Strategically Partnering with Others

WHEN IS COLLABORATION NEEDED AND WHEN MIGHT LESS RESOURCE-INTENSIVE STRATEGIES SUFFICE?

Amy Zidulka, EdD amy.Zidulka@royalroads.ca

Ingrid Kajzer Mitchell, PhD

CANADIAN COLLEGE OF HEALTH LEADERS   COLLÈGE CANADIEN DES LEADERS EN SANTÉ

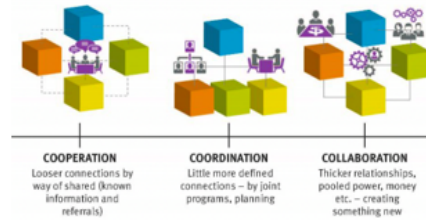Traditional Land Acknowledgment

Goal = For you to leave with…

— Ability to differentiate between different interaction strategies (while recognizing ambiguity exist)

— Reflection on which interaction strategy best suits your own situation

— A decision making tool for future use

Strategically Partnering with Others: When Is Collaboration Needed and When Might Less Resource-Intensive Strategies Suffice?

Canada West Health Leaders Conference
Dr. Amy Zidulka, Royal Roads University: amy.zidulka@royalroads.ca
Dr. Ingrid Kajzer Mitchell, Royal Roads University: Ingrid.kajzermitchell@royalroads.ca
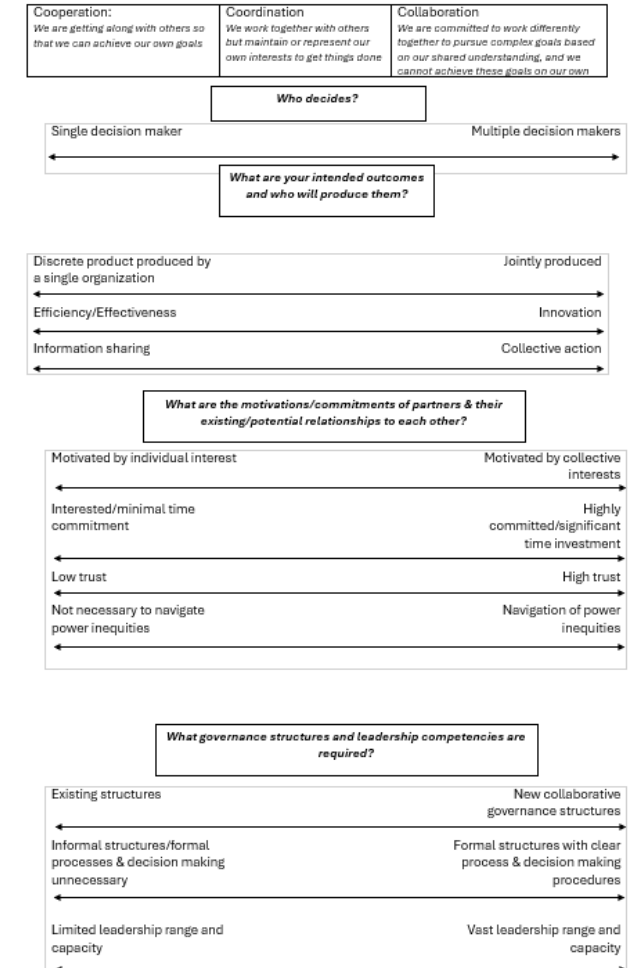
Different Types of Interorganizational Relationships:

The 3Cs: by Keast, Waterhouse & Murphy, 2022

COOPERATION
Looser connections by way of shared (known information and referrals)

COORDINATION
Little more defined connections – by joint programs, planning

COLLABORATION
Thicker relationships, pooled power, money etc. – creating something new

Cooperation	Coordination	Collaboration
An informal often short-term interaction between participants with capabilities to accomplish organizational goals but who chose to work together, within existing structures and policies, to serve individual interest	An interaction between participants in which more formal integration arrangements (e.g., meetings, committees, agendas, Terms of Reference), and/or relationships are created, as assistance, and coordinating actions of others is needed to achieve organizational goals	An interaction between participants who work together over a longer period of time to pursue complex goals based on shared interests and a collective responsibility for interconnected tasks which cannot be accomplished individually. Mutual action is evident through co-created, produced novel outcomes.

