Driving Outcomes through Collaboration & Partnership
Our Mission:
Enable CONNECTION, COLLABORATION AND CO-CREATION

Ryelle Strategy Group is a boutique service firm providing the talent, tools and platform to drive stakeholder engagement, experience and outcomes
Throughout the province, across the country, around the world, leaders, organizations... communities are under pressure.

Public Sector, Corporations and NGOs are faced with an increasingly complex landscape with fewer resources. The need to engage and mobilize stakeholders is greater than ever.
Today’s Agenda

What is Collaboration?

Benefits of Collaboration

Collaborative Frameworks

What Makes Collaboration Effective?

Collaboration in Action

Tools and Resources
What is Collaboration

Good Collaboration
Benefits of Collaboration

- **Symbiosis** – mutually beneficial relationship
- **Opportunity** – utilize special talent not available within their own organization
- **Accessibility** – expanded reach, availability, access points
- **Necessary** – due to complexity and scale of the problems
- **Perspective** – allows for a wider perspective and approaches to solution
- **Cost Effective** – can offer cost savings through economies of scale
- **Knowledge** – better access to knowledge
- **Share** – capital, expertise, time, facilities and technology
This work needs discipline
Kanter (1994)

**Courtship**
Partners meet, are attracted and discover compatibility

**Engagement**
Decision to moved forward is made and plans are drawn up

**Discover**
Challenges and differences arise

**Device Mechanisms**
Bridges are built for the differences and techniques are developed for getting along

**Change**
Changes are made internally to accommodate the ongoing collaboration
Berliner (1997)

1. Identify a shared concern about a real problem
2. Find the right mix of participants
3. Develop an appropriate organizational structure
4. Specify the roles & responsibilities of leaders and participants
5. Carry out the partnership activities
6. Evaluate the partnership’s structure and activities
7. Confront problems & use them as opportunities to build relationships

**Climate**: There needs to be large support of the problem and an willingness to find solutions.

**Process**: Key processes – communication, problem-solving, role clarity, decision-making, conflict resolution.

**People**: Highly important.

**Policies**: Policies within individual organizations needs to allow for flexibility.

**Resources**: Organizations must be willing to share staff, services and funds.
What Makes Collaboration Effective?
Eight “I’s” that Create Successful “We’s”

Kanter (1994)
8 Elements of Good Collaboration

**E**xcellently Executed
**L**eadership Driven
**E**ngaging for Participants
**M**ission Focused
**E**thically Oriented
**N**urtured Continuously
**T**ime Well Spent
**S**olution Inspired

Good Collaboration Toolkit - Harvard
What are some of the barriers/challenges that you’ve experienced in a collaborative setting?
Collaboration can be a challenge without:

- Resources to engage in collaborative process
- Buy in from key stakeholders
- Trust
- The right mix of partners
- Respect and understanding between or within organizations
- Consistent communication channels
- Flexibility
- Systems for conflict management
- Clarity on partner expectations
- Joint outcomes
- Openness to change
- Alignment between potential collaborators
- Historical relationships
- Power balance
Collaboration in Action
Collective Impact
The effect on social and population-level outcomes

Collective impact undoubtedly contributes to changes in population or places.

Understanding relationships between conditions can support stronger implementation.

Contribution to population-level change doesn’t always look the same.

There are many ways to engage in systems change.

Quality of implementation matters.

It takes time to create real change.

Implementation of a strong equity focus can lead to more equitable outcomes.

We have a lot more to learn.
Case Study: Western GTA Summit

Directed secretariat for civic engagement initiative – a multi-sectorial collaboration that led to creation of five “Big Ideas”:

1. Neighbourhood Development Task Force
2. Post Secondary Innovation Leadership Alliance
3. Waterfront Development Corporation
4. Centre for Diversity & Inclusion
5. Mississauga Works
Collaboration in Action

Local Immigration Partnership
Case Study: Local Immigration Partnership

Mobilized a regional table of community partners to meet the needs of Syrian Refugees

Raised awareness regarding settlement issues

Coordinated travel, food, shelter, backpacks
Collaborative serving fastest growing child & youth population in North America

Developed a transformational system navigation model as part of the global initiative looking at a Child and Family System (CFS) by the Ministry of Children and Youth services – a pilot for high growth communities

Led review of community hub framework to ensure alignment with collective impact and social return on investment models, best international practice and aligned with the Province of Ontario’s report on Community Hubs in Ontario.
10 Things to Know About the OKN Collaborative

1. Strong beliefs around the value of collaboration and partnership
2. Collective work takes time and is difficult
3. Building of relationships was of significant benefit
4. Access to new partners that opened new doors
5. Large learnings about other organizations
10 Things to Know About the OKN Collaborative

6. Generated significant interest in data and knowledge

7. Produced new knowledge in participating members

8. Significant ripple effects into member organizations

9. Dedicated staff positions were critical

10. 32,117 resources were distributed; 9,664 families connected
Building Your Toolbox
## The Good Collaboration Toolkit: Checklist

**What do I need to do in order to develop and nurture “good collaboration”?**

Here is a checklist to evaluate if you are addressing the ELEMENTS in your own work. Discover what you need to work on below.

