

What is “collaboration”?



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Acknowledgements

- The Leadership Development Centre
- The staff of Harvard Business School, Harvard Kennedy School of Government
- Over 100 interviewees
- Transport for London, ICW, BSi, Beca, Opus, Ngati Maru, Waikato Tainui, Raukawa, ADEPT, SOLACE, Scottish Government, UK Highways Agency, Siemens, NZTA, Downers, Transport Scotland, SESTRANS, Department for Transport, Network Rail, FirstGroup, SPT, Solace Enterprises, Futureproof, Smartgrowth, Auckland Transport, Auckland Council.....



Structure



- What is collaboration
- The importance of having a plan
- The role of governance
- The Collaborative Leader
- Changing to a collaborative culture



What is collaboration?

Exercise

Turn to the person next to you.

Tell each other what collaboration means



What is collaboration?



“...two or more people or organisations work together to realise shared goals (this is more than the intersection of common goals seen in co-operative ventures but a deep, collective, determination to reach an identical objective.....by sharing knowledge, learning and building consensus.”
(Wikipedia)





What is collaboration?

collaborative relationships are based on negotiated and agreed actions and shared decision making (NZTA)

“....a relationship where there is a commitment between two or more parties in a collaborative relationship to create value by striving to achieve shared competitive goals and operational benefit through a spirit of mutual trust and openness.” (ICW)





What is collaboration?

“..... a) the highest level of good faith engagement;

and

b) consensus decision making as a general rule;-
while having regard to statutory frameworks and
the mana whakahaere of Waikato Tainui and
other Waikato River iwi.”(Kingitanga Accord)



What is collaboration?



“Organisations working together have given up the need to control the outcome and are prepared to share both risks and benefits – they value the idea of being surprised when something new and unanticipated is created.”



Exercise 2

In your tables talk about what made a collaboration you have been involved in successful?

What was the role of the leaders and governors?



The importance of having a plan

Appropriate approaches to problems

Collaboration

Flexible interventions around emergent properties. Technical expertise insufficient