Adapted from McNamara, 2012; Keast et al. 2007; Keast et al. 2022

Coordination, Cooperation, Collaboration Decision Tree

Cooperation: We are getting along with others so that we can achieve our own goals	Coordination: We work together with others but maintain or represent our own interests to get things done	Collaboration: We are committed to work differently together to pursue complex goals based on our shared understanding, and we cannot achieve these goals on our own

Who decides?

Single decision maker ⟷ Multiple decision makers

What are your intended outcomes and who will produce them?

Discrete product produced by a single organization ⟷ Jointly produced

Efficiency/Effectiveness ⟷ Innovation

Information sharing ⟷ Collective action

What are the motivations/commitments of partners & their existing/potential relationships to each other?

Motivated by individual interest ⟷ Motivated by collective interests

Interested/minimal time commitment ⟷ Highly committed/significant time investment

Low trust ⟷ High trust

Not necessary to navigate power inequities ⟷ Navigation of power inequities

What governance structures and leadership competencies are required?

Existing structures ⟷ New collaborative governance structures

Informal structures/formal processes & decision making unnecessary ⟷ Formal structures with clear process & decision making procedures

Limited leadership range and capacity ⟷ Vast leadership range and capacity

Agenda

- Introduction to key concepts
- Individual reflection:
    - Your initiative and application of interaction strategy tool
    - Pros & cons of 2 interaction framings (cooperation vs coordination vs collaboration)
- Small group discussion
- Debrief and key takeaways

Agenda

- Introduction to key concepts

Individual reflection/guided writing exercise.

Each participant selects an interactive initiative in which they are engaged. Using handouts as reference points, each participant considers three questions:

1. Of the three partnership strategies introduced (cooperation, coordination, collaboration), which TWO might potentially be best suited for the initiative in which you are engaged?
2. What would be the pros and cons of framing this initiative in one way versus another--for example, in framing it as a coordination versus a collaborative initiative?
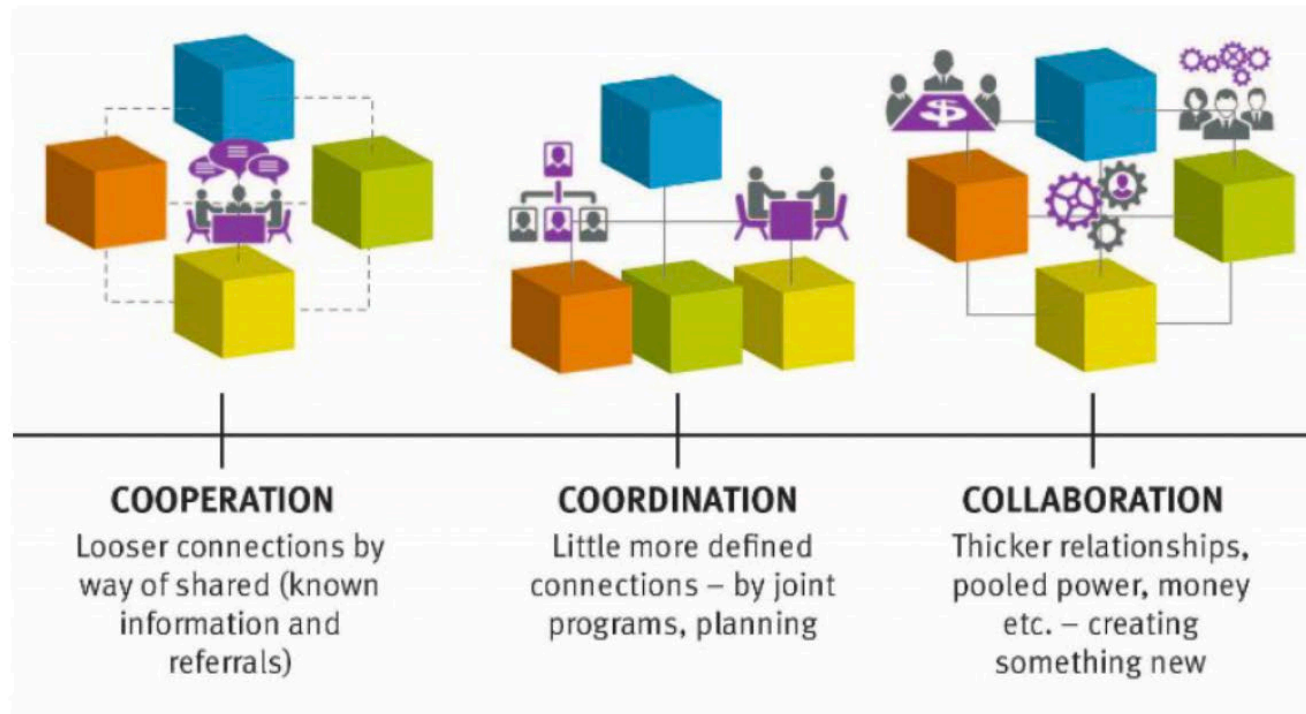3. How might your framing of the initiative impact your actions as a leader?

