



Institute of Public
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WA

Advancing Excellence in the Public Sector



COLLABORATION IN PRACTICE

LEADERSHIP & COHESION



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Government of **Western Australia**
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Collaboration: Top down and Bottom up approaches

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Collaboration: Top down and Bottom up approaches

Dale Putland

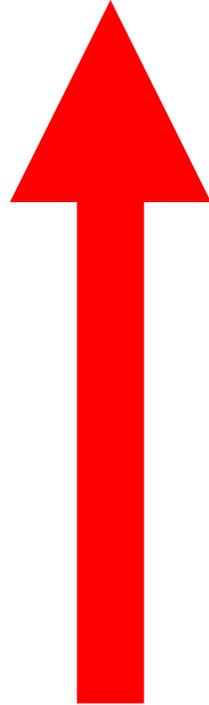
Typology of Collaborations

<i>Relationship</i>	<i>Time taken to establish</i>	<i>Goals/Perspective</i>	<i>Structural Linkages</i>	<i>Formality</i>	<i>Risks/Rewards</i>
Cooperation	Short term	Purpose: dialogue/ information sharing; base of support Independent/ autonomous	Movement in and out by members, loose links/ low intensity level	Informal	Low risk/ modest reward
Coordination	Medium term	Purpose: Align resources to meet (predetermined) goal Retains autonomy but gives some element to joint effort joint planning and programming -semi- autonomous	Some level of stability of membership, medium links	Informal/ formal	Increase in benefits and risks
Collaboration	Longer term	Purpose: Synergize to create something new/systems change Highly interdependent with sharing of power	Members move outside traditional functional areas, tight/dense links	Informal/ formal	High risk/ high reward

Collaboration

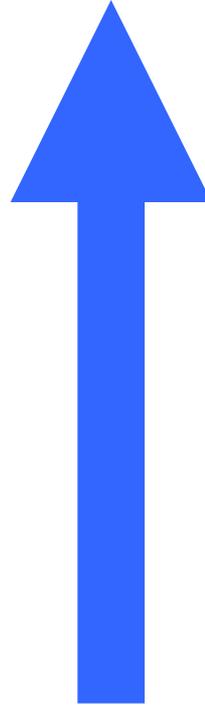
Coordination

Cooperation



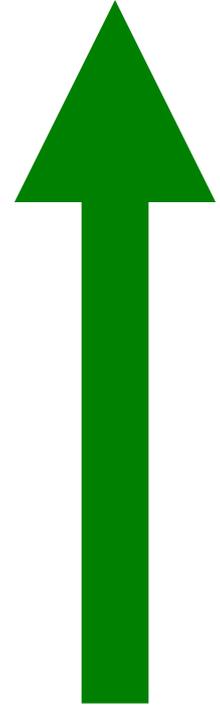
Risk

Effort



Complexity

Time



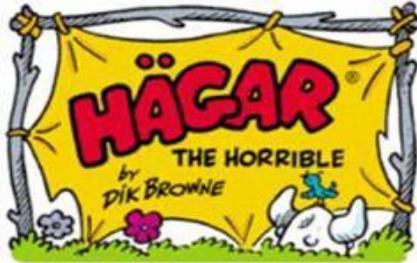
Benefits

Top Down



“We like to bring together people from radically different fields and wait for the friction to produce heat, light and magic. Sometimes it takes a while.”

Bottom Up



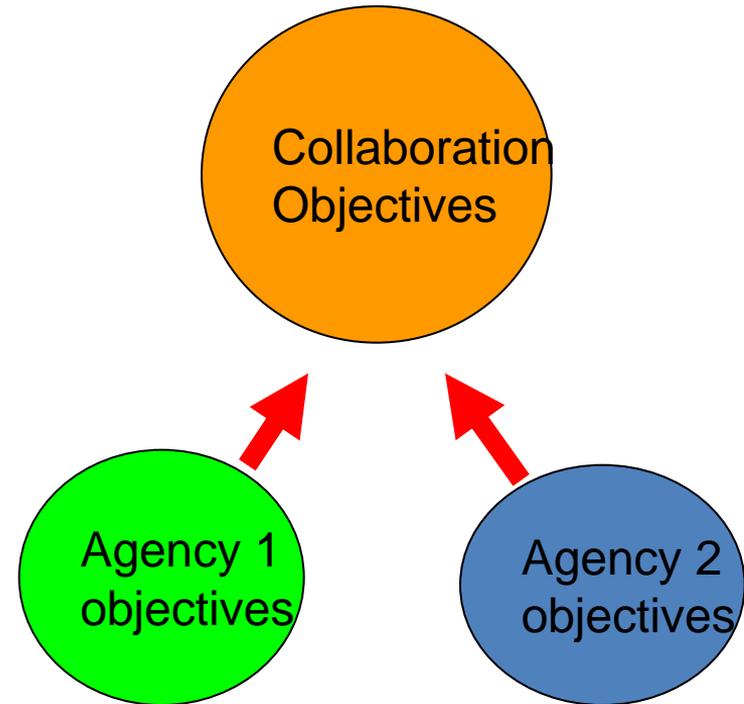
The importance of Bottom Up Collaboration is increasingly recognised

- The way chairman of nGenera Insight [Don Tapscott](#) sees it, new forms of bottom-up collaboration now rival the hierarchical organization in its capacity to create information-based products and services and, in some cases, to solve the critical challenges facing the world.

