



# Collaboration as a Key to Success in the 21<sup>st</sup> Century

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# What are YOUR BIG questions?





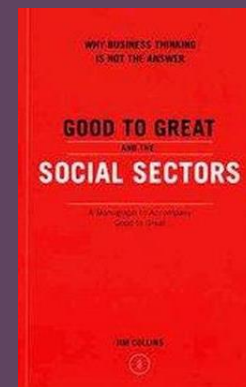
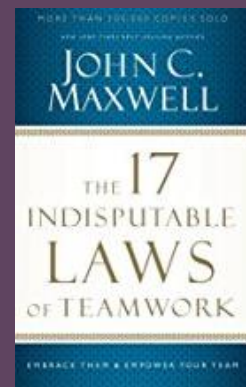
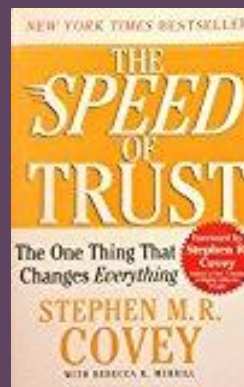
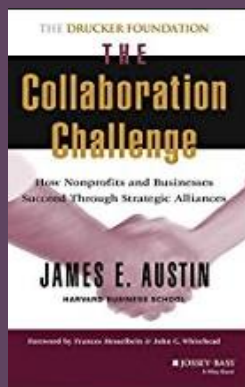
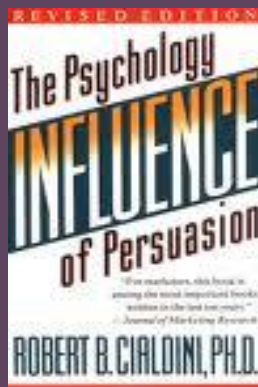
# Today's Workshop



Why?

What?

How?





# My Experience



Founded by the American Heart Association  
and the William J. Clinton Foundation



**NBCSL**

National Black  
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Legislators



**NATIONAL ASSOCIATION OF  
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# Why?



# Where Are Nonprofits Going?

**20th CENTURY**

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

**21st CENTURY**

- Impact-Focused
- Investor Model
- Results-Driven
- Sustainable
- Entrepreneurial



*Individually, we are one drop.  
Together, we are an ocean.*

Ryunosuke Satoro





# Recent Arts Headlines

The definition of art is ever-changing



## Millennials and Arts: Can We Do It Their Way?

BY KEN TABACHNICK OCT 4 2016  
DEVELOPMENT + IDEAS + NONPROFIT



Here they come.

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

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.

