



Evaluating Organizational Collaboration

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WELCOME



1. What interests you about the evaluation of organizational collaboration?
2. What research/evaluation questions do you and your stakeholders seek to answer?
3. What are you hoping to learn today?
4. Who/what has influenced your evaluation practice?

Ubiquitous, under-operationalized, under-empiricized construct...

<p>Team-based organizations (Peters, 1987)</p>	<p>Professional learning communities (Dufour, et. al., 2005; Hord, 2002, Pounder, 2000).</p>	<p>Critical Friends Groups (NSRF, 2005)</p>
<p>Evaluative Inquiry Groups</p>	<p>Communities of practice (Wenger, 1998; Sergiovanni, 2004)</p>	<p>Learning organizations (Schmoker, 2004; Senge, 1999)</p>
<p>Strategic Alliances (Austin, 2004; Gajda, 2004; Bailey & McNally Koney, 2000)</p>	<p>Continuous improvement teams (Fullan, 2005)</p>	<p>Consortia</p>
<p>Coalitions</p>	<p>Self-managing teams, Quality circles (Peters & Waterman, 1982)</p>	

The sine qua non of collaboration is shared purpose.

Two or more entities come together for a reason - to achieve a vision, to do something that could not otherwise be accomplished as independent actors working alone.

PRINCIPLES of ORGANIZATIONAL COLLABORATION

An Imperative
 Nested & Complex Context
 Stages of Development
 Levels of Integration and Quality
 Predicated on Relationships Between People

AN IMPERATIVE

We live in a time when no organization can succeed on its own...As we look around us in a new century, we realize that businesses and non-profits in today's interconnected world will neither thrive nor survive with visions confined within the walls of their own organizations. They need to look beyond the walls and find partners who can help achieve greater results and build the vital communities to meet challenges ahead.

- Drucker & Whitehead, Harvard Business School, 2000

From the Industrial Era to the Knowledge Era

Industrial Era	Knowledge Era
Hierarchical chain of command	Self-governing teams
Control	Commitment
Managers control, maintain stability	Managers coach and lead
Few performance info systems	Proliferation of performance info systems
Risk averse	Risk tolerant
Interest in short-term gains	Interest in continuous improvement
Information held by a few	Information widely available

Collaboration Conundrums

Large size
Diversity
Virtual participation
High education levels

Gratton & Erickson, Harvard Business Review (2007)

