At IHS, we believe that a healthy nonprofit sector is a vital key to maintaining the quality of life in a community.

We also believe that nonprofit organizations are most effective when working together, sharing and leveraging resources, and continually striving to improve how they do their work.
Session Objectives

Upon completion of this workshop, participants will:

- Identify the various models of collaboration and determine which is most appropriate for their efforts.
- Develop a “Project Charter” to include the key elements that are required for successful collaboration.
- Utilize tools and templates to identify important partners and to develop a sustainable collaborative effort.
“From Aspirations to Outcomes”

**Agenda**

1) Characteristics of “Real” collaboration
2) Continuum of Collaborative Efforts
3) Four Keys to Collaborative Success
4) SOAR Analysis: Development
5) Collaborative Charter: Structure
6) IHS Methods and Tools for Collaboration: Members/Participation
7) Creating and Maintaining a Coalition or Partnership: Process
8) Twenty Factors Influencing Successful Collaboration: Evaluation
9) Factors Promoting Successful Partnership

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1) **Characteristics of “Real” Collaboration**

“Collaboration, it turns out, is not a gift from the gods but a skill that requires effort and practice.”

*Douglas B. Reeves*
Characteristics of “Real” Collaboration

- Involves nonprofit leaders working together
- Is relationship-based
- Is voluntary
- Takes time
- Is painful and difficult to achieve.
- Is not dependent upon grant money

Benefits of “Real” Collaboration

- Less duplication and overlap of services
- A variety of approaches to problem solving
- Leads to stronger nonprofit organizations
- Leverages resources available to address priority issues
2) Continuum of Collaboration

“Things should be made as simple as possible, but no simpler”

Albert Einstein

<table>
<thead>
<tr>
<th>Cooperation</th>
<th>Coordination</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shorter-term, informal relationships</td>
<td>Longer-term effort around a project or task</td>
<td>More durable and pervasive relationships</td>
</tr>
<tr>
<td>Shared information only</td>
<td>Some planning and division of roles</td>
<td>New structure with commitment to common goals</td>
</tr>
<tr>
<td>Separate goals, resources, and structures</td>
<td>Some shared resources, rewards, and risks</td>
<td>All partners contribute resources and share rewards and leadership</td>
</tr>
</tbody>
</table>

lower intensity → higher intensity
“From Aspirations to Outcomes”

Organizations must have “Adaptive Capacity”

a. External Focus
b. Network Connectedness
c. Inquisitiveness
d. Innovations

“From Aspirations to Outcomes”

Projects should be “Data Driven”

a. How much data is enough?
b. Have we agreed on priorities?
c. Do we have efficient processes for rapid review and course correction?
d. Can we explain our plan to others?
Politeness is the poison of collaboration

Edwin Land

3) Four Keys to Collaborative Success

1. Clarify the Purpose
2. Let Form Follow Function
3. Involve the Right People/Organizations
4. Get It in Writing
Four Barriers to Collaborative Success

1. Lack of trust
2. Autonomy Concerns
3. Self-interest
4. Organizational Culture

4) SOAR Analysis

1. Strengths
2. Opportunities
3. Aspirations
4. Results
Every social group, even a band of thieves, is held together by certain common interests, goals, values and meanings

John Dewey: Democracy and Education

5) Collaborative Charter

1. Name/Reason
2. Purpose
3. Outcomes
4. Measures
### IHS Board Matrix

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Title</th>
<th>Represents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark</td>
<td>Steuben County</td>
<td>County Admin.</td>
<td>Pres. 1</td>
</tr>
<tr>
<td>Robert</td>
<td>Allegany County</td>
<td>Director</td>
<td>Mental Hygiene 1</td>
</tr>
<tr>
<td>Patricia</td>
<td>NY Connects</td>
<td>Director</td>
<td>Long Term Care 1</td>
</tr>
<tr>
<td>Bernie</td>
<td>Arc of Steuben</td>
<td>Executive Director</td>
<td>Dev. Disabilities 1</td>
</tr>
<tr>
<td>Amy</td>
<td>WNYLS</td>
<td>Associate Director</td>
<td>Legal Services 1</td>
</tr>
<tr>
<td>Jeff</td>
<td>Arbor Development</td>
<td>CEO</td>
<td>Housing/Support 1</td>
</tr>
</tbody>
</table>

### AIRS 2013: Blazing the Trail in I&R

#### “From Aspirations to Outcomes”

- **Governance/Core**
- **Committee(s) and Work Groups**
- **Expert/Consultative**
Overview of Coalition Membership Levels, Roles, and Expectations

<table>
<thead>
<tr>
<th>Governance/Core</th>
<th>Work Group/Committee</th>
<th>Expert/Consult</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Regularly attend the majority of scheduled meetings</td>
<td>• Regularly attend the majority of scheduled committee meetings</td>
<td>• Attend occasional meeting or provide feedback regarding coalition-developed activities or materials, or promote the coalition and its activities in larger fields</td>
</tr>
<tr>
<td>• Participate on at least one coalition committee</td>
<td>• Participate on at least one of the committee’s activity-based Work Groups</td>
<td>• Suggest others whose participation at any level will be critical to achieving the objective of the committee</td>
</tr>
<tr>
<td>• Review committee reports and facilitator’s updates</td>
<td>• Review reports from all committee Work Groups to suggest further strategies</td>
<td></td>
</tr>
<tr>
<td>• Represent your agency’s and sector’s interests on behalf of the coalition</td>
<td>• Suggest people or organizations whose participation on Work Groups would help achieve committee goals</td>
<td></td>
</tr>
<tr>
<td>• Suggest people or organizations whose expertise would improve the coalition or coalition committees and Work Group</td>
<td>• Review committee reports and facilitator’s updates</td>
<td></td>
</tr>
</tbody>
</table>

Strengths
- A certified recreational therapist on staff, can work on behavior modifications/troubled youth. Very good at programming.
- An active and involved Board of Directors.
- Excellent facility—big gym, new floor, fully equipped kitchen, three activity rooms, staff office…. Multi use, various activities.
- Excellent programs and activities designed for each month.
- First Presbyterian Church of Canisteo has consistently funded the major part of our budget.

