HEALTH FOR A CHANGE

Collaboration as a Key to Success in 2020

January 30, 2020

Foundation for a Healthy Kentucky’s MISSION

To address the unmet health needs of Kentuckians

Pine Mountain, Whitesburg KY
Foundation for a Healthy Kentucky’s MISSION

By...

• Developing and influencing policy
• Improving access to care
• Reducing health risks and disparities
• Promoting health equity

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COALITION FOR A
SMOKE-FREE TOMORROW

www.healthy-ky.org/events/health-for-a-change
Feb 26 Webinar: Practicing Health Equity in Kentucky

Matthew Bush, M.D.
Karen Krigger, M.D.

Collaboration as a Key to Success in 2020

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Questions

Today’s Webinar

Why?  What?  How?

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www.socialimpactarchitects.com
Why?

Where Are Nonprofits Going?

- Mission-Focused
- Pop-Up Model
- Program-Driven
- Bootstrapped
- Risk-Averse

- Impact-Focused
- Investor Model
- Results-Driven
- Sustainable
- Entrepreneurial
Ego-Thinking versus Eco-Thinking

How to Think About Future

Individual Effort

Collaboration

System Change
What?

Collaboration Defined

Two or more organizations... working together in a meaningful, well-defined, and deliberate manner...

by investing time, energy, and resources...

to accomplish a set of shared objectives...

that are mutually beneficial to advancing the missions of the organizations involved, and...

that are more likely to be achieved together than alone.
Collaboration

Why is it Important?

- **Critical success factor** in an under resourced & dynamic environment
- **Expected behavior** from our stakeholders
- **Builds scale** given the size and shape of the sector

Why is it so Difficult?

- Takes time and focus
- Often complex, ambiguous, and costly
- Requires different leadership skills
- Competitive-collaborative tensions

Strategic Collaboration Continuum

<table>
<thead>
<tr>
<th>Networking</th>
<th>Cooperation</th>
<th>Coordination</th>
<th>Coalition</th>
<th>Alliance</th>
<th>Integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Two nonprofit leaders met for lunch on occasion and share notes on programs, community, or new thinking.</td>
<td>Example: Two social sector leaders — one in nonprofit and another in government — agree to refer clients to each other and share data on success.</td>
<td>Example: Three arts organizations — all with events celebrating XYZ Month — work together on joint marketing and communications.</td>
<td>Example: Many social sector leaders come together to push common agenda and have an agreed upon action plan.</td>
<td>Example: Two nonprofit leaders who have a long-term relationship decide to share staff member or co-locate at facility.</td>
<td>Example: Form a new-legal structure, including joint venture, parent-subsidiary, or merger. Develop new policies and procedures to ensure mission impact and financial sustainability. Create new leadership structures. Communicate new brand &amp; vision.</td>
</tr>
</tbody>
</table>

Possible Collective Impact Initiatives

- Formal structure & process
- Informal structure & process

Forms Of Collaboration

- Strategic Restructuring
- Formal Structure & Process

Informal Structure & Process

- Informal Structure & Process

Formal Structure & Process

- Formal Structure & Process
**Collective Impact**

- **Mutually Reinforcing Activities**: Participant activities are differentiated and coordinated
- **Shared Measurement**: Data is consistently collected and measured
- **Continuous Communication**: Consistent and open communication is needed across many players
- **Backbone Support**: Separate organization with staff and skills to coordinate participating agencies
- **Common Agenda**: Shared vision, understanding of problem & approach

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**Coopetition = Cooperating + Competition**

A method that goes beyond the old rules of competition and cooperation to combine the advantages of both.
The Hedgehog Concept

The essence of the Hedgehog Concept is to help an organization obtain piercing clarity about how to produce the best long-term results, and then exercising the relentless discipline to say "No, thank you" to opportunities that fail the hedgehog test.

Jim Collins, Good to Great

The Hedgehog Strategy

What you are deeply passionate about

What you can be the best at

What drives your economic/resource engine

Sweet Spot

The Hedgehog Concept, Step 2

Collaboration occurs when people from different organizations (or units within one organization) produce something together by sharing knowledge and resources, building consensus, and sharing the ownership of the final product or service.

