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Cumberland Collaborates!

Springhill, Nova Scotia

April 26, 2006

1. What is Collaboration?
 - a. **Collaboration.** . . is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards (from: Collaboration - what makes it work. - 2nd ed. Amherst H. Wilder Foundation).
2. Why Collaborate?
 - a. We recognize old methods aren't solving old or new problems.
 - b. Working closely with other organizations helps us improve ourselves.
 - c. The "space" between and beyond our mandates can only be filled by concerted action (a response to increasing social complexity).
 - d. It strengthens and models community development.
3. What are the factors that influence the success of collaboration?
 - a. Environment:
 - i. History of Collaboration or cooperation in the community
 - ii. Collaborative group seen as a legitimate leader in the community
 - iii. Favourable political and social climate
 - b. Membership Characteristics:
 - i. Mutual respect, understanding and trust
 - ii. Appropriate cross section of members
 - iii. Members see collaboration as in their self-interest
 - iv. Ability to compromise

- c. Process and Structure:
 - i. Members share a stake in both process and outcome
 - ii. Multiple layers of participation
 - iii. Flexibility
 - iv. Development of clear roles and policy guidelines
 - v. Adaptability
 - vi. Appropriate pace of development
 - d. Communication:
 - i. Open and frequent communication
 - ii. Established informal relationships and communication links
 - e. Purpose:
 - i. Concrete, attainable goals and objectives
 - ii. Shared vision
 - iii. Unique purpose
 - f. Resources:
 - i. Sufficient funds, staff, materials, and time
 - ii. Skilled leadership
4. A special word: Leadership!
 - a. See hand out on catalytic leadership
 5. What is our current capacity to collaborate in Cumberland?
 - a. In groups, each member completes the "Collaboration Factors Inventory" according to instructions given.
 - b. After scoring (averaging the score in each factor), groups will discuss:
 - i. Which 2 factors they consider to be Cumberland's greatest strengths (2 highest scores)
 - ii. Which 2 factors they consider to be Cumberland's greatest challenges (2 lowest scores)
 - iii. What aspects of "catalytic leadership" do I contribute to this community of Cumberland service providers and agencies?
 - c. Groups will report back to the larger group for discussion of Cumberland's strengths and challenges and need for catalytic leadership
 6. What "Issue" that currently lies between and beyond our mandates is most pressing to the citizens of Cumberland?
 7. What collaborative "Initiative" or "Partnership" could we imagine to begin to address this issue?
 8. Wrap up and evaluation of the morning.

The Wilder Collaboration Factors Inventory

Name of Collaboration Project

Date

If you have been asked to provide your name or the name of your organization, please do so below.

Respondent Name

Organization

Include your name or the name of your organization on the line above only if instructed to do so.

Statements about Your Collaborative Group

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree
<i>History of col- laboration or cooperation in the community</i>	1. Agencies in our community have a history of working together.	1	2	3	4	5
	2. Trying to solve problems through collaboration has been common in this community. It's been done a lot before.	1	2	3	4	5
<i>Collaborative group seen as a legitimate leader in the community</i>	3. Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.	1	2	3	4	5
	4. Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work.	1	2	3	4	5
<i>Favorable political and social climate</i>	5. The political and social climate seems to be "right" for starting a collaborative project like this one.	1	2	3	4	5
	6. The time is right for this collaborative project.	1	2	3	4	5
<i>Mutual respect, understanding, and trust</i>	7. People involved in our collaboration always trust one another.	1	2	3	4	5
	8. I have a lot of respect for the other people involved in this collaboration.	1	2	3	4	5
<i>Appropriate cross section of members</i>	9. The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.	1	2	3	4	5
	10. All the organizations that we need to be members of this collaborative group have become members of the group.	1	2	3	4	5
<i>Members see col- laboration as in their self-interest</i>	11. My organization will benefit from being involved in this collaboration.	1	2	3	4	5

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree
<i>Ability to compromise</i>	12. People involved in our collaboration are willing to compromise on important aspects of our project.	1	2	3	4	5
<i>Members share a stake in both process and outcome</i>	13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	1	2	3	4	5
	14. Everyone who is a member of our collaborative group wants this project to succeed.	1	2	3	4	5
	15. The level of commitment among the collaboration participants is high.	1	2	3	4	5
<i>Multiple layers of participation</i>	16. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be.	1	2	3	4	5
	17. Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.	1	2	3	4	5
<i>Flexibility</i>	18. There is a lot of flexibility when decisions are made; people are open to discussing different options.	1	2	3	4	5
	19. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	1	2	3	4	5
<i>Development of clear roles and policy guidelines</i>	20. People in this collaborative group have a clear sense of their roles and responsibilities.	1	2	3	4	5
	21. There is a clear process for making decisions among the partners in this collaboration.	1	2	3	4	5
<i>Adaptability</i>	22. This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	1	2	3	4	5
	23. This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.	1	2	3	4	5
<i>Appropriate pace of development</i>	24. This collaborative group has tried to take on the right amount of work at the right pace.	1	2	3	4	5
	25. We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.	1	2	3	4	5