Emergent Practice

Complex

Co - ordination

Rules for intervention. Technical expertise valued

Good Practice

Complicated

Chaotic

Novel Practice

Simple

Standard operating procedures

Best Practice

Co - operation

Find a common framework

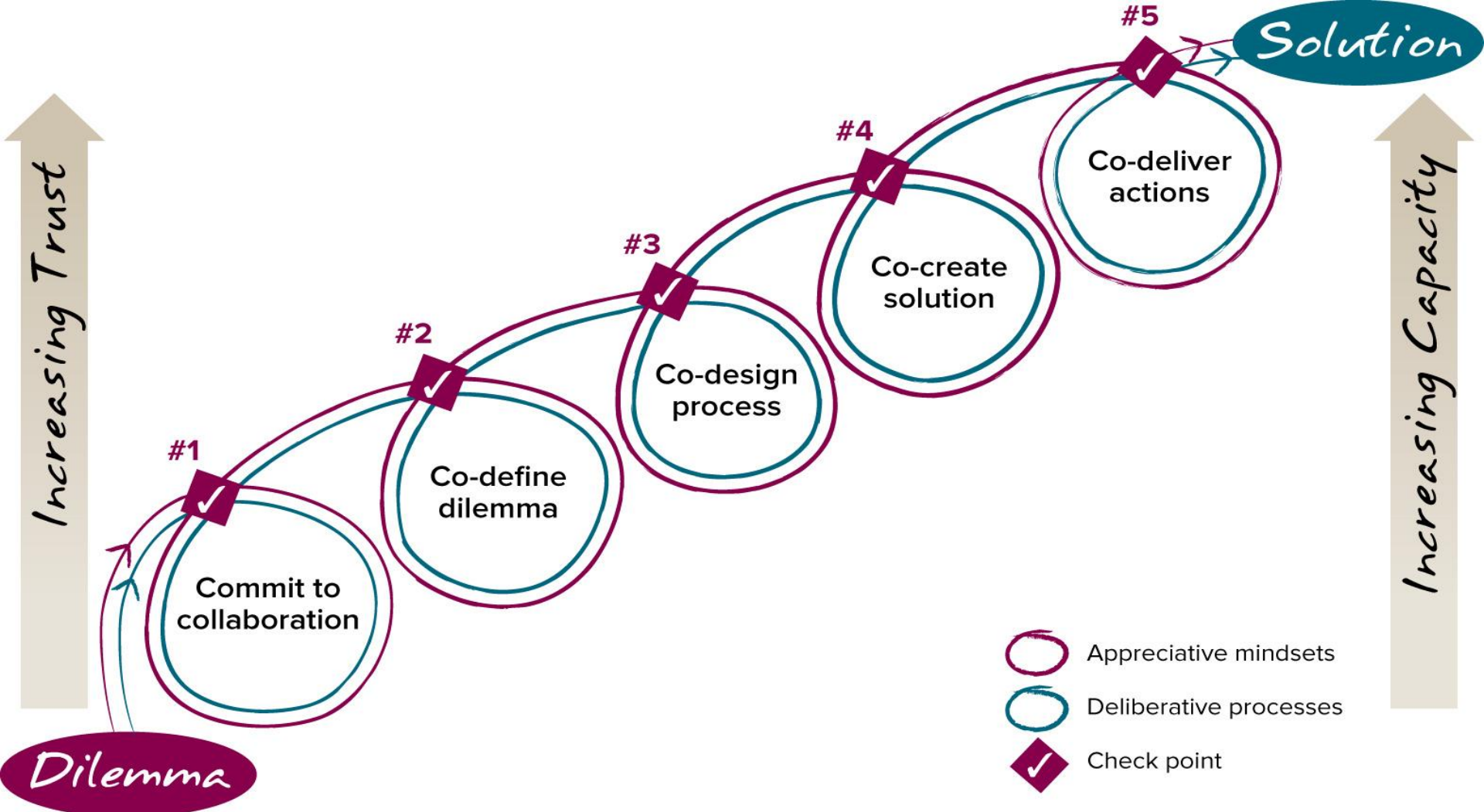


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Build readiness • Build relationships • Build capability

APPRECIATIVE MINDSETS + DELIBERATIVE PROCESSES = ENDURING SOLUTIONS



Plan before you collaborate

- Who are your potential partners?
- What are their drivers?
- What will success look like?
- Where will the power lie in the relationship – will it be equal or is one of you wielding a controlling interest?
- How will this affect decision making processes?



Plan before you collaborate



- How will you share the risks and benefits?.....are you really ready for the level of sharing that collaboration implies?
- Have you got a shared language and business process to support the collaboration?
- What is the lifecycle of your collaboration?
- How will you know if it is successful?
- How will you know that it is time to end the relationship and move on?



Exercise 3

What Issues or Problems that we face might require collaboration?

Who would our partners be?

Why would they want to be involved?



Leadership must be authentic and committed to the collaboration

“Governors need to do governance - keep out of the detail, trust the managers to make decisions. If the governors intervene and make technical decisions in a non collaborative way they undermine the culture that is being built within the team.”





The role of governance

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The role of governance

“If collaboration exists at the governance level for multi agency projects there is no censoring of messages. Senior executives in both organisations get the same story at the same time - this forces staff to resolve issues early rather than playing games (although note that if project staff have agreed matters collaboratively and then executive governance unpicks those solutions this can create problems in the culture)”



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The role of governance



“The organisational accountability model needs to support collaboration – this means the organisation has to change the view it takes of accountability and measure and reward realisation of benefits received by partners as well benefits received by the organisation.”



Exercise 4

In your tables spend a few minutes describing a collaborative leader.....



What does a collaborative leader look like?



Collaborative leaders have to;

- share power and rely more on influencing skills/building trust and relationships.*
- establish credibility as a partner.*
- recognise that the people you have to work with all bring something of value to the table.*
- form a good understanding of the strengths that lie in the group and make sure those strengths are utilised positively to support collaboration.*
- create a sense of safety and vulnerability based trust*
- take the group beyond individual self interests to collective interests where the group shares goals, holds each other accountable etc.”*



What does a collaborative leader look like?



