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Inter-Organizational Collaborative Capacity: A Diagnostic Model

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Naval Postgraduate School

Knox Talks

January 14, 2011



Research-based Model

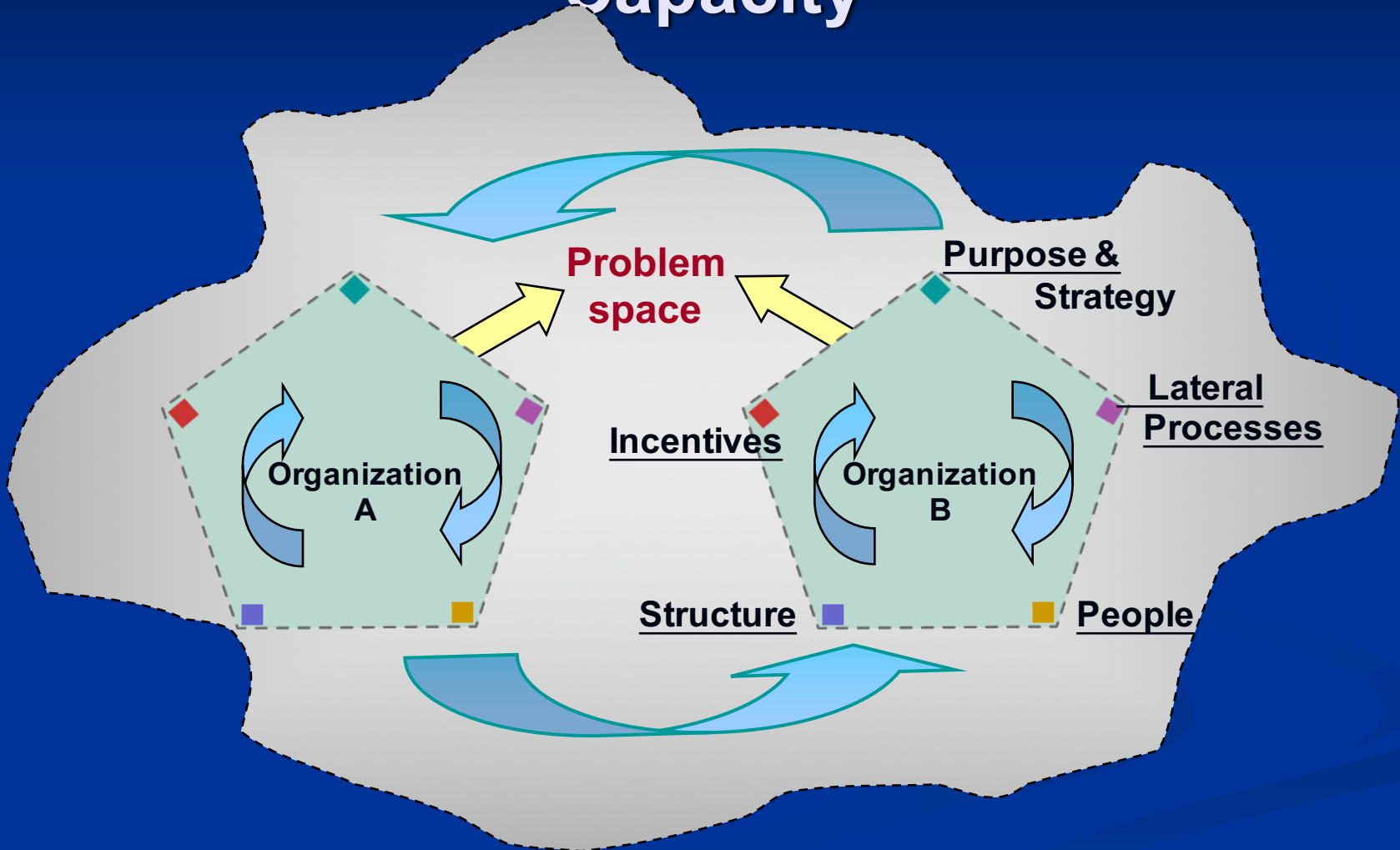
- Action Research
- Grounded in:
 - Homeland Security
 - Maritime Security
 - Veterans Affairs and Dept of Navy medical service
 - Bosnia and Herzegovina Mine Action

Definition of Collaborative Capacity:

“The ability of organizations to enter into, develop, and sustain inter-organizational systems in pursuit of collective outcomes.”

