

COLLABORATION - THE WIN(ING) WAY!

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Network Policy & Planning for Regional Sustainability - May 2014

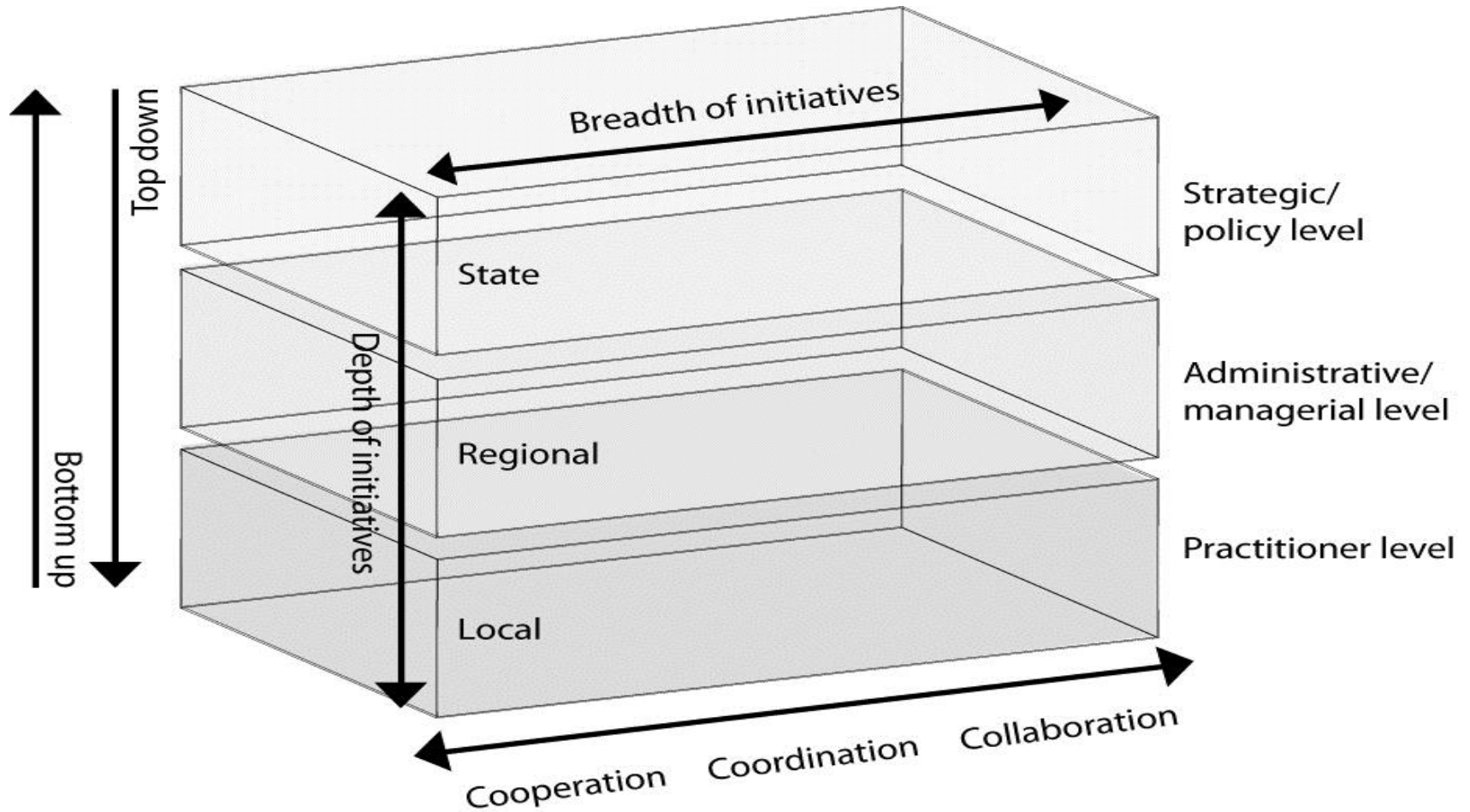
Background to collaboration

- Sector under pressure for change
- External & internal drivers
- Integration & stronger connectivity the way forward
- Collaboration – the ‘one best way’ the ‘holy grail’
- BUT:
 - Collaboration is hard to achieve & harder to sustain
 - Hidden transaction costs
 - Mismatch of integration form to purpose

Other challenges ...