James Austin, The Collaboration Challenge

Strategic Collaboration Areas

What you are deeply passionate about

What you can be the best at

What drives your economic/resource engine

Strategic Collaboration Areas
### New Collaborations Take-Home Exercise

**STEP 1: Needs Assessment**

1. Think about EXISTING programs/services/activities/roles you do now, BUT may not be going as well as you would like.
2. Consider NEW ideas that you’d like to do but have been just beyond your reach.

**STEP 2: Possible Partners**

List organizations by need that could help with each need – you can list more than one.

<table>
<thead>
<tr>
<th>Potential Collaborating Need</th>
<th>Possible Partners</th>
</tr>
</thead>
</table>

### Collaboration Assessment Take-Home Exercise

**STEP 1: List All Significant Organizations With Which You Currently Collaborate**

<table>
<thead>
<tr>
<th>Collaborations</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STEP 2: Plot Each Collaboration on the Below Strategic Collaboration Continuum**

Do you notice any trends?

<table>
<thead>
<tr>
<th>Networking</th>
<th>Cooperation</th>
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<tr>
<td></td>
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</tr>
</tbody>
</table>

Possible Collective Impact Initiatives
How?

Our Guide: The Collaboration Challenge

21st century is “AGE OF ALLIANCE”

WHY?
Macro-level forces
Economic, political, and social forces

BENEFITS
Cost savings
Economy of scale
Synergies

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www.socialimpactarchitects.com
Collaboration = Activity + Behavior

5 Steps to Collaboration

- Understanding strategic collaboration
- Making the connection
- Ensuring strategic fit
- Generating value
- Managing the relationship

5 Steps For Success
Understanding strategic collaboration

Collaboration Scale

<table>
<thead>
<tr>
<th></th>
<th>LOW: Transactional</th>
<th>HIGH: Integrated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Engagement</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Importance to Mission</td>
<td>Peripheral</td>
<td>Strategic</td>
</tr>
<tr>
<td>Magnitude of Resources</td>
<td>Small</td>
<td>Big</td>
</tr>
<tr>
<td>Scope of Activities</td>
<td>Narrow</td>
<td>Broad</td>
</tr>
<tr>
<td>Interaction Level</td>
<td>Infrequent</td>
<td>Intensive</td>
</tr>
<tr>
<td>Managerial Complexity</td>
<td>Simple</td>
<td>Complex</td>
</tr>
<tr>
<td>Strategic Value</td>
<td>Modest</td>
<td>Major</td>
</tr>
</tbody>
</table>

Collaboration Assessment Take-Home Exercise

STEP 3: Rate Collaborations

Take all the collaborations you have on slide p. 23 and assess them based on the scale below. Consider if any need to be enhanced or sunsetsed based on ratings. What do you notice?

<table>
<thead>
<tr>
<th>Collaboration</th>
<th>Level of Engagement</th>
<th>Importance to Mission</th>
<th>Magnitude of Resources</th>
<th>Scope of Activities</th>
<th>Interaction Level</th>
<th>Managerial Complexity</th>
<th>Strategic Value</th>
<th>Enhance or Sunset?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
<td>Sunset</td>
</tr>
</tbody>
</table>
Making The Connection

Nonprofit style

PROCESS
- Networking
- Systemic searching
  - Market research
  - Look for connections
  - Look for forward/backward integration

GETTING ACQUAINTED
- Designate champion
- “Break bread”
  - Assess for fit and style
- Conduct due diligence
- Engage top leadership

Ensuring Strategic Fit

Strategic Fit

Clarifying purpose
- What are you trying to accomplish?
  - Mission, priorities, & goals
- Where do your needs overlap?

Discuss values
- Are your values compatible?
- How do decisions get made? By whom?

Discuss organizational culture
- Entrepreneurial or bureaucratic?
- Consensus-driven or top-down?
Example: Success Factors

GOALS
- What does success look like?
  - Success within community
  - Success within your organization

PAST EXPERIENCE
- What is our collective experience?
  - What worked well in past collaborations?
  - What didn’t work as well?
  - What made it successful?
  - What made it fail?

