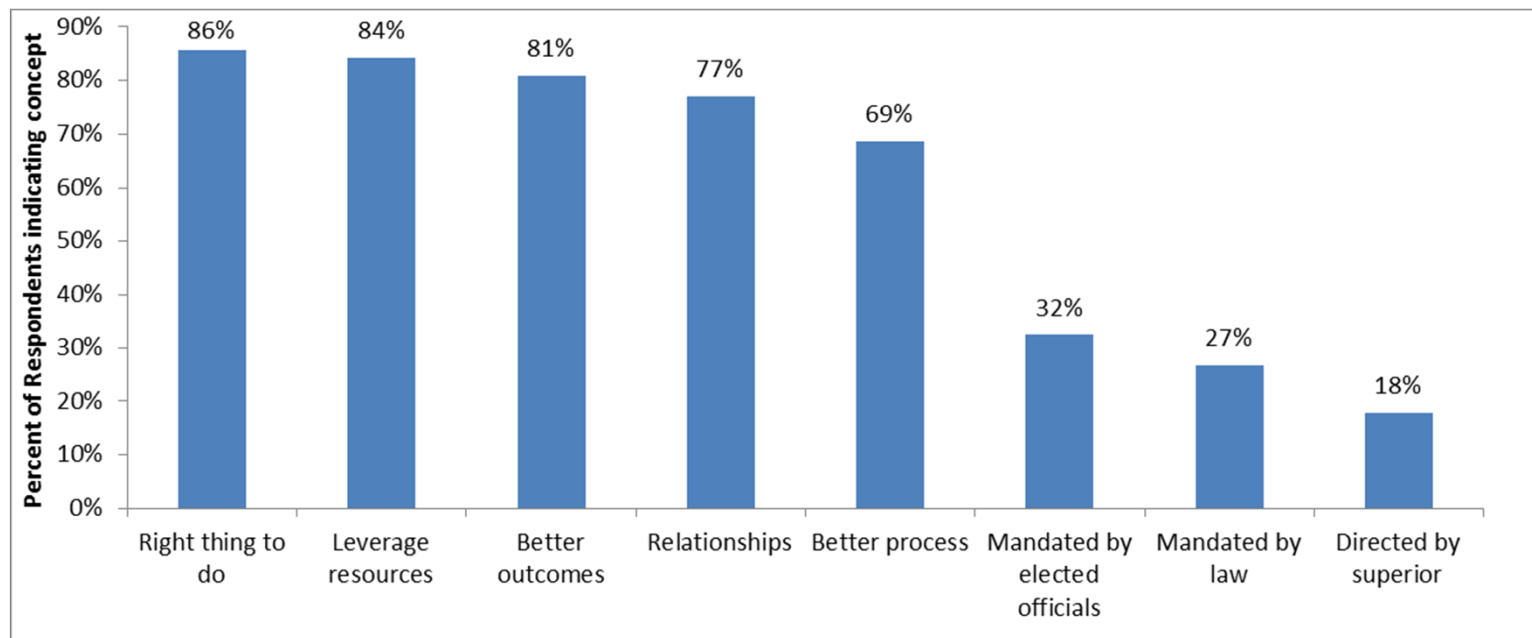
Human arm → bird's wing → flying machine

New Survey Results (for ICMA): 1400 Local Government Managers

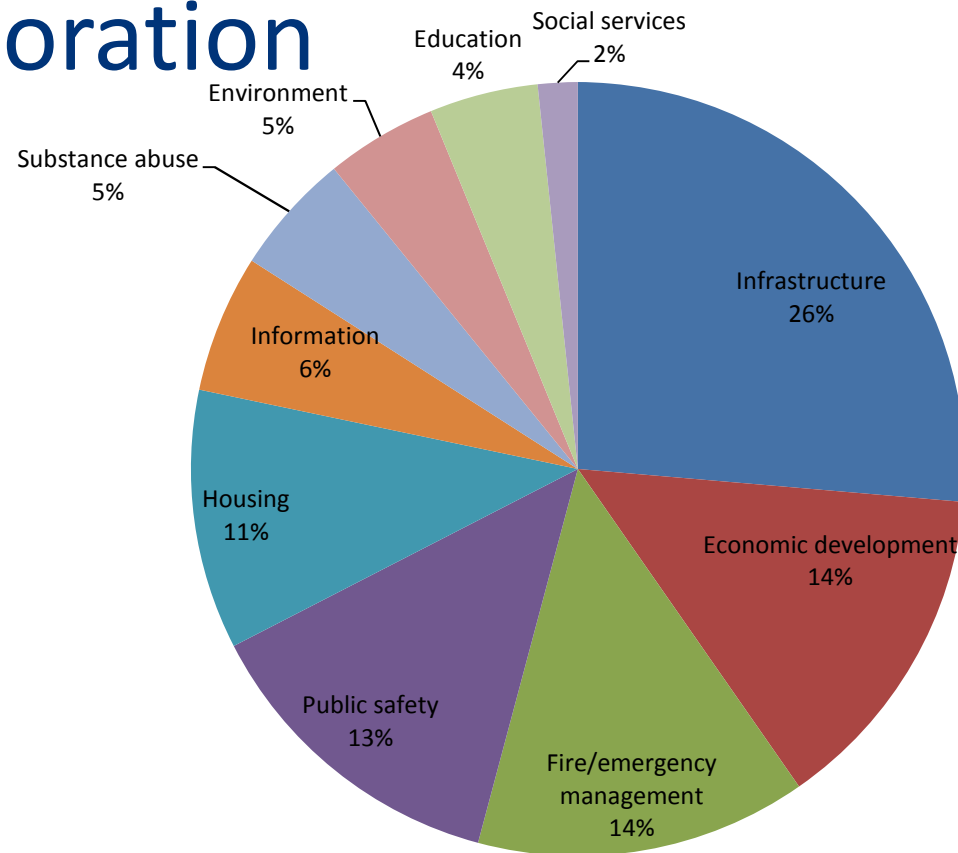
(O'Leary & Gerard 2013)

