

COLLABORATION - THE WIN(ING) WAY!

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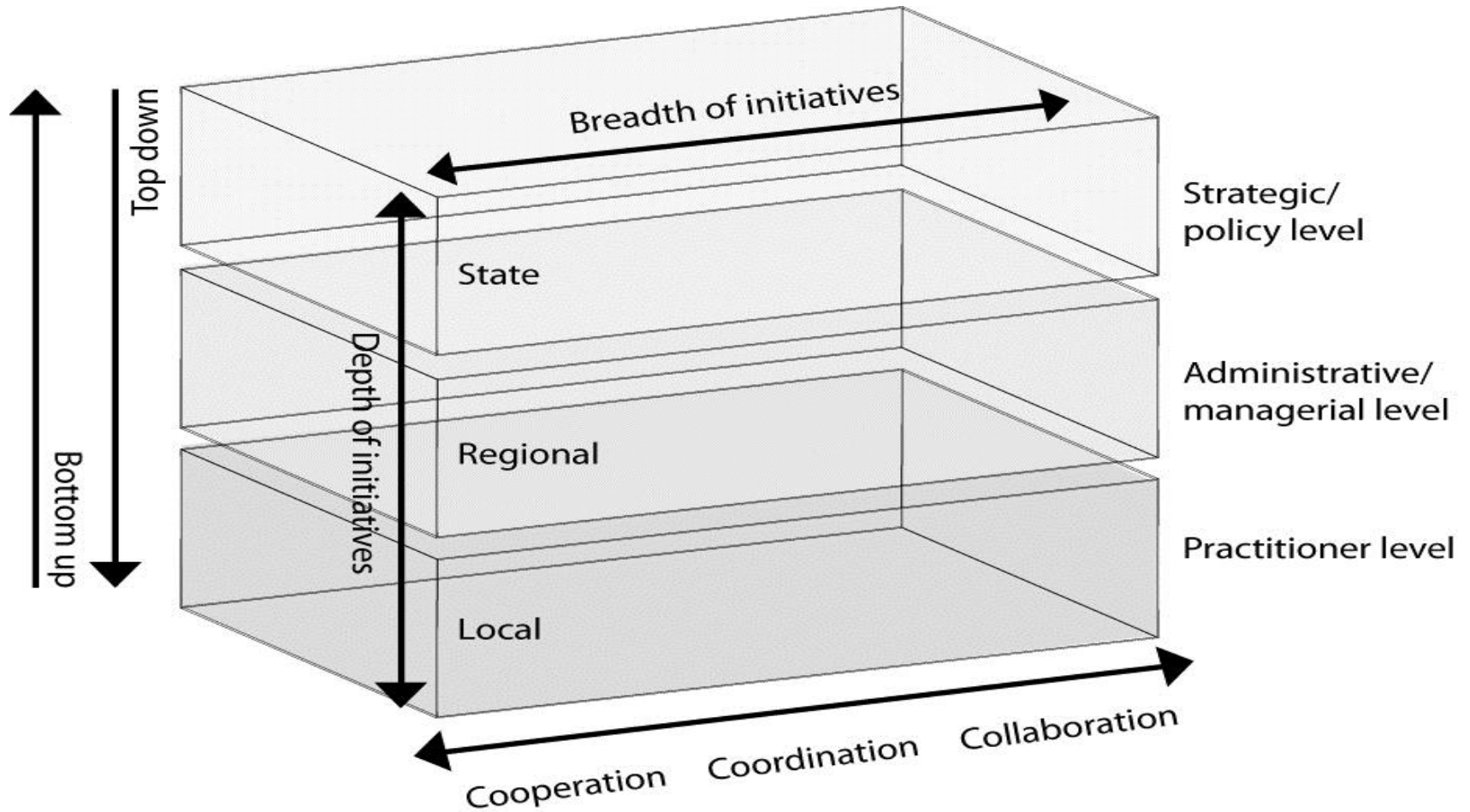
Background to collaboration

- 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 ...

