

2013 Eldon Fields Lecture

# Collaboration Across Boundaries: Ten Compelling Ideas

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# #1 Think DaVinci

- Lateral thinking
- Creativity that stems from taking knowledge from one context or discipline and applying it to another
- DaVinci: art, science, engineering, mathematics, medicine, architecture

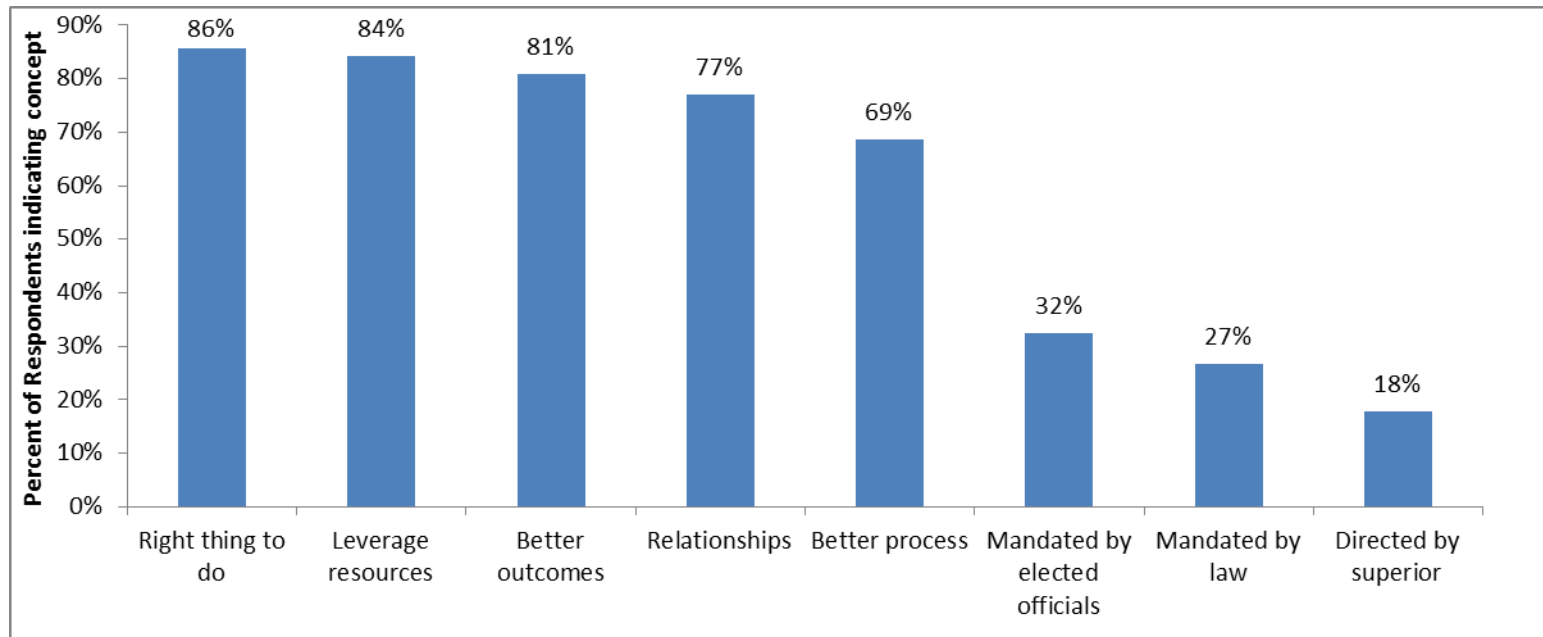


Human arm → bird's wing → flying machine

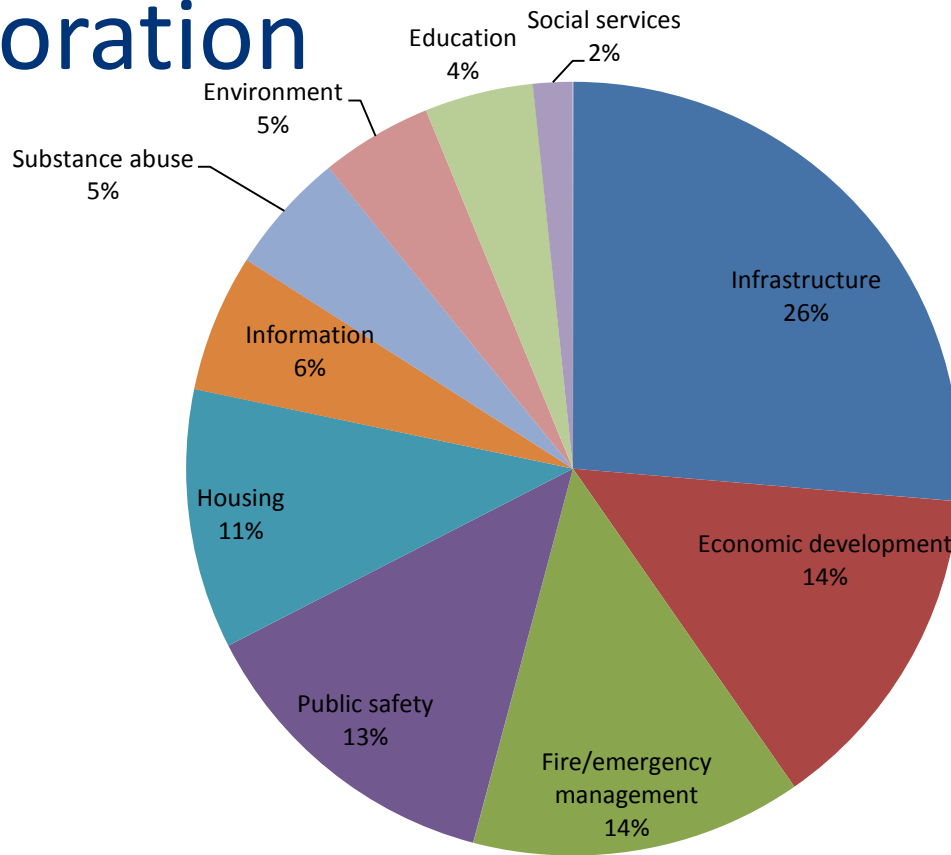
# New Survey Results (for ICMA): 1400 Local Government Managers

