


# Developing the Ingredients Necessary for Successful Cross-Sector Collaboration: Where Research Meets Practice

## 2013 ACTIVE LIVING CONFERENCE



Presenters  
Paul W. Mattessich, PhD  
Ela J. Rausch, MPP\*



*\*The views expressed here are those of the authors and not necessarily those of the Federal Reserve Bank of Minneapolis or the Federal Reserve System.*



# Workshop

## introductions and overview

### ■ Introductions

- Twenty key ingredients that influence success
- Top 8 factors for successful cross-sector collaboration
- Case examples
- Hands-on exercise
- Collaboration Factors Inventory online





# Twenty ingredients

## that influence success

### Environment

- History of collaboration
- Seen as legitimate community leader
- Favorable political and social climate

### Membership Characteristics

- Mutual respect, understanding, & trust
- Appropriate cross-section of members
- Members see collaboration in their self-interest
- Ability to compromise

### Communication

- Open & frequent communication
- Established informal relationships & communication links


### Process & Structure

- Members share a stake in both process & outcome
- Multiple layers of participation
- Flexibility
- Development of clear roles & policy guidelines
- Adaptability
- Appropriate pace of development

### Purpose

- Concrete, attainable goals & objectives
- Shared vision
- Unique purpose

### Resources

- Sufficient funds, staff, materials, & time
  - Skilled leadership
- 



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# Environment

## #1 A history of collaboration or cooperation in the community

### Why is this important?

- Offers an understanding of roles and expectations, enables trust.

### Implications for planning

- Goals for collaboration should be set w/ current level of understanding and acceptance.
  - No history — potential partners should be educated about process and potential benefits. “Create history” gradually.
  - History of competitiveness— more time may be needed to build trust and other factors required for success.
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# Membership characteristics

## #2 Mutual respect, understanding, and trust

### Why is this important?

- Members must share an understanding of how each other operates in order to provide a foundation for communication.

### Implications for planning

- Energy should be devoted up front toward understanding each others' assets, norms, and limitations.
  - Members must present their agendas openly and honestly.
  - Building trust and understanding takes time.
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# Membership characteristics

## #3 Members see collaboration as in their own self-interest

### Why is this important?

- To sustain involvement, members must believe that the benefits gained from participation will offset costs such as loss of autonomy and turf.

### Implications for planning

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- It should be very clear up front what members stand to gain from the collaboration.
  - Incentives to get involved and stay involved should be built into the effort— should monitor and adjust as needed.




# Process and structure

## #4 Multiple layers of participation

### Why is this important?

- To receive necessary internal buy-in and support, every level of staff (including senior management) within each organization needs to have at least some ongoing involvement in the collaborative initiative.

### Implications for planning

- Systems should be developed to link in necessary staff from each organization from the outset.
  - It is important for talented, key people – at each level of each partnering organization – to be assigned work on the collaborative project and that they have a genuine interest in its success.
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# Process and structure

## #5 Development of clear roles and policy guidelines

### Why is this important?

- To garner and sustain participation, members must clearly understand their roles, rights, and responsibilities, and how to fulfill them.

### Implications for planning

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- Members need to reach agreement and communicate expectations to all relevant parties— letters of agreement can be helpful.
  - Roles should not be so rigid that they inhibit flexibility.
  - Member organizations should address competing demands up front.




# Process and structure

## #6 Appropriate pace of development

### Why is this important?

- To be sustainable, any changes in the structure, resources, or activities of the collaborative cannot overwhelm its capacity.

### Implications for planning

- The number of members should not exceed what the collaboration requires or can support — additions and exits over time may be necessary.
  - Attainment of small, short-term goals early on can help cement commitment.
  - Sufficient time and funding may be especially important during certain phases – plan accordingly.
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# Communication

## #7 Open and frequent communication

### Why is this important?

- To maintain active participation and cohesion, collaborative members should interact regularly, providing frequent updates and opportunities for discussion .

### Implications for planning

- At the beginning of a collaborative effort, members should set up a system for communication and identify expectations for communication.
  - Selective distribution of oral and written communication should be avoided.
  - A staff function for communication may be necessary.
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# Purpose

## #8 Shared vision

### Why is this important?

- To be able to work persistently toward common goals, collaborative members must have the same vision with an agreed upon mission, objectives, and strategy.