Hocevar, Thomas & Jansen (2006)

Inter-organizational Collaborative Capacity



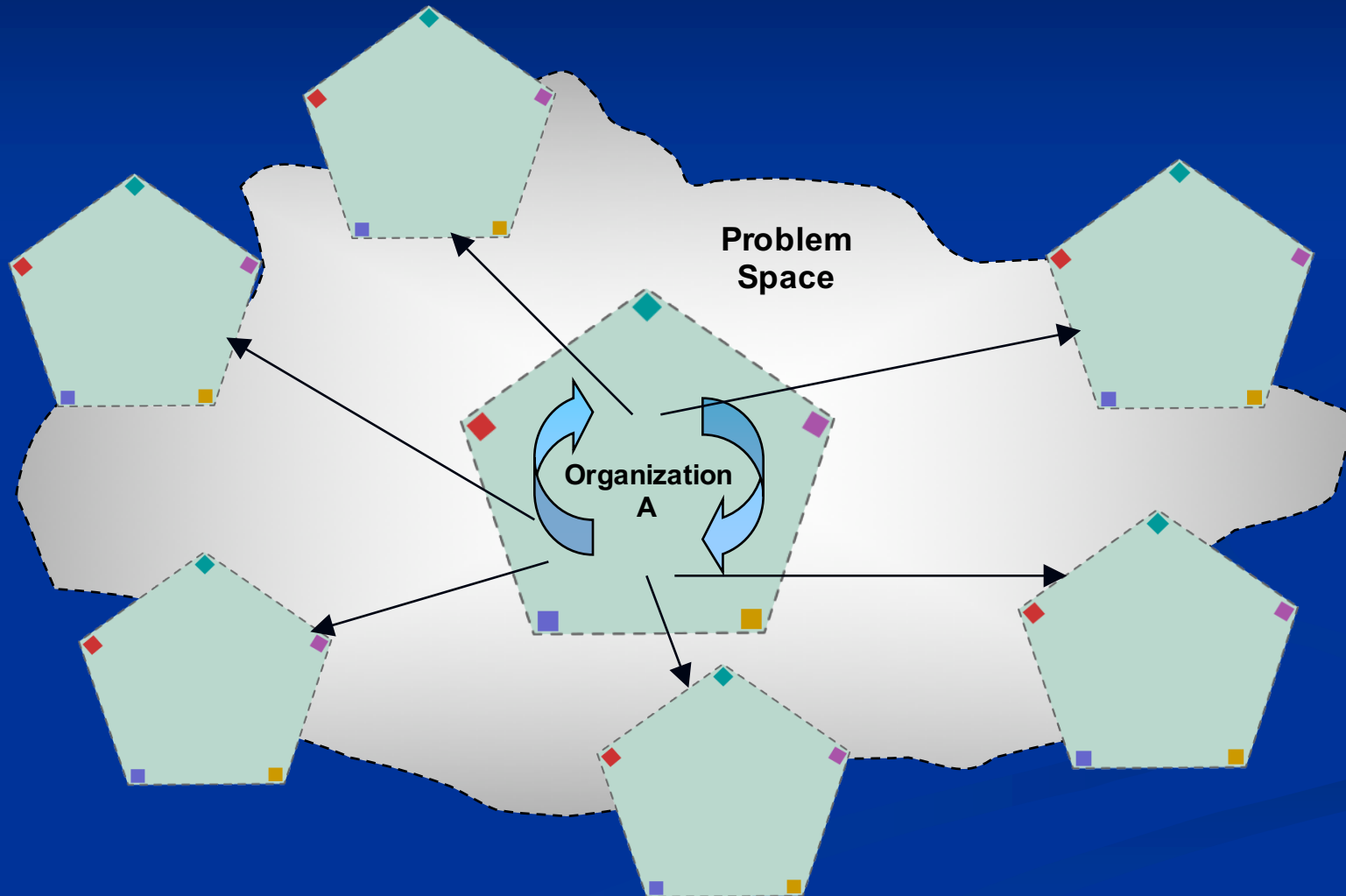
Why is “Building Collaborative Capacity”

1. worthy of study?
2. worthy of organizational “investment”?
3. relevant to Knox Library personnel?