- 97% use collaboration as management and leadership strategy
- Why? 86% = “right thing to do”
- Why? 84% = leverage resources
- Why? Better performance outcomes (e.g., economic benefits, economies of scale)

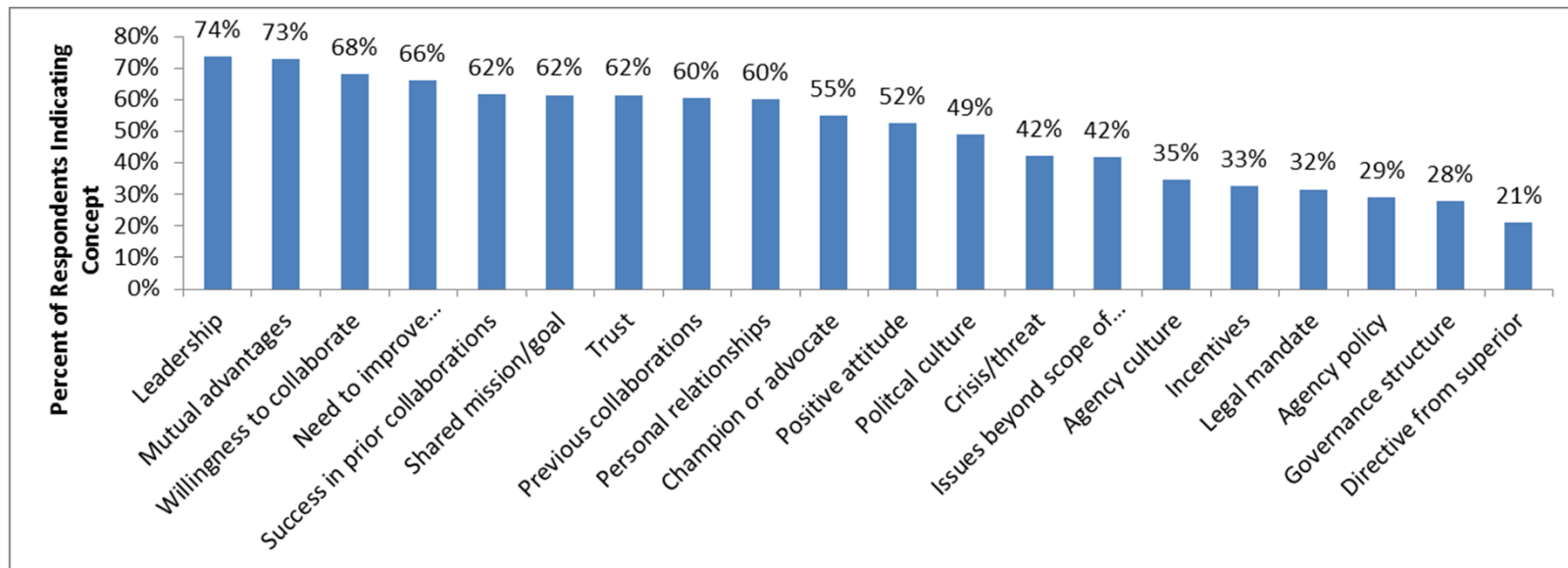
Why Collaborate?



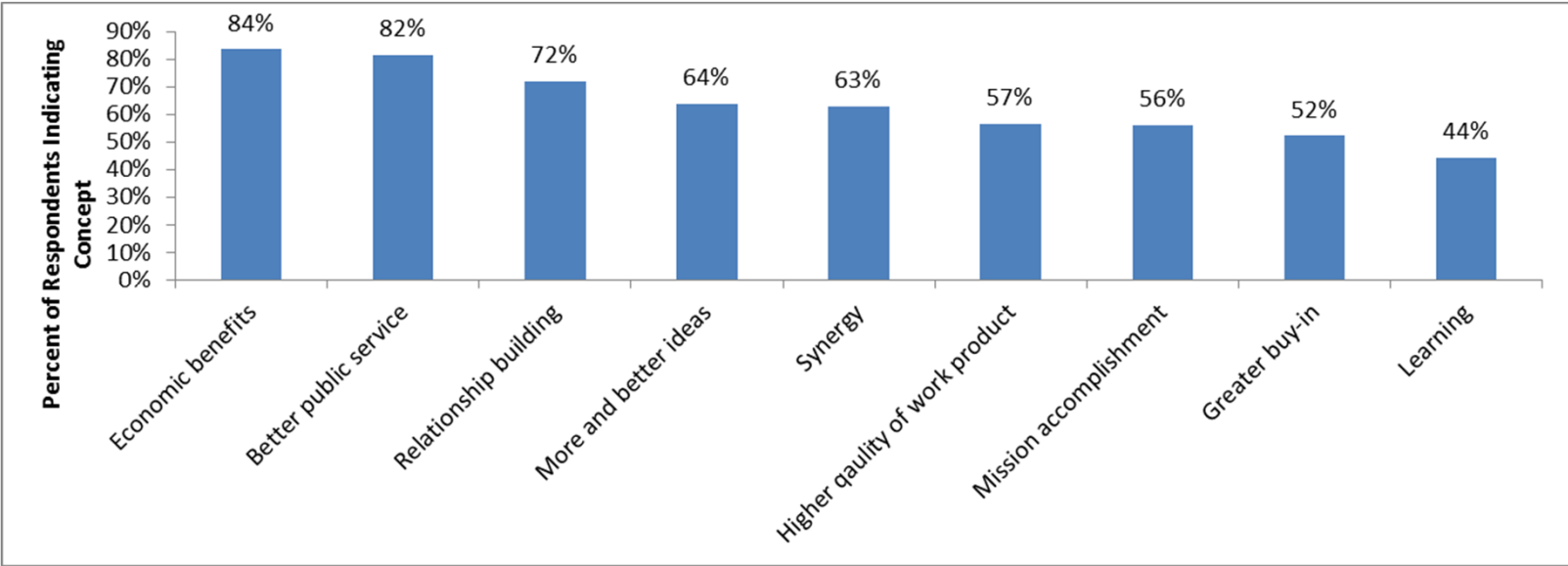
Policy and Service Areas of Collaboration