### Implications for planning

- This shared vision should be developed either when the collaborative is first being planned or soon after it begins to function.
  - Members should be active in the vision-building process— outside consultation can be helpful for establishing a common vision.
  - Imbalances of power among members must be addressed openly.
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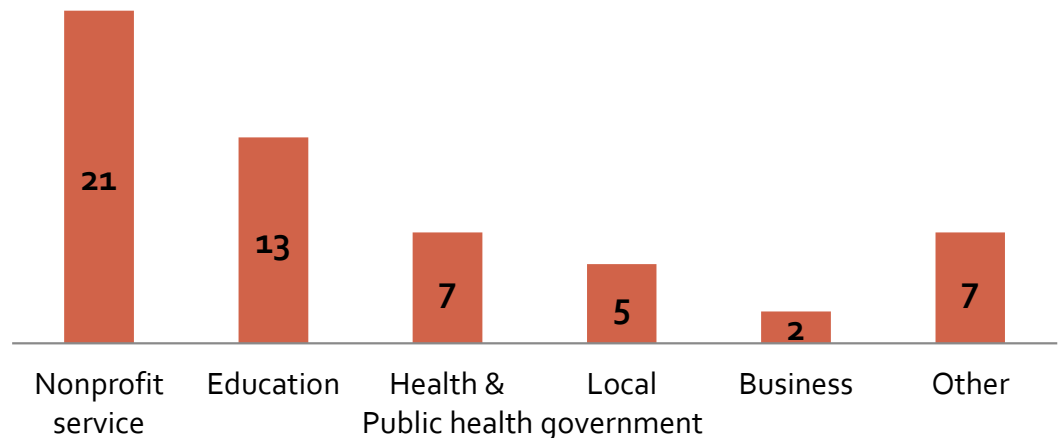
# Case example #1

## Local Partnership for Healthy Kids- **New Jersey**

### Background

- Five local collaboratives aimed at preventing childhood obesity
- Used Wilder Collaboration Factors Inventory to identify strengths and weaknesses