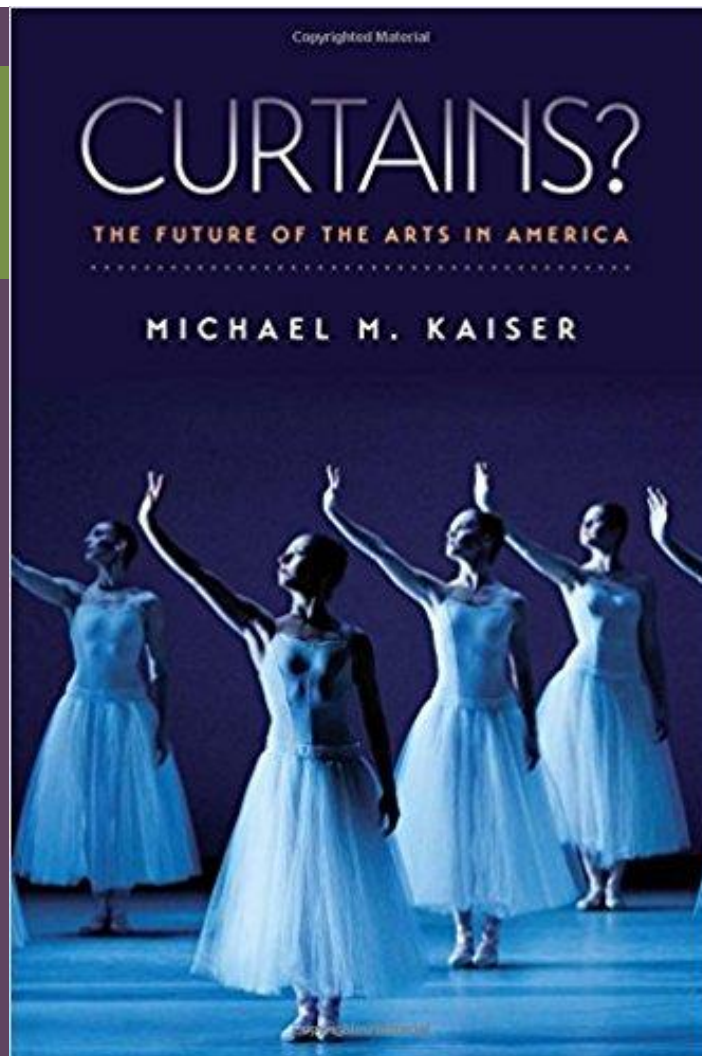


# Where Are Arts Groups Going?

## The (Possible) Future of Arts Organizations

*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

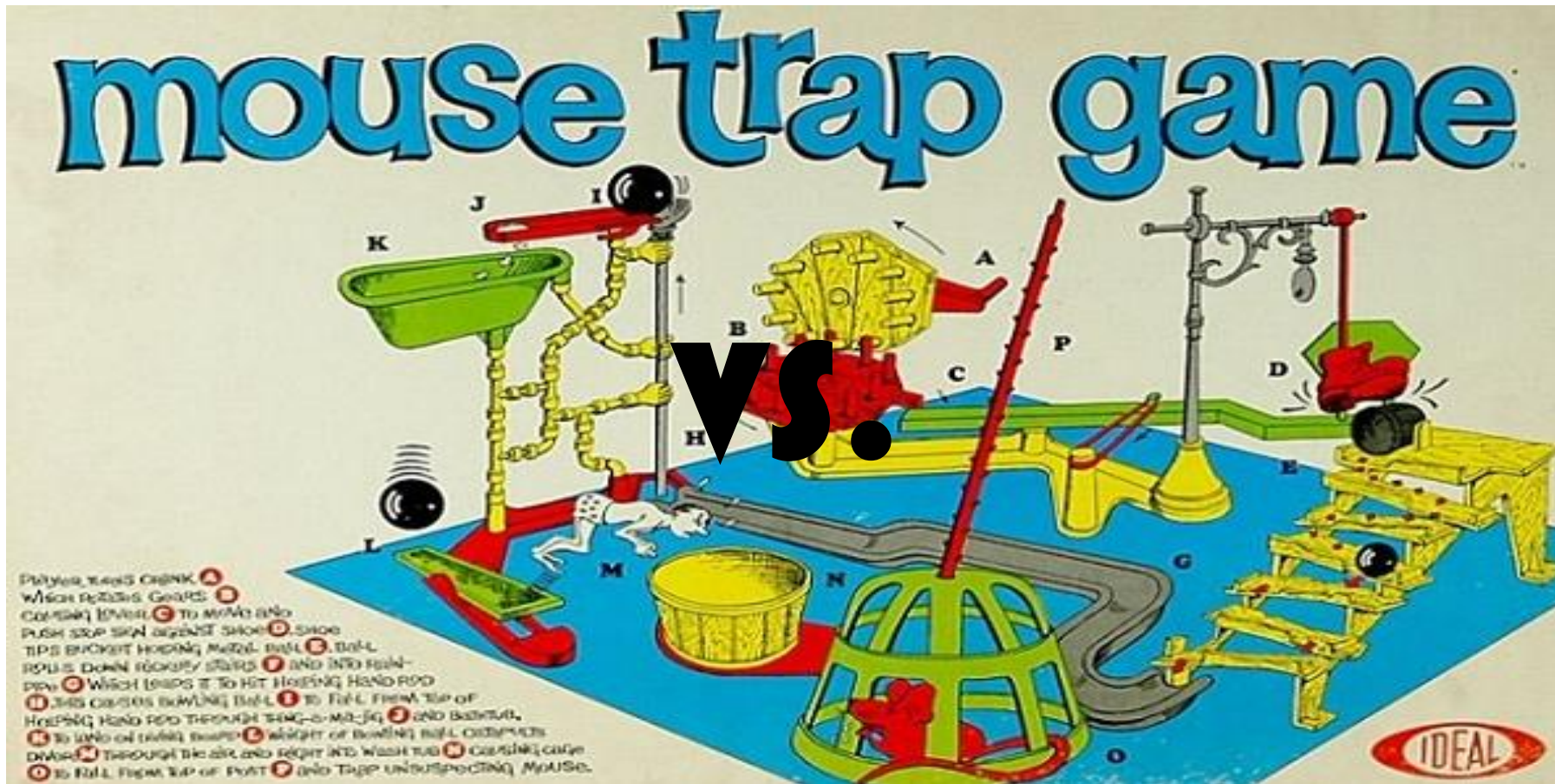




*shift***happens**



# Ego-Thinking versus Eco-Thinking



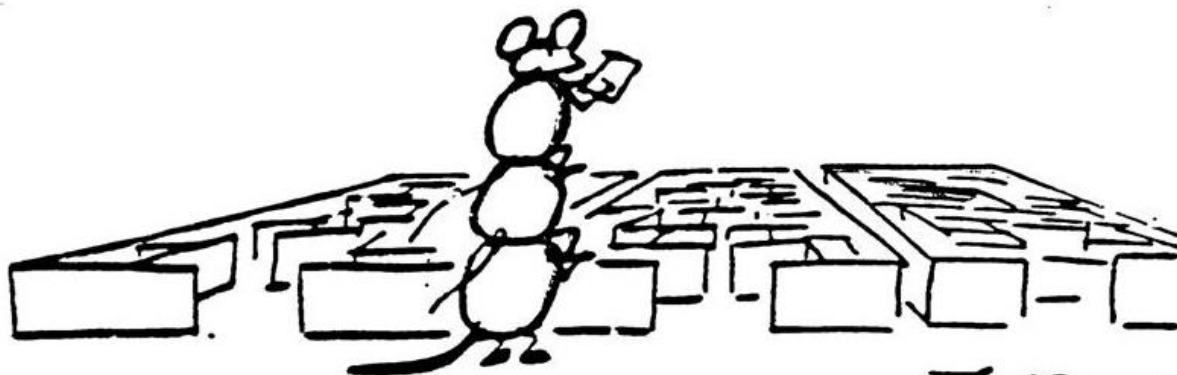
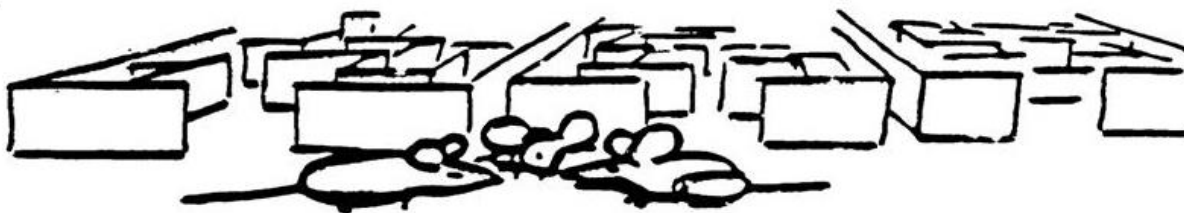
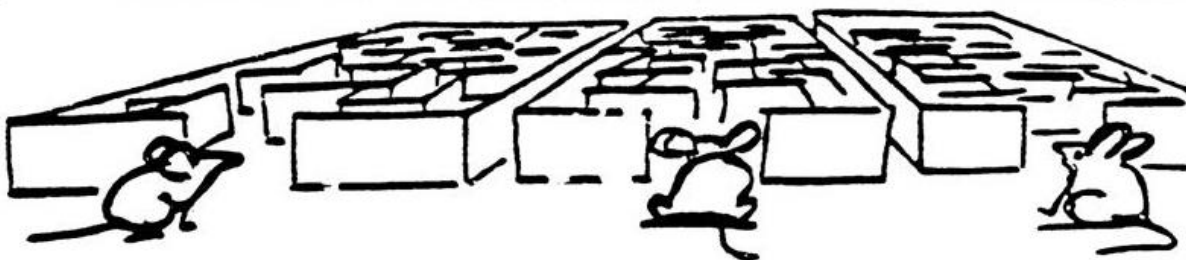


# How to Think About Future

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



# Strategic Collaboration Continuum

Networking		Cooperation		Coordination		Coalition		Alliance		Integration	
<ul style="list-style-type: none"> <li>Share ideas</li> <li>Exchange information</li> <li>Informal communications</li> </ul>		<ul style="list-style-type: none"> <li>Reach agreement on joint goal or activity</li> <li>Share responsibility &amp; decision-making</li> <li>Communicate as needed</li> </ul>		<ul style="list-style-type: none"> <li>Reach agreement on joint need</li> <li>Formalize needs &amp; responsibilities</li> <li>Share risks and rewards</li> <li>Communicate as a joint effort</li> </ul>		<ul style="list-style-type: none"> <li>Agree upon shared means to achieve goal</li> <li>Cultivate vision for success as group</li> <li>Create formal leadership</li> <li>Develop plan of action</li> <li>Share resources</li> </ul>		<ul style="list-style-type: none"> <li>Form a legal