

# Building Collaborative Capacity for Governance Reform

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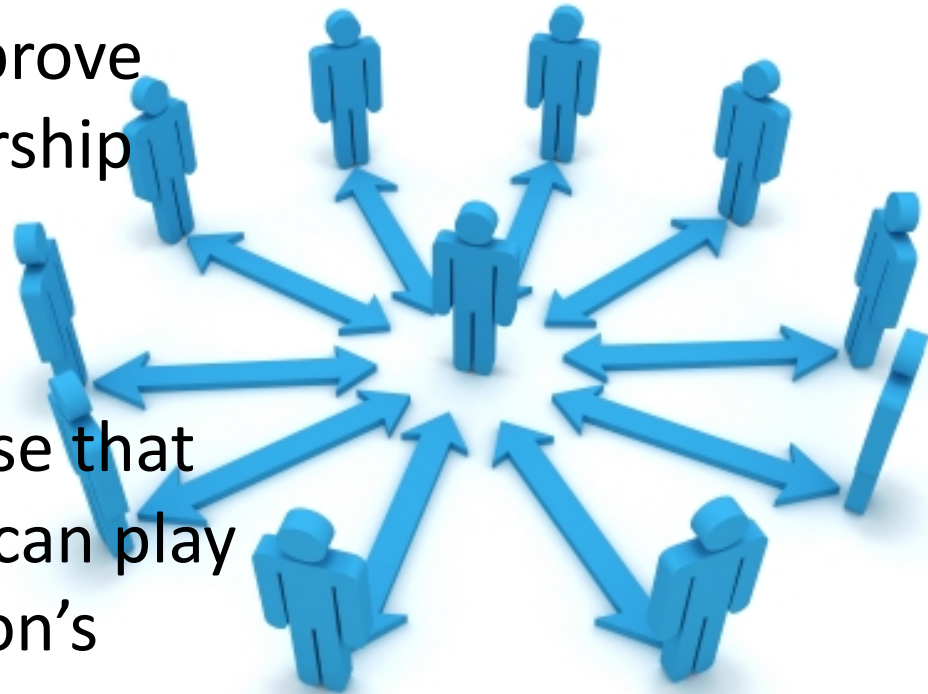
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# The Nature of Work is Changing



# Learning Objectives

- Discuss how you can improve your collaborative leadership style.
- Explain the role that those that lead development work can play in building an organization's collaborative capacity.



# IDEO



At IDEO, we believe that innovation happens through networks of inspired people -- NGOs, foundations, nonprofits, government entities, public health & academe



# Inter-agency Collaboration in BiH



# What does collaboration look like in your organization?

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*BEST PRACTICES*



*CHALLENGES*



# Are you a collaborative leader?

COLLABORATIVE BEHAVIORS	WHAT IT MEANS
<b>Redefining Success</b>	Collaborative leaders focus on goals that are bigger than their own agendas. They seek common ground and look for win-win solutions.
<b>Involving Others</b>	Collaborative leaders value diversity, dialogue, and open mindedness.
<b>Being Accountable</b>	Collaborative leaders hold themselves and others accountable.