New Jersey Healthy Kids Partnership Participants

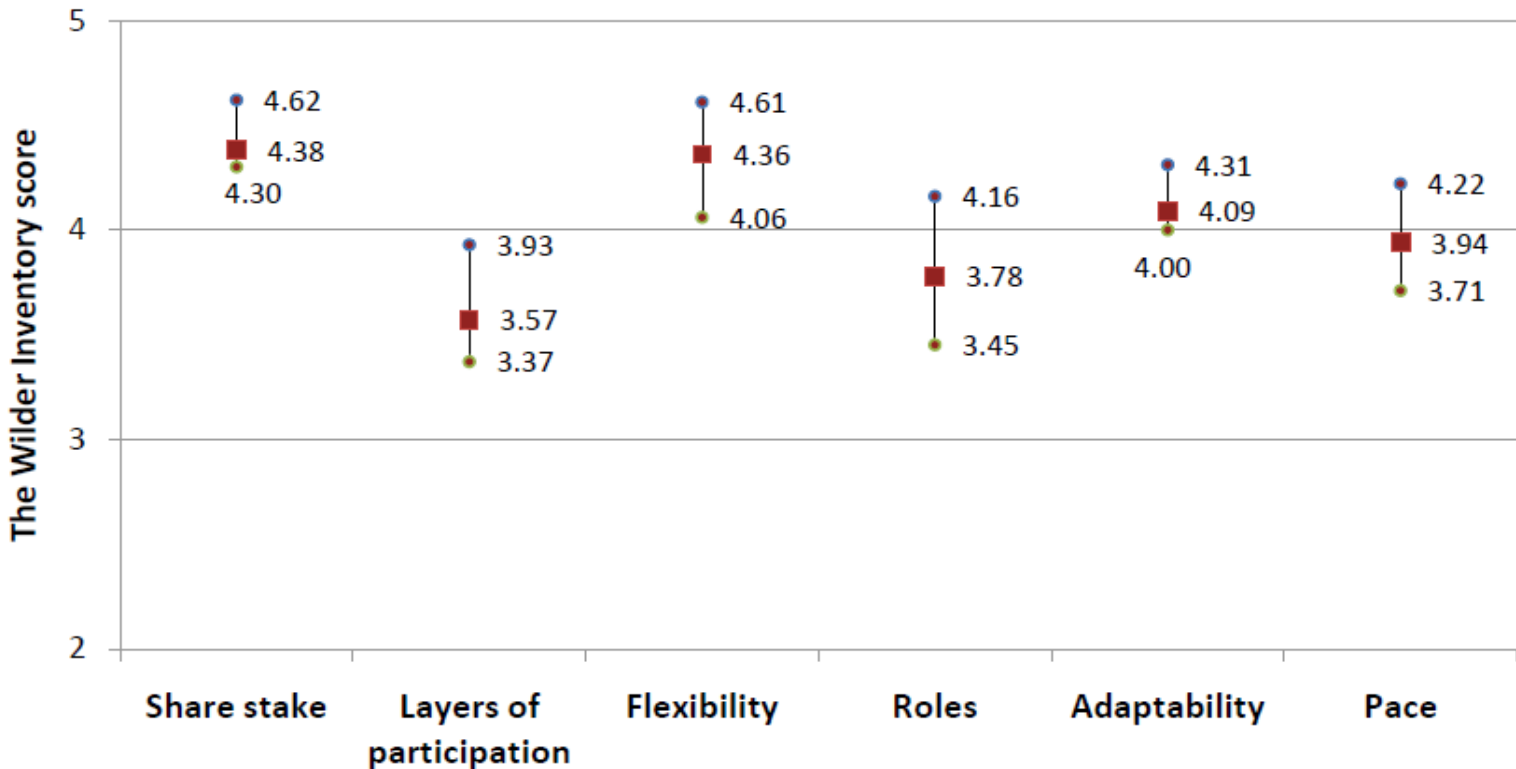


# Case example #1

## Local Partnership for Healthy Kids- New Jersey

### Interpreting assessment results

Figure 4: Factors Related to Process and Structure






# Case example #1

## Local Partnership for Healthy Kids- **New Jersey**

### Conclusion

- Assessment indicated that partnerships were strong and moving in the right direction

### Follow-up & next steps


- Organized efforts to address borderline items
  - Currently moving from “strategic design” to action- forming additional formal and informal networks to pursue their goals
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# Case example #2

## Collaboration to Build Healthier Communities- National Survey

### Background

- Joint effort by Federal Reserve Bank of Minneapolis, Wilder Research and the Robert Wood Johnson Foundation
  - To better understand collaborative efforts between community development and health organizations working to improve overall community health
  - Study findings will be presented to RWJF 2013 Commission to Build A Healthier America (June 2013)
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# Case example #2

## Collaboration to Build Healthier Communities- National Survey

### Factors contributing to successful cross-sector collaboration

*Preliminary Survey Results February 2013	Very important factor	Moderately important factor	Not an important factor
Skilled leadership	93%	7%	1%
Mutual respect, understanding and trust	88%	11%	1%
Shared vision and common goals	85%	15%	--
Adequate funding and resources	77%	22%	1%
Ability to be innovative	76%	24%	--
Well-established relationships and communication links	68%	29%	2%
History of collaboration in the community	68%	28%	4%
Had an existing model or best practice to follow	24%	58%	18%
Another factor	32%	5%	62%

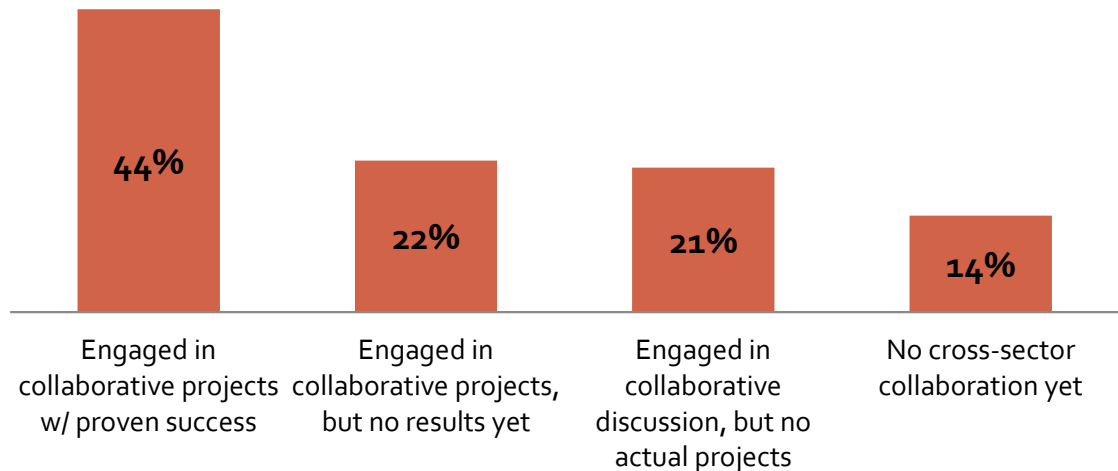
# Case example #2

## Collaboration to Build Healthier Communities- National Survey

### Collaboration + Active Living initiatives

- Fitworth Healthy City Initiative (Fort Worth, TX)
- DotWell for a Healthy Neighborhood (Boston, MA)