partnership with a fiscal lead</li> <li>Used for joint advocacy/programs or shared services</li> <li>Determine clear accountability</li> <li>Share resource formally</li> </ul>		<ul style="list-style-type: none"> <li>Form a new legal structure, including joint venture, parent-subsidiary, or merger.</li> <li>Develop new policies and procedures to ensure mission impact and financial sustainability</li> <li>Create new leadership structures</li> <li>Communicate new brand &amp; vision</li> </ul>	
COMMON FOCUS		COMMON GROUND		COMMON PROJECT		COMMON IDENTITY		COMMON STRATEGY		COMMON BUSINESS MODEL	
<b>Example:</b> Two nonprofit leaders met for lunch on occasion and share notes on programs, community, or new thinking.		<b>Example:</b> Two social sector leaders – one in nonprofit and another in government – agree to refer clients to each other and share data on success.		<b>Example:</b> Three arts organizations – all with events celebrating XYZ Month – work together on joint marketing and communications.		<b>Example:</b> Many social sector leaders come together to push common agenda and have an agreed upon action plan.		<b>Example:</b> Two nonprofit leaders who have a long-term relationship decide to share staff member or co-locate at facility.		<b>Example:</b> Two or more nonprofits legally merge into a single organization.	
Forms Of Collaboration								Strategic Restructuring			