- Competition – collaboration dilemma
- Collaboration – amalgamation dilemma
 - Mixed policy/practice environment – perverse effects?
- Costs :
 - Transaction costs
 - Lost opportunity costs
- Possible consequences
 - ‘Shadow Government’
 - Loss of vibrancy
 - Concentration on securing \$ not service

Integration - unpacked




HORIZONTAL INTEGRATION CONTINUUM

COOPERATIVE

COORDINATIVE

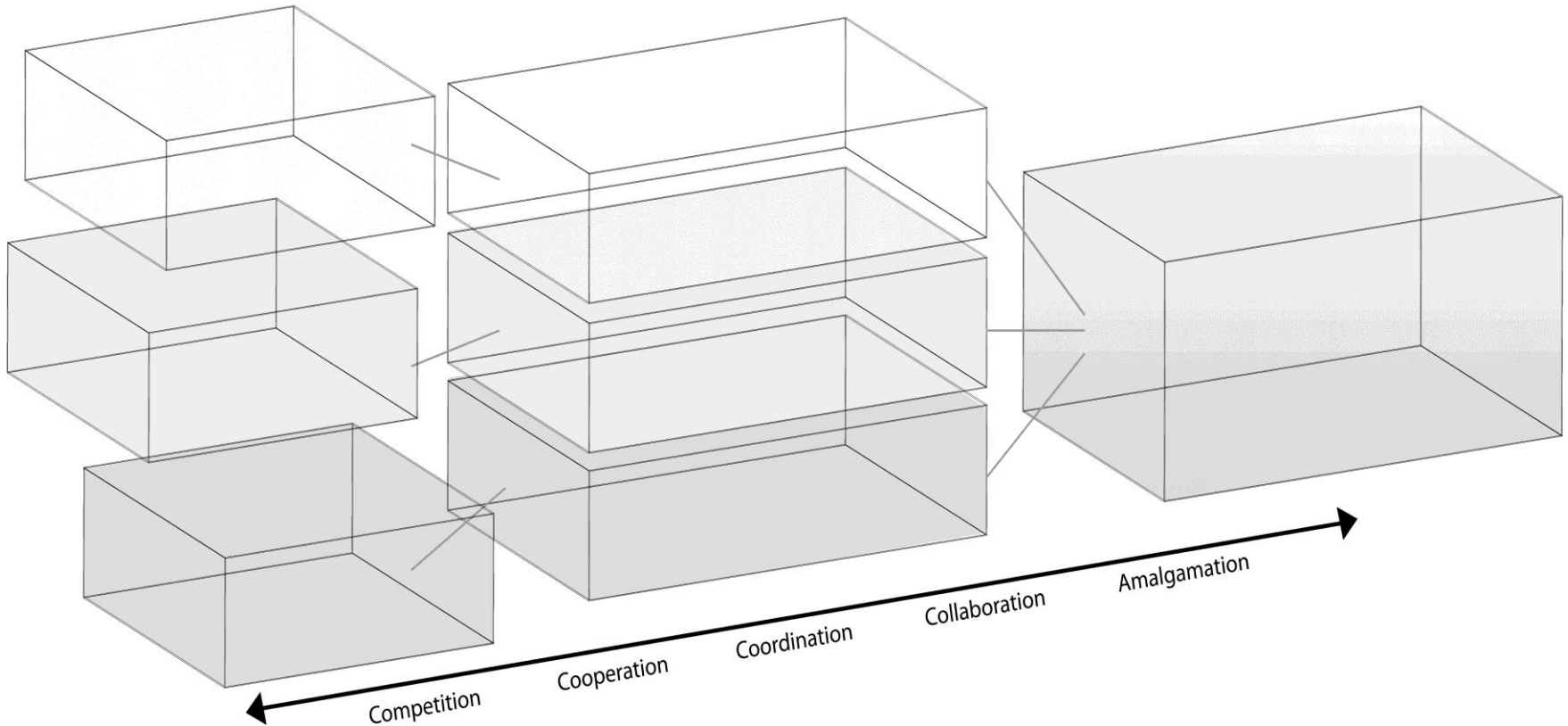
COLLABORATIVE



Low trust — unstable relations	Medium trust — based on prior relations	High trust — stable relations
Infrequent communication flows	Structured communication flows	Thick communication flows
Known information sharing	'Project' related and directed information sharing	Tactical information sharing
Adjusting actions	Joint projects, joint funding, joint policy	Systems change
Independent/autonomous goals	Semi-independent goals	Dense interdependent relations and goals
Power remains with organisation	Power remains with organisations	Shared power
Resources — remain own	Shared resources around project	Pooled, collective resources
Commitment and accountability to own agency	Commitment and accountability to own agency and project	Commitment and accountability to the network first
Relational time frame requirement — short term	Relational time frame medium term — often based on prior projects Keast May 2014	Relational time frame requirement — long term 3-5 years

Unbalanced ... what could happen!

Breadth and depth of Initiatives across strategic, administrative/managerial and practitioner levels as well as state, regional and local levels.