Collaboration as a "magic concept"

- Collaborations in health care are believed to improve quality of care and contribute towards positive health outcome locally, nationally and globally

- Collaboration can be understood as a "magic concept" as it's "very broad...and lay[s] claim to universal or near-universal application" (Pollitt & Hupe, 2011, p. 643).

- Collaboration is inherently challenging, resource intensive and can have low odds of success (Bryson & Crosby, 2015)

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"..collaboration, whilst often favoured by funders and policymakers, may not always be the most appropriate arrangement in terms of either purpose or the relational capacity of individuals or organisations" (Keast et al. 2022)

Adapted from McNamara, 2012; Keast et al. 2007; Keast et al. 2022

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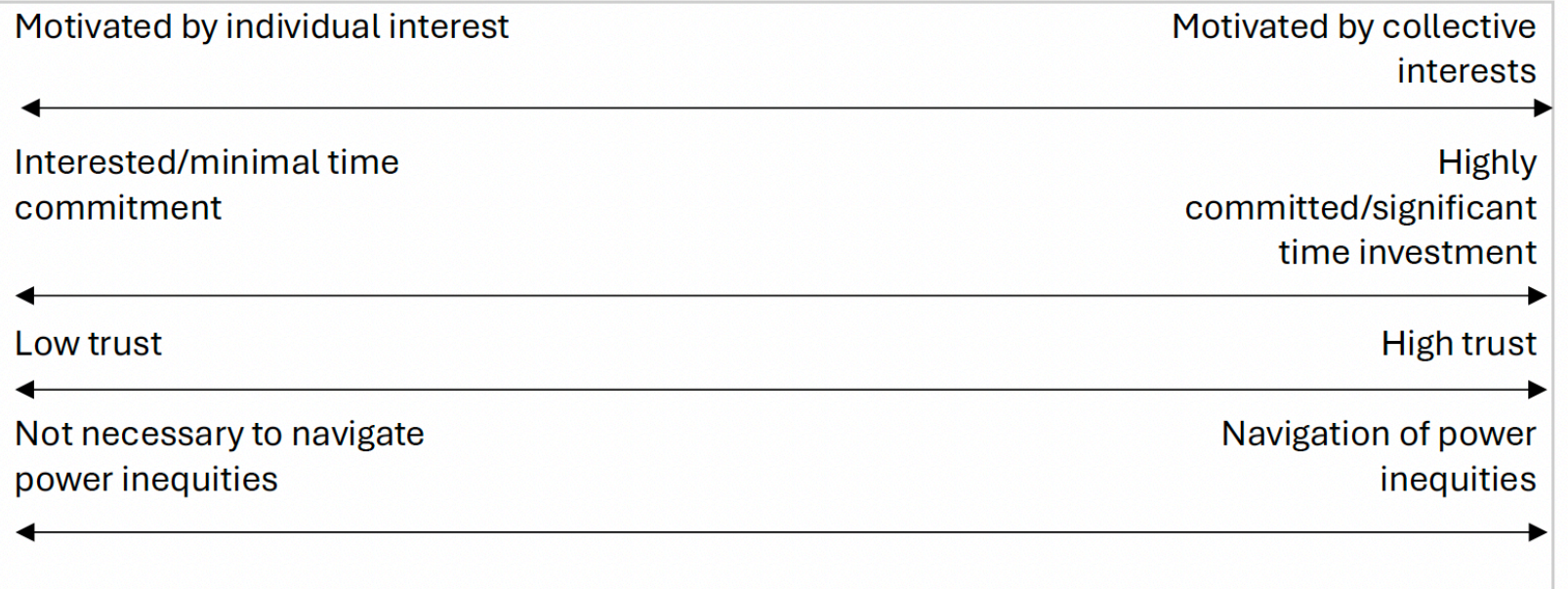
Information sharing ← → Collective action

