
Building Collaborative Capacity for Governance Reform

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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 reformers play in building an organization's collaborative capacity.



Intra-organizational Collaboration



power
culture
leadership
norms of ICT use



Inter-agency Collaboration in BiH



What does collaboration look like in your organization?

GOOD PRACTICES



CHALLENGES



Are you a collaborative leader?

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

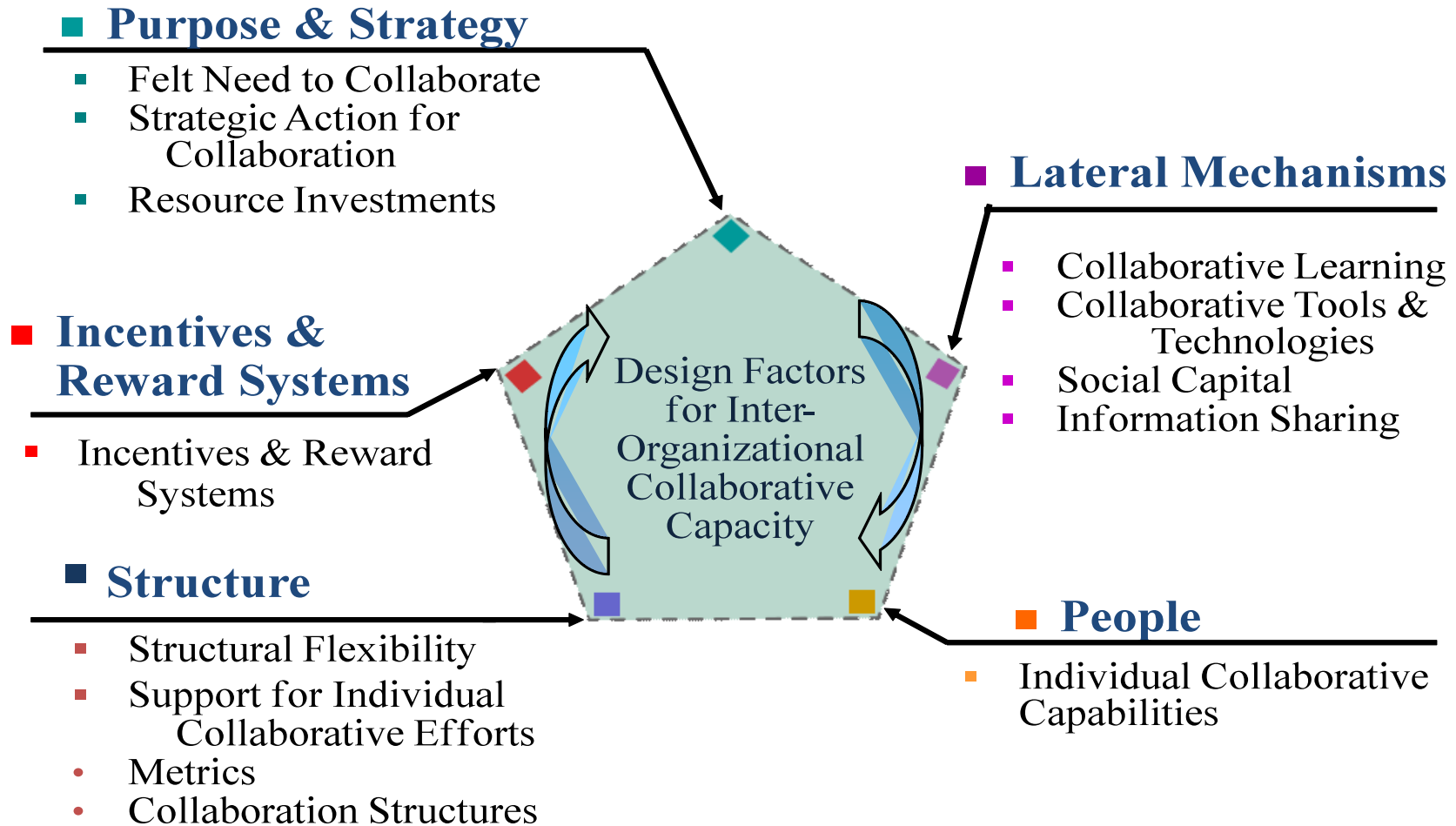
Source: M.T. Hansen, Collaboration, HBP, 2009

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
TOTAL SCORE	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
Felt Need to Collaborate							
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
Strategic Action for Collaboration							

Building Collaborative Capacity

LEVERS	Action You/Your Organization Might Take
Purpose & Strategy	
Structure	
Rewards & Incentives	
People	
Lateral Mechanisms	

Building Collaborative Capacity

Take aways

- 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

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.

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