- 97% use collaboration as management and leadership strategy
- Why? 86% = “right thing to do”
- Why? 84% = leverage resources
- Why? Better performance outcomes (e.g., economic benefits, economies of scale)

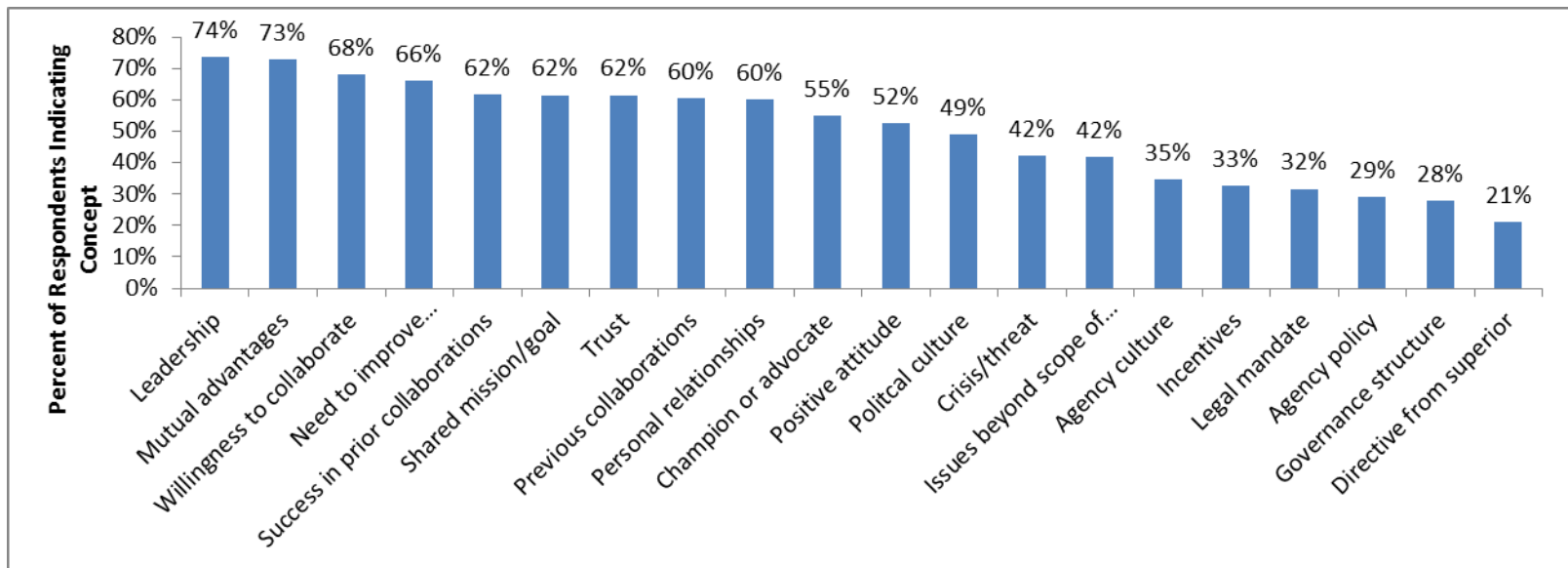
# Why Collaborate?