Cross-sector collaboration among those engaged in increasing physical activity and active living (past 12 months)  
\*Preliminary survey results February 2013



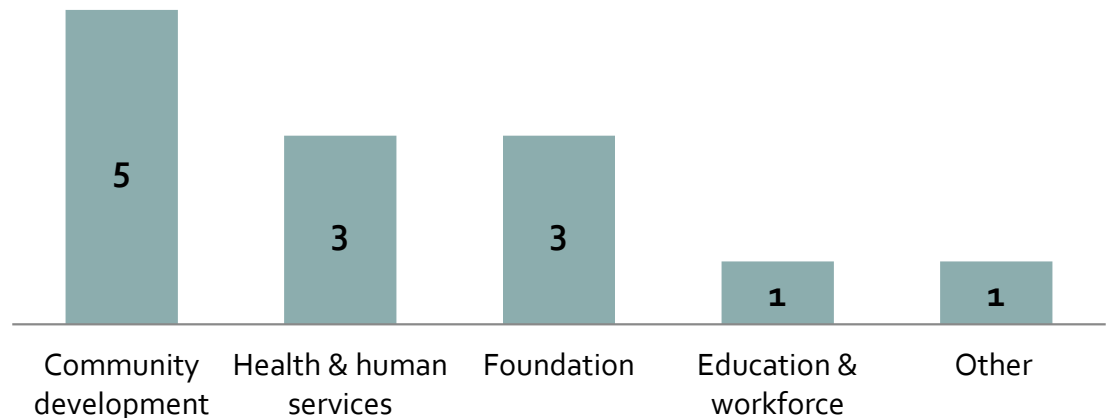
# Case example #3

## Las Vegas Healthy Communities Coalition- Nevada

### Background

- Local collaborative aimed at addressing social determinants of health
- Used Wilder Collaboration Factors Inventory to focus discussion on next steps

Las Vegas Healthy Communities Coalition Participants



# Case example #3

## Las Vegas Healthy Communities Coalition- Nevada

### Average scores for 20 success factors

Average scores for each of the 20 factors:

Factor	Factor Average
History of collaboration or cooperation in the community	2.3
Collaborative group seen as a legitimate leader in the community	3.3
Favorable political and social climate	4.2
Mutual respect, understanding, and trust	3.2
Appropriate cross section of members	2.9
Members see collaboration as in their self-interest	4.6
Ability to compromise	3.6
Members share a stake in both process and outcome	3.5
Multiple layers of decision-making	3.0
Flexibility	3.6
Development of clear roles and policy guidelines	2.4
Adaptability	3.5
Appropriate pace of development	2.9
Open and frequent communication	3.8
Established informal relationships and communications links	4.2
Concrete, attainable goals and objectives	3.2
Shared vision	3.7
Unique purpose	4.6
Sufficient funds, staff, materials, and time	2.3
Skilled leadership	3.9




# Hands-on exercise

Las Vegas Healthy Communities Coalition- Nevada

## Conclusion

- Assessment indicates that the collaborative has a few strengths, but several areas needing improvement

## Follow up & next steps

- What actions would YOU recommend?
  - We will reveal the coalition's actual next steps during our large group discussion
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# Wilder collaboration factors inventory

FREE tool available online

Online version <http://wilderresearch.org/tools/cfi/index.php>

[Wilder Home](#) > [Wilder Research](#) > [Research Services](#) > [Wilder Collaboration Factors Inventory](#)

## Wilder Collaboration Factors Inventory

A free tool to assess how your collaboration is doing on 20 research-tested success factors

The inventory takes about fifteen minutes to complete. It can be distributed to a small group of leaders in the collaborative, during a general meeting, or via mail to all members for the most complete picture. You can tally your score manually or online.

Take the [free online inventory](#), or register your group to take the online inventory, and receive the group's summary scores for each of the 20 factors.