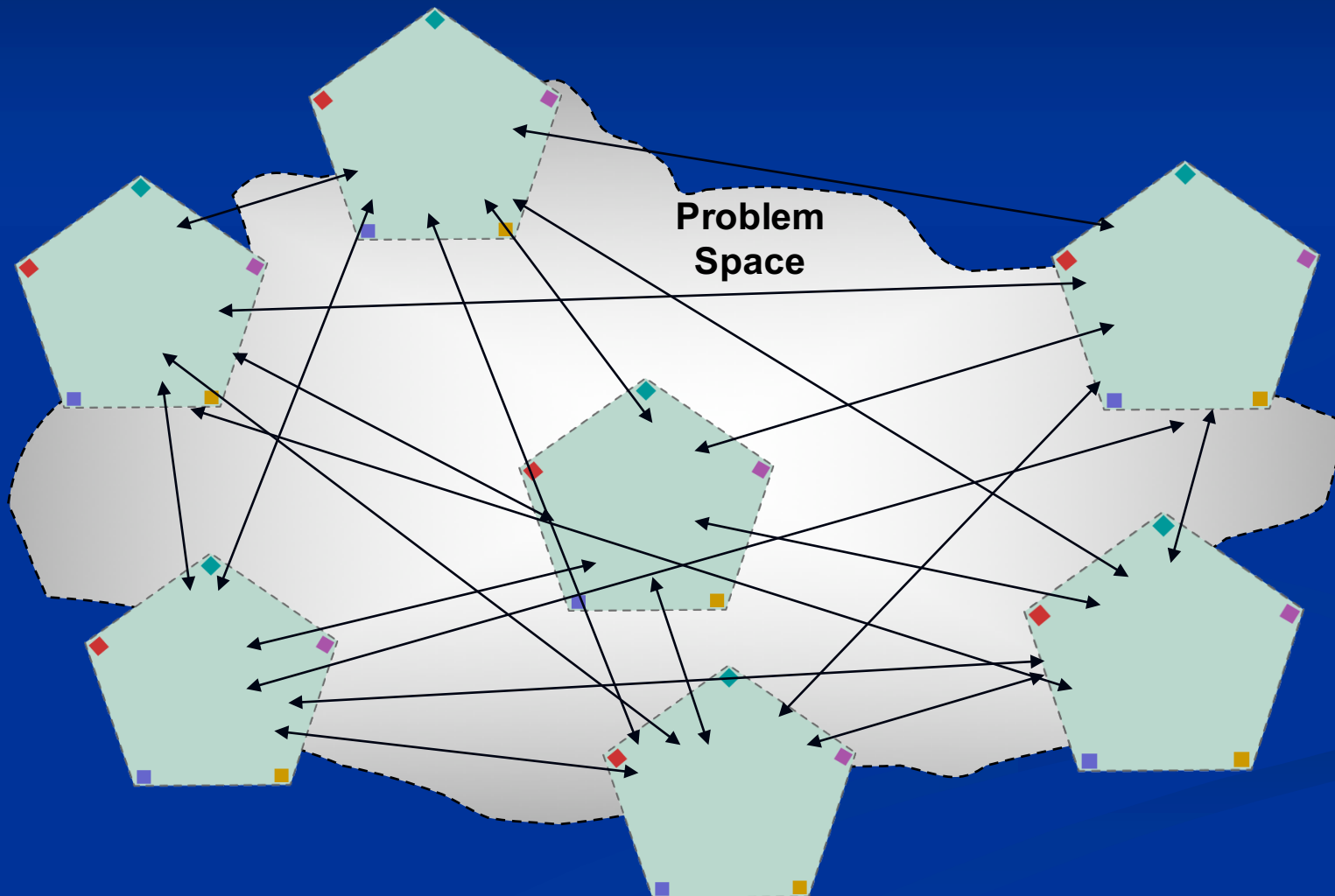
Organizational Domain	Success Factors for Collaboration from US Homeland Security Organizations
Purpose	<ul style="list-style-type: none"> ▪ “Felt need” to collaborate ▪ Common goal ▪ Willingness to address other agency’s interests or cross-agency goals versus local organizational goals
Structure	<ul style="list-style-type: none"> ▪ Formalized structure for coordination (e.g., liaison roles) ▪ Formalized processes (meetings, deadlines, agendas) ▪ Sufficient authority of participants ▪ Role clarity ▪ Dedicated assets (people, resources) for collaboration
Lateral Mechanisms	<ul style="list-style-type: none"> ▪ Social Capital (i.e., interpersonal networks) ▪ Effective communication and information exchange ▪ Technical interoperability ▪ Combined training events
Incentives	<ul style="list-style-type: none"> ▪ Collaboration as a prerequisite for funding or resources
People Practices	<ul style="list-style-type: none"> ▪ Respect for other parties’ interests, expertise, roles, perspectives. ▪ Perseverance/Commitment