*Possible Collective Impact Initiatives*

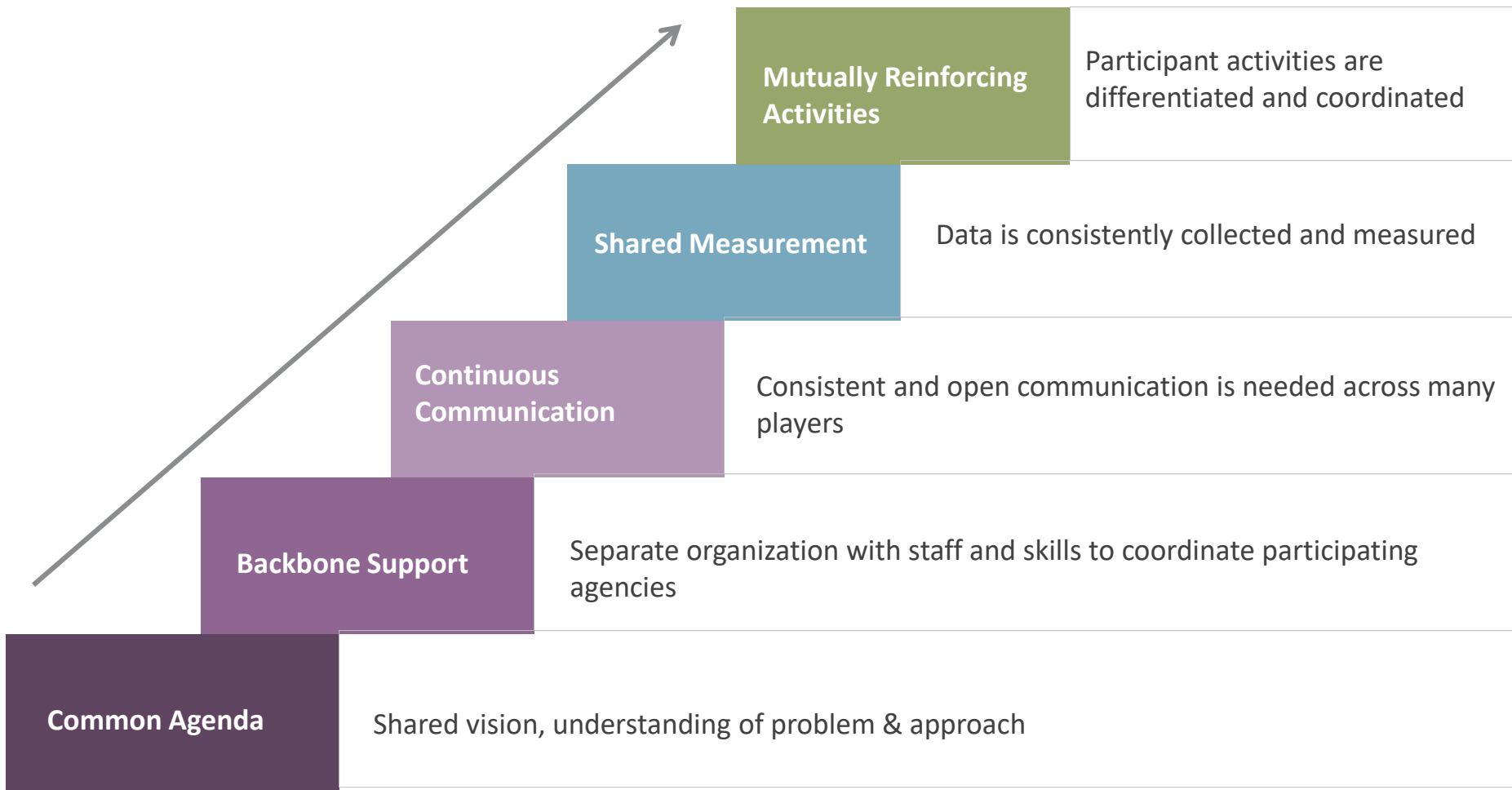


Informal Structure & Process

Formal Structure & Process



# Collective Impact





*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 relationships 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.