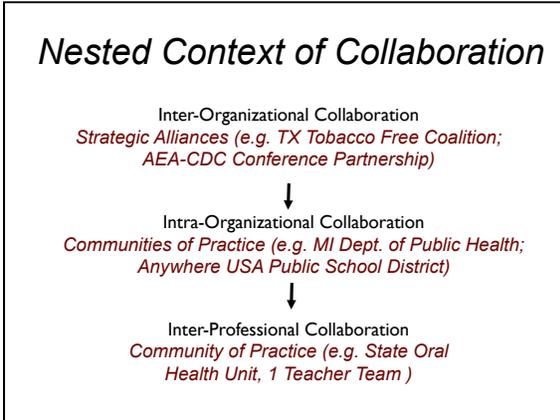
Outcomes Associated with Collaboration

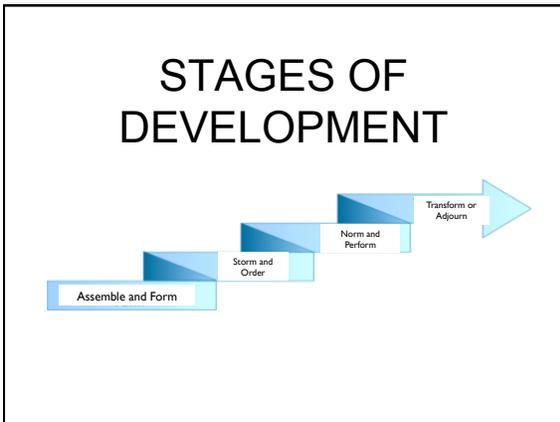
Organizational Level

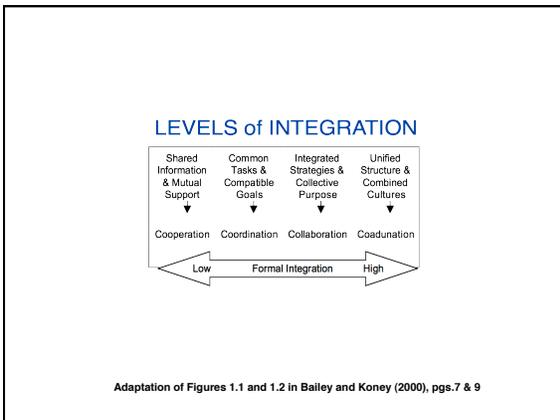
New products & services, increase in productivity, higher morale - better work climate, less turnover, less waste/sabotage/error, improved financial performance, less redundancy-more efficient, more effective services, able to adapt

Individuals & Teams

More likely to take risks, to ask for assistance, more effective listeners, use information to act, develop creative solutions, develop greater sense of personal responsibility for the organization's outcomes, enhance self-esteem/efficacy





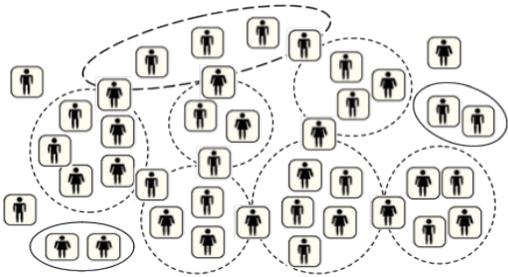


A HUMAN ENDEAVOR

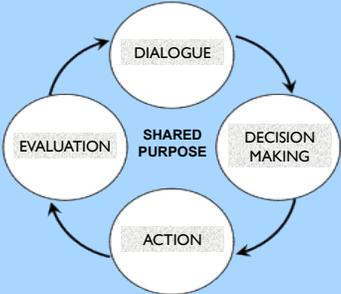


Ultimately, it is people
who collaborate not organizations.

An organization is a constellation of *communities of practice*



COMMUNITIES of PRACTICE
Elements of Quality



Group Questions

What organizations are forming or have formed strategic alliances/communities of practice in your context/setting?

Draw an organizational constellation that you are familiar with.

For what purpose have they formed strategic alliances/communities of practice?

Choose a high leverage/key CoP, in what stage of development and/or how integrated are they?

Describe the quality of team collaboration in one high leverage CoP. What is the nature of the DDAE?

Safe School Healthy Students Initiative (SS/HSI)

- Effective school violence prevention, intervention and response can only occur through a community-wide infrastructure
- Departments of Education, Health and Human Services, and Justice, 1999
- Collaboration is a required vehicle and an intended destination for the majority of federal demonstration grant initiatives



Project LINK (CO); Project PASS (VT)

SS/HSI Stakeholder Evaluation Questions

1. How do we determine if partnerships have become increasingly seamless or if new linkages have been formed?

2. How do we describe a "community-wide infrastructure" and how can we measure and/or characterize its development over time?

- *What level and quality of collaboration is needed to achieve particular outcomes?*
- *What is the point at which efforts to increase collaboration are a waste of resources, without increasing desired outcomes?*

Collaboration Evaluation Improvement Framework

Strategy 1 - Operationalize the construct of collaboration.

Strategy 2 - Map communities of practice; identify high leverage teams

Strategy 3 - Monitor stage(s) of development.

Strategy 4 - Assess levels of integration.

Strategy 5 - Assess cycles of inquiry in high leverage communities of practice.

1) Operationalize Collaboration - Facilitate Collaboration Literacy

Semantically and Conceptually

Workshops/Presentations
 Focus Group Interviews
 Readings
 Visuals
 Teams in action
 Videos/Webinars/DVDs

2. Identify and Inventory Communities of Practice

COMMUNITY OF PRACTICE INVENTORY FORM

Organization _____ Date: _____

Name of Personnel	CoP Name	Purpose of the CoP	Length of Time CoP has Existed	Is CoP Formally Recognized ?	Frequency of Face-to-Face Meetings
1)					
2)					
3)					
4)					
5)					
Continued...					