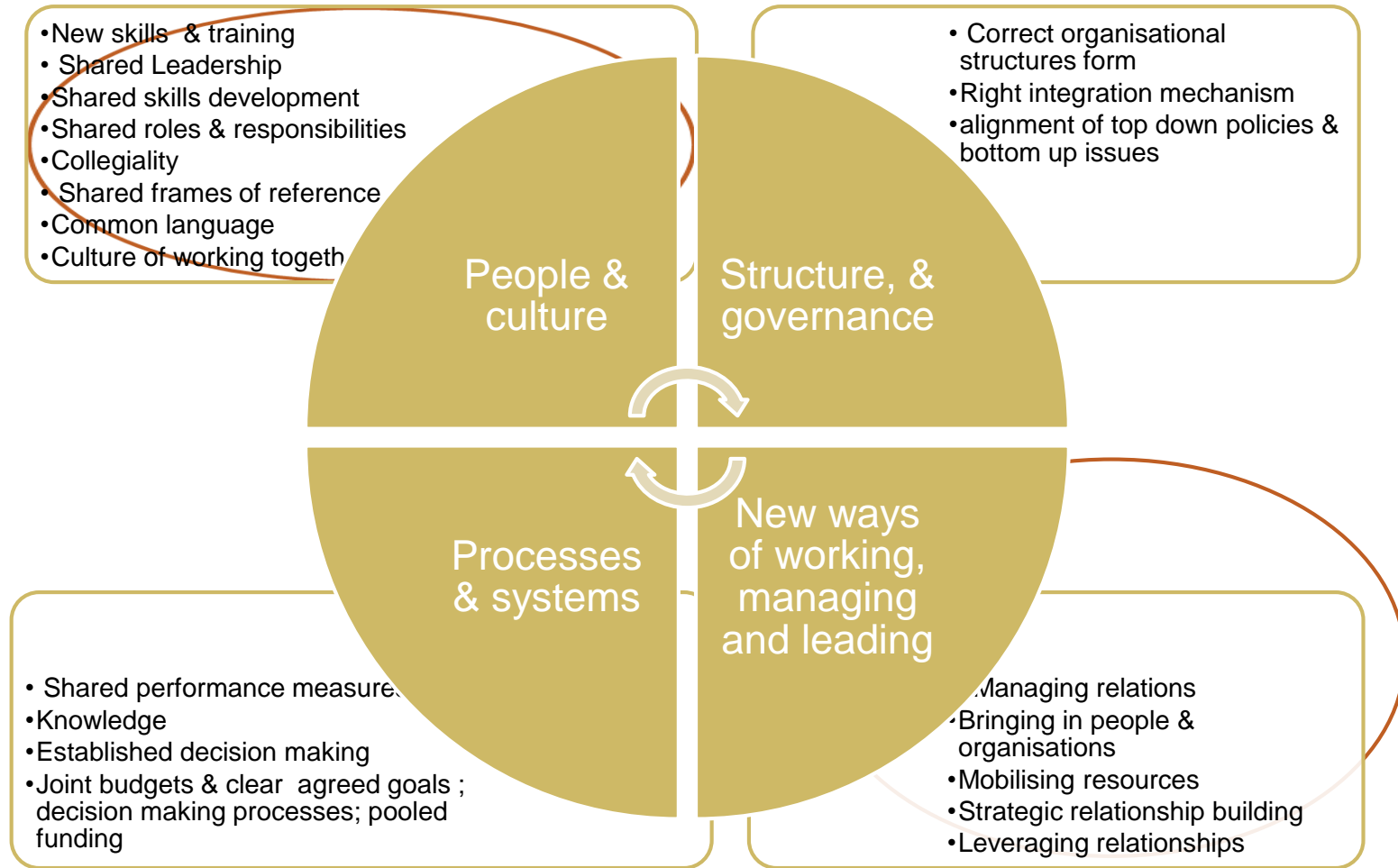


Fit-for-purpose designs

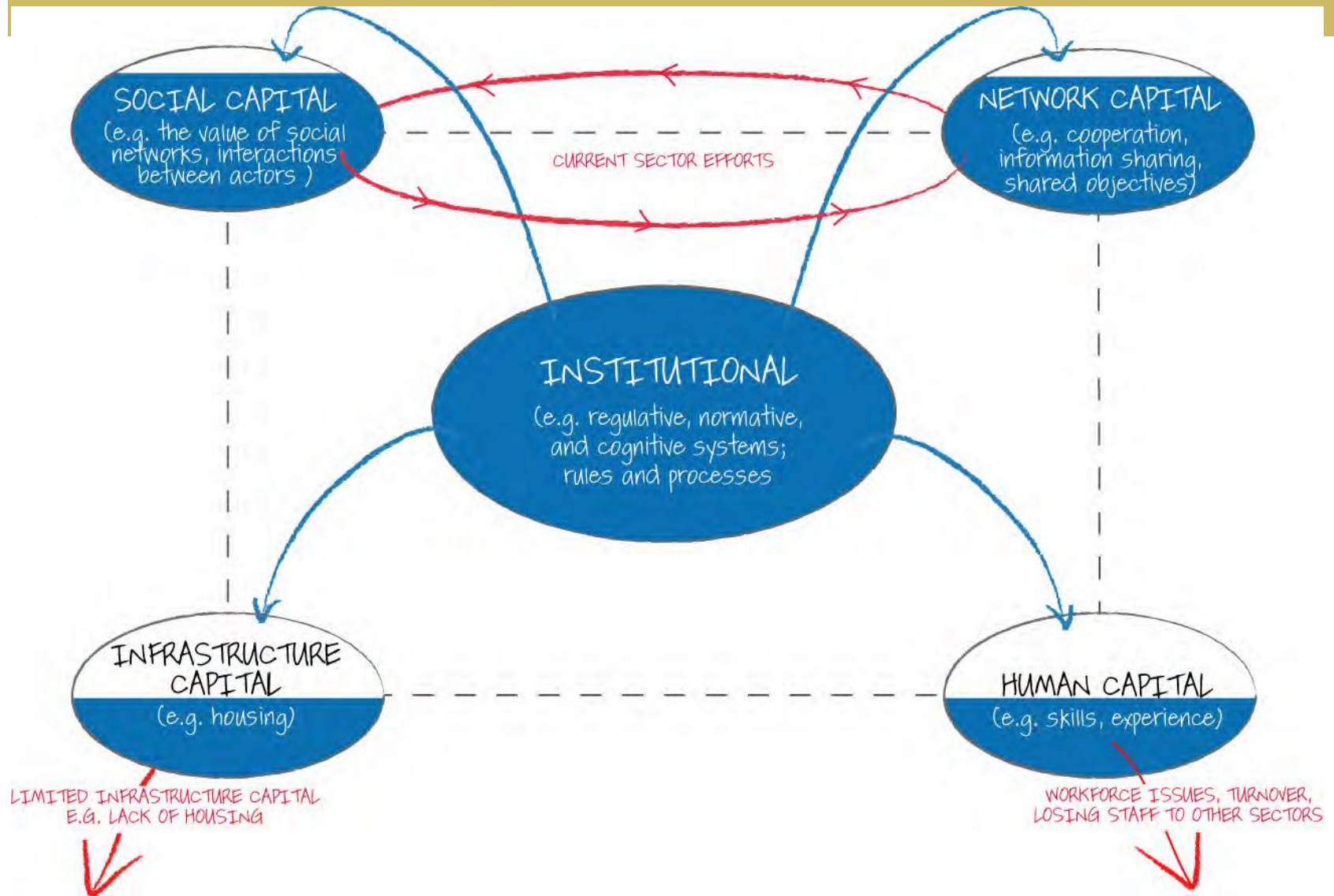
- All relations & integration forms have merit & application
- Approaches & relational strength must be *requisite to purpose*
 - ▣ Independent, adjusting actions & information sharing: cooperation
 - ▣ Do same, but more efficiently through joint working, aligned resources & action: coordination
 - ▣ Systems change: collaboration
- Also – need to consider the vertical relations!
 - ▣ Linking across layers, into resources, legitimacy & power/influence