Source: Telecomasia net 28th April 2011

Principles

- Agree the objectives – understand what each agency wants or needs to achieve
- Be willing to work collectively to achieve all of the objectives
- Be willing to forego some non-critical agency objectives
- Understand the role that each agency and team member will play
- Agencies must agree to share decision making on issues relating to the collaboration
- Create an environment of trust and confidentiality



Get the right mix of People

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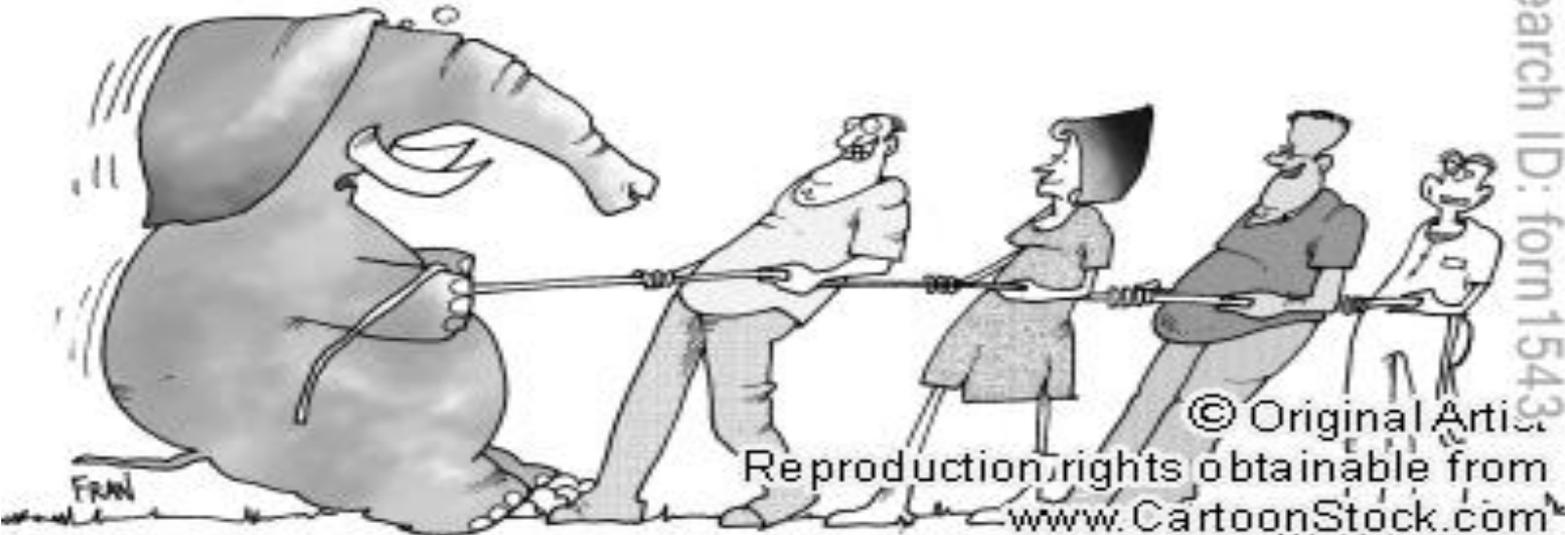


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"WE COLLABORATE. I'M AN EXPERT, BUT NOT AN AUTHORITY, AND DR. GELPIS IS AN AUTHORITY, BUT NOT AN EXPERT."

Marketing: what public servants don't do well

We can do ANYTHING if we ALL pull together!



search ID: form1543

Conclusion

- Understand why you are doing this – try to ensure that you are addressing the underlying issue and not treating symptoms
- Establish the collaboration “team” – find out who wants in, and what they want or need to achieve
- Agree key objectives that meet the requirements of each of the participating agencies
- Establish an environment of trust – keep confidences confidential!!!
- Be willing to broaden engagement and include agencies that are outside of the core MOU group – but establish protocols to control information to outside parties – loose lips sink ships
- Understand your agencies requirements to legitimise the process
- Know your enemies – identify who is likely to oppose you, and why – understand their reasons.
- Establish the boundaries



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Leadership and its role in Creating a Container for Thinking

Martin Ringer

Director

Group Institute International

Collaboration Community of Practice

Leadership and its role in
Creating a Container for Thinking

Presented by Martin Ringer

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Think Like an Egg

A single brown egg is centered in the frame against a plain white background. The egg is slightly shadowed on the left and bottom. Overlaid on the egg is the text "The Collaboration Space" in a large, white, bold font with a thin blue outline. Above the egg, the text "Think Like an Egg" is written in a smaller, blue, sans-serif font.

**The Collaboration
Space**