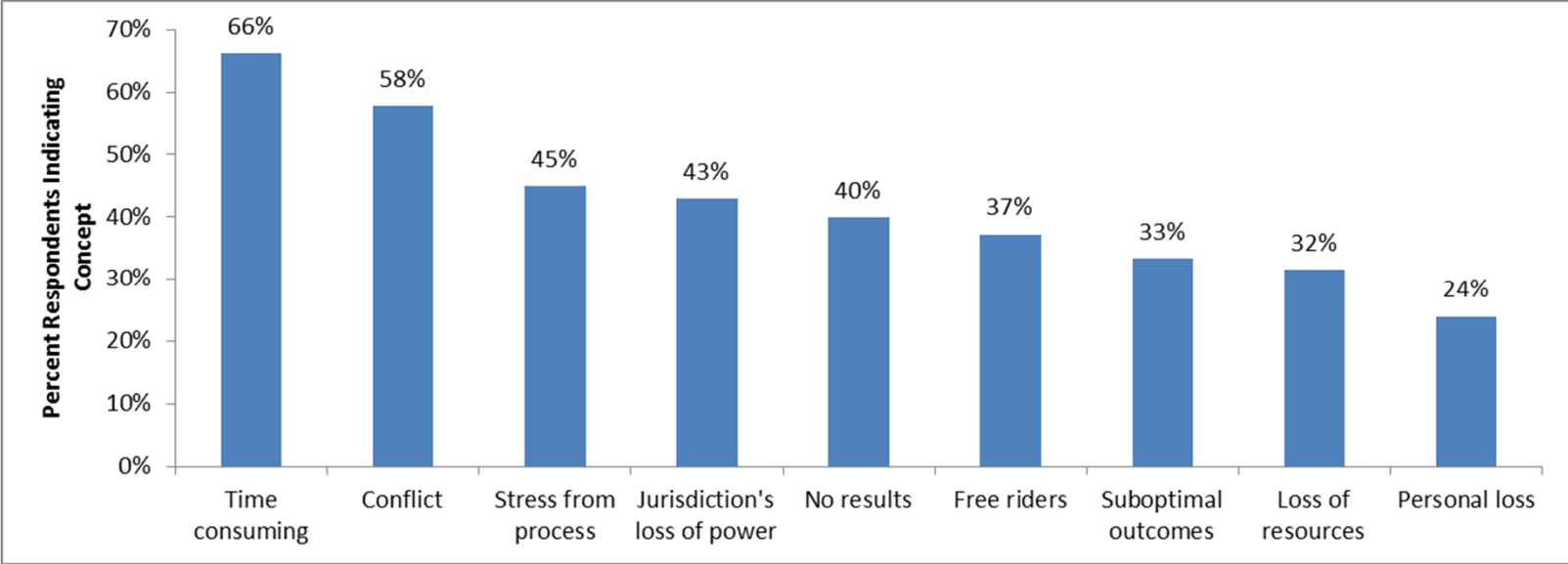
What Makes Collaboration Work?



