Convergent
NONPROFIT SOLUTIONS

Collaboration: Foundation for Success

Hot Issues Webinar Series

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Convergent Nonprofit Solutions

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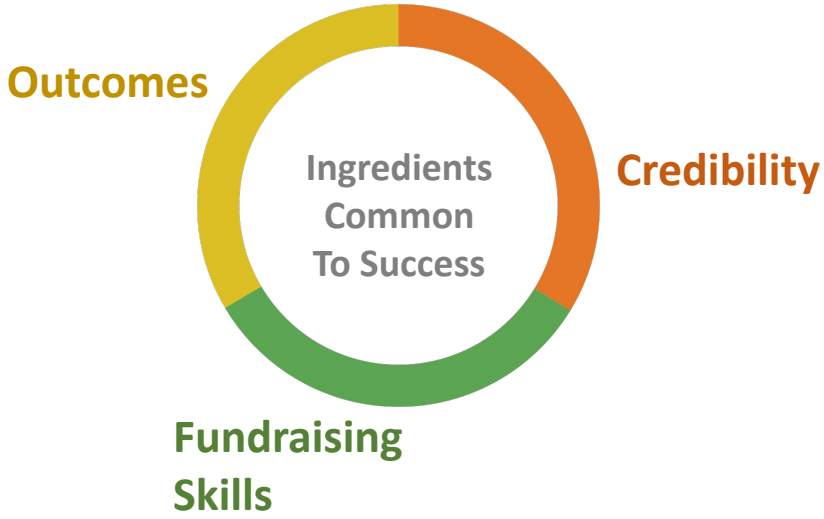
Asking Rights™

Earning the right to ask for big dollars.



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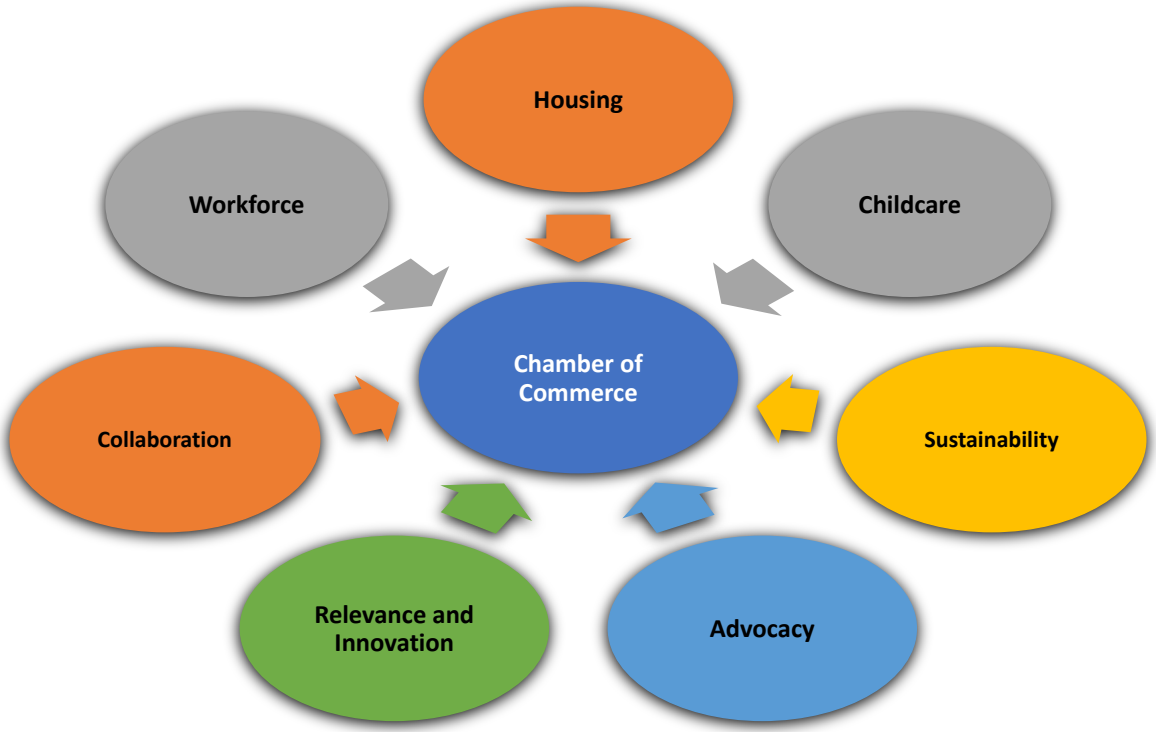
Hot Issues: Challenges Facing Chambers of Commerce