Coordination, Cooperation, Collaboration Decision Tree

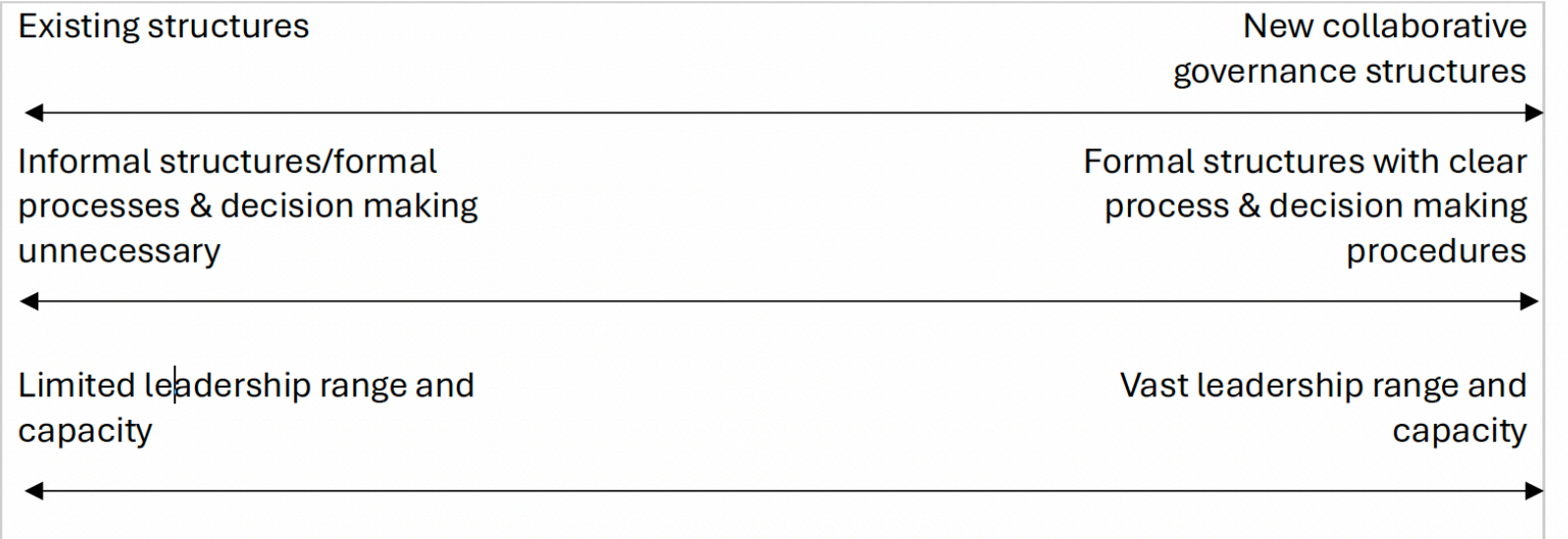| Cooperation:	Coordination	Collaboration
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←——————————————————————→