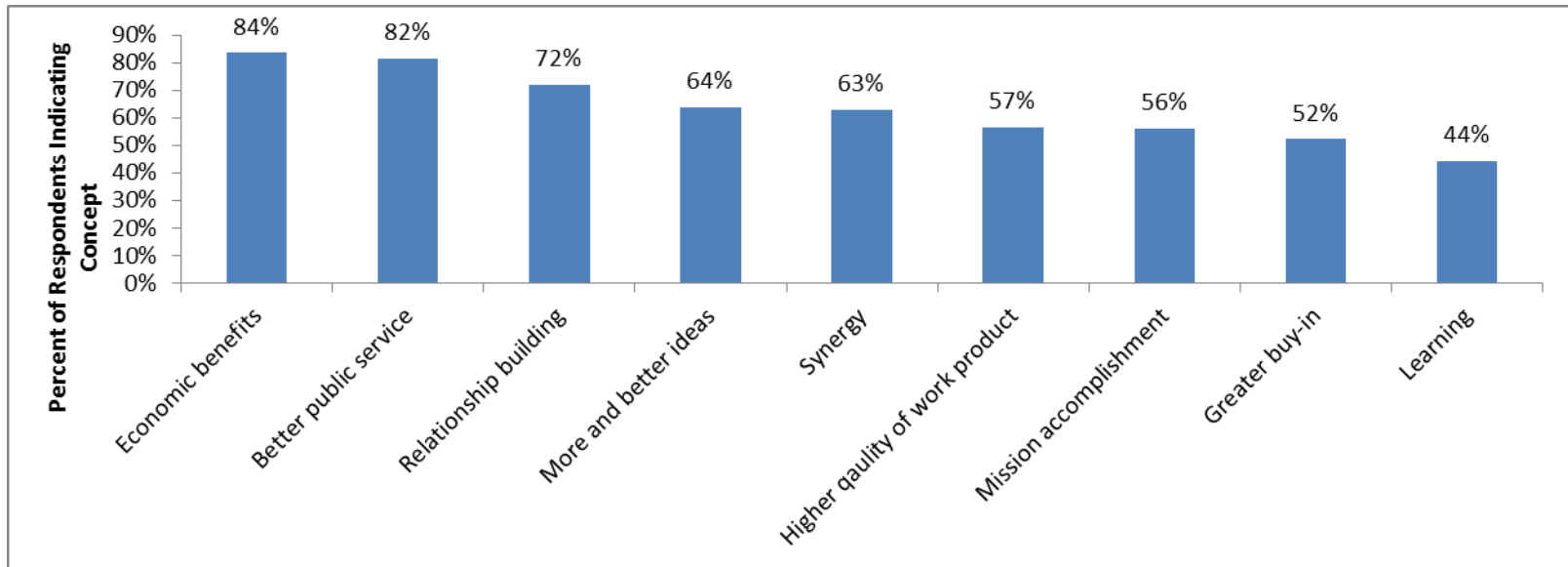
# Policy and Service Areas of Collaboration



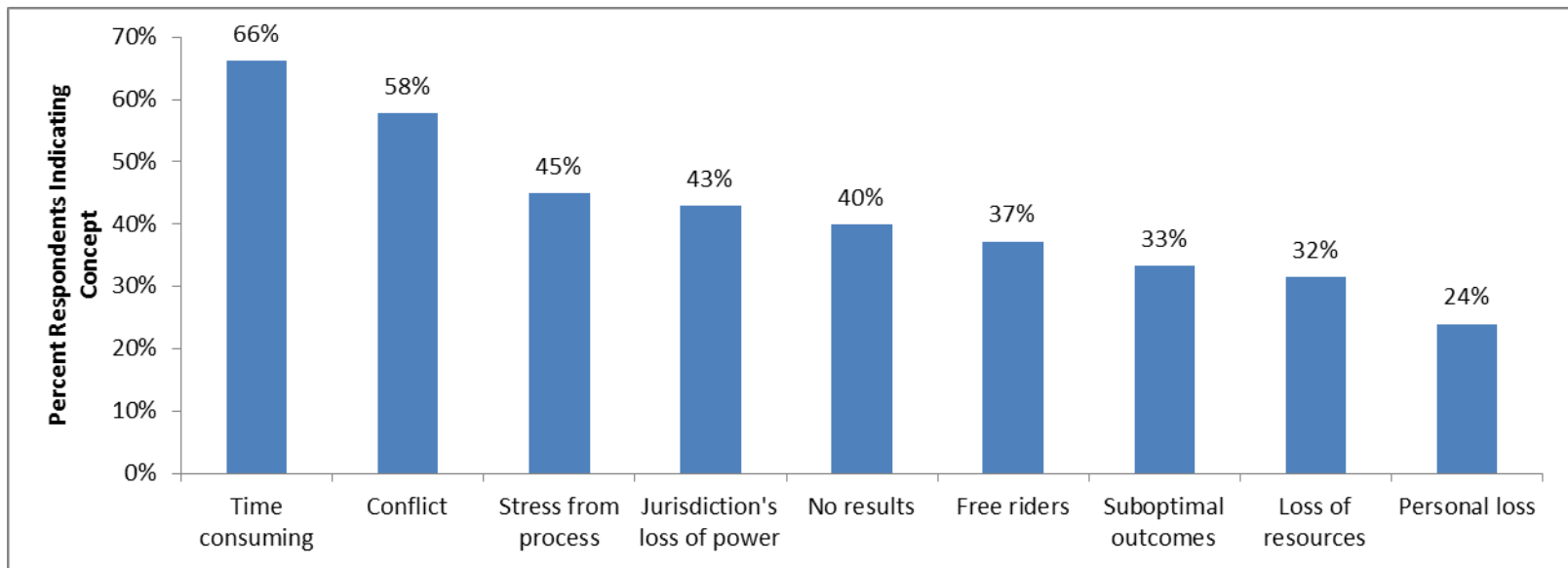
# What Makes Collaboration Work?



