

# Contents

Tables, Figures, and Exhibits	ix
Major Case Studies	xiii
Web Contents	xvii
Introduction	xix
Self-Assessment	xxix

## **Part 1. Creating the Foundations of Collaboration**

- |  |        |
|--|--------|
| 1. The Promise, and Challenge, of Leading in a<br>Networked World  | 1<br>3 |
| <i>The consequences of poor and of strong collaboration, the<br/>reasons why we need to surmount our individualistic natures and<br/>fragmented agencies, and ways to meet both me and we needs</i>  |        |
| 2. AGEF: A Collaborative Project That's Making<br>a Big Difference   | 25     |
| <i>The example of a leader who developed and managed a<br/>collaborative project in which universities formed an alliance to<br/>significantly increase minority enrollment in graduate programs</i> |        |

3.	A Framework for Collaboration	37
	<i>The structure of collaboration, and key factors that form the foundation of success</i>	
4.	The Power of Relationships Built on Trust	55
	<i>Why trust is the glue in most successful collaborative projects, and strategies for creating trust</i>	
5.	The Art of Collaborative Leadership	71
	<i>The five characteristics of collaborative leaders, and the story of a successful effort to rejuvenate an old industrial city</i>	
<b>Part 2. Getting Started: Dealing with Process and People Issues</b>		<b>93</b>
6.	Getting the Collaborative Process Started	95
	<i>The steps for creating collaborative teams, and the story of how an alliance supporting small businesses got off to a great start</i>	
7.	Getting Commitment on a Common Direction	123
	<i>Methods for getting a collaborative team to agree on goals and strategies, and the example of an unlikely partnership among tobacco growers and public health advocates</i>	
8.	Working Effectively Across Different Cultures	137
	<i>Ways of dealing with different values, norms, and procedures, and the inspiring example of Israeli Jews and Arabs who are doing just that</i>	
9.	Dealing with People Problems in Collaboration	157
	<i>A methodology for anticipating and coping with difficult people and situations, and two cases studies of virtual collaboration in the intelligence community</i>	

10. Dealing with the Most Difficult Situations: Huge Egos, Empire Builders, Information Hoarders, and Cultures That Reinforce Them 177  
*Lessons from financial agency leaders who created successful collaboration in the toughest of cultures*
- Part 3. Developing Sustainable Collaborative Cultures 195**
11. Co-Locating Operations: Using Shared Space to Foster Information Sharing and a Culture of Collaboration 197  
*Three examples from nonprofit and government agencies that demonstrate both the benefits from co-location and some critical success factors and issues*
12. Using CompStat: A Structured Method for Generating Collaboration and Accountability 219  
*Washington State's adaptation of a method pioneered by the New York City Police Department, which generates collaboration on high priorities and makes a difference in people's lives*
13. Using the New Web to Help Stakeholders Collaborate in Value Creation 239  
*How innovative agencies are using Web 2.0 tools to break down barriers, share information, and engage stakeholders in producing quality outcomes and fostering change, and how you can do the same*
14. Developing the Leadership to Create Tomorrow's Collaborative Cultures 257

*Lessons from Cisco Systems' transformation to a decentralized culture that rewards collaboration, how the Millennial Generation can transform your agency, and how collaborative leaders develop and foster a collaborative mindset to make a difference*

Resource A: Create Your Own Game Plan	275
Resource B: Country Rankings on Five Cultural Factors Related to Collaboration	283
Bibliography	287
Acknowledgments	297
About the Author	299
Index	301

# Tables, Figures, and Exhibits

## Tables

1.1	Dealing with Katrina: Comparing the Approaches of Michael Brown and Thad Allen	13
1.2	Individualism Scale Scores of Selected Countries	21
2.1	AGEP Results, University of California	32
2.2	AGEP Results, University of Iowa	33
2.3	AGEP National Results, 1997/1998 to 2005/2006	33
6.1	Skill and Experience Matrix for Collaborative Groups	119
8.1	Cultural Differences at the Child Advocacy Center	148
10.1	VRS Employees' Satisfaction Compared to Satisfaction of Virginia and U.S. Employees	187
11.1	Baltimore County CAC Results, for Indicated Cases	206
12.1	Social Worker Response Times to Child Abuse Reports	226
14.1	Millennials and the Three Previous Generations	264