- “A natural collaborator is prepared to change perspective and share risks.”
- “They listen, are inquisitive and open to new ideas, they find it easy to get up on the balcony and see the big picture.
- They are a connector who can see benefits for others and are happy to help them achieve those benefits even if they do not further their own organisations interests for the good of the relationship or the broader outcomes.”





What does a collaborative leader look like?

- “They have an ability to see themselves in action and adjust their styles/roles to suit the situation.”
- “They have patience and perseverance – and are prepared to take time to understand other people’s fears, concerns, desires (they take the time to walk in other peoples shoes.)”
- “Someone who knows why they are collaborating, what the new value you are trying to create looks like.”



What does a collaborative leader look like?

Leaders of collaboration are storytellers, able to tell an engaging story to a wide network of colleagues about why they should work collaboratively. They have an ability to tell stories in a way that helps others to see how collaboration is relevant to the work they do.”



What does a collaborative leader look like?

“A natural collaborator can rise above issues, not get caught in to today’s dramas and have the ability to pause, think and revisit positions. They are able to quickly move beyond the technical analysis and facts to the people and political issues.”



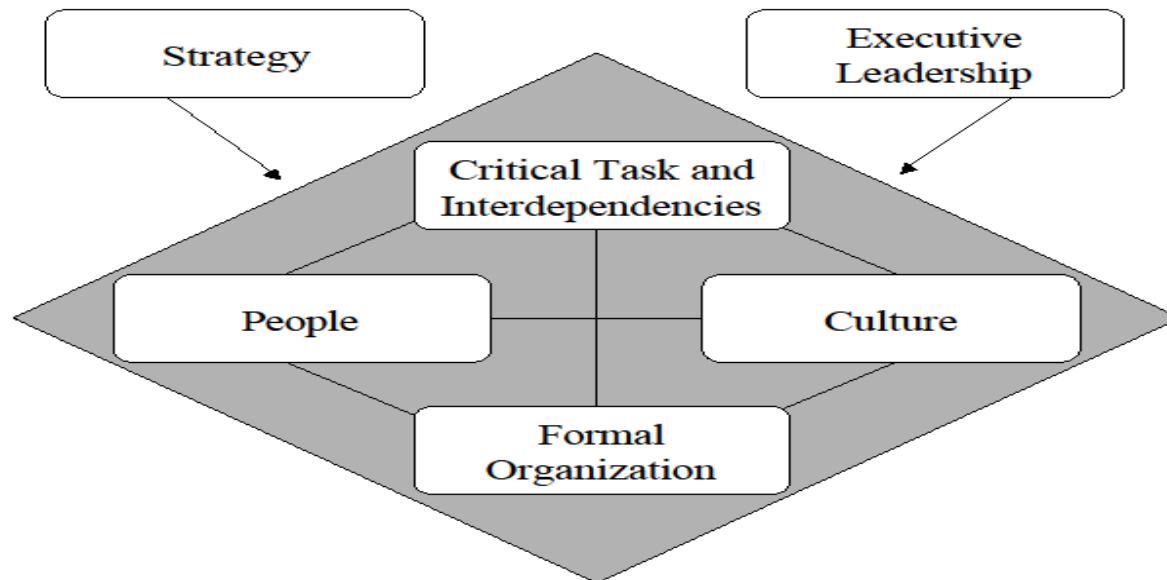


Culture eats strategy for breakfast

- Understand the cultures of the different organisations involved in the collaboration.
- What are the aspects of those cultures that will support or hinder?
- Treat collaboration as an organisational change and renewal exercise.
- Set up is everything
- Choose your teams carefully.



Collaboration as a change process



Tushman M L & O'Reilly C A (2002), *Winning Through Innovation: a practical guide to leading organizational change and renewal*
Harvard Business School Press



Summary

He aha te mea nui o tea ao?
He tangata! He tangata! He
tangata