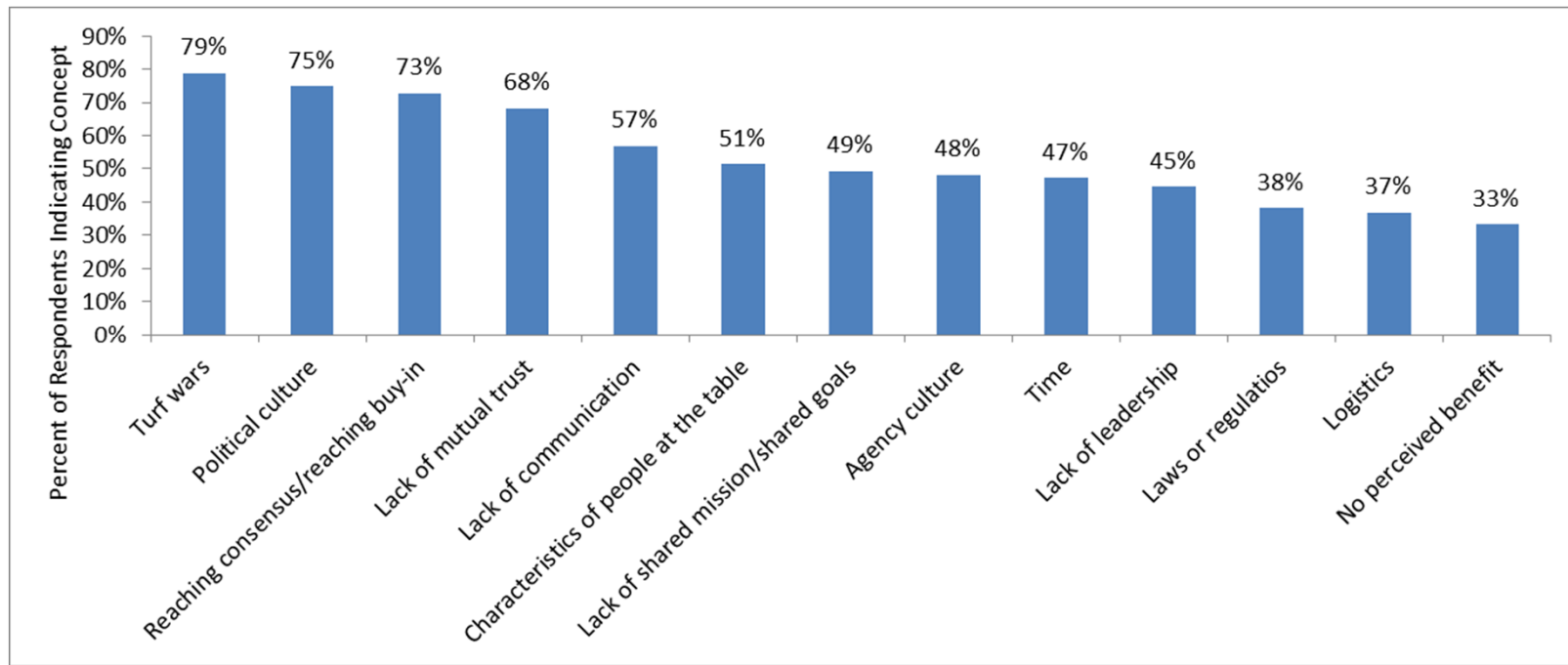
Positive Results of Collaboration



Negative Results of Collaboration



Challenges to Collaboration

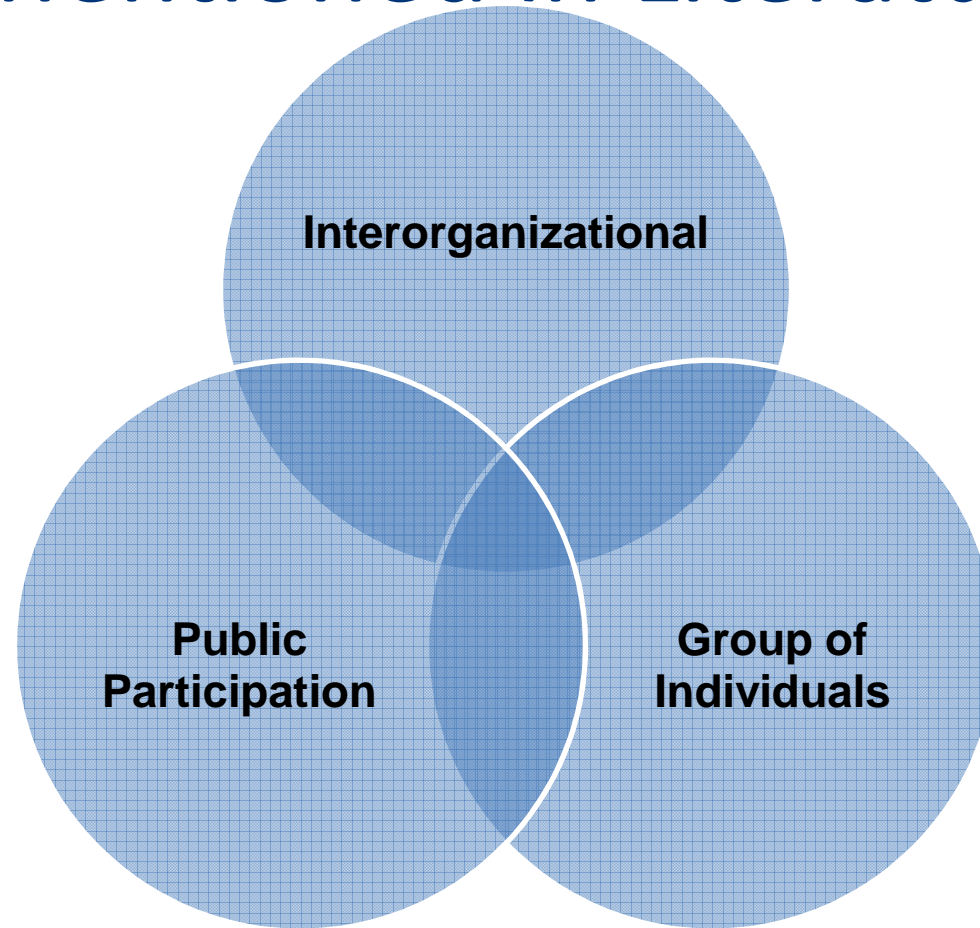




#2 “101 Definitions of Collaboration”

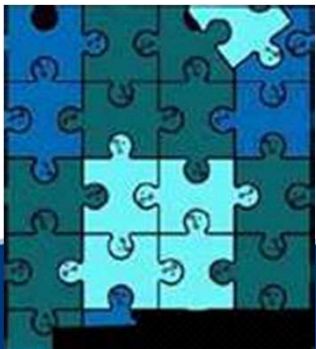
Collaboration means working across boundaries and in multi-organizational arrangements to solve problems that cannot be solved – or easily solved – by single organizations or jurisdictions. (O’Leary and Gerard)

Three Types of Collaboration Most Often Mentioned in Literature



Example: Interorganizational

- Revitalizing Neighborhood Health in Syracuse, NY
- Onondaga Health Department, St. Joseph's Hospital, Nojames Grocery, YMCA
- Provide fresh food, education, health programming in local grocery store
- Shared resources in finance, human resources, technology



Example: Interorganizational

“Bringing Health to the Table”

Syracuse clinic and grocer team up to boost health in the struggling Near Westside neighborhood



Example: Group of Individuals

(also includes work place teams)

- Young Professionals Network for the Arts
- Purpose: Develop the next generation of civic arts leaders
- Bring together volunteer-oriented young professionals to build arts above ground and below ground infrastructure in central Florida



(Source: www.e-parc.org and www.maxwell.syr.edu/parc/eparc)

Example: Public Participation

- Collaborative budgeting in Menlo Park, California (“Your City/Your Decision”)
- Phase One: Survey
- Phase Two: Community workshops.
- Findings: Community preference for combined approach of cost reductions, taxes, and fee increases (not reduction or service elimination).

