SYSTEMS INTEGRATION, COLLABORATION, AND EVALUATION
Unlocking the Potential for Community Agencies

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The World Runs on Relationships

• “A strong professional network extends your sphere of opportunity far beyond your direct contacts. Opportunities often arise as a result of one-off meetings, in which one of your direct contacts is meeting with someone you don’t even know.” (Moran, 2006)

• Finding jobs through networking

• Who is William Dawes? (Gladwell, 2000)
Developing Relationships on an Individual Level

- Getting others to talk
- Listening
- Recognizing others for what they do well
- Stressing similarities
- Altruism – assisting other
Maintaining Relationships on Individual Level (McKinney, 2007)

- Reliability
- Open communication
- Find a likeable side of everyone
- Be a good listener
- Give positive feedback publicly
Maintaining Relationships on Individual Level (McKinney, 2007)

• Don't talk too much at meetings
• Mom was right: if you can't say something nice don't say it at all
• Symbolic contact
• Inevitability of conflict
CHANGE

When the winds of change blow hard enough,
The most trivial of things can turn into deadly projectiles.
Conflict Management vs. Conflict Resolution

• Conflict will not go away by ignoring it
• Deliver complaints in a constructive way
  – Focus on behavior (not person, personality, etc.)
  – Use I statements (e.g. I feel . . . )
  – Respond to others’ complaints
• Ask clarifying questions
  – Summarize what is being said and ask questions to make sure you understand
Conflict Management vs. Conflict Resolution

- Tell others your own view of reality
- Avoid all harmful statements
- Okay not to agree on everything. What is necessary to move forward.
- Important to identify what goals have in common
- Address resource issue
  - Ways to share?
Developing And Maintaining Relationships On An Institutional Level

- The Co-location Fallacy (Gardener, 2007)
- Form the relationship before you need it
- Nothing succeeds like a butt in the seat
- Trust is build over time and trust is absolutely critical for collaboration
- Collaboration takes practice
Collaboration

- “Combining resources from two or more agencies to achieve results they cannot achieve by themselves” (Gardner, 2007)
- Collaboration is more than Funding (Parks et al., 2006)
- More than BOGSAT
- Entrepreneurial spirit
- See problems integratively (as wholes)
- Only way to tackle complex problems
Collaboration is a Developmental Process

- Four Stages of Collaboration (Gardener 2007)
  - Information Exchange
  - Joint Projects
  - Changing the Rules
  - Changing the system
- Project development vs. project drift
- Challenges infectious
- Project potholes
Effective Collaboration
(Parks et al., 2006)

• Don’t compete for limited resources
• There are many ways to collaborate that don’t involve funds
• Be clear about responsibilities, benefits and motives
• Develop a plan to share decision making authority
• Maintain regular communication at all levels throughout the collaboration
Effective Collaboration
(Parks et al., 2006)

- Ensure you have the resources to adequately fund the collaboration
- If you can not find common ground and develop respectful relationships, opt out of the collaboration
- Focus on quality rather than quantity of collaborations
Collaboration Lessons (Gardner, 2007)

- Time vs. Place
- Shared Outcome
- What’s Happening vs. What’s Not Happening
  - What have you disagreed about lately?
  - What data aren’t you collecting?
- Collaboration Doesn’t Trickle Down and it Doesn’t Float
Collaboration Lessons (Gardner, 2007)

- The Greatest Opportunities for Collaboration are Outside the Comfort Zone
- Collaboration has more to do personality than Credentials
- If you can’t find it, you can’t connect it
- Confidentiality is a Symptom not a Barrier
- Collaboration Can be Measured
"Okay, here we go again ... one ... two ..."
Choosing the Low Hanging Monkeys
(or How to Start Collaborating)

• Don’t wait for a big grant to start
• Identify opportunities for cooperation
  – Small projects
  – Highly likely to be successful
• Look for complementary roles
• Be willing to compromise
COMPROMISE

LET'S AGREE TO RESPECT EACH OTHER'S VIEWS,
NO MATTER HOW WRONG YOURS MAY BE.
This is all good information but I am an evaluator, what does this have to do with me?
Measuring Collaboration

• Retrospective Techniques
  – Timelines
  – Analysis of Minutes
  – Analysis of Deliverables
  – Focus Groups

• Proactive Techniques
  – Time Tracking
  – Journaling

• Theory Driven Techniques
  – Levels of Collaboration Survey (Frey et al., 2006)
Measuring Collaboration

• Outcomes
  – Shared Resources (people and financial) that are not primarily owned by one partner
  – Non-resource based collaboration (making changes that are free) – common service criteria, common paper work, eliminating bureaucratic barriers
  – Results- upgrade computer system to collect and discuss progress toward common outcomes rather than everyone using own scorecard (parallel play vs work together)

• Return on Investment
When Not to Collaborate

• When clients have specific focused needs
• When the organization is unhealthy or unwilling to negotiate with outsiders
• When partners are not serious (defensive attendees)
• When the partners are there to show collaboration rather than to make things happen
• When the collaboration is dysfunctional
Warnings that Collaboration is Dysfunctional

- One partner manipulates or dominates
- Lack of clear purpose
- Unrealistic Goals
- Fundamental differences in philosophy
- Lack of communication
- Unequal/unacceptable balance of power
- Key interests missing from partnership
- Hidden Agendas
- Financial/time commitments outweighs benefits
“The final test of services integration is not whether services are connected, but whether the new connections produce better outcomes for children and families”

(Gardener, 2007, p16)
References

• Moran, (2006)
• Parks et al. (2006) The Power of Partnerships and Collaboration. Available at: www.communityrenewal.net/media/powerpartnershipscollaboration.doc
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TEAMWORK
A FEW HARMLESS FLAKES WORKING TOGETHER CAN UNLEASH AN AVALANCHE OF DESTRUCTION.