1. What interests you about the evaluation of organizational collaboration?
2. What research/evaluation questions do you and your stakeholders seek to answer?
3. What are you hoping to learn today?
4. Who/what has influenced your evaluation practice?
The sine qua non of collaboration is shared purpose.

Two or more entities come together for a reason - to achieve a vision, to do something that could not otherwise be accomplished as independent actors working alone.

PRINCIPLES of ORGANIZATIONAL COLLABORATION

An Imperative
Nested & Complex Context
Stages of Development
Levels of Integration and Quality
Predicated on Relationships Between People

AN IMPERATIVE

We live in a time when no organization can succeed on its own... As we look around us in a new century, we realize that businesses and non-profits in today’s interconnected world will neither thrive nor survive with visions confined within the walls of their own organizations. They need to look beyond the walls and find partners who can help achieve greater results and build the vital communities to meet challenges ahead.

- Drucker & Whitehead, Harvard Business School, 2000
From the Industrial Era to the Knowledge Era

<table>
<thead>
<tr>
<th>Industrial Era</th>
<th>Knowledge Era</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchical chain of command</td>
<td>Self-governing teams</td>
</tr>
<tr>
<td>Control</td>
<td>Commitment</td>
</tr>
<tr>
<td>Managers control, maintain stability</td>
<td>Managers coach and lead</td>
</tr>
<tr>
<td>Few performance info systems</td>
<td>Proliferation of performance info systems</td>
</tr>
<tr>
<td>Risk averse</td>
<td>Risk tolerant</td>
</tr>
<tr>
<td>Interest in short-term gains</td>
<td>Interest in continuous improvement</td>
</tr>
<tr>
<td>Information held by a few</td>
<td>Information widely available</td>
</tr>
</tbody>
</table>

Collaboration Conundrums

**Large size**

**Diversity**

**Virtual participation**

**High education levels**


Outcomes Associated with Collaboration

**Organizational Level**

- New products & services, increase in productivity, higher morale - better work climate, less turnover, less waste/sabotage/error, improved financial performance, less redundancy-more efficient, more effective services, able to adapt

**Individuals & Teams**

- More likely to take risks, to ask for assistance, more effective listeners, use information to act, develop creative solutions, develop greater sense of personal responsibility for the organization’s outcomes, enhance self-esteem/efficacy
Nested Context of Collaboration

Inter-Organizational Collaboration
Strategic Alliances (e.g. TX Tobacco Free Coalition; AEA-CDC Conference Partnership)

Intra-Organizational Collaboration
Communities of Practice (e.g. MI Dept. of Public Health; Anywhere USA Public School District)

Inter-Professional Collaboration
Community of Practice (e.g. State Oral Health Unit, 1 Teacher Team)

STAGES OF DEVELOPMENT

Assemble and Form
Storm and Order
Norm and Perform
Transform or Adjourn

Adaptation of Figures 1.1 and 1.2 in Bailey and Koney (2000), pgs.7 & 9

LEVELS of INTEGRATION

Adaptation of Figures 1.1 and 1.2 in Bailey and Koney (2000), pgs.7 & 9
A HUMAN ENDEAVOR

Ultimately, it is people who collaborate not organizations.

An organization is a constellation of communities of practice

COMMUNITIES of PRACTICE
Elements of Quality
Group Questions
What organizations are forming or have formed strategic alliances/communities of practice in your context/setting?
Draw an organizational constellation that you are familiar with.
For what purpose have they formed strategic alliances/communities of practice?
Choose a high leverage/key CoP, in what stage of development and/or how integrated are they?
Describe the quality of team collaboration in one high leverage CoP. What is the nature of the DDAE?

Safe School Healthy Students Initiative (SS/HSI)
- Effective school violence prevention, intervention and response can only occur through a community-wide infrastructure
- Departments of Education, Health and Human Services, and Justice, 1999
- Collaboration is a required vehicle and an intended destination for the majority of federal demonstration grant initiatives

Project LINK (CO); Project PASS (VT)

SS/HSI Stakeholder Evaluation Questions
1. How do we determine if partnerships have become increasingly seamless or if new linkages have been formed?
2. How do we describe a “community-wide infrastructure” and how can we measure and/or characterize its development over time?
   - What level and quality of collaboration is needed to achieve particular outcomes?
   - What is the point at which efforts to increase collaboration are a waste of resources, without increasing desired outcomes?
Collaboration Evaluation Improvement Framework

Strategy 1 - Operationalize the construct of collaboration.