If you answer No to any of these questions, you may find it helpful to look at the materials in the corresponding ELEMENTS page specified in the right-hand column.

<table>
<thead>
<tr>
<th>YES NO</th>
<th>Question</th>
<th>Corresponding Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ ☐</td>
<td>Do you discuss the purpose of the collaboration? Is there agreement about the vision among collaborators?</td>
<td>Mission Focused</td>
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<tr>
<td>☐ ☐</td>
<td>Is there a clear leadership/rotation of leadership for the collaboration?</td>
<td>Leadership Driven</td>
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<tr>
<td>☐ ☐</td>
<td>Is there a documented scope of work, with an associated timeline?</td>
<td>Time Well Spent</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Do you discuss goals and accountability to achieve these goals?</td>
<td>Mission Focused</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Are people clear about their roles in the collaboration?</td>
<td>Excellently Executed</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Do you discuss the collaborators’ own interests, needs and values?</td>
<td>Engaging for Participants</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Do you discuss methods of communication and decision-making?</td>
<td>Excellently Executed</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Are all of the voices of the collaborators being heard?</td>
<td>Ethically Oriented</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Are all collaborators invested in the work?</td>
<td>Engaging for Participants</td>
</tr>
<tr>
<td>☐ ☐</td>
<td>Is the work getting done?</td>
<td>Time Well Spent</td>
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For each ELEMENT, the toolkit provides reflective activities, case study narratives and activities to promote each element.
Collaborative Practices and Partnership Toolkit
Alberta
1. Creating and Maintaining Partnerships

This toolkit provides guidance for creating a partnership among different organizations to address a common goal.

1. **Describe the multiple organizations that have come together in common purpose.** Who are you and why is a coalition needed to accomplish your purpose?
   a. Name the problems or goals that have brought together multiple organizations in common purpose.
   b. Describe who you are or what groups you represent. Include:
      i. Who is represented in your group, including those most affected by the issue
      ii. Why and how is the group in a position to make a difference
   c. Describe why creating a partnership is needed to accomplish your goal. Some possibilities include:
      i. Your organization’s efforts cannot effectively accomplish your goal
      ii. The problem or goal is complex and is influenced by multiple factors
      iii. Related agencies are duplicating efforts and thus resources are not being used to their potential
      iv. Your goal is significant improvement in community-level outcomes and multiple sectors of the community will need to be engaged for success
   d. Why is a partnership needed to accomplish your goal?
Prevention Institute

Collaborative Assessment Activity

Take about 5 minutes to complete the tool according to directions on the previous page.

<table>
<thead>
<tr>
<th>Priority (H, M, L)</th>
<th>Less Developed 1</th>
<th>2</th>
<th>3</th>
<th>More Developed 4</th>
<th>5</th>
<th>Effectiveness (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clarity of mission/Strength of vision</strong></td>
<td>Collaborative members lack a clear understanding of the collaborative’s mission/vision</td>
<td>All collaborative members have a clear understanding of the collaborative’s mission/vision</td>
<td></td>
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<tr>
<td></td>
<td>The collaborative takes actions that are not related to the mission</td>
<td>The collaborative bases its actions on a focused mission</td>
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<tr>
<td></td>
<td>The collaborative has defined the mission narrowly to carry out one activity</td>
<td>Our mission is comprehensive and looks at the big picture</td>
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<tr>
<td><strong>Communication/Link to others</strong></td>
<td>The collaborative works largely in isolation of the community</td>
<td>The collaborative’s work is effectively integrated with the community, including meaningful participation by the constituency we serve</td>
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<tr>
<td></td>
<td>The collaborative’s efforts do not translate into meaningful influence in the larger community</td>
<td>The collaborative influences key decision-makers, government agencies, and other organizations</td>
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National Collaborating Centre for Methods and Tools

**Partnership evaluation: The Partnership Self-Assessment Tool**

A Summary of...
Tools for Measuring Collaboration

Note: This is a collection of sample tools to provide ideas about how to measure collaboration. This is not a recommendation to use any one particular tool, but a selection of references that may be helpful in thinking about collaboration.

**Working Together**
- Collaboration Survey
- Collective Impact
- Interagency Collaboration Activities Scale (IACAS)
- IDEA Partnership Success Rating Scale
- Levels of Collaboration Scale
- Strategic Alliance Formative Assessment Rubric (SAFAR)
- Wilder Collaboration Factors Inventory

**Networks**
- PARTNER

**Participation**
- Ladder of Participation Scale

**Relationships, Communication and Trust**
- Collaborative Practice Scale (CPS)
- Decision About Transfer Scale
- Nursing Relationship Scale (NRS)
- Organizational Trust Index
- Provider Collaboration Survey (PCS)
Any questions?
Thank you!!

If you’d like to learn more or have a free brainstorming session, let us know!

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