FILLING OUT THE GREY SPACE



Sector assessment



Getting started ...

- Build relationships – invest upfront!
- Negotiate agreement on:
 - ▣ 1. the issues/problem
 - ▣ 2. Solution
- Negotiate to established agreed set of practices – how going to work together
 - ▣ Additional partners identified & relationships built
 - ▣ Determine organisational willingness & capacity
- Design the structure & governance arrangements
- Set tasks & roles & actions
- Monitor relationships, processes & leverage for outcomes

Activating, framing, mobilising & synthesising & leading!

Relationships – Crucial aspect

- Hard to build & easy to loose – but crucial resource!
- Strategic & deliberate – put effort where best outcomes
- Process Catalyst & Strategic leveraging

Challenges to overcome ...

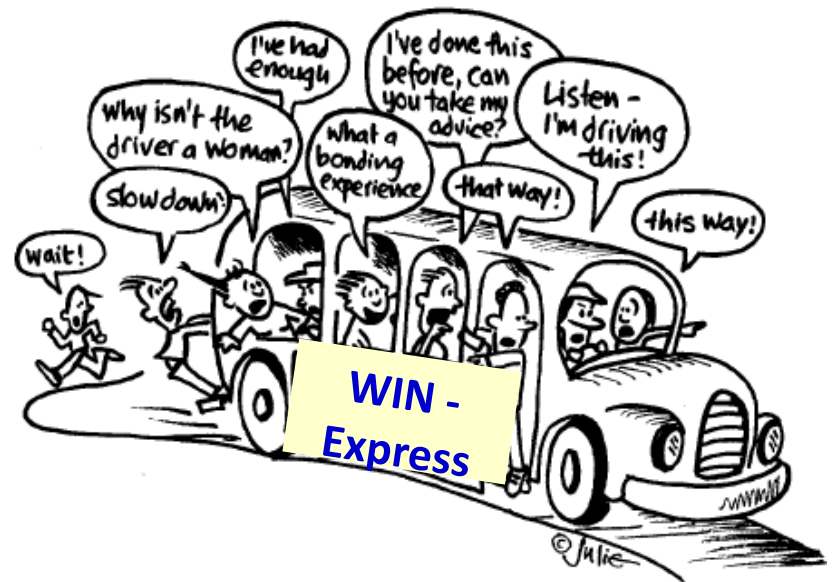
- Navigating the collaboration - competition dilemma
 - Clarity of message about roles
- Getting buy-in from partners & broader community champions & sponsors
- Dealing with conflict that comes from diverse actors & passionate commitment to ideals
- Delivering outcomes
- Sustainable income & new business model
 - Administrative core
- Establishing & communicating a viable value proposition

Going forward: successful collaboration

successful & sustainable collaboration demands:

- To be successful & sustainable collaboration demands:
- Critical mass
- Right set of agencies/partners
- Champions & sponsors
- Legitimacy to act
- Results

Call to arms – (collaboration)!