Strategy 2 - Map communities of practice; identify high leverage teams.

Strategy 3 - Monitor stage(s) of development.

Strategy 4 - Assess levels of integration.

Strategy 5 - Assess cycles of inquiry in high leverage communities of practice.

1) Operationalize Collaboration - Facilitate Collaboration Literacy

Semantically and Conceptually

Workshops/Presentations
Focus Group Interviews
Readings
Visuals
Teams in action
Videos/Webinars/DVDs

2. Identify and Inventory Communities of Practice

COMMUNITY OF PRACTICE INVENTORY FORM

<table>
<thead>
<tr>
<th>Organization</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Personnel</td>
<td>CoP Name</td>
</tr>
<tr>
<td>1)</td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td></td>
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<tr>
<td>3)</td>
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<td>5)</td>
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Organizational Effects of CoP Inventory & Identification

Reduction in required CoPs
Increase in required CoPs
Reconfigured CoPs
Change in allocation of professional development time
Distribution of workload transparent
Clear shared purpose
3. Monitor Strategic Alliance Development

see handout

4. Assess Pre-Existing and Projected Levels of Integration
Facilitate the qualitative evaluation regarding...

1. the attributes and characteristics of their current level of integration,
2. the actions they need to take to bring about or maintain their ideal level of integration,
   • the evidence that would indicate that they have reached their ideal level of integration.
   • the resources needed to reach their ideal level of integration
   • detailed description of all interagency relationships

ORGANIZATIONAL BENEFITS to Assessing Levels of Integration

Descriptive quantitative evidence of collaboration
Qualitative evidence of collaboration
Data for decision-making about strategic alliance development
Visual evidence of development of infrastructure
Development of shared purpose
Performance reporting
Communication of needs and successes to project officers, partners, stakeholders, media, project management, the public

5. Assess Quality of Inter-Professional Collaboration

Communities of Practice: Collaboration Assessment Rubric
Evaluating Organizational Collaboration

10/31/10

Rebecca.Woodland @educ.umass.edu

Formatively Assess Communities of Practice

Team Collaboration Assessment Rubric

see handout

Another resource...the team assessment questionnaire found in Patrick Lencioni’s The Five Dysfunctions of a Team
Key Benefits to Evaluating Inter-Professional Collaboration

- Improvement of dialogue, decision-making, action-taking, evaluation
- Faster cycles of achievement and goal attainment
- SMARTer goals
- Increase in intra-group trust
- Increase in bridging and knowledge transfer throughout the organization

Further research needs to focus on identifying processes, behaviors, values, norms, rituals, stories, and motivations that distinguish high performance CoPs from poor ones… An initial starting-point for such comparisons would be the distinction between CoPs that have high output of intellectual capital from those that do not.

-O’Donnell, 2003, p. 117

Must Concurrently Evaluate Intended Goals & Outcomes

A learning organization is judged by its results.

-Senge, 1994, p. 44

Collaboration and Student Achievement

Since 2002 one NE school district targeted the bulk of its professional development resources on the cultivation of collaborative leadership, practitioner collaboration, and the collaborative improvement of instruction. Student academic performance scores on the New Standards Reference Exam (NSRE) have increased each year in nearly all categories. After four years, the dropout rate decreased 4 percentage points to 2.1%, the lowest in the state.
Wrap Up…

How might you integrate these concepts into practice?
What short-term action steps might you take?
Biggest “take homes” and “Ah-ha!”

A new order of things…

It ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

Because the innovator has for enemies all those who have done well under old conditions, and lukewarm defenders in those who may do well under the new.

This coolness arises partly from fear of the opponents, who have the laws on their side, and partly from the incredulity of men, who do not readily believe in new things until they have had a long experience of them.

~ Machiavelli, The Prince