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Today's Panel

Mary Beth Brownlee
Director
One Valdosta-Lowndes

Deb Page
President
The Institute for
Performance Improvement

Steve Stevens
Senior Project Director
Convergent Nonprofit Solutions

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Hurdles: *Why Collaborations Fail*

- Siloed Organizations
- Fear of Sharing Funding
- Desire for Credit
- Absence of Trust
- Lack of Buy-in
- Facilitators Lack Skills & Tools
- Groupthink
- Poor Relationships
- Not Enough Conversations

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Characteristics and Critical Steps in Creating a Successful Collaboration

- Win Win
- Purpose Alignment
- Trust
- Sharing Values
- Clear Responsibility
- Open Communication

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Identifying the Issue: *Selecting Big Rocks*

Test of Significance & Relevance

- *Does this fit our mission?*
- *Who wants this issue (members, allies, outsiders asking us)?*
- *Are we the only organization who can lead this issue in this community?*
- *Can we be a supporter rather than a leader?*
- *Can we affect this issue and/or make a difference in its outcome?*
- *Who will this help?*
- *What will the issue cost the organization to support or oppose it?*
- *Is this the right issue for us and will it cost us political capital?*

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Identifying the Issue: *Selecting Big Rocks*

- Saying “No” to the wrong thing, allows you to say “YES” to more impactful collaborative work.
  - Consider timing
  - Consider root causes and causal factors
  - Understand existing capacity and opportunity costs
- Ignite College & Career Academy, Americus, GA.

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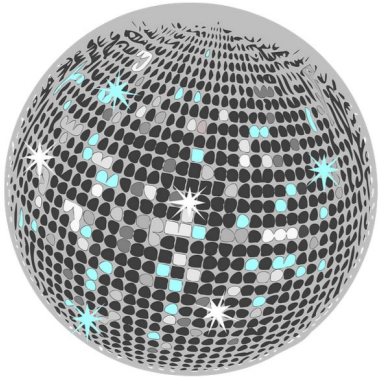
Adaptive Process

- Trusted convenor with neutral facilitation is critical.
- Beware Pet Rocks and Shiny Things.
- Proven processes and tools to guide exploration, participation, and solution building.



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Adaptive Process

- Addressing Gun Violence Sumter County, GA
  - Clarifying it was *everyone's* issue.
  - Create buy-in vs. finger pointing
  - Shared solutions to achieve mutual benefit ensures efficacy and accountability.