From Hocevar, Thomas & Jansen (2006). *Building Collaborative Capacity An Innovative Strategy for Homeland Security Preparedness*. (In M. Beyerlein [Ed.] *Innovation Through Collaboration*).

Organization A's Collaborative Capacity in a Shared Problem Space



An Inter-Organizational *System's* Collaborative Capacity in a Shared Problem Space



Organizational Domains & Factors

■ Purpose & Strategy

- Need to Collaborate
- Strategic Action for Collaboration
- Resource Investments

■ Lateral Processes

- Collaborative Learning
- Collaborative Tools & Technologies
- Social Capital
- Information Sharing

■ Incentives & Reward Systems

- Incentives & Reward Systems

Design Factors
for Inter-
Organizational
Collaborative
Capacity

■ Structure

- Structural Flexibility
- Support for Individual Collaborative Efforts
- Metrics
- Collaboration Structures

■ People

- Individual Collaborative Capacities

Diagnostic Survey Item Format

Sample survey item:

My organization considers the interests of other organizations in its planning.

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____

Strongly
disagree

Strongly
agree

Using the Survey to Build Collaborative Capacity

- Informs leaders and change agents of the strengths and weaknesses of their organization's collaborative systems.
- From resulting data, specific interventions can be identified and implemented.
- Facilitates organizational learning regarding inter-agency relationships.
- Provides a baseline for assessing improvements in collaborative capacity.

Factor Means & Standard Deviations (ranked) for Organization ABC

	Mean	SD
"Felt" Need to Collaborate	4.2	1.2
Information Sharing	4.2	1.2
Social Capital	4.2	1.1
Individual Collaborative Capabilities	4.2	1.1
Strategic Action for Collaboration	4.0	1.2
Collaborative Learning	3.8	1.2
Structural Flexibility	3.7	1.3
Rewards and Incentives	3.7	1.5
Collaborative Tools and Technologies	3.6	1.3
Collaboration Structures	3.6	1.3
Support for Individual Collaboration Efforts	3.5	1.4
Metrics	3.3	1.5

Organizational Domains & Factors

■ Purpose & Strategy

- Need to Collaborate (4.2)
- Strategic Action for Collaboration (4.0)

■ Incentives & Reward Systems

- Incentives & Reward Systems (3.7)

■ Structure

- Collaboration Structures (3.6)
- Structural Flexibility (3.7)
- Support for Individual Collaborative Efforts (3.5)
- Metrics (3.3)

■ Lateral Processes

- Collaborative Learning (3.8)
- Collaborative Tools & Technologies (3.6)
- Social Capital (4.2)
- Information Sharing (4.2)

■ People

- Individual Collaborative Capabilities (4.2)