(Source: www.cacities.org)



Collaborative Public Management: What is it?

Collaborative public management is a concept that describes the process of facilitating and operating in multiorganizational arrangements to solve problems that cannot be solved or easily solved by single organizations.

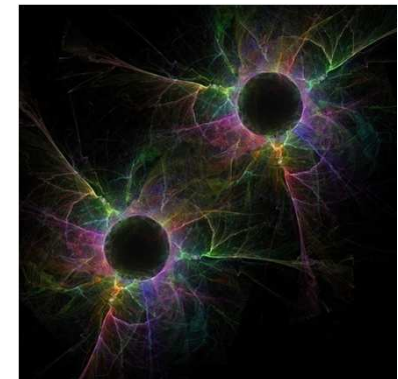


Agranoff and McGuire

Networks

Structures of interdependence, involving multiple nodes – agencies and organizations – with multiple linkages

- Can be formal or informal
- Public goods or services planned, designed, produced and delivered
- Public, private, non-profit



(O'Toole 1997; McGuire 2003; Agranoff 2004)

#3 Collaborative Public Management is Growing

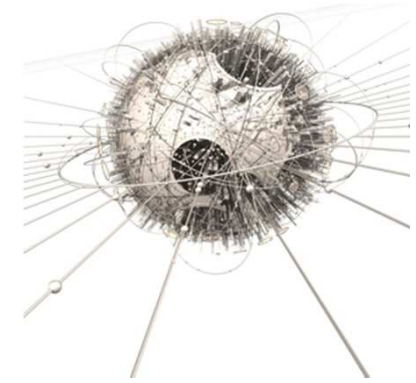
- Many public challenges are larger than one organization or jurisdiction
- New approaches to addressing public issues
- Doing more with less
- Technology is flattening hierarchy
- Changing views of leadership and management
- Greater role for public



#4 Collaboration is Challenging

- All networks/collaborations are not created equal
- Motivation to collaborate varies
- Collaboration not always wise
- Trend toward short-term “couplings”
- Calls for new management and leadership strategies and skills
- Paradox: Collaboration can yield conflict

The Complexity of Managing Organizational Networks



- Networks are interorganizational and interpersonal
- Multiple members
- Members bring both disparate and common missions
- Each network organization has a different organization culture
- Each network organization has a different method of operation

The Complexity of Managing Organizational Networks, con't.

- Network organizations usually have different stakeholder groups and different funders
- Network members have different degrees of power
- Often multiple issues
- Multiple forums for decision-making
- Variety of governance structures available to networks
- Conflict within network and with the public

Example

- Center for Disease Control national response to pandemic flu epidemic working with county health professionals, federal agencies, industry, consumer advocates, state governments, minority groups



#5 Collaboration creates a “Management Paradox”

- Those who work in networks must work both with autonomy and interdependence
- Members and networks have both common and diverse goals
- Members work with both a smaller number and a greater variety of groups
- Members need to be both participative and authoritative

Management Paradox, con't.

- Members need to see both the forest and the trees
- Members must balance advocacy and inquiry



Example

- State of Arizona – Wilderness Working Groups develop land management strategies for each local area. Bring together environmental advocates, ranchers and farmers, industry officials, and government representatives.



#6 Successful Collaboration depends on several factors

- Context
- Purpose and Mission
- Member Selection and Capacity Building
- Motivation and Commitment of the Collaborators
- Structure and Governance
- Power
- Accountability
- Communication
- Perceived Legitimacy
- Trust
- Information Technology
- Personal Attributes of Collaborators
- Other ?

#7 Importance of the Individual

- While organizations and established jurisdictions do formally collaborate, it is always in the form of managers and officials.

(Frederickson (2007))

- Effective collaboration is “deeply dependent” upon the skills of officials and managers. You are only as good as the person who represents you at the table.
- It is not just skills, it is the mindset!