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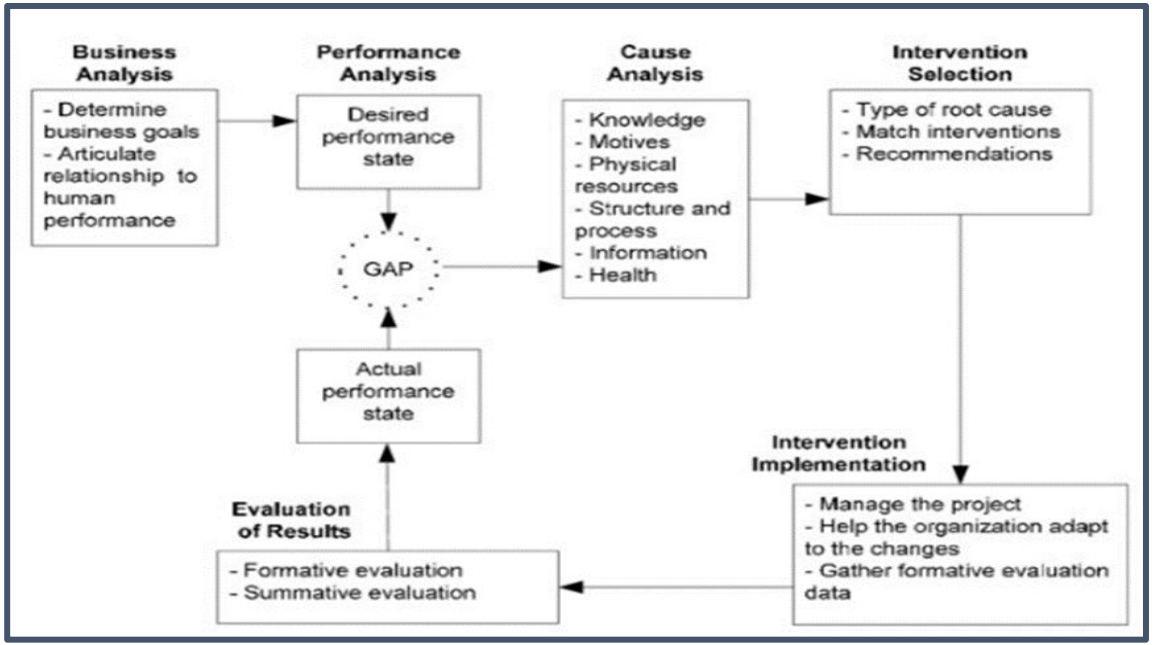
Adaptive Process: *Using a Model to Guide a Collaborative Effort*

Human Performance Improvement Model



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Adaptive Process: *Performance Factors Analysis*

Performance Factors Analysis

Marketplace	Workplace	Work	Workers
What factors in the can or do impact the success of people, organizations, and collaborators to achieve the goals of the effort?			
Demographic, economic, political, technological, social, etc.	Culture, climate, complexity, physical plant, schedules, technology, tools, supervision, leadership, team dynamics, feedback, development, recognition, etc.	Complexity, difficulty, design, autonomy, consequences, variety, significance, workload, etc.	Will, skill, and readiness.
Who has the ability, responsibility, or accountability to impact these factors to help people and organizations succeed?			

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Neutral Facilitation

- Neutral Facilitation's Value Proposition:
  - Neutrality to guide success for ALL!
  - Objectivity enables placement of guard rails.
  - Focus on the issue, rather than people around the table.

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Neutral Facilitation

- Opioid Crisis in Northern KY
  - Varied stakeholders shared adverse impact
  - None with clear *direct* avenue to change the issue individually

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Tools & Tactics: *Logic Models*

Logic Model for Community Response to Opioid Epidemic

Inputs	Activities (High-Level)	Outputs	Outcomes Short-Term	Outcomes Mid-Term	Outcomes Long-Term
• Employers • Law enforcement • Families • Schools • Faith based groups • Treatment facilities • Follow-up programs • Legislative funding • Grant funding • Chamber as facilitator • Chamber as convener • Media support	• Town meetings of stakeholders • Identify leadership • Identify organizations • Engage participants in meeting • Determine current funding efforts • Create a plan • Create a budget • Build a case for support for new facilities • Access and develop local treatment facilities • Develop follow-up program with milestones and protocols • Create media relations plan	• Stakeholder meetings • Clear ownership of various parts of the plan • Participation and support of business community, particularly large employers • Comprehensive Action Plan • Facilities • Funding • Follow-up program • Media supporting initiative • Chamber image was enhanced • Chamber member satisfaction increased	• Created a common language • Regular planning meetings • Participants learned with and from each other • Trust and buy-in • Community awareness of the depth and scope of the problem and media engagement • Action Plan • Needs analysis	• Legislative strategy • Identify champions • Identify needed facilities for demand • Funding granted • Employer shared best practices for treatment • Stakeholder effectively filling their roles	• Reduced flow of drugs into the community • Employers were able to increase access to viable employees • Prevention reduced referrals and institutionalization • Schools better able to monitor and create awareness • Funded school resource officers • Faith based groups provide counseling • Reduced recidivism • Chamber recognized as champion for community that linked societal and business issues

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Mutual Benefit

- Aligning regional interests for transportation infrastructure investment
  - Metro area economic engine that rural areas rely on.
  - Fixed “pie” of funding that has to be sliced and handed out.
  - Can’t ever do *everything,* but what is best case for *everyone*.