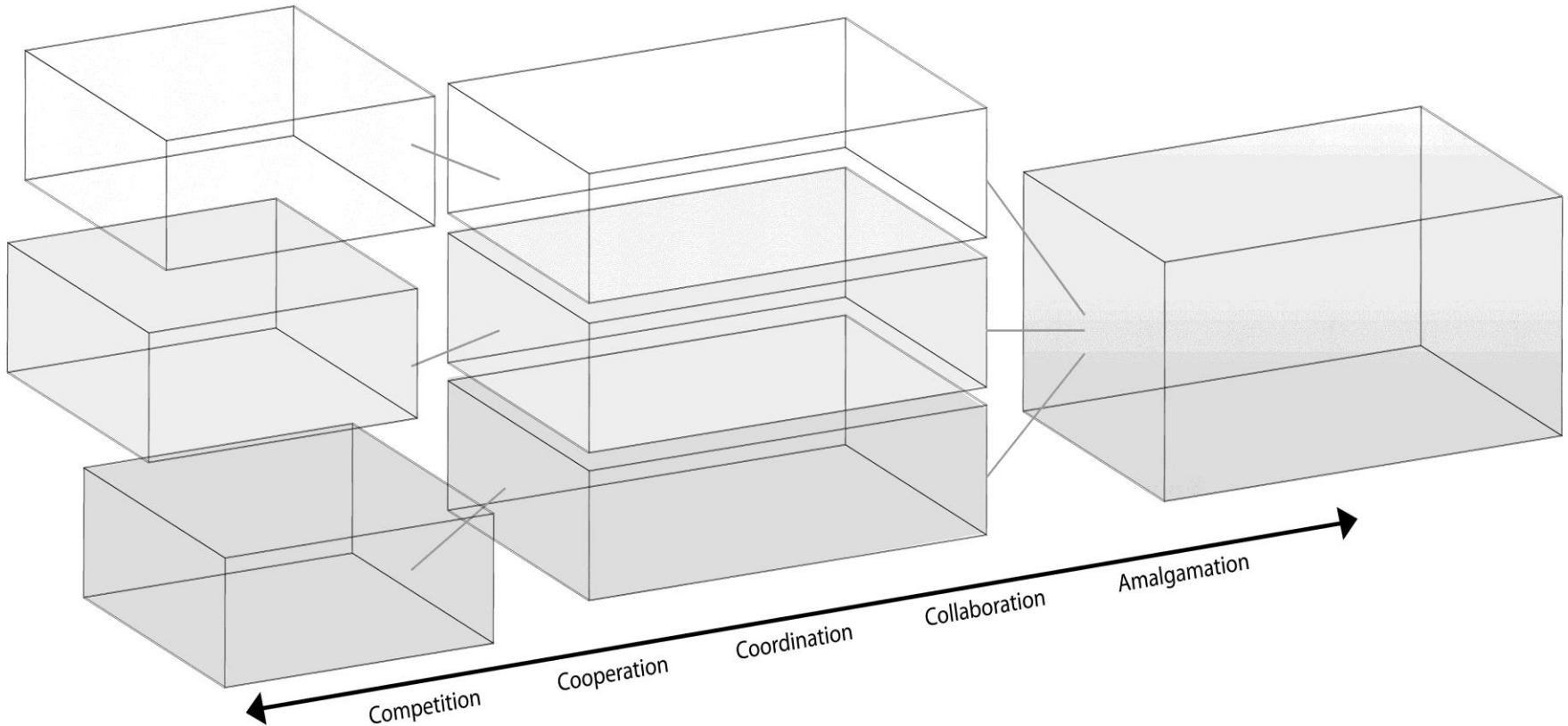
- Competition – collaboration dilemma
- Collaboration – amalgamation dilemma
 - Mixed policy/practice environment – perverse effects?
- Costs :
 - Transaction costs
 - Lost opportunity costs
- Possible consequences
 - ‘Shadow Government’
 - Loss of vibrancy
 - Concentration on securing \$ not service

Integration - unpacked



Unbalanced ... what could happen!

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



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

Put another way ...

Variables	Intention and Intensity of Relationships		
	Minimum	Medium	Maximum
Interest	Own welfare	Mutual	Public good
Driver	Efficiency	Effectiveness	Altruism
Value	Lower Trans- action cost		Collective
Goal	Different		Shared
Work	Separated	Synchronized	Interdependent
Share	Data	Information	Knowledge
Ties	Cooperative	Coordinative	Collaborative

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



Getting started ...

- Established set of practices
- Understanding

Negotiation, negotiation, negotiation

- Negotiating:
 - ▣ agreement re the problem
 - ▣ Agreement about how to work together

Relationships

- Strategic
- Deliberate
- Leverage
- Process Catalyst & Strategic leveraging

Overcoming challenges

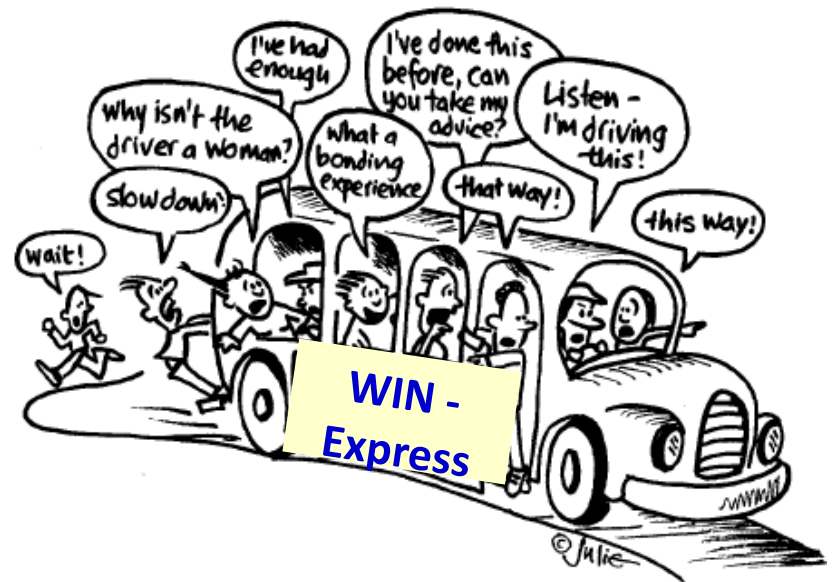
- Collaboration - competition dilemma
 - Balance
- Conflict that comes from diverse actors & passionate commitment to ideals
 - Dealing constructively with conflict

Going forward: successful collaboration

Critical mass

- Right set of agencies
-
- Critical mass

Getting on the bus!





STATE/SYSTEMS LEVEL



COMMUNITY ACTION
PLANNING OR HOMELESS
PROJECT GROUPS

REGIONAL LEVEL



CASE
COORDINATION

COORDINATION
ROLES (GOVT/NGO)



SPECIALISED
SERVICES



SERVICE LEVEL