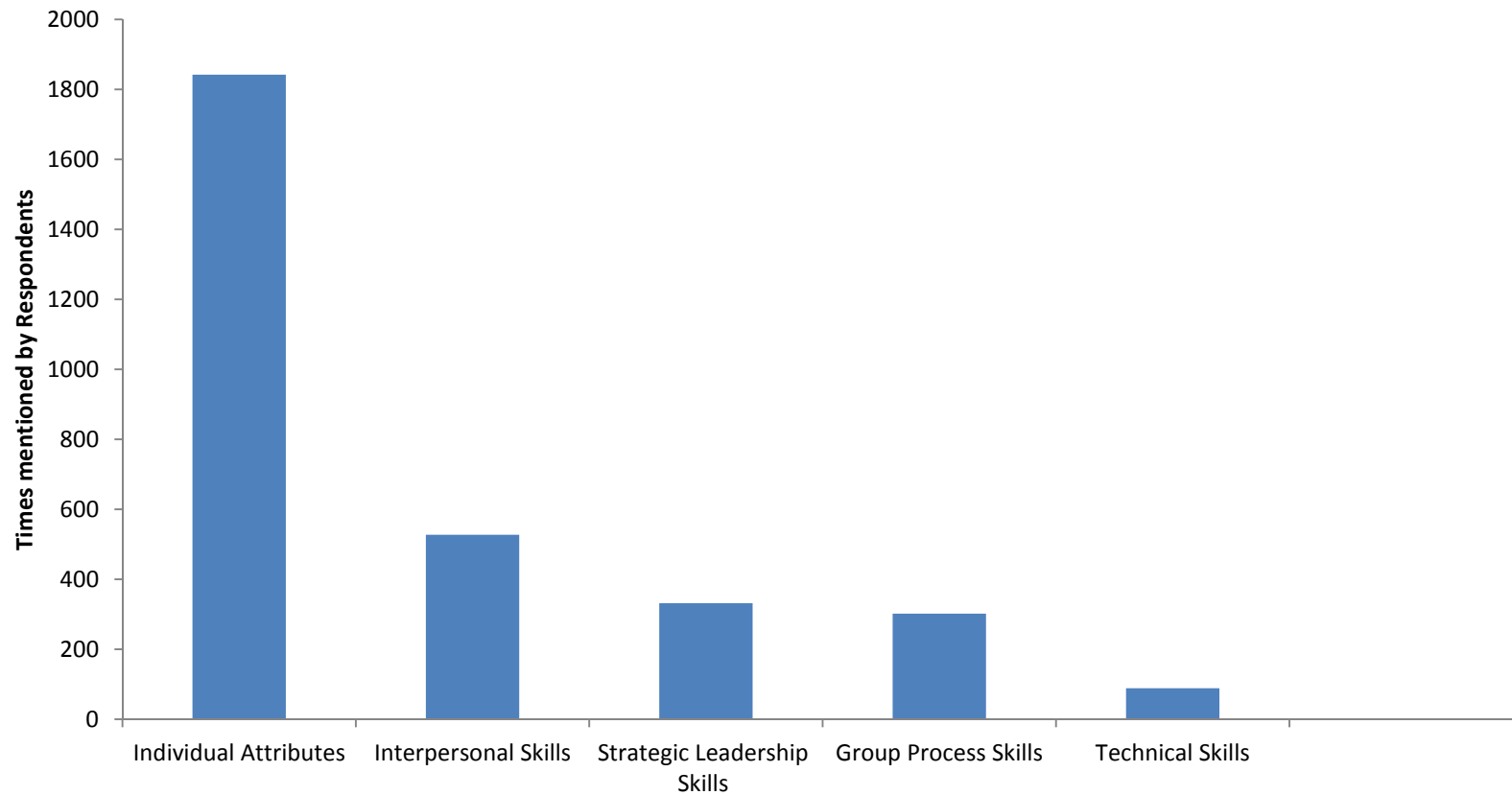
#8 The Leadership Challenge

- More than 90% of global executives surveyed last year by the Center for Creative Leadership said collaboration is vital for leadership success.
- But less than half of those same executives said the leaders in their organizations were actually good at it.

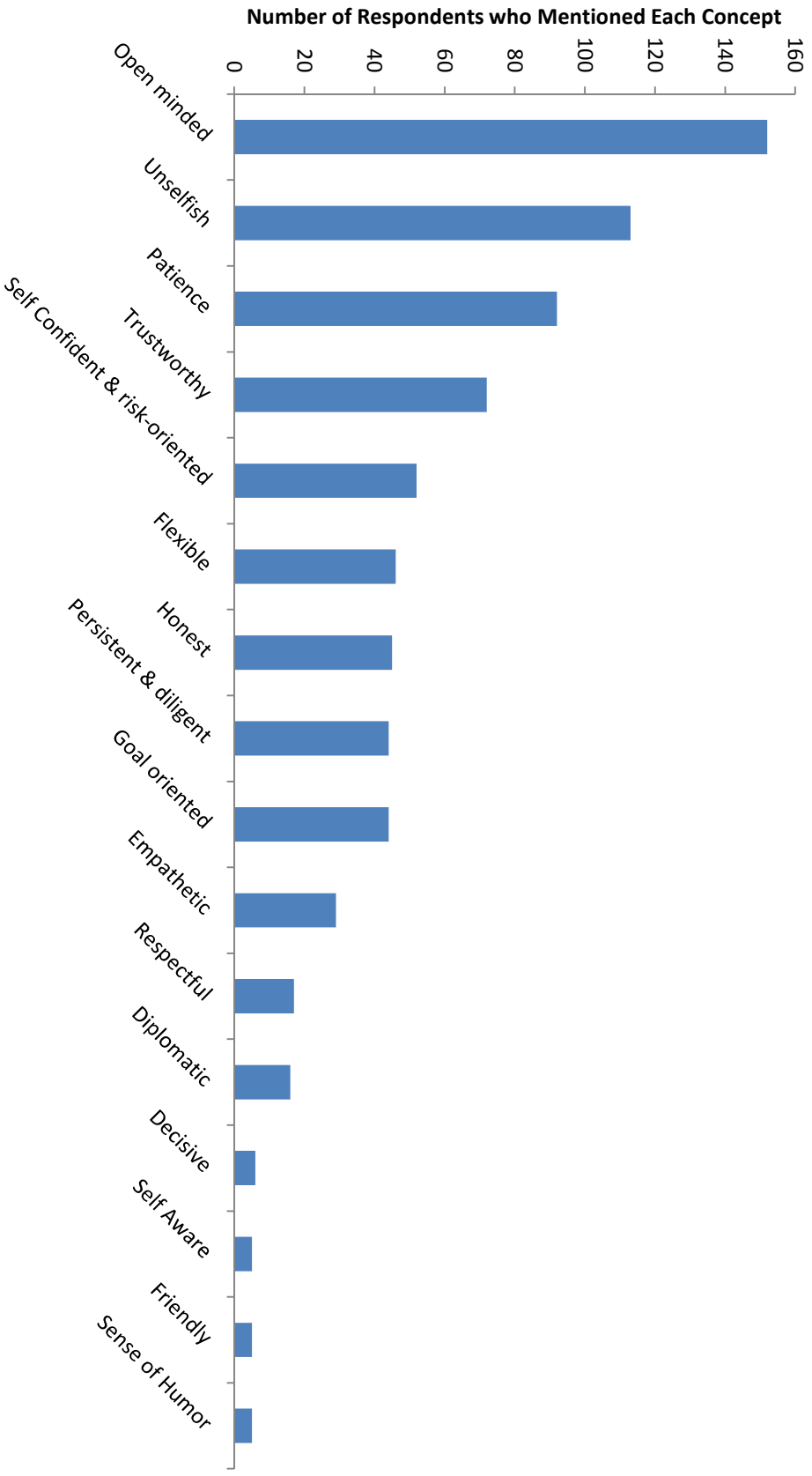
#9 “Leading When You Are Not In Charge”