Source: M.T. Hansen, Collaboration, HBP, 2009

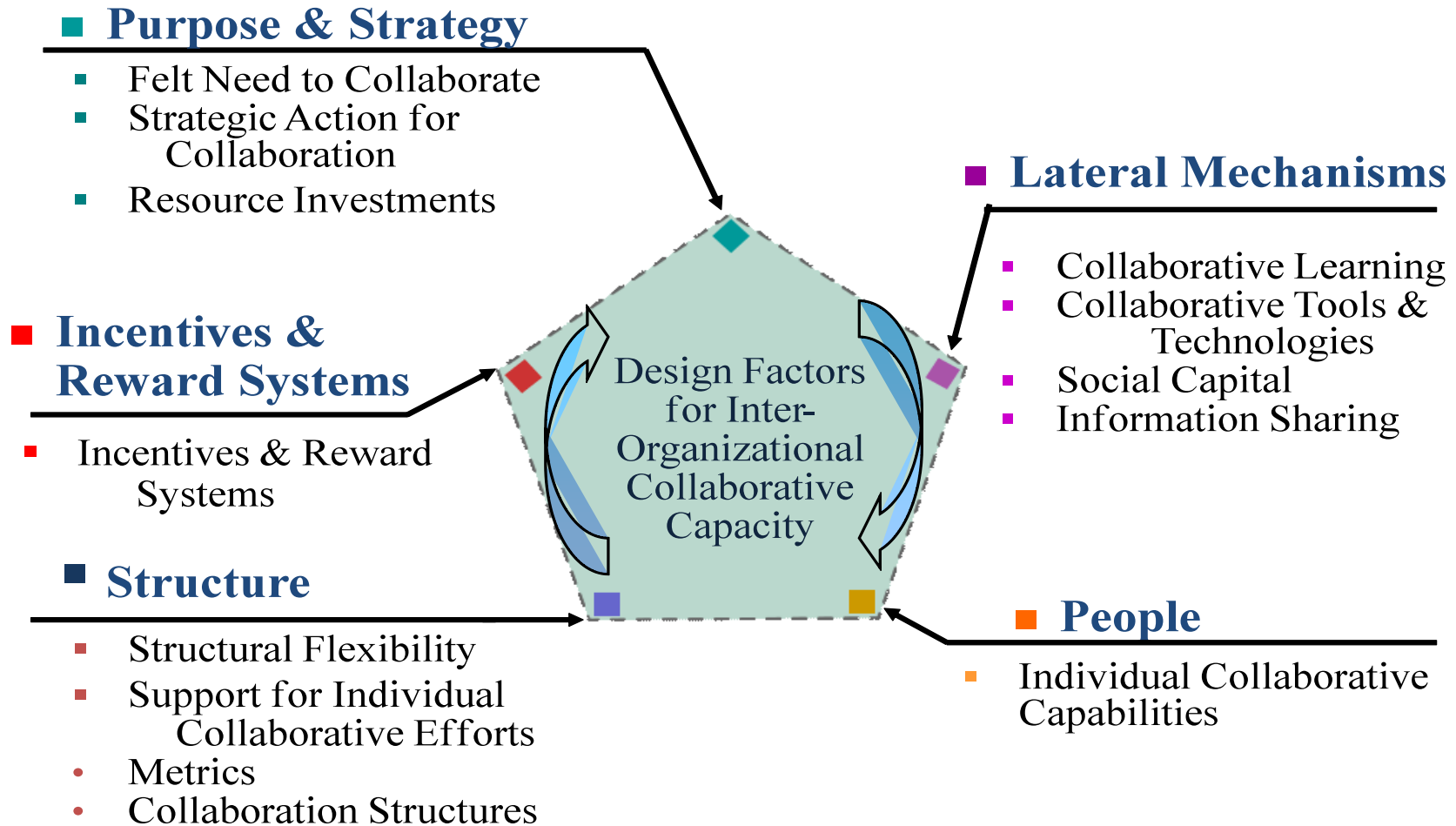
# Benchmark Data for Collaborative Style

	Bottom 25%		Median		Top 25%
Redefine success	4-16	17-19	20	21-23	24-28
Involve others	4-13	14-17	18	19-22	23-28
Accountability	4-17	18-19	20	21-23	24-28
<b>TOTAL SCORE</b>	12-49	50-57	58	59-64	65-84
	Poor	Low	Modest	Good	Excellent

Source: Hansen, M.T. Collaboration pg. 149  
 Sample of 162 high-performing executives in 6 executive education programs



# Inter-Organizational Collaborative Capacity Model



Hocevar, Jansen, & Thomas, 2012

# ICC Assessment

## Inter-Organizational Collaborative Capacity Assessment

**Directions:** This questionnaire is designed to assess your organization's capacity to collaborate with other organizations. Please indicate the degree to which you agree or disagree with the following statements. If an item doesn't seem to apply or you "don't know," mark the appropriate response.

	Strongly Disagree					Strongly Agree	Don't Know
<b>Felt Need to Collaborate</b>							
Effective inter-organizational collaboration is a high priority for my organization.	1	2	3	4	5	6	7
My organization recognizes the importance of working with other organizations to achieve its mission.	1	2	3	4	5	6	7
Members of my organization understand the benefits of collaborating with other organizations.	1	2	3	4	5	6	7
The success of my organization's mission requires working effectively with other organizations.	1	2	3	4	5	6	7
There is agreement within my organization about the purpose and value of inter-organizational collaboration.	1	2	3	4	5	6	7
<b>Strategic Action for Collaboration</b>							

# Building Collaborative Capacity

LEVERS	How Development Leaders Can Contribute
Purpose & Strategy	
Structure	
Rewards & Incentives	
People	
Lateral Mechanisms	

# Building Collaborative Capacity

## Take aways

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- Name one thing you will do to improve your collaborative leadership style.
- Name one way you can help your organization build its collaborative capacity.

# Resources

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Cross, R. Gray, P., Cunningham, M. Showers, S. Thomas, R. “The Collaborative Organization: How to Make Employee Networks Really Work”, *MIT Sloan Management Review*, 52(1), Fall 2010, pp. 83-90.

Hansen, M.T. *Collaboration: How Leaders Avoid Traps, Create Unity, and Reap Big Results*, Harvard Business Press, 2009.

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Ricci, R. & Wiese, C., *The Collaborative Imperative: Executive Strategies for Unlocking Your Organization’s True Potential*, Cisco Systems, 2011.