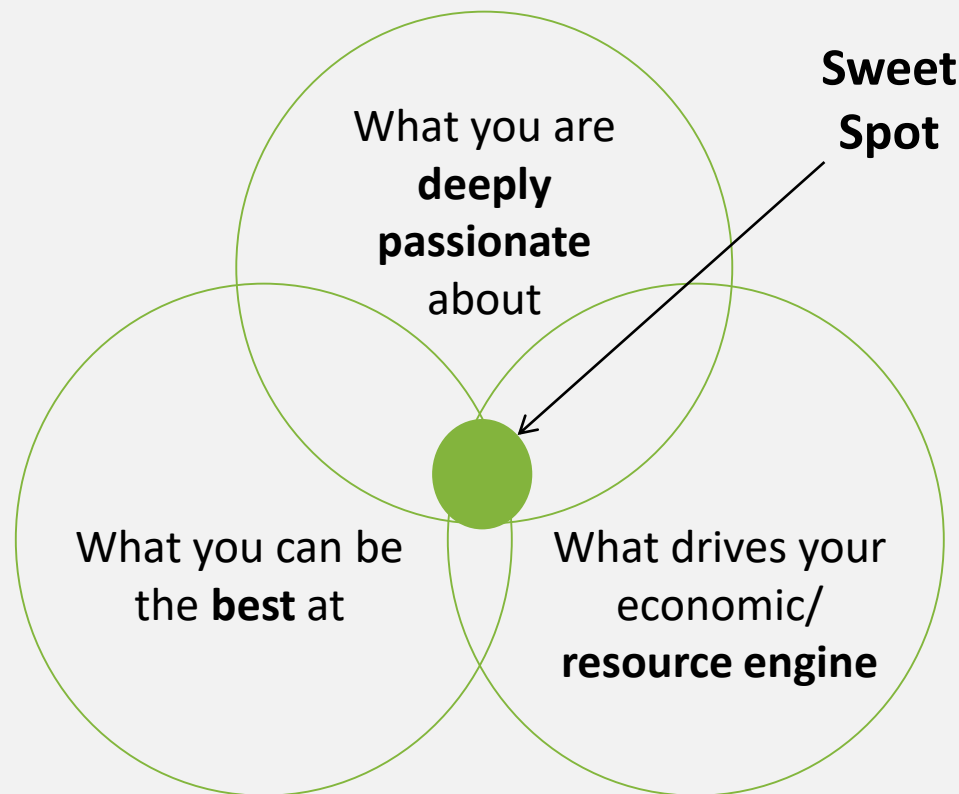


# The Hedgehog Concept

## The Hedgehog Strategy

*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





# 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.

Potential Collaborating Need	Possible Partners





*Alone we can do so little; together we can do so much.*

Helen Keller 





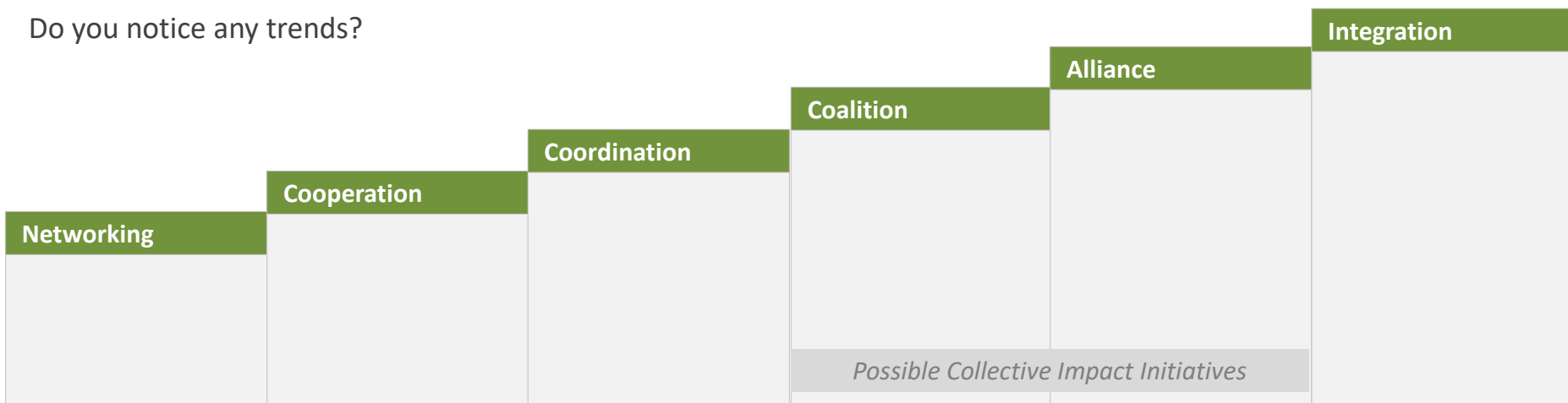
# Collaboration Assessment Exercise

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

Collaborations	Type

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

Do you notice any trends?





# How?



# Our Guide: The Collaboration Challenge

21st century is “AGE OF ALLIANCE”

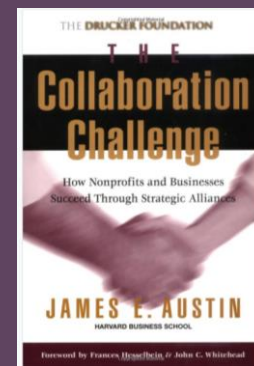


## WHY?

Macro-level forces  
Economic, political, and social forces

## BENEFITS

Cost savings  
Economy of scale  
Synergies





# How We Currently Collaborate

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



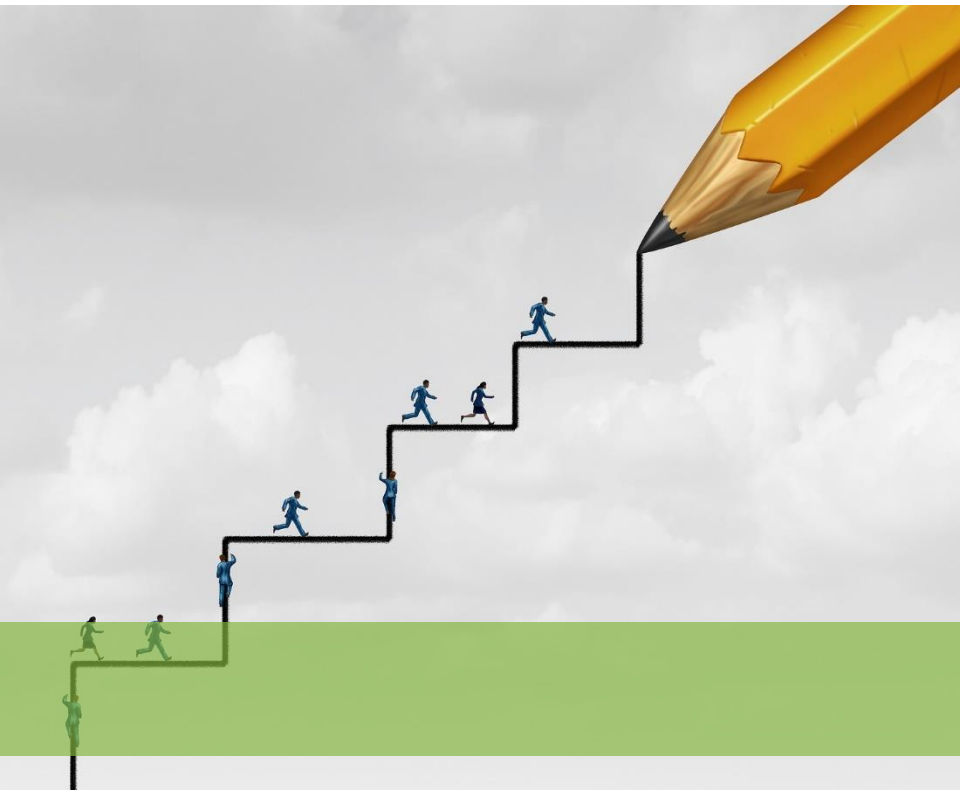
# Collaboration = Activity + Behavior







# 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

## Collaboration Scale

LOW: Transactional

HIGH: Integrated

Level of Engagement	Low	→	High
Importance to Mission	Peripheral	→	Strategic
Magnitude of Resources	Small	→	Big
Scope of Activities	Narrow	→	Broad
Interaction Level	Infrequent	→	Intensive
Managerial Complexity	Simple	→	Complex
Strategic Value	Modest	→	Major