# Positive Results of Collaboration

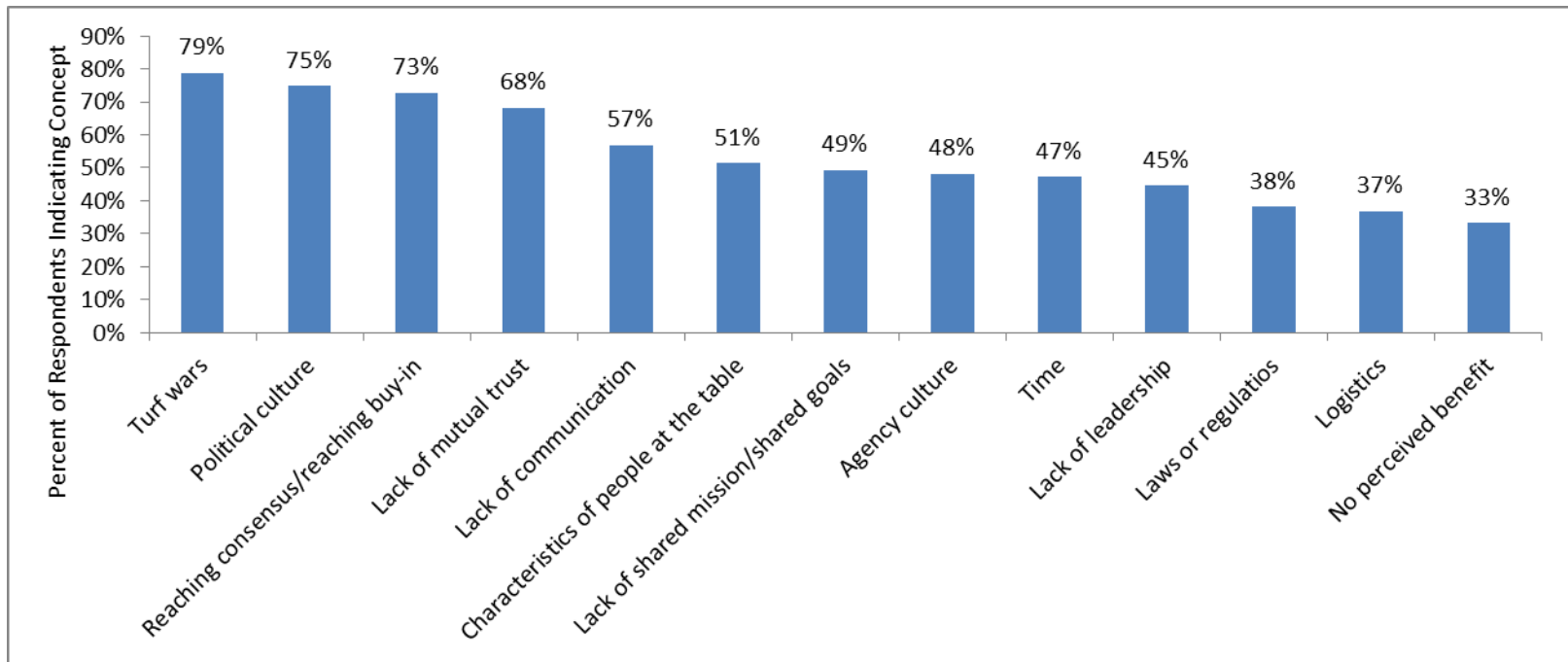


# Negative Results of Collaboration





# Challenges to Collaboration

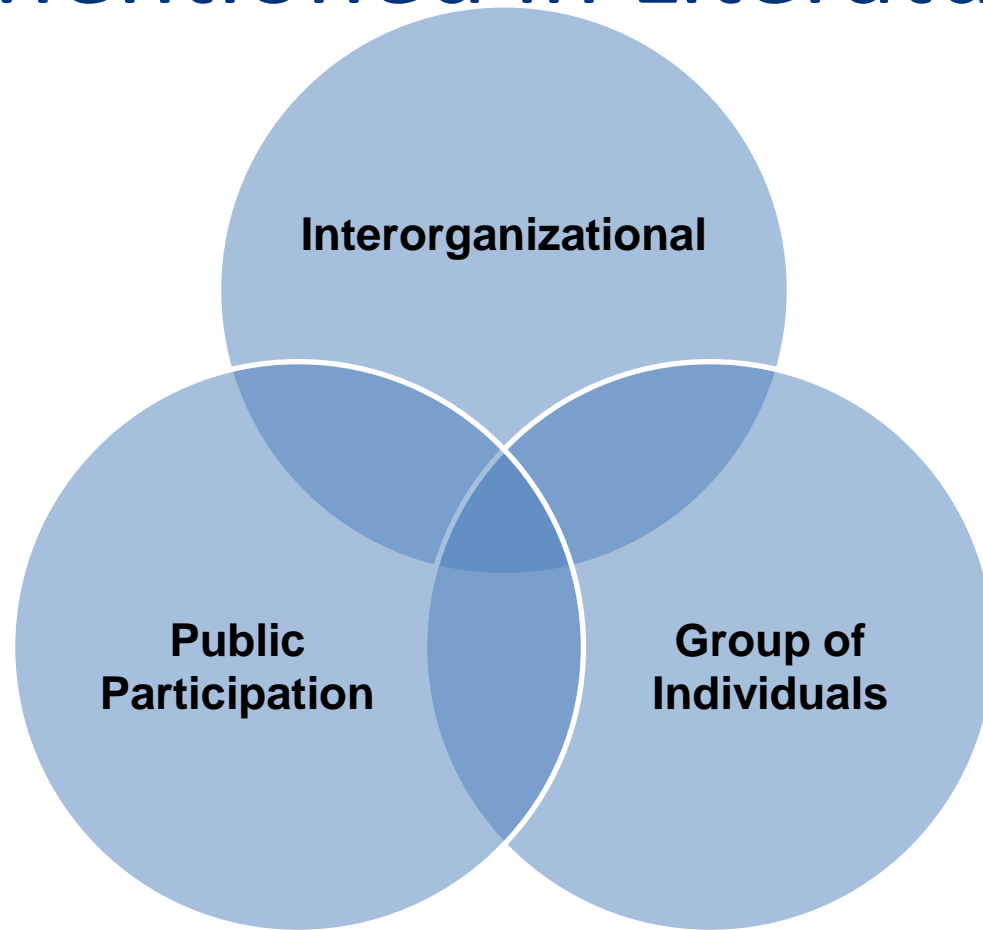




## #2 “101 Definitions of Collaboration”

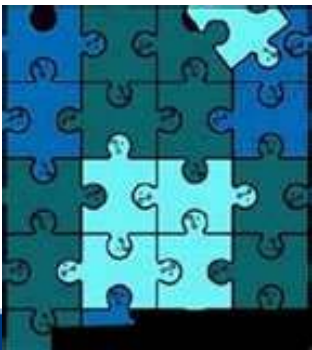
*Collaboration means working across boundaries and in multi-organizational arrangements to solve problems that cannot be solved – or easily solved – by single organizations or jurisdictions.*

# Three Types of Collaboration Most Often Mentioned in Literature



# Example: Interorganizational

- Metropolitan Alliance of Community Centers (MACC)
- Coalition of 13 human service organizations in Minneapolis-St.Paul
- Competitors collaborated for funding
- Shared resources in finance, human resources, technology



(Source: [www.e-parc.org](http://www.e-parc.org) and [www.maxwell.syr.edu/parc/eparc](http://www.maxwell.syr.edu/parc/eparc))

# Example: Group of Individuals

(also includes work place teams)

- Young Professionals Network for the Arts
- Purpose: Develop the next generation of civic arts leaders
- Bring together volunteer oriented young professionals to build arts above ground and below ground infrastructure in central Florida



(Source: [www.e-parc.org](http://www.e-parc.org) and [www.maxwell.syr.edu/parc/eparc](http://www.maxwell.syr.edu/parc/eparc))

# Example: Public Participation

- Collaborative budgeting in Menlo Park, California (“Your City/Your Decision”)
- Phase One: Survey
- Phase Two: Community workshops.
- Findings: Community preference for combined approach of cost reductions, taxes, and fee increases (not reduction or service elimination).

