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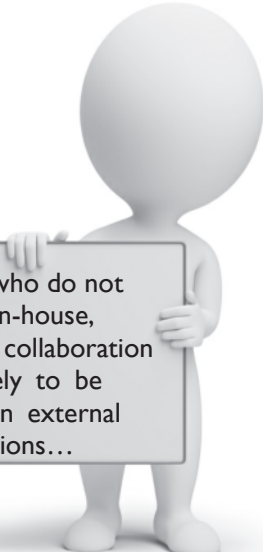
DO YOUR PARTNERS EVIDENCE A "CULTURE OF COLLABORATION"?

This tool is a diagnostic tool to help you evaluate the culture of collaboration within each partner in your project.

It enables you, as the shared service architect, and each organisations' workgroup member to review the current in-house approach to collaboration and identify strengths and areas for development.

Partners who do not have an in-house, culture of collaboration are unlikely to be effective in external collaborations…

Accelerating the effectiveness of individuals and teams working on:
Improved collaborative working within your organisation - Shared services - Multi-partner community safety
Alternative models of partnership - Blue-light integration - NHS transformation
Combined authorities partnerships - Health and social care programmes

Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

Over 500 public sector organisations

in local government, NHS, police, fire, housing, HE and FE are applying the SSA toolkits in their collaborative working.

Over 300 recognised practitioners and architects

SSA awards Collaborative Transformation Practitioner and Architect recognition, as part of the Postgraduate Certificate in Collaborative Transformation, in partnership with Canterbury Christ Church University and CIPFA

Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

The benefits of these tools to your collaboration projects and your partnerships

What are the benefits of these tools to you and your colleagues?

For your organisation: It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

For your partnerships: These tried and tested tools will help accelerate your collaborations, ensuring they are set on strong foundations from the outset, and will avoid the expensive pitfalls experienced in too many partnerships.

For staff and project teams: Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

In-house, taught sessions on applying the tools can be arranged.

Enquire about sessions for your department, or team, by emailing
Dominic.Wallace@sharedservicearchitects.co.uk
...or phone Dominic on 0333 939 8909

These are pathway seminars to the Postgraduate Certificate in Collaborative Transformation at Canterbury Christ Church University

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Tool: T&V2.08

DO YOUR PARTNERS EVIDENCE A "CULTURE OF COLLABORATION"?

The academic evidence is that some organisations are better disposed to successful shared service activity than others.

Tool T&V2.08 is a diagnostic tool to help you evaluate the culture of collaboration[1] within each partner in your project.

It enables you, as the shared service architect, and each organisations' workgroup member to review the current in-house approach to collaboration and identify strengths and areas for development.

Can you evaluate a "culture of collaboration"?

The academic evidence is that some organisations are better disposed to successful shared service activity than others[2]. This is called "collaborative advantage" in the field of inter-organisational relationships. The good news is that organisations can grow a positive culture of collaboration.

Tool T&V2.08 provides an evaluation framework of 15 key indicators relating to partnership. It will identify if there are areas of "collaborative weakness" within organisations, that can be strengthened to build collaborative advantage.

Start with-in each organisation, working with them to identify evidence (or the lack of evidence) to score their indicators against the diagnostic scoring guide over the page. This can then be used in-house to examine how they could improve in the low-score indicators.

Then compare all the scores to identify if there are common areas of low-scoring across all the partners. Your workgroup can then devise remedies to jointly improve the collaborative advantage.

How can you use this tool?

Tool T&V2.08 can be used both by individual organisations, and across the partnership, to evaluate if a culture of collaboration is flourishing.

The methodology provides 15 indicators in the diagnostic scoring guide over the page, against which each organisation can be scored for their evidence of a healthy culture of collaboration. The scoring is from 1 (poor) through to 5 (excellent).

Step 1: Meet separately with each of the organisations' workgroup representatives to carry out the diagnostic on their in-house culture of collaboration.

Step 2: Work through the diagnostic scoring guide with them, asking them to evaluate and score their organisation against each indicator.

For example if their organisation can evidence *"A strategic high level commitment to working in partnership"* then award them a score (using the diagnostic score sheet) of maybe 4, or 5. If they can only evidence self-interest, award them a score of only 1, or 2.

Step 3: Once the score is complete, the organisation can work to help improve their collaborative advantage around the indicators that have low scores.

