



Impactful Collaboration

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 Community Initiatives

Place-Based Movement



Partners: CDC, National Institutes of Health, Pepsico, GM, UNC, etc.

Models: PedNet, America's Move, etc.

Tools: etc.

Policy Achievements: etc.

Leadership: etc.

Research: etc.

Media/Outreach: etc.



A nationwide, COMMUNITIES Movement



What Binds This Movement?

- **Collaborative Leadership**—engage multiple sectors & cross traditional boundaries
- **Tipping the System** – addressing the big issues through policy & environmental change
- **Equity**— ensure focus on greatest burden
- **Place-Based**—weaving stewardship ethic, big vision and feasibility (“we can do this here”)



Investing in Place...

Schools (& child care)



Worksites



Neighborhoods

Community-wide



Collaborative Premise

If you
bring a diverse and appropriate group of people together,
give them good information and an effective process,
they will create effective strategies and take responsibility to implement them.

David Chrislip and Carl Larson



Reflecting upon what we already know

Recall a time when a team/partnership really "worked".

Describe that experience

- How did it look and feel?
- What made it work?



What Is "Collaboration"?

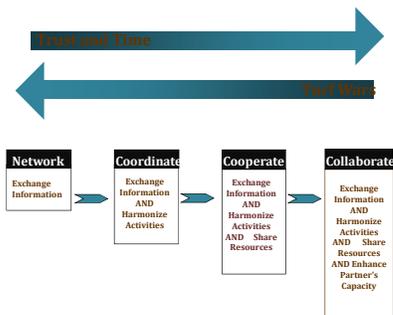
"To work together."

" A process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible."

"It is a mutually beneficial relationship between two or more parties who work toward common goals by sharing responsibility, authority, and accountability for achieving results."



PARTNERSHIP CONTINUUM



Based on concepts from A. T. Hernandez: "Collaboration for a Change: Definitions, Models, Roles and a Collaboration Process Guide."



Weave Mutual Interests Into A Shared Vision

“We found that in developing our cross municipal coalition of community leaders, it was the vision that became our constant touchstone over the last 3 years of moving forward. And because we were speaking the common language of promoting safe walking to school, we were able to engage new stakeholders in an entirely different community with our Safe Routes to School initiative.”

Gregg Howells, Rye, NY



Discover & Weave Mutual Interests Into A Common Vision

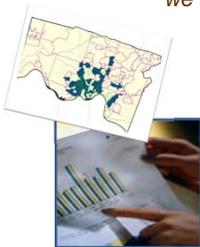
More than just a nice “feel good” statement!

- Provides a “felt answer” to important questions
 - How will my/our fundamental interests be met?
 - Is what we are working toward compelling for investing substantial resources (time, energy, \$)?
- Focus on possibilities (vs. problems) is more likely to stimulate action and sustained commitment



Responsive & Real-Time Data

Less time, more easily available data . . . are we actually using it constructively??



- “Making maps together” (Quad Cities)
- “Drowning in a sea of data” (Omaha)



Blending Approaches and Strategies

Which is the right/best approach?

- Change the system or environment within which we make decisions ("Build it and they will come")
- Educate people on making better choices ("Educate so that they will come")



Will either be effective without the other?!?



Adopt an "Social Entrepreneurial" Mindset



"Did not see that coming" → new transportation opportunities (Birmingham, AL)



At the Heart of Effective Efforts...



Committed and Effective Leadership Teams



Roles and Functions



Establish Common Vision & Agenda

Help diverse stakeholders coalesce around a shared **vision**; neutral/credible/**convener**, find everyone's **best role**; focus on **few big** policy areas

Communicate With/Educate Broad Public

Grow broad **constituency** for change (policy and place-oriented); simple, practical message **engagement** to wide audience; Branding with Purpose; things to do...



Roles and Functions



Build Capacity & Incubate

Help smaller organizations **grow skills** and support through pilots; peer learning & **networking**; serve as fiscal agent; help **get resources** to partners

Measure Impact & Data Support

Help **demonstrate** and **communicate impact**; establish **common metrics**; support **data/research**; link to goals & learning



Important Qualities or "Intangibles"



- Utilize formal and informal clout
 - Ability to get things done
 - Make the case and build constituency for change
- Bring personal passion and commitment
- Engage with a collaborative mindset
 - Mutual accountability and support
- Leverage passion, expertise and synergy to maximize opportunities
- Represent cross-sector and cross-community



Facilitative Leaders

Those leaders who master the simple art of *asking effective questions and listening*, unleash the energy and creativity of their people and focus it like a laser on what needs to be done to continually improve and get results...”

Ed Oakley



Facilitative Leaders . . .

Creates conditions that allow team members to discover their best, then works from a position of the *team members' strengths*

Asks the right questions (as opposed to always providing answers) – questions team members may not have explored and that move them forward quickly.

Help establish procedures, expectations and support that *ensure follow through*.

Facilitate their team through the learning curve(s), *until the goals are reached*



Using Dialogue

Debate/Discussion	Dialogue
Assuming there is one right answer, and you have it	Assuming many people have pieces of the answer and together can craft new solutions.
Combative: participants attempt to prove the other side is wrong	Collaborative: participants work together toward common understanding and commitment
About winning	About exploring common ground
Listening to find flaws and making counter-arguments	Listening to understand, find meaning and agreement
Defending assumptions as truth	Revealing assumptions for re-evaluation
Reinforcing, restating same points	Balancing Advocacy & Inquiry



Implies shifts from . . .

- Knower to Learner
- Competence to Vulnerability
- Arrogance to Humility
- Observer to Participant

“Real dialogue [becomes possible when] two or more people become willing to suspend their certainty in each other’s presence.”

- David Bohm



Balance Advocacy & Inquiry

Advocacy

- Clearly state your opinion, idea or desire
 - Reveal thinking/reasoning behind your point
 - Give examples
- Counterproductive
 - Proposing “my views” as facts
 - Not sharing concerns, logic
 - Focusing on being “right” rather than getting “smarter”

Inquiry

- Inquire into the other person(s) views and experiences
 - Seek to understand
 - Genuinely listen
- Counterproductive
 - Interrogating
 - “Gotch-yal!” – Asking in order to prove the other person wrong





Jump In