# Collaboration Assessment Exercise

## 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?

Answers: High – Medium – Low

Yes - No

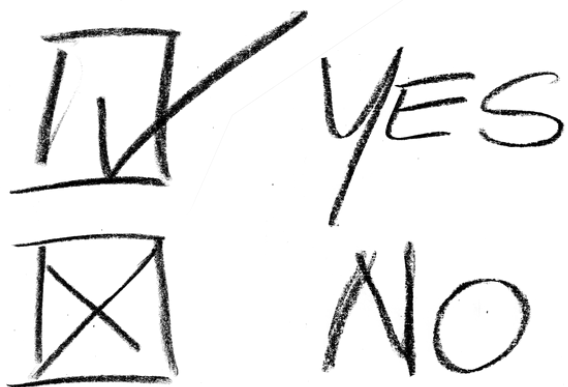
Collaboration	Level of Engagement	Importance to Mission	Magnitude of Resources	Scope of Activities	Interaction Level	Managerial Complexity	Strategic Value	Enhance or Sunset?
Example	High	Low	High	Low	Low	High	Low	Sunset



# Making The Connection

Nonprofit style

match<sup>♥</sup>



## 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

### STRATEGY

#### 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

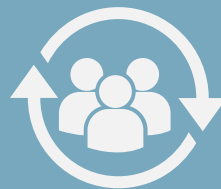
## GOALS



### 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 publically 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

## Collaboration Goals

### COLLABORATION GOALS

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.