## Figures

I.1	Collaboration Continuum	xxvii
1.1	Causes of Our Fragmented Organizational Responses	15
2.1	The Nine University of California Campuses	29
3.1	Collaboration Framework	38

4.1	Collaboration Framework	61
5.1	Extract from a Jamestown SPPC Report Card	74
5.2	Collaboration Framework	76
6.1	The S Curve	96
6.2	Tool for Identifying Stakeholders	101
6.3	Partial Model of Collaborative Team Development	109
6.4	Model of Collaborative Team Development	110
6.5	Force Field Analysis	113
6.6	Force Field for the INEAP Partnership	114
7.1	Structure of the Southern Tobacco Communities Project	127
7.2	The Two S Curves of the Tobacco Initiatives	134
9.1	The JIVA Structure	158
9.2	The IADS Structure	174
10.1	Internal Revenue Service Organizational Chart, Late 1970s	180
11.1	Continuum of Co-Location Options	203
12.1	GMAP Logic Model for Ensuring Vulnerable Children Are Safe	228
12.2	GMAP Logic Model for Ensuring Vulnerable Children Are Safe, Including Performance Data	230
13.1	“I’m ok at VT” Facebook Page	240
14.1	Cisco’s Networked Structure	259

## Exhibits

1.1	Common Collaboration Hurdles	14
3.1	The Seven Key Collaborative Factors	38
3.2	Strategies for Establishing High Commitment to a Project	41
3.3	Finding Appropriate People for a Collaborative Project	43
3.4	Key Tasks of Project-Level Champions	50
3.5	Key Tasks of Senior Champions	52

4.1	Challenges to Forming Trust Among Collaborative Partners	59
4.2	Character + Competence: Nine Ways to Build Trusting Relationship on Collaborative Teams	60
5.1	Five Qualities of Collaborative Leaders	78
5.2	The Differences Between Pull and Push	85
5.3	Collaborative Leadership Self-Assessment	90
6.1	Tasks Before the First Meeting	99
6.2	Political Rules of the Road for Collaborative Leaders	105
6.3	Making the Go/No-Go Decision	107
6.4	Tasks for the First Few Meetings	110
6.5	Sample Agenda for the First Meeting	112
6.6	To MOU or Not to MOU?	117
7.1	Perceptions Held by Tobacco Farmers and by Public Health Advocates	124
7.2	Strategies to Gain Commitment on a Common Direction	129
7.3	Frank Dukes's Observations on Facilitating Difficult Groups	132
8.1	Effective Strategies for Working Across Different Cultures	143
8.2	Michael Rawlings's Views on Working in International Settings	153
9.1	Five Strategies for Preventing or Addressing Difficult Behaviors in Collaborative Projects	161
9.2	Methods for Raising Project Stakes	167
9.3	Looking at Problem Behaviors Through the Lens of People's Roles	169
10.1	Some Results at VRS	187
10.2	Dealing with Powerful or Control-Oriented Personalities and the Cultures That Reward Them	189
11.1	Co-Location Benefits for Buffalo Arts Organizations	201
11.2	Fusion Center Benefits	210

11.3	Critical Success Factors During the Co-Location Planning Phase	212
11.4	Critical Success Factors Once Co-Location Is Operational	213
12.1	Key Stat Characteristics	220
12.2	Characteristics That Distinguish GMAP from Other Stat Methods	222
12.3	Some GMAP Results in Washington State	233
13.1	Web 2.0 Characteristics	244
13.2	Web 2.0 Realities	251
13.3	Strategies for Tapping the Power of Web 2.0 to Promote Collaboration	253
14.1	Strategies for Developing a Collaborative Mindset	268