Order the book, *Collaboration: What makes it work, a review of research literature on factors influencing successful collaboration (2nd ed.)*, for an in-depth review of collaboration research and to learn more about the development and use of the inventory.

Purchase the tool and instructions for administering, scoring, and interpreting the results, or view the inventory: [Wilder Research List of 20 Collaboration Factors Inventory](#)

A RAND study reports reliability data for the instrument.

### Use Policy

Organizations are free to use the inventory for noncommercial use with the following citation:

Mattessich, P., Murray-Close, M., & Monsey, B. (2001). *Wilder Collaboration Factors Inventory*. St. Paul, MN: Wilder Research.



# Contact information

## for Workshop Presenters

**Paul Mattessich, PhD Executive Director**

**Wilder Research**

Email: [paul.mattessich@wilder.org](mailto:paul.mattessich@wilder.org)

Web: [wilderresearch.org](http://wilderresearch.org)

Twitter: [@MattessichPaul](https://twitter.com/MattessichPaul)

**Ela Rausch, MPP Project Manager**

**Federal Reserve Bank of Minneapolis**

Email: [Ela.Rausch@mpls.frb.org](mailto:Ela.Rausch@mpls.frb.org)

Web: [minneapolisfed.org](http://minneapolisfed.org)

Twitter: [@elarausch](https://twitter.com/elarausch)



# Do You Have the Ingredients Required for Successful Cross-Sector Collaboration?

Think about a collaborative initiative in which you currently participate (or one that you would like to develop in your community).

Success Factor	Rating (Circle one)	What specific steps could you take to improve in this area? (OR: If as good as it can be, how could you leverage this strength?)
1. A history of collaboration or cooperation in the community	<p>Great!</p> <p>OK</p> <p>Currently missing</p>	
2. Mutual respect, understanding, and trust	<p>Great!</p> <p>OK</p> <p>Currently missing</p>	



Success Factor	Rating (Circle one)	What specific steps could you take to improve in this area? (OR: If as good as it can be, how could you leverage this strength?)
3. Members see collaboration as in their own self-interest	<p style="text-align: center;">Great!</p> <p style="text-align: center;">OK</p> <p style="text-align: center;">Currently missing</p>	
4. Multiple layers of participation	<p style="text-align: center;">Great!</p> <p style="text-align: center;">OK</p> <p style="text-align: center;">Currently missing</p>	
5. Development of clear roles and policy guidelines	<p style="text-align: center;">Great!</p> <p style="text-align: center;">OK</p> <p style="text-align: center;">Currently missing</p>	

Success Factor	Rating (Circle one)	What specific steps could you take to improve in this area? (OR: If as good as it can be, how could you leverage this strength?)
6. Appropriate pace of development	<p style="text-align: center;">Great!</p> <p style="text-align: center;">OK</p> <p style="text-align: center;">Currently missing</p>	
7. Open and frequent communication	<p style="text-align: center;">Great!</p> <p style="text-align: center;">OK</p> <p style="text-align: center;">Currently missing</p>	
8. Shared vision	<p style="text-align: center;">Great!</p> <p style="text-align: center;">OK</p> <p style="text-align: center;">Currently missing</p>	



## **Comments from collaboration members who completed the assessment:**

### **What is working well in your collaborative?**

*Communication is really good!*

*Resolve to make it work.*

*Strong steering group. Fundamentals in place.*

*The majority of members in the group are truly committed and will put time and available resources toward the success of the project.*

*The majority of the people involved are committed to a collaborative approach to solving problems.*

*The group has great leadership making sure we continue to make progress toward our goals.*

*There is passion for the work.*

*There are some really strong, good people on the collaborative that work well together, have a strong sense of the mission, and are dedicated to seeing it through.*

*Vision and personal commitment.*

### **What needs improvement in your collaborative?**

*A stronger, clearer structure and strong leadership. We also need to remove members who are not support of the overall mission and goals and who constantly present a negative attitude.*

*Finish the planning.*

*More engagement with the consultant.*

*Resourcing and staffing the collaboration.*

*Need major CEO's involvement.*

*Need to hire a full-time person to organize the effort.*

*On-going communication amongst one another and direct reports to higher level leadership for each organization.*

*One member needs to either get on board, or decide to get off the bus. There is communication outside the group that the project is "going nowhere." When one influential member does that it tears the group apart and can impact its success.*

*We need additional funding and dedicated full-time staff to move the work forward.*