STATE/SYSTEMS LEVEL



COMMUNITY ACTION
PLANNING OR HOMELESS
PROJECT GROUPS

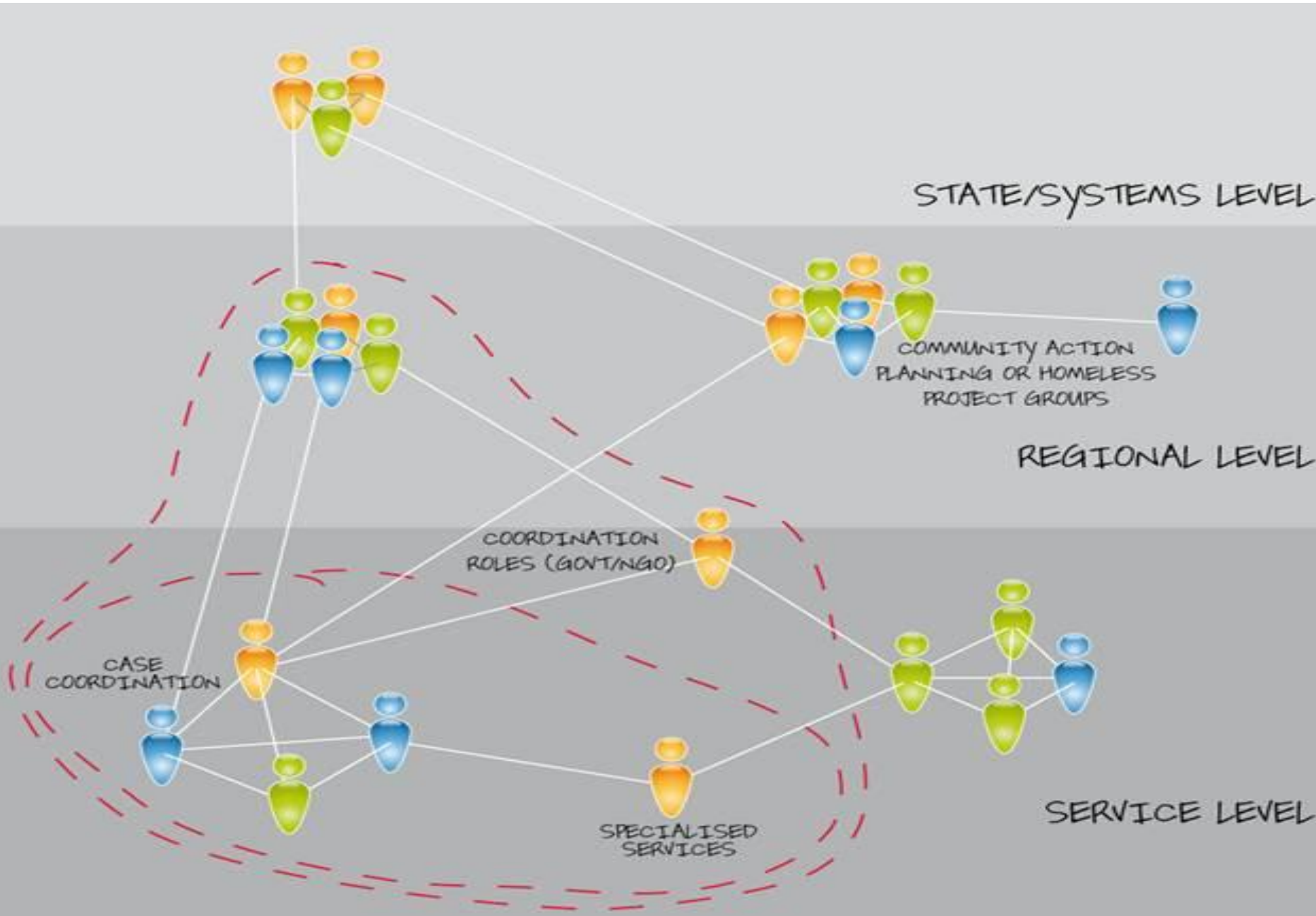
REGIONAL LEVEL

COORDINATION
ROLES (GOVT/NGO)

CASE
COORDINATION

SPECIALISED
SERVICES

SERVICE LEVEL





Bright & dark networks –
WHAT CAN BE LEARNT
FROM THE DARK SIDE?