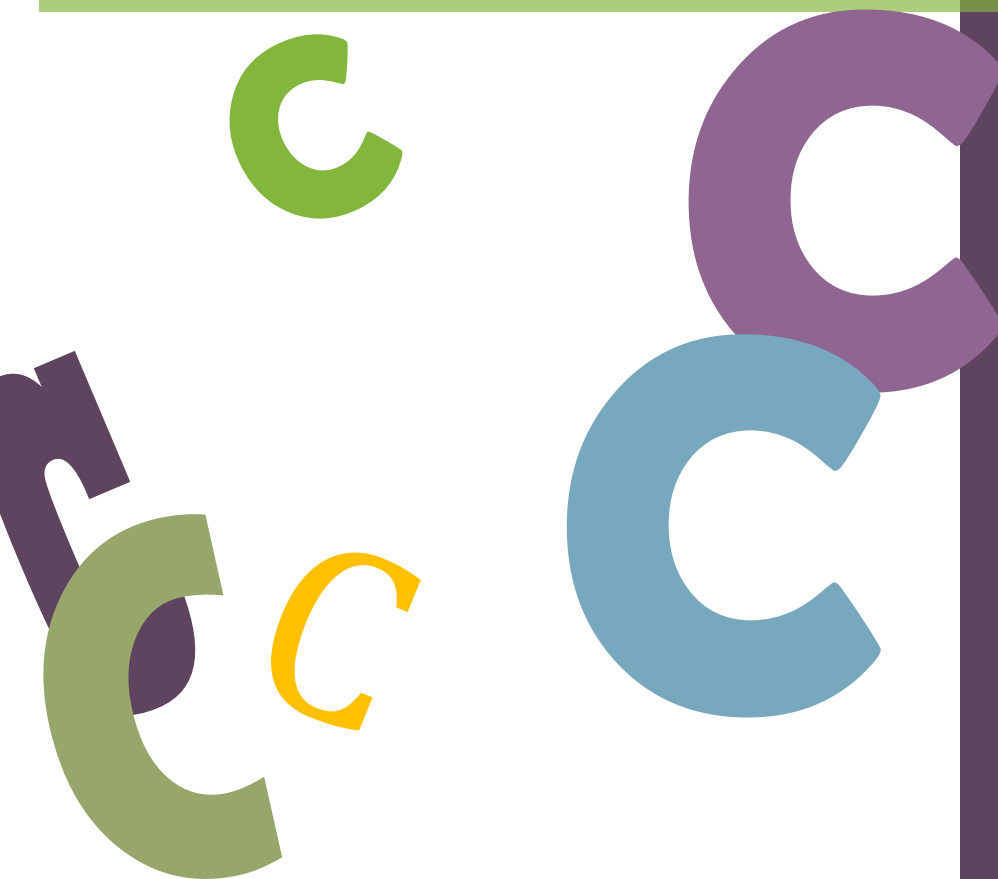
GREAT BOARDS = ACTIVITY + BEHAVIOR





# Death by Meetings

## 6 Cs of Energetic Meetings



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



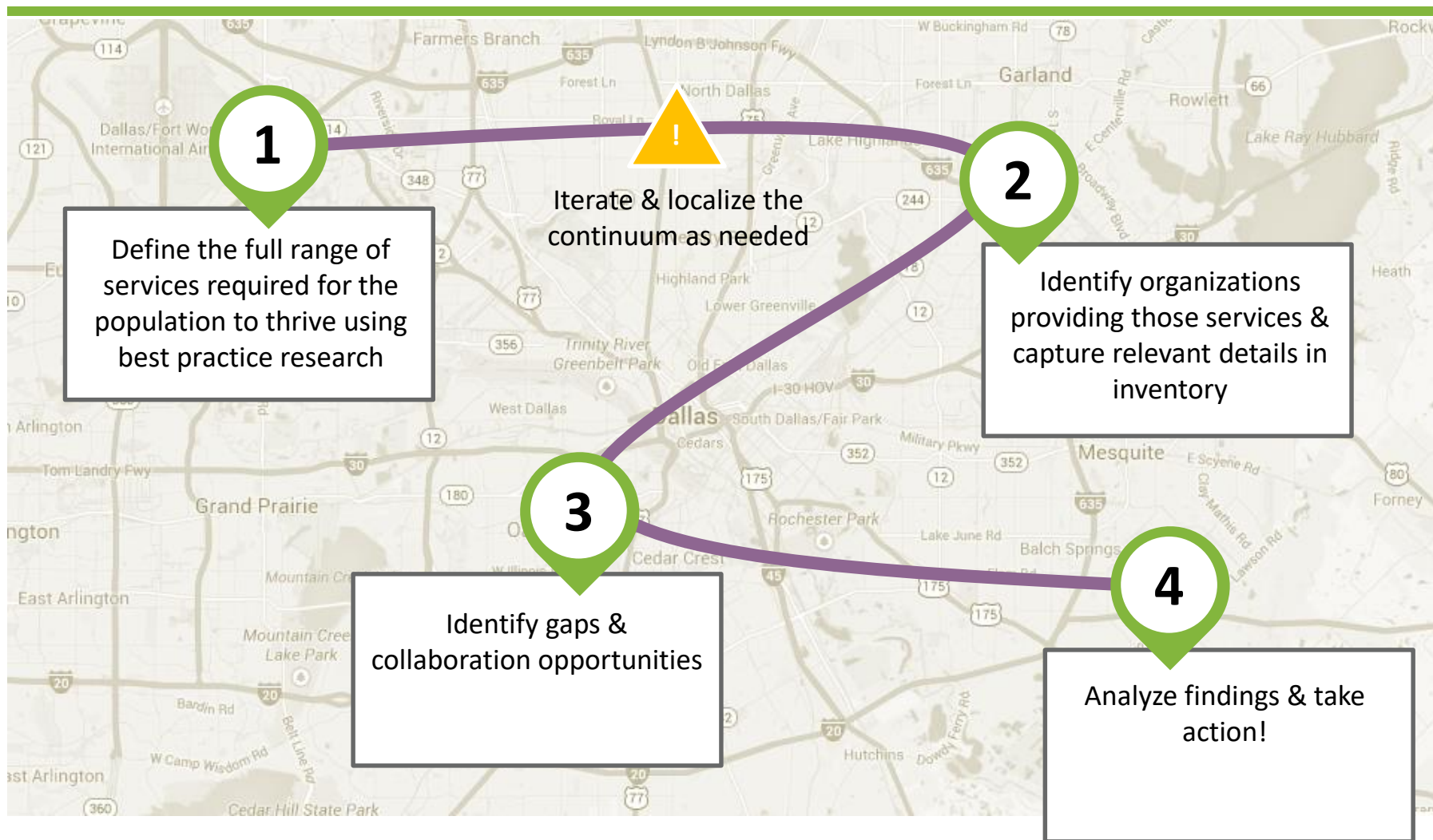
# Growing Together



- Conduct shared visioning
- Establish a quick-win
- Develop after-action review
- Discuss budget for collaboration
- Discuss risks to collaboration