Factor	Statement	Strongly Disagree	Disagree	Neutral, No Opinion	Agree	Strongly Agree
<i>Open and frequent communication</i>	26. People in this collaboration communicate openly with one another.	1	2	3	4	5
	27. I am informed as often as I should be about what goes on in the collaboration.	1	2	3	4	5
	28. The people who lead this collaborative group communicate well with the members.	1	2	3	4	5
<i>Established informal relationships and communication links</i>	29. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.	1	2	3	4	5
	30. I personally have informal conversations about the project with others who are involved in this collaborative group.	1	2	3	4	5
<i>Concrete, attainable goals and objectives</i>	31. I have a clear understanding of what our collaboration is trying to accomplish.	1	2	3	4	5
	32. People in our collaborative group know and understand our goals.	1	2	3	4	5
	33. People in our collaborative group have established reasonable goals.	1	2	3	4	5
<i>Shared vision</i>	34. The people in this collaborative group are dedicated to the idea that we can make this project work.	1	2	3	4	5
	35. My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.	1	2	3	4	5
<i>Unique purpose</i>	36. What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.	1	2	3	4	5
	37. No other organization in the community is trying to do exactly what we are trying to do.	1	2	3	4	5
<i>Sufficient funds, staff, materials, and time</i>	38. Our collaborative group has adequate funds to do what it wants to accomplish.	1	2	3	4	5
	39. Our collaborative group has adequate "people power" to do what it wants to accomplish.	1	2	3	4	5
<i>Skilled leadership</i>	40. The people in leadership positions for this collaboration have good skills for working with other people and organizations.	1	2	3	4	5

The Principles of Catalytic Leadership

(Based on Partners for Human Investment, 1992)

- 1. Persistence:** Complex problems are rarely solved by sudden radical changes. They are solved with steady incremental improvements focused on key leverage points.
- 2. Steps:** Results come slowly to complex problems. People need to trust in the process and value the learning and incremental successes along the way.
- 3. Shared Leadership:** Leadership has more impact when it is shared. Every stakeholder can contribute their knowledge and abilities to shared leadership in his or her community.
- 4. Innovation:** Solutions to complex problems require collaboratively birthing new ideas, not simply debating and selecting amongst the old.
- 5. Empowerment:** The best solutions are created by accepting and aligning the offerings of all critical stakeholders and knowledge holders.
- 6. Ownership:** People give time, energy and commitment in proportion to their degree of ownership.
- 7. Inclusion:** Participation is the straightest road to ownership.

(Quoted in: Ellsworth, J.P. & Jones-Walters, L. (2005). *The Role of the Public Sector in Addressing Tough Community Problems*. (Available from the author: Jim.Ellsworth@sppcc.psepc.gc.ca)

Cumberland Collaborates

Networking, Sharing & Learning

Theme: Interagency Collaboration

for families

Cumberland Collaborates. We are working for you. We are your task force for families.

Dr. Carson & Marion Murray Community Centre, Springhill

Wednesday, April 26, 2006 9am-4pm

Presenter: Robert Wright

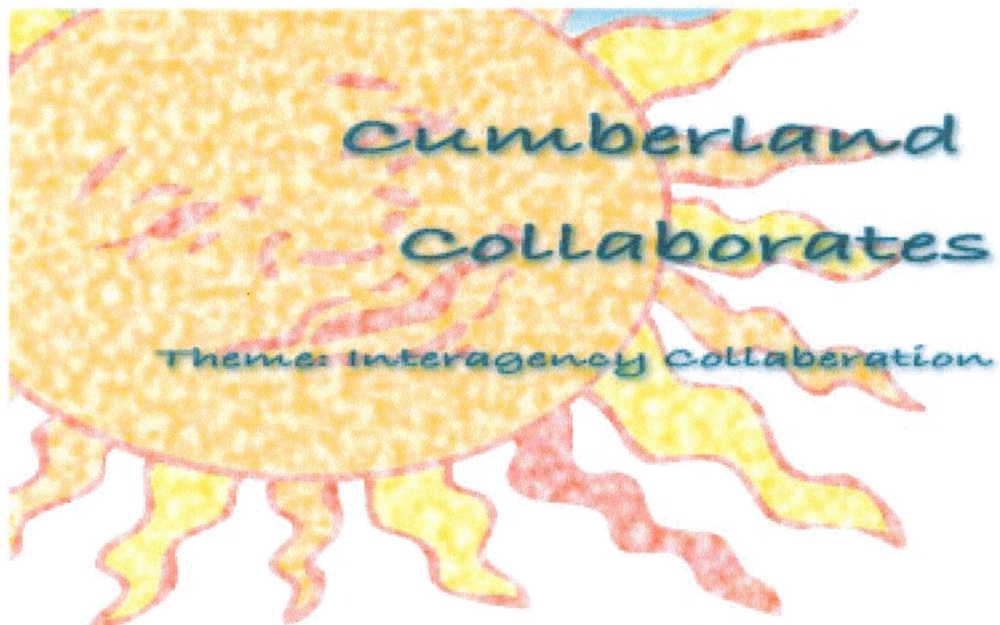
Cost \$30

Hosted by: Cumberland County Collective Partnerships

For Information contact

Lisa Gower, Cumberland Early Intervention

Phone: 667.8244 email: gowerceip@eastlink.ca



Hosted by: Cumberland County Community Partnerships
9am-4pm Wednesday, April 26, 2006
Dr Carson & Marion Murray Community Centre, Springhill
Networking, Information Sharing & Learning

The goal of this conference is to bring all family agencies together to learn about each other and begin developing partnerships to help the families of Cumberland County. Each agency will have the opportunity to educate fellow attendees on their mandates at the afternoon Expo.

Registration: due March 31, 2006

Agency Name:

Name(s) of Attendees:

What are your expectations for this conference?

Please send complete registration information to:
Lisa Gower, Cumberland Early Intervention
Phone: 667.0000 Fax: 667.0000 email: gowercelip@eastlink.ca