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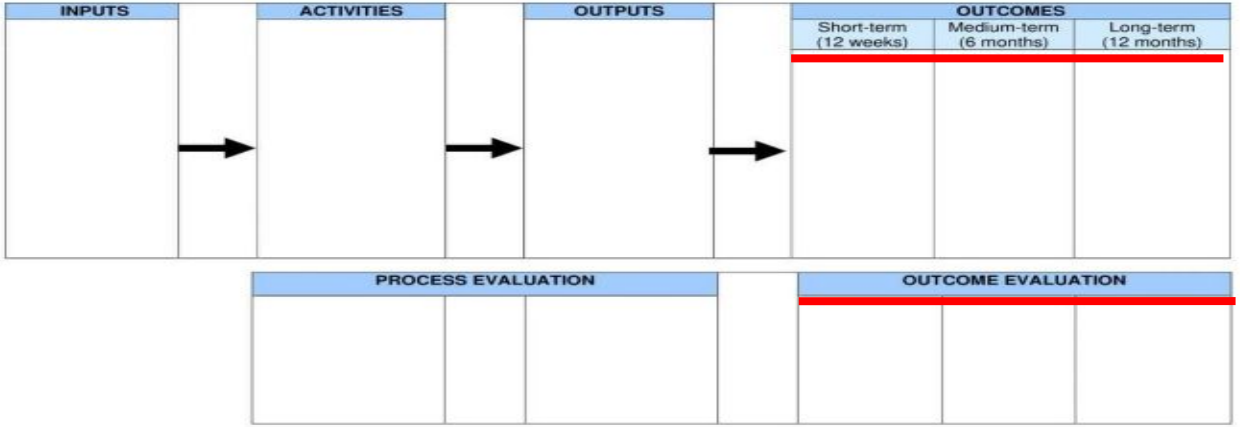
Tools & Tactics: *Logic Models*

Logic Model



- **Inputs:** Resources needed or applied to the effort
- **Activities:** Specific actions or services needed to achieve the goals of the effort.
- **Outputs:** Tangible deliverables, products, or services which can be counted and measured.
- **Outcomes:** Short-term, intermediate, and long-term changes or benefits resulting from the efforts
- **Process Evaluation:** Monitoring, measuring, and assessing completion of activities and achievement of deliverables and outputs.
- **Outcome Evaluation:** Monitoring, measuring, and assessing and achievement of targeted outcomes and goals.

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Clarity on Decisions and Action

- Expanding Broadband in Rural Georgia
  - Bold approach to the a major issue
  - Leveraged data informed decision making
  - Direct conversations with responsible parties and stakeholders
  - Innovation and clarity drove action

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Tools & Tactics: *RASGO Chart*

RASGO Chart

Responsible	Accountable	Supporting	Guiding	Observing

Achieving Effective Collaboration

"The difference between working together and collaboration is shared goals."

- Dr. Jane Dutton

- Select and Communicate "Big Rocks."
- Use an Adaptive Process - *What.*
- Provide Skilled Neutral Facilitation - *How.*
- Explore and Identify Mutual Benefits.
- Achieve Clarity on Actions, Objectives, and Outcomes.

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Tools & Tactics

- Test of Significance and Relevance
- RASGO Chart
- Logic Model
- Performance Factors Analysis
- Certified Performance Improvement Facilitators

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Q & A

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"Hot Issues" Online Seminar Series Topics

- Feb 20 Collaboration
- Apr 2 Chambers as Unifiers
- May 14 Workforce Development
- June 25 Workforce Development
- Aug 6 Infrastructure
- Sept 17 Quality of Life

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