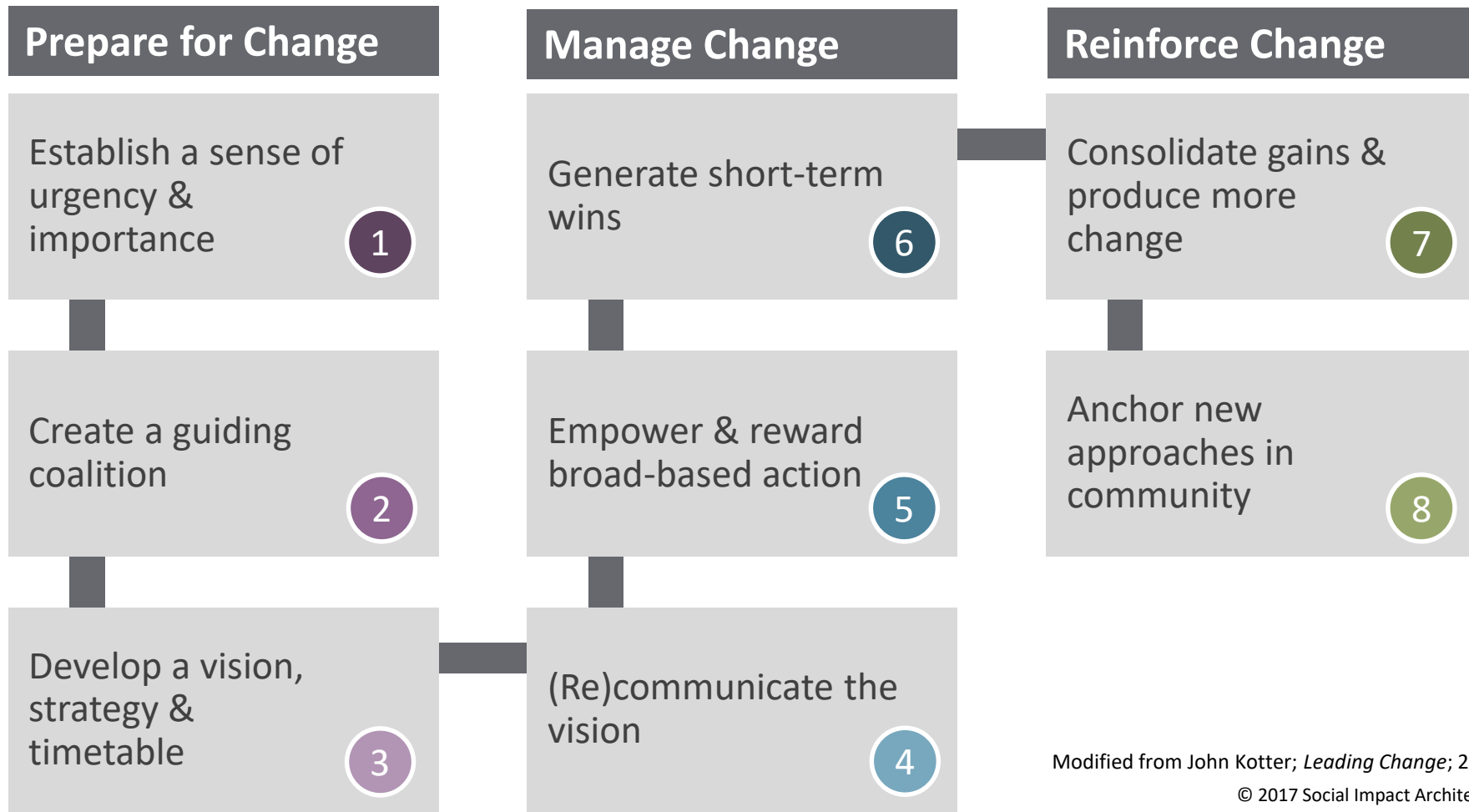


# Example: Ecosystem Mapping Methodology





# Reminder: Steps to Change Management



Modified from John Kotter; *Leading Change*; 2012

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*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?



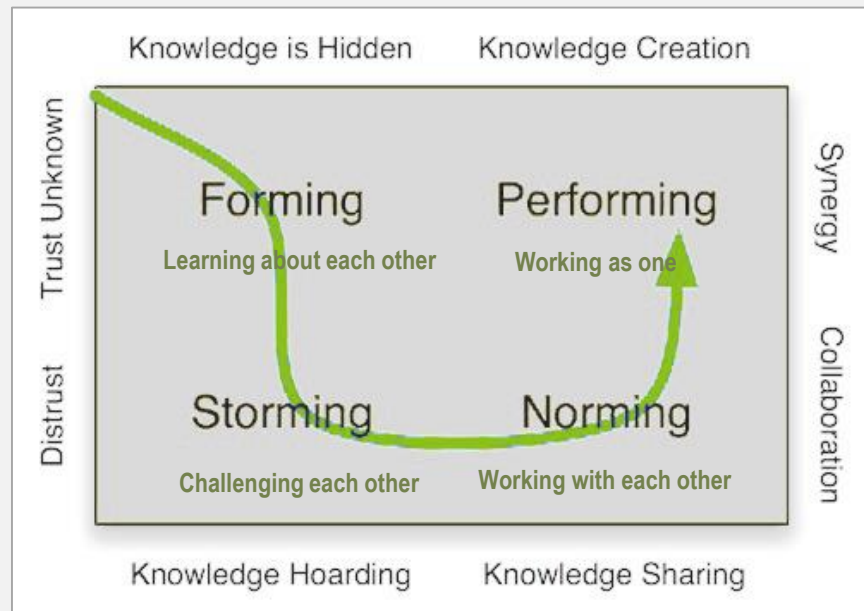
# Tuckman's Stages of Development

*Coming together is a beginning, staying together is progress, and working together is success.*

Henry Ford



## Tuckman's Stages of Development







# 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



COMPETENCE

CHARACTER



# Example: Wilder Assessment

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

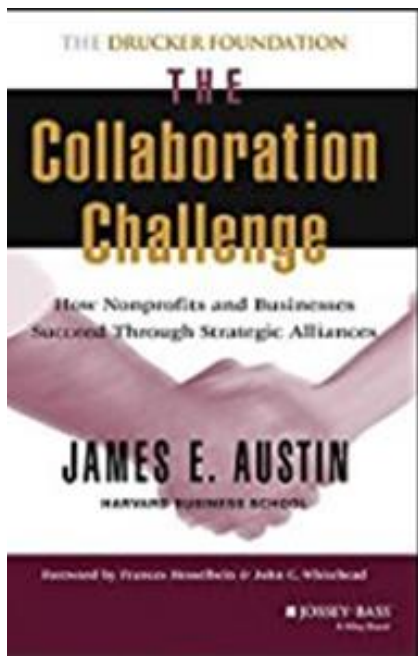
**Key:**

- = Positive indicator
- = Negative indicator



# Summary

## 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



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**CHECK OUT THESE ADDITIONAL RESOURCES:**

**COLLABORATION COMMANDMENTS**

[socialimpactarchitects.com/collaboration-commandments](http://socialimpactarchitects.com/collaboration-commandments)

**COOPETITION**

[socialimpactarchitects.com/coopetition](http://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](http://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/](http://socialimpactarchitects.com/effective-meeting-tips/)