Weaknesses
- Center does not have the support of the community by volunteering, etc.
- Center has not been able to work with school on projects.
- Counselors not supportive of director or enthusiastic about programs/activities—want to do same things over and over.
- Difficult to recruit and keep staff (Majority are minimum wage jobs) Also hard to get board members to serve.

Opportunities
- Have consistently had the majority of funding from FPC.
- Have received three grants in the past year which have helped to supplement our budget.
- Joining with the Hornell Area Concern for Youth could give us a strong administrator and a whole new range of programs.
- Many youth in our community that could benefit from the programs offered.

Threats
- Lack of funding.
- Lack of personnel to see the organization through into the future.
- Lack of proper supervision and discipline may cause "good" kids to leave.
- Lack of support from the hosting organisation/membership is not 100% behind our center.
- Without a financial commitment from our sponsor, we will have to close.

SWOT Analysis
McMillan Matrix

A. Program Fit

B. Program Attractiveness

C. Alternative Coverage

D. Competitive Position

<table>
<thead>
<tr>
<th>High Program Attractiveness</th>
<th>Low Program Attractiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Easy Program&quot;</td>
<td>&quot;Hard Program&quot;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alternative Coverage</th>
<th>Alternative Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

A. Strong Competitive Position

1. Aggressive Competition
2. Aggressive Growth
5. Build up the Best Competitor
6. Soul of the Agency

B. Weak Competitive Position

3. Aggressive Divestment
4. Build Strength or Get Out
7. Orderly Divestment
8. "Foreign Aid" or Joint Venture

C. Program Portfolio

Program Strategy

Competitive Analysis

Asset advantages

- Better program design leading to better outcomes
- Highly/uniquely trained and motivated staff
- An accessible location or network of locations
- A robust, diversified funding base that provides flexibility and stability
- Powerful partnerships
- A well-connected board of directors

Execution advantages

- Lower costs to funders or customers
- Greater efficiency in delivering programs or services per dollar spent
- Faster delivery of programs or services (e.g., no waiting for service)
- Sound marketing and communications that raise visibility and awareness
- Better accountability and public reporting
### Competitive Analysis

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Us</th>
<th>Competitor 1</th>
<th>Competitor 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number &amp; Type of Clients</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit or Loss</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Attention &amp; Publicity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mission Impact/ Importance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### “From Aspirations to Outcomes”

Steps in the organization of complex action

The Logic of Failure
Dietrich Dörner

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AIRS 2013: Blazing the Trail in I&R
7) Creating and Maintaining a Coalition or Partnership

The Collaborative Toolbox

“From Aspirations to Outcomes”

“Alone we can do so little; together we can do so much”

Helen Keller

12. When maintaining the coalition at its current level is no longer appropriate or feasible, consider:

- a. Grow
- b. Spin off another coalition
- c. Change focus
- d. Merge with another, like-minded organization
- e. Cut back
- f. Simply dissolve the coalition.
“From Aspirations to Outcomes”

“Every sin is the result of a collaboration”
Lucius Annaeus Seneca

I don’t consider myself bald, just too tall for my hair
8) Twenty Factors Influencing Successful Collaborations

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 = Needs Work</td>
<td>2 = Acceptable</td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>History of collaboration or cooperation in the community</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Collaboration group seen as a leader in the community</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Political/social climate favorable</td>
<td></td>
</tr>
<tr>
<td><strong>MEMBERSHIP CHARACTERISTICS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Mutual respect, understanding, and trust</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Appropriate cross-section of members</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Members see collaboration as in their self-interest</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Ability to compromise</td>
<td></td>
</tr>
<tr>
<td><strong>PROCESS/STRUCTURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Members share a stake in both process and outcome</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Multiple layers of decision making</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Flexibility</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Development of clear roles and policy guidelines</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Adaptability</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Appropriate pace of development</td>
<td></td>
</tr>
<tr>
<td><strong>COMMUNICATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Open and frequent communication</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Established informal and formal communication</td>
<td></td>
</tr>
<tr>
<td><strong>PURPOSE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Concrete, attainable goals and objectives</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Shared vision</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Unique purpose</td>
<td></td>
</tr>
<tr>
<td><strong>RESOURCES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Sufficient funds</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Skilled convener</td>
<td></td>
</tr>
</tbody>
</table>

Keys to creating and managing successful partnerships

1. Focus on an important need.
2. Adopt a shared vision.
3. Understand each partner's mission and organizational culture.
4. Negotiate a formal agreement that outlines the specifics.
5. Ensure the partnership is wholly owned by each partner.
6. Diversify the resource base for the partnership.
7. Monitor and evaluate work being conducted under the partnership.
8. Recognize and celebrate accomplishments.
“From Aspirations to Outcomes”

Thank you!

Patrick Rogers  
(Not the) Executive Director

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Web: ihsnet.org

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