OUTCOMES
- What impact is most desirable?
  - What scale are we interested in – deep or wide?
  - What role do we want to play?
  - Is the issue well-known or does it need publicity?

Example: Ways of Working

PURPOSE
- What do we want to accomplish? How will we know if we are successful? If we have failed?
- What are the key expectations we have of each other?

COMMUNICATIONS
- What specific meeting guidelines do we want to follow? How should we address conflict or difficult conversations?
- Should we share our work publicly or stay private?
- How should we communicate with funders?
- How should we give feedback?

DECISION-MAKING
- What commitments do we make to each other to complete assigned tasks in a timely fashion?
- Who makes decisions?
Example: Ground Rules

- Let’s discuss only the most important factors involved
- Let’s not get bogged down by details
- Let’s discuss issues as well as uncover root causes and situational barriers
- Let’s ask the tough questions of ourselves to resolve any issues
- Let’s listen to each other and respect each person’s perspective
- Let’s look as objectively as possible and not take any issue personally
- Let’s analyze the causes of our success as well as our failures
- Let’s focus more time on solutions than dwelling in the problems

Example: Ground Rules

**COLLABORATION GOALS**

A goal without a plan is just a wish.

- Stop the blame game and honor each other.
- Respect each other’s time and talents and build a strength-based approach.
- Seek to clarify and confirm first whenever possible.
- Be flexible.

**GREAT BOARDS = ACTIVITY + BEHAVIOR**
Death by Meetings

6 Cs of Energetic Meetings

- Clarity
- Compelling
- Camaraderie
- Consistency
- Conversation
- Check Out

Growing Together

- Conduct shared visioning
- Establish a quick-win
- Develop after-action review
- Discuss budget for collaboration
- Discuss risks to collaboration
Example: Ecosystem Mapping Methodology

1. Define the full range of services required for the population to thrive using best practice research
2. Identify organizations providing those services & capture relevant details in inventory
3. Identify gaps & collaboration opportunities
4. Analyze findings & take action!

Iterate & localize the continuum as needed

Reminder: Steps to Change Management

Prepare for Change
- Establish a sense of urgency & importance
- Create a guiding coalition
- Develop a vision, strategy & timetable

Manage Change
- Generate short-term wins
- Empower & reward broad-based action
- (Re)communicate the vision

Reinforce Change
- Consolidate gains & produce more change
- Anchor new approaches in community

Modified from John Kotter; Leading Change; 2012
Generating Value

Four Dimensions:

- What does value mean to each of the partners? Can you quantify it?
- How do the partners create value for one another?
- How can partners keep a two-way balance in the exchange of values?
- What can be done to preserve and enrich the collaboration's value?

Tuckman's Stages of Development

Coming together is a beginning, staying together is progress, and working together is success.

Henry Ford
Managing The Relationship

Keys To Success:
- Trust building
- Timeline
- Focused attention
- Institutionalization
- Effective communication
  - Between
  - Outside
  - Within
- Learning relationship
- Accountability

Speed of Trust

The Speed of Trust

Results
Capabilities
Character
Intent
Integrity
Self Relational
Organizational
Market
Societal
### Example: Wilder Assessment