Step 4: In your role as the shared service architect, bring together all the scores of the partners into a single sheet. Look for common areas in which a number of the partners have low scores. This will indicate if there are common areas of collaborative "weakness" that could be jointly addressed by all the partners.

The workgroup can then agree the learning activities that can strengthen organisations' common areas that require development.

[1] Kanter, R. (1994). Organisations that learn to collaborate well prove to be attractive to many partners and therefore have what is called "collaborative advantage" over others.

[2] Huxham, C. (1996), Sullivan and Sketcher (2002), Lank, E. (2006), Economist Intelligence Unit (2008) et al.

Tool:T&V2.08

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Diagnostic scoring guide

Indicator of Collaboration		High Score	Medium Score	Low Score
		5　　　　4	3	2　　　1
1	Evidences partnership willingness	Has a high level strategic commitment to working in partnership.	Mutual interest. Some shared areas of working but no overall strategy.	Self interest. Will participate for either self-gain or organisational profile.
2	Evidences strong levels of trust	Strong history of openness and trust evidenced in large scale activities.	Some history of openness and trust evidenced in a number of moderate or small activities.	Little or no evidence of a history of openness and trust.
3	Has high strategic intent	Close alignment of vision and objectives with this project.	Some shared objectives but not critical ones.	Evidences "objective drift". Blows hot and cold on the project.
4	Evidences a compatible cultural fit	Adopts required culture fit underpinned with clear values and behaviours in their project activity.	Maintains different cultural approach but some willingness to flex to ensure partnership works.	Unwilling to adopt or flex culture to ensure partnership works
5	Clear partnership ambitions	Ambitions are fully aligned with the partnership ambitions.	Ambitions are mutually compatible.	No sense of ambition or they are unaligned.
6	Convergent sense of direction	Close convergence with the aims and ambitions for this project.	Similar overall direction, but differing timescales and emphasis.	Diverging. Is on a different course.
7	Clear partnership horizon	Long term (within corporate or strategic plans)	Medium term (within annual business plan)	Short term (project specific)
8	Shares knowledge and know how	Committed with clear methodology in place for knowledge sharing.	Willing to share in areas of mutual interest.	Limited scope for sharing. Not willing to share material perceived to give a competitive advantage.
9	Equitable approach to risk management	Clear methodology for managing risk. Willing to share evenly distributed or balanced risk.	Focus is mainly on risk to the organisation, not partnership.	Asks other partners to carry the risk.
10	Offers high resource allocation	Real resources are willingly pooled for the partnership including people, budgets, etc.	Some resources allocated. Unlikely to be pooled. More in-kind than cash.	Avoids allocation of any resources.
11	Healthy leadership culture	Strong collaboration leadership from the top, empowering staff across the project.	Leadership gives permission to participate, but rarely engage themselves.	Low level of leadership engagement.
12	Evidences Commitment	Appoints dedicated teams with full accountability and responsibility.	Only appoints individuals with limited accountability and responsibility.	No dedicated representative and frequent substitutions used.
13	Seeks joint improvement outcomes	Pro-actively shares improvement ideas across partnership activity	Shares some improvement ideas when asked.	Learns from partnership improvement but does not reciprocate
14	Reward and recognition culture	Rewards and recognises the partnership-wide workgroup.	Rewards and recognises own representative's contribution to the workgroup.	No recognition or reward on any level for collaboration activity.
15	Works to build strong governance	Regularly seeks to improve partnership governance and formal structure of partnership.	Preference for light-touch minimal governance arrangements.	Shuns partnership governance as a bureaucratic burden.

Tool: T&V2.08

Diagnostic Scoring Sheet

	Collaboration Indicators	5	4	3	2	1
1	Evidences partnership willingness					
2	Evidences strong level of trust					
3	Has high strategic intent					
4	Evidences a compatible cultural fit					
5	Clear partnership ambitions					
6	Convergent sense of direction					
7	Clear partnership horizon					
8	Shares knowledge and know how					
9	Equitable approach to risk management					
10	Offers high resource allocation					
11	Healthy leadership culture					
12	Evidences Commitment					
13	Seeks joint improvement outcomes					
14	Reward and recognition culture					
15	Works to build strong governance					

The scoring criteria are provided in the Diagnostic Scoring Guide on the opposite page

Tool: T&V2.08

USER LOG

Project & date tool used	What was the desired outcome of using this tool?	What actually happened?	What would you do differently next time?