Design Factors
for Inter-
Organizational
Collaborative
Capacity

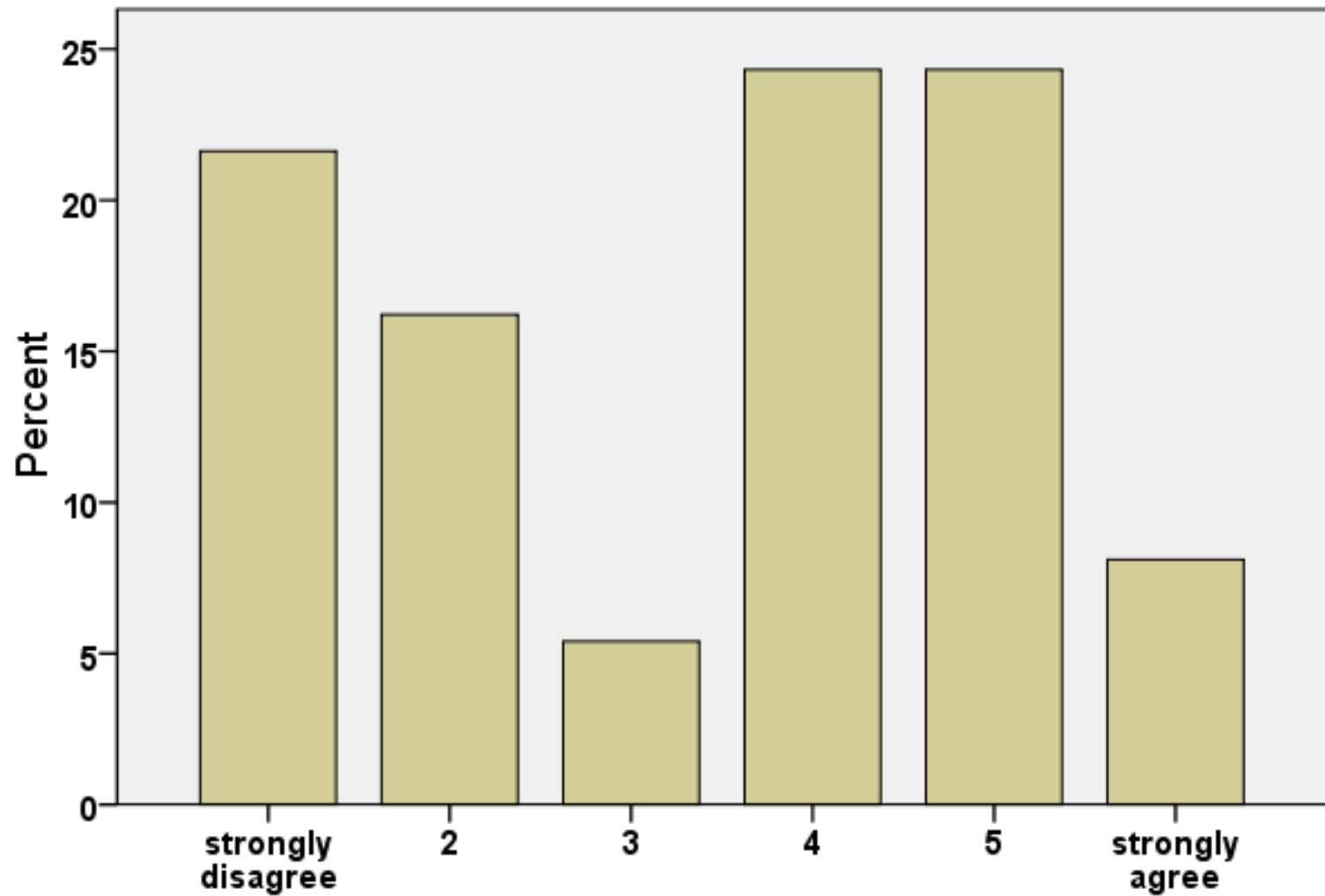
“Felt” Need to Collaborate (mean = 4.2)

Effective inter-organizational collaboration is a high priority for ABC.	4.3 (1.5)
People in ABC understand the benefits of collaborating with other organizations	4.6 (1.3)
There is agreement within my organizations about the purpose and value of inter-organizational collaboration.	3.5 (1.5)

Incentives & Rewards (mean = 3.7)

ABC rewards employees for investing time and energy to build collaborative relationships with other organizations.	3.7 (1.7)
My organization rewards its personnel for successful inter-organizational collaborations.	3.8 (1.6)
Collaborative talents and achievements are considered when people are reviewed for promotion.	3.4 (1.7)