Skillset of Collaborator (ICMA)



Individual Attributes



Solutions Often Transcend the Position of Any Single Participant

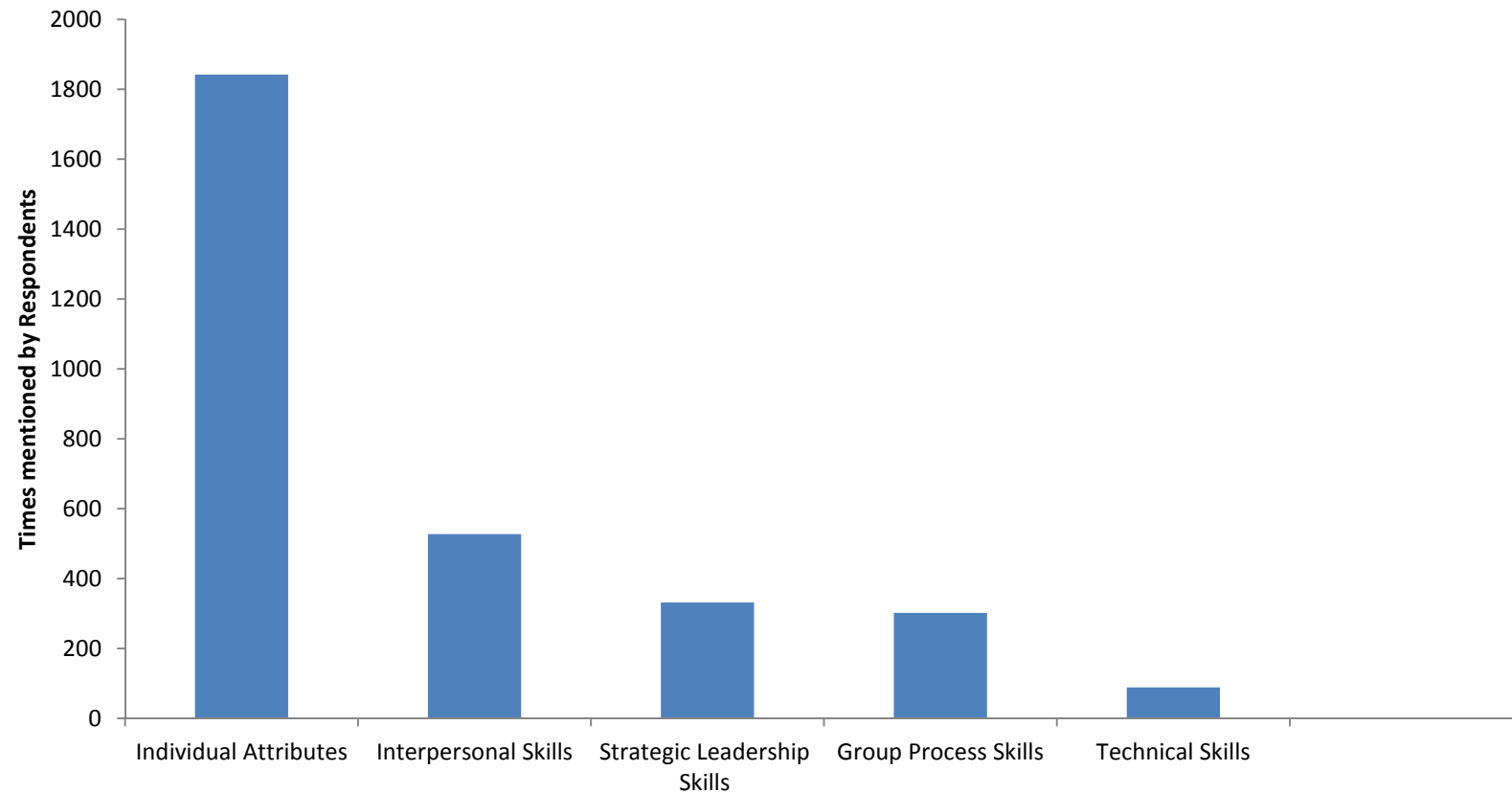
- Salamon (2005) “. . . [S]hifts the emphasis **from** management skills and the control of large bureaucratic organizations **to** enablement skills, the skills required to engage partners arrayed horizontally in networks, to bring multiple stakeholders together for a common end in a situation of interdependence.”