3. Monitor Strategic Alliance Development

see handout

4. Assess Pre-Existing and Projected Levels of Integration

Level of Integration	Purpose	Strategies and Tasks	Leadership and Decision-Making	Interpersonal and Communication
Independent (none) 0	none identified	shared strategies and tasks do not exist	no leadership or decision-making structure	non-existent or very infrequent and unplanned
1	Create a web of communication	Loose or no shared structure	Non-hierarchical	Very little interpersonal conflict
	Identify and create a base of support	Flexible, roles not well defined	Flexible	Communication among all members is planned but infrequent
2	To explore interests	Few defined tasks	Minimal or no group decision making	Some degree of personal commitment and investment
	Work together to ensure tasks are done	Member links are advisory	Non-hierarchical, decisions tend to be low stakes	Minimal interpersonal conflict
3	Leverage or raise money	Minimal structure	Facilitates leaders, usually voluntary	Communication among members clear, but may be informal
	To address mutual needs, but maintain separate identities	Some strategies and tasks identified	Several people form "go to" hub	
4	Share resources to address common issues	Strategies and tasks are developed and maintained	Autonomous leadership	Some interpersonal conflict
	Organizations remain autonomous but support something new	Central body of people	Alliance members share equally in the decision making	Communication system and formal information channels developed
5	To reach mutual goals together. Strong overlap in organizational mission	Central body of people have specific tasks	Decision making mechanisms are in place	Evidence of problem solving and productivity
	Merge resources to create or support something new	Formal structure to support strategies and tasks is apparent	Strong, visible leadership	High degree of commitment and investment
5	Extract money from existing system/members	Specific and complex strategies and tasks identified	Sharing and delegation of roles and responsibilities	Possibility of interpersonal conflict
	Commitment for a long period of time to achieve short and long term outcomes	Committees and sub-committees formed	Leadership capitalizes upon diversity and organizational strengths	Communication is clear frequent and prioritized
	Shared organizational missions			High degree of problem solving and productivity

Facilitate the qualitative evaluation regarding...

1. *the attributes and characteristics of their current level of integration,*
2. *the actions they need to take to bring about or maintain their ideal level of integration,*
 - *the evidence that would indicate that they have reached their ideal level of integration.*
 - *the resources needed to reach their ideal level of integration*
 - *detailed description of all interagency relationships*



ORGANIZATIONAL BENEFITS to Assessing Levels of Integration

Descriptive quantitative evidence of collaboration
 Qualitative evidence of collaboration
 Data for decision-making about strategic alliance development
 Visual evidence of development of infrastructure
 Development of shared purpose
 Performance reporting
 Communication of needs and successes to project officers, partners, stakeholders, media, project management, the public

5. Assess Quality of Inter-Professional Collaboration

Communities of Practice: Collaboration Assessment Rubric
Gajda, R. & Koliba, C. (2007). Evaluating the imperative of intra-organizational collaboration: A School Improvement Perspective. *American Journal of Evaluation*, 28 (1) 26-44.

Key Benefits to Evaluating Inter-Professional Collaboration

- Improvement of dialogue, decision-making, action-taking, evaluation
- Faster cycles of achievement and goal attainment
- SMARTer goals
- Increase in intra-group trust
- Increase in bridging and knowledge transfer throughout the organization

Must Concurrently Evaluate Intended Goals & Outcomes

Further research needs to focus on identifying processes, behaviors, values, norms, rituals, stories, and motivations that distinguish high performance CoPs from poor ones... An initial starting-point for such comparisons would be the distinction between CoPs that have high output of intellectual capital from those that do not.

-O'Donnell, 2003, p. 117

A learning organization is judged by its results.

-Senge, 1994, p. 44

Collaboration and Student Achievement

Since 2002 one NE school district targeted the bulk of its' professional development resources on the cultivation of collaborative leadership, practitioner collaboration, and the collaborative improvement of instruction

Student academic performance scores on the New Standards Reference Exam (NSRE) have increased each year in nearly all categories

After four years, the dropout rate decreased 4 percentage points to 2.1%, the lowest in the state

Wrap Up...

How might you integrate these concepts into practice?

What short-term action steps might you take?

Biggest “take homes” and “Ah-has!”

A new order of things...

It ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

Because the innovator has for enemies all those who have done well under old conditions, and lukewarm defenders in those who may do well under the new.

This coolness arises partly from fear of the opponents, who have the laws on their side, and partly from the incredulity of men, who do not readily believe in new things until they have had a long experience of them.

~ Machiavelli, The Prince