<table>
<thead>
<tr>
<th>Factor</th>
<th>2014</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Favorable political and social climate</td>
<td>4.0</td>
<td>4.5</td>
<td>13%</td>
</tr>
<tr>
<td>Unique purpose</td>
<td>3.5</td>
<td>4.6</td>
<td>26%</td>
</tr>
<tr>
<td>Members see collaboration as in their self-interest</td>
<td>3.8</td>
<td>4.2</td>
<td>11%</td>
</tr>
<tr>
<td>Skilled leadership</td>
<td>3.8</td>
<td>4.0</td>
<td>5%</td>
</tr>
<tr>
<td>Collaborative group seen as a legitimate leader in the community</td>
<td>3.4</td>
<td>3.9</td>
<td>15%</td>
</tr>
<tr>
<td>Multiple layers of decision-making</td>
<td>3.6</td>
<td>3.9</td>
<td>8%</td>
</tr>
<tr>
<td>Flexibility</td>
<td>3.4</td>
<td>3.9</td>
<td>15%</td>
</tr>
<tr>
<td>Ability to compromise</td>
<td>3.0</td>
<td>3.8</td>
<td>27%</td>
</tr>
<tr>
<td>Established informal relationships and communications links</td>
<td>3.5</td>
<td>3.8</td>
<td>9%</td>
</tr>
<tr>
<td>Appropriate cross section of members</td>
<td>3.6</td>
<td>3.7</td>
<td>9%</td>
</tr>
<tr>
<td>Concrete, attainable goals and objectives</td>
<td>3.3</td>
<td>3.7</td>
<td>12%</td>
</tr>
<tr>
<td>Adaptability</td>
<td>3.8</td>
<td>3.6</td>
<td>-5%</td>
</tr>
<tr>
<td>Open and frequent communication</td>
<td>2.9</td>
<td>3.6</td>
<td>24%</td>
</tr>
<tr>
<td>Shared vision</td>
<td>3.6</td>
<td>3.6</td>
<td>0%</td>
</tr>
<tr>
<td>Members share a stake in both process and outcome</td>
<td>2.9</td>
<td>3.3</td>
<td>14%</td>
</tr>
<tr>
<td>Sufficient funds, staff, materials, and time</td>
<td>3.1</td>
<td>3.3</td>
<td>6%</td>
</tr>
<tr>
<td>Mutual respect, understanding, and trust</td>
<td>2.8</td>
<td>3.2</td>
<td>14%</td>
</tr>
<tr>
<td>Appropriate pace of development</td>
<td>3.0</td>
<td>3.1</td>
<td>3%</td>
</tr>
<tr>
<td>Development of clear roles and policy guidelines</td>
<td>2.8</td>
<td>2.8</td>
<td>0%</td>
</tr>
<tr>
<td>History of collaboration or cooperation in the community</td>
<td>2.9</td>
<td>2.7</td>
<td>7%</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td>3.3</td>
<td>3.7</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Key:**
- ● = Positive Indicator  
- ● = Negative Indicator

### Summary

- Connection with Purpose and People
- Clarity of Purpose
- Congruency of Mission, Strategy, and Values
- Creation of Value
- Communication between Partners
- Continual Learning
- Commitment to Partnership

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Final Thoughts

Collaboration Commandments

- Thou shalt not use the name “collaboration” in vain
- Thou shalt add value individually and collectively
- Honor thy competition
- Seek first to understand then to be understood

CHECK OUT THESE ADDITIONAL RESOURCES:

COLLABORATION COMMANDMENTS
socialimpactarchitects.com/collaboration-commandments

COOPETITION
socialimpactarchitects.com/coopetition

CHARTERS/GROUND RULES
socialimpactarchitects.com/pop-up-culture-how-ground-rules-team-charters-can-help-you-make-the-most-of-your-meeting

MEETINGS
socialimpactarchitects.com/effective-meeting-tips/
Suzanne Smith, MBA
Founder & CEO, Social Impact Architects

Education
• MBA, Duke University’s Fuqua School of Business
  • Selected as CASE (Center for the Advancement of Social
    Entrepreneurship) Scholar
  • Adjunct Professor – University of Texas at Arlington

Awards & Honors
• “Best for the World” Small Business List – B Corp, 2015 & 2016
• Tedx Speaker, “Everyone Can be a Changemaker,” 2015
• Huffington Post’s Top 10 Social Sector Blog, 2014
• Next Generation Social Entrepreneurs Award, 2010

Community Leader
• Dallas, Texas – Dallas Commission on Homelessness, Mayor’s
  Task Force on Poverty, Leadership Dallas, Leadership North
  Texas & Junior League
• Dallas Regional Chamber, Young ATHENA Award, 2014
• Dallas Business Journal’s 40 Under 40 Award, 2012
• Cincinnati, Ohio – Founder, Flywheel: Social Enterprise Hub

Survey Via Email

✓ Give me your feedback
✓ Suggest future topics
✓ Only 3 minutes
Foundation for a Healthy Kentucky

www.kentuckyhealthfacts.org

www.facebook.com/FoundationForAHealthyKentucky

See you soon!

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