#10 Skills Needed to Collaborate Across Boundaries

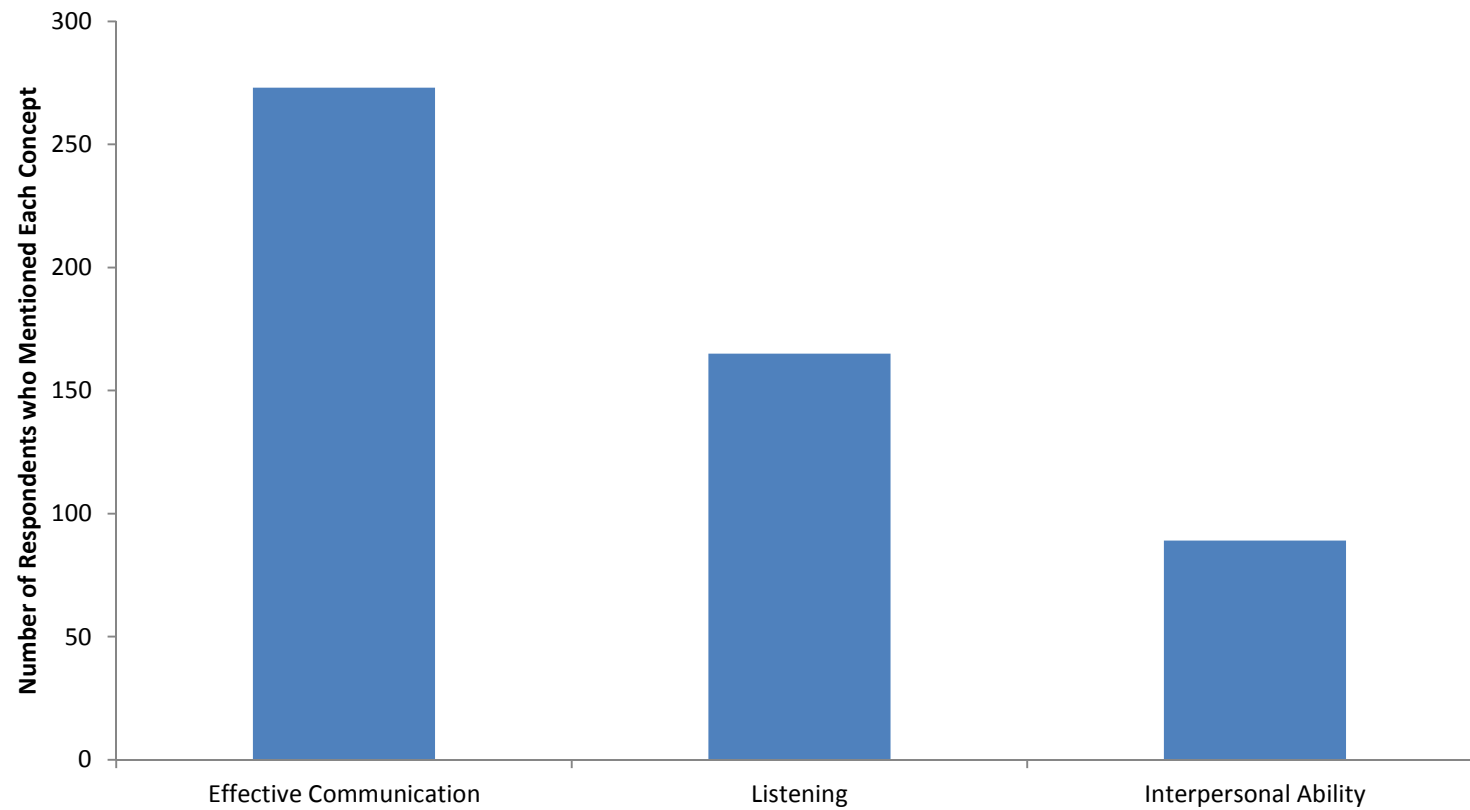
- Facilitation
- Collaborative problem solving
- Conflict management
- Negotiation
- Individual Attributes



Skillset of Collaborator (ICMA)



Interpersonal Skills



Example

- Departments of Energy, Interior, Commerce and Transportation developing national network to synchronize disparate weather observation systems

Top 10 Greatest Hits

- #1 Think DaVinci; think public service
- #2 101 Definitions of collaboration
- #3 Why collaboration is growing
- #4 Major challenges
- #5 Management paradox
- #6 Success factors
- #7 Importance of the individual
- #8 The shifting leadership challenge
- #9 Leading when you are not in charge
- #10 “New” skills



Please email me with your examples:

Catherine Gerard

Director, Program for the Advancement of Research on
Conflict and Collaboration

The Maxwell School of Syracuse University

cgerard@maxwell.syr.edu

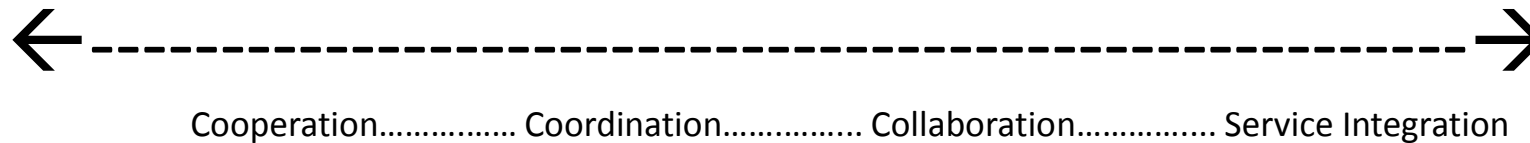




Backup Slide



Collaboration vs. Cooperation



(Selden, Sowa and Sandfort 2002; Keast, Brown, and Mandell 2007)