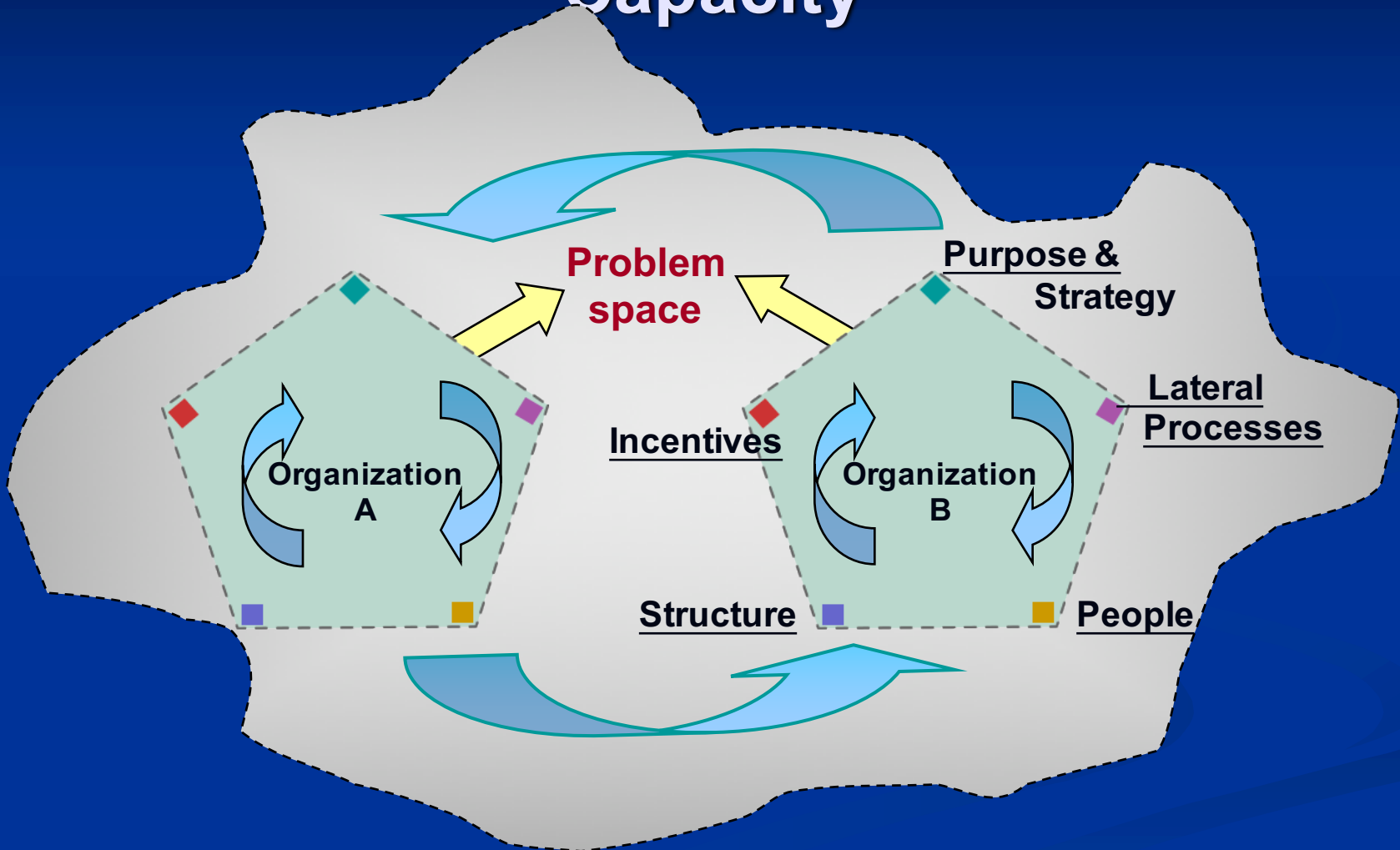
Collaborative talents and achievements are considered when people are reviewed for promotion.



Knox Library Staff Experiences in Collaboration

- When working in collaboration with other organizations (or entities within NPS)
 - What are the factors in successful collaborations?
 - When collaborations “struggle” what are the contributing factors?
 - Does the model from our research help explain these experiences?

Inter-organizational Collaborative Capacity



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■ Incentives & Reward Systems

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Thank you!

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