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←——————————————————————→

Individual Reflection

- Consider an interactive initiative in which you are engaged.
- Work through the tool:
  - Of the three partnership strategies introduced (cooperation, coordination, collaboration), which TWO might potentially be best suited for the initiative in which you are engaged?
  - What would be the pros and cons of framing this initiative in one way versus another--for example, in framing it as a coordination versus a collaborative initiative?
  - How might your framing of the initiative impact your actions as a leader?

Small group discussion

- Share your individual situation and analysis
  - What are the pros and cons of one framing vs another?
- Choose one person's story and analysis to share with the big group

Large group debrief

- Share your individual situation and analysis
  - What are the pros and cons of one framing vs another?
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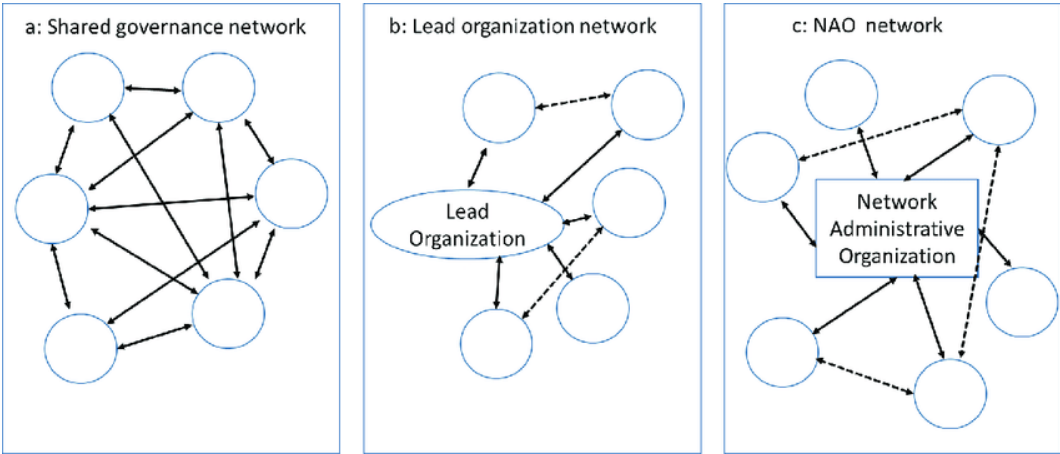
Wrap-Up

- Key takeaways?

References

- Keast, R & Brown, K. (2007). Getting the right mix: Unpacking integration meanings and strategies. International Public Management Journal, 10(10), 9-33.

- Keast, R., Waterhouse, J., & Murphy, H. (2022). Great barrier reef – water quality integration (collaboration) capability maturity model

- McNamara, M. (2012). Starting to untangle the web of cooperation, coordination, and collaboration: A framework for public managers. International Journal of Public Administration. https://doi.org/10.1080/01900692.2012.655527

Backup slides

Three Main Forms of Collaborative Governance

a: Shared governance network   b: Lead organization network   c: NAO network

	a: Shared governance network	b: Lead organization network	c: NAO network
Trust between participants	high	low	moderate
# participants	few	moderate	moderate to many
Goal consensus	high	moderately low	moderately high
Specialized administrative capacity	low	moderate	high

Sources: Kenis, P., & Provan, K. G. (2009). Towards an exogenous theory of public network performance. *Public administration*, *87*(3), 440-456; Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of public administration research and theory*, *18*(2), 229-252.