(Source: [www.cacities.org](http://www.cacities.org))



# Collaborative Public Management: What is it?

*Collaborative public management* is a concept that describes the process of facilitating and operating in multiorganizational arrangements to solve problems that cannot be solved or easily solved by single organizations.

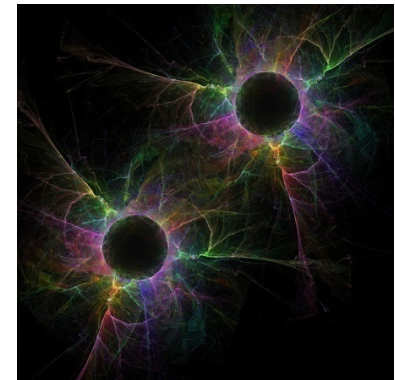


Agranoff and McGuire

# Networks

Structures of interdependence, involving multiple nodes – agencies and organizations – with multiple linkages

- Can be formal or informal
- Public goods or services planned, designed, produced and delivered
- Public, private, non-profit



(O'Toole 1997; McGuire 2003; Agranoff 2004)



# #3 Why the Growth of Collaborative Public Management?

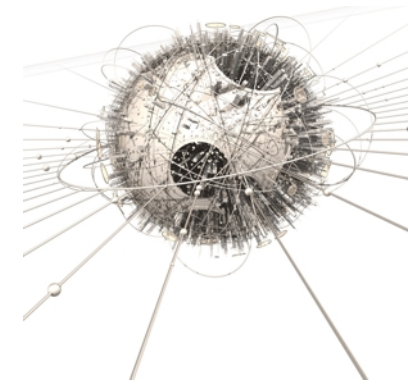
- Many public challenges are larger than one organization or jurisdiction
- New approaches to addressing public issues
- Doing more with less
- Technology is flattening hierarchy
- Changing views of leadership and management
- Greater role for public



## #4 Major Challenges

- All networks/collaborations are not created equal
- Motivation to collaborate varies
- Collaboration not always wise
- Trend toward short-term “couplings”
- Calls for new management and leadership strategies and skills
- Paradox: Collaboration can yield conflict

# The Complexity of Managing Organizational Networks



- Networks are interorganizational and interpersonal
- Multiple members
- Members bring both disparate and common missions
- Each network organization has a different organization culture
- Each network organization has a different method of operation

# The Complexity of Managing Organizational Networks, con't.

- Network organizations usually have different stakeholder groups and different funders
- Network members have different degrees of power
- Often multiple issues
- Multiple forums for decision-making
- Variety of governance structures available to networks
- Conflict within network and with the public

# Example

- Center for Disease Control national response to pandemic flu epidemic working with county health professionals, federal agencies, industry, consumer advocates, state governments, minority groups



# #5 Management Paradox

- Those who work in networks must work both with autonomy and interdependence.
- Members and networks have both common and diverse goals
- Members work with both a smaller number and a greater variety of groups
- Members need to be both participative and authoritative

# Management Paradox, con't.

- Members need to see both the forest and the trees
- Members must balance advocacy and inquiry



# Example

- State of Arizona – Wilderness Working Groups develop land management strategies for each local area. Bring together environmental advocates, ranchers and farmers, industry officials, and government representatives.





# #6 Some Factors Affecting the Success of Collaborations

- Context
- Purpose and Mission
- Member Selection and Capacity Building
- Motivation and Commitment of the Collaborators
- Structure and Governance
- Power
- Accountability
- Communication
- Perceived Legitimacy
- Trust
- Information Technology
- Personal Attributes of Collaborators
- Other?

# #7 Importance of the Individual

- Frederickson (2007): While organizations and established jurisdictions do formally collaborate, it is always in the form of managers and officials.
- Effective collaboration is “deeply dependent” upon the skills of officials and managers.
- You are only as good as the person who represents you at the table.



# #8 The Leadership Challenge

- More than 90% of global executives surveyed last year by the Center for Creative Leadership said collaboration is vital for leadership success.
- But less than half of those same executives said the leaders in their organizations were actually good at it.

# #9 “Leading When You Are Not In Charge”



# Solutions Often Transcend the Position of Any Single Participant

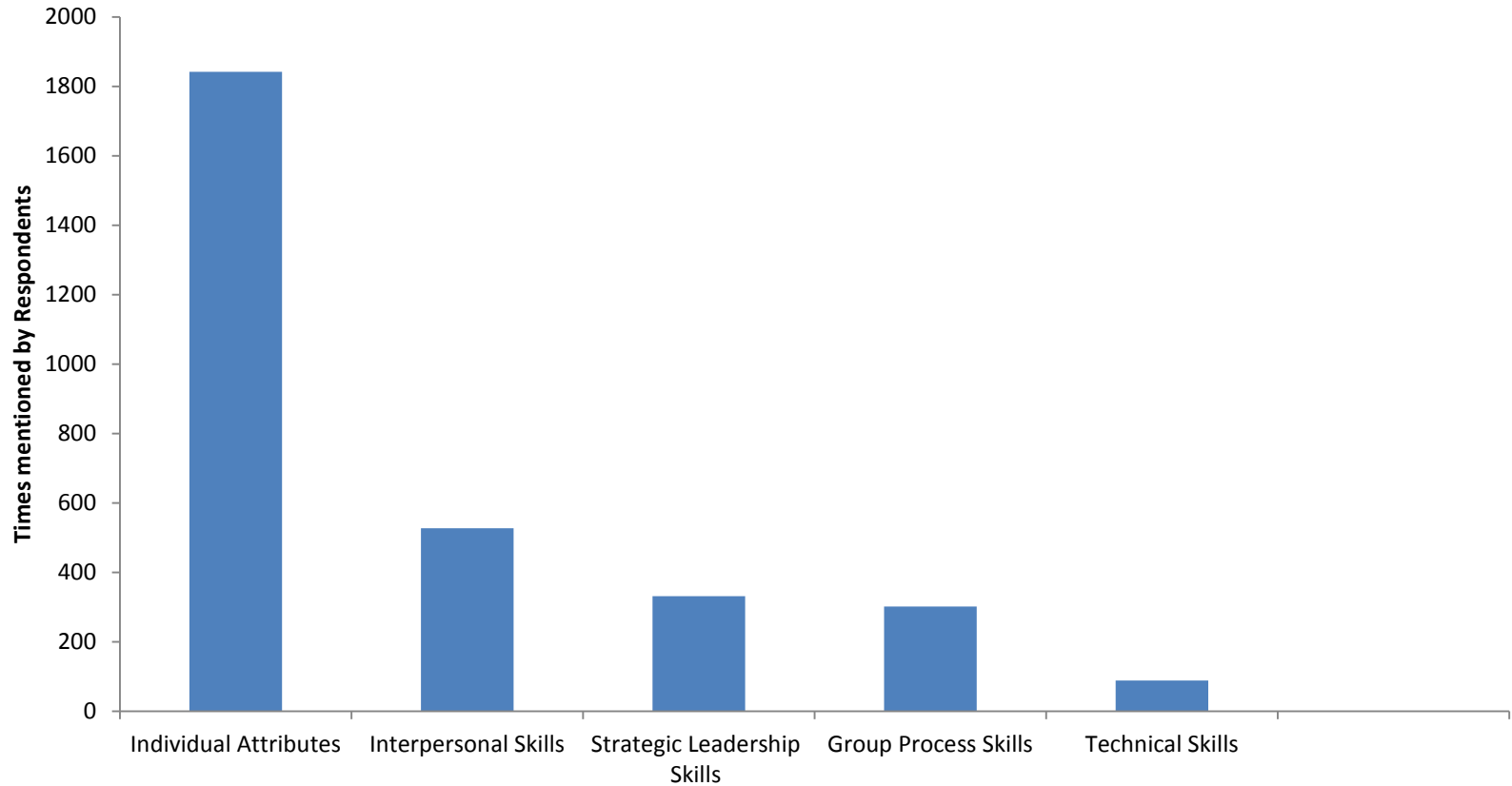
- Salamon (2005) “. . . [S]hifts the emphasis **from** management skills and the control of large bureaucratic organizations **to** enablement skills, the skills required to engage partners arrayed horizontally in networks, to bring multiple stakeholders together for a common end in a situation of interdependence.”

# #10 Skills Needed to Collaborate Across Boundaries

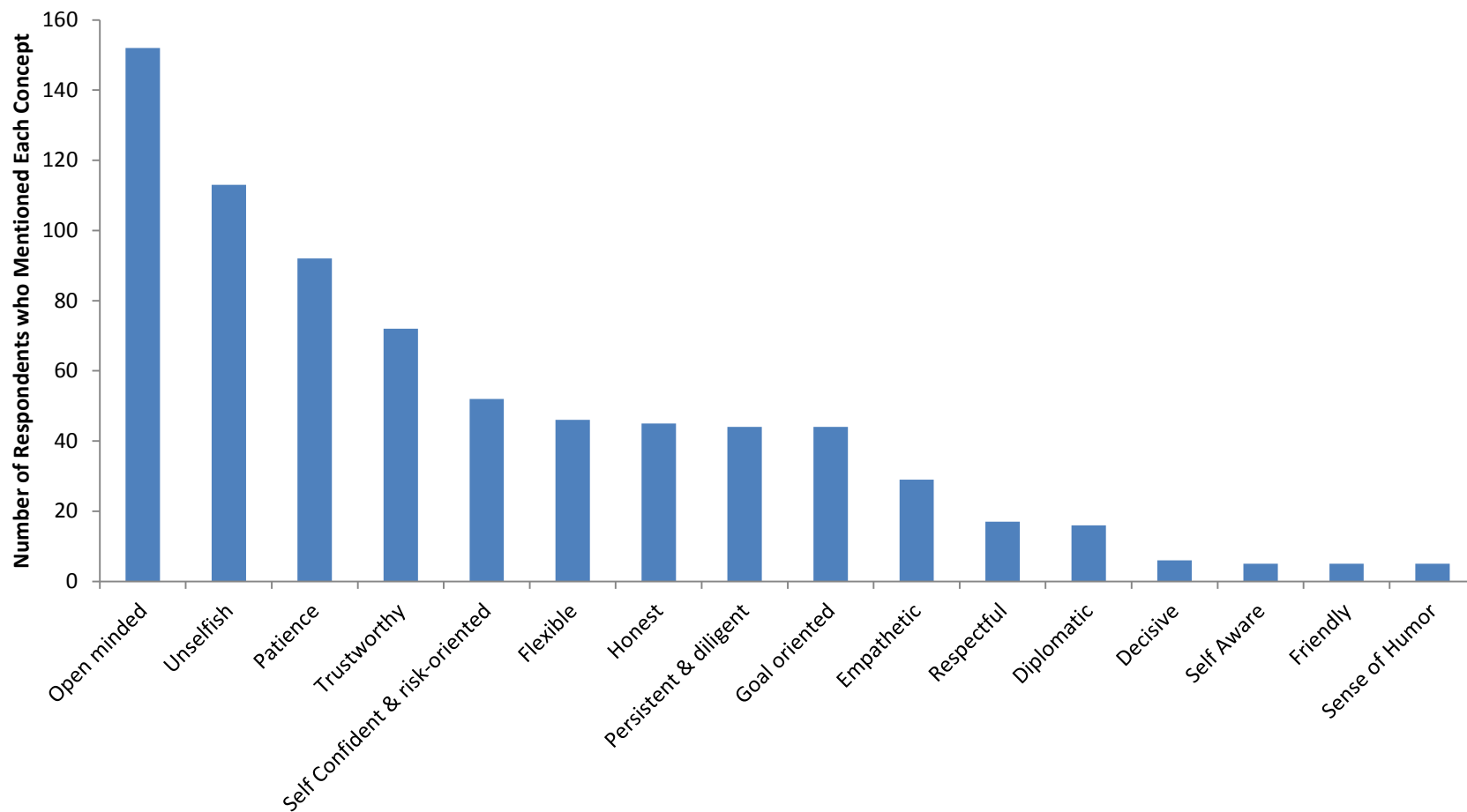
- Facilitation
- Collaborative problem solving
- Conflict management
- Negotiation
- Individual Attributes



# Skillset of Collaborator (ICMA)

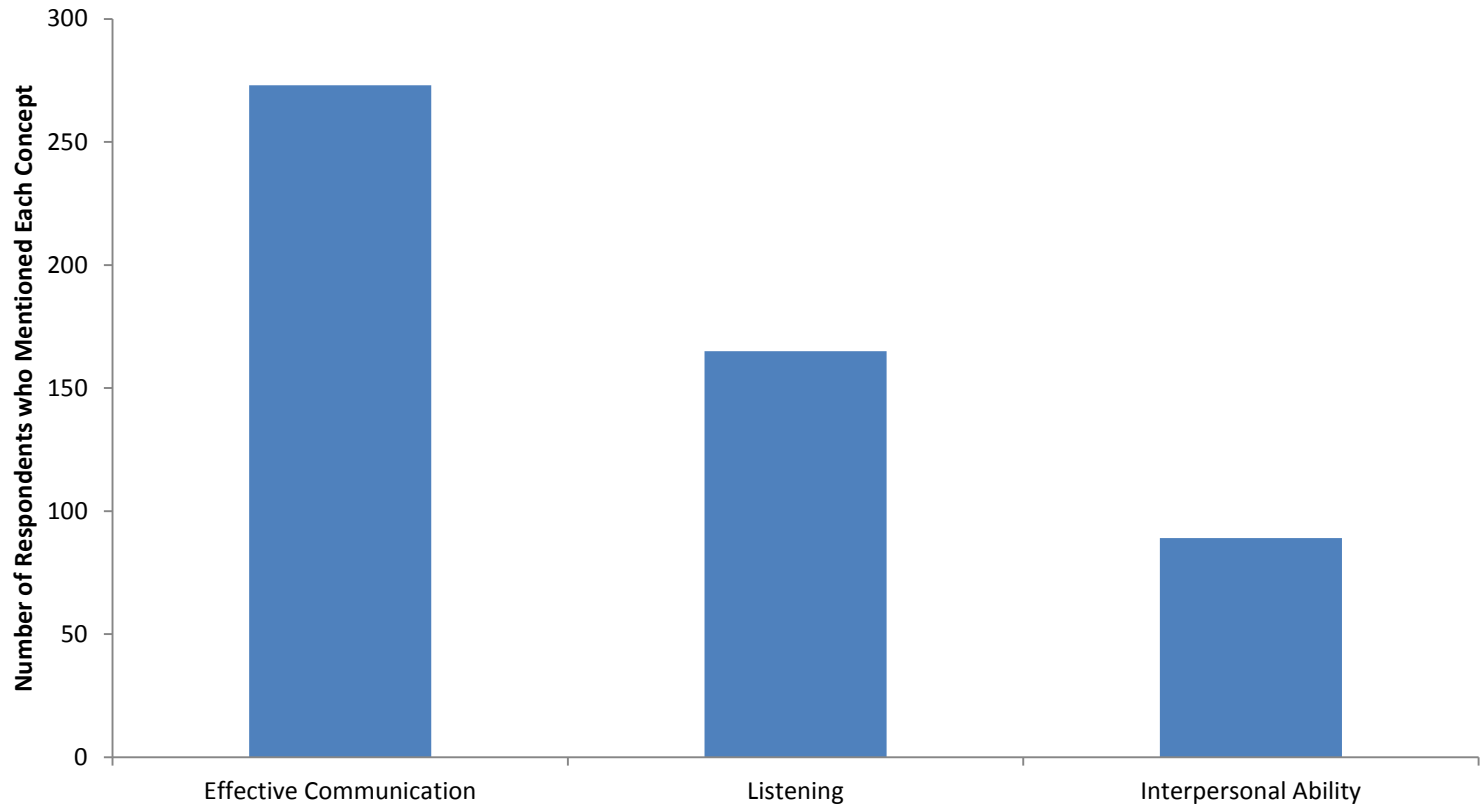


# Individual Attributes





# Interpersonal Skills



# Example

- Conference of State Bank Supervisors in Mortgage Policy working with 50+ state agencies/regulators to come to ONE nationwide, voluntary policy on how to license loan originators

# Top 10 Greatest Hits

- #1 Think DaVinci
- #2 101 Definitions of collaboration
- #3 Why we collaborate
- #4 Major challenges
- #5 Management paradox
- #6 Factors affecting collaborations
- #7 Importance of the individual
- #8 The shifting leadership challenge
- #9 Leading when you are not in charge
- #10 “New” skills

Please email me with your examples:

**Rosemary O'Leary**

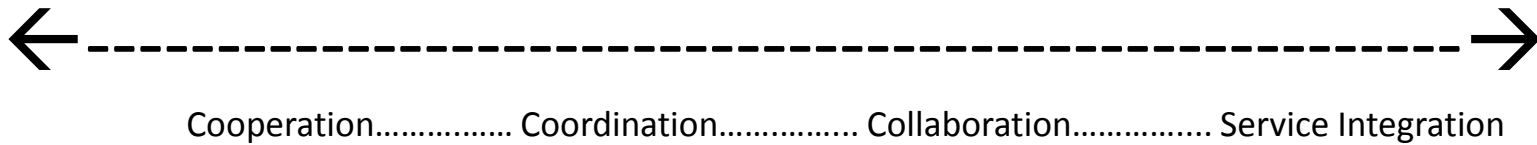
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# Backup Slide

# Collaboration vs. Cooperation



(Selden, Sowa and Sandfort 2002; Keast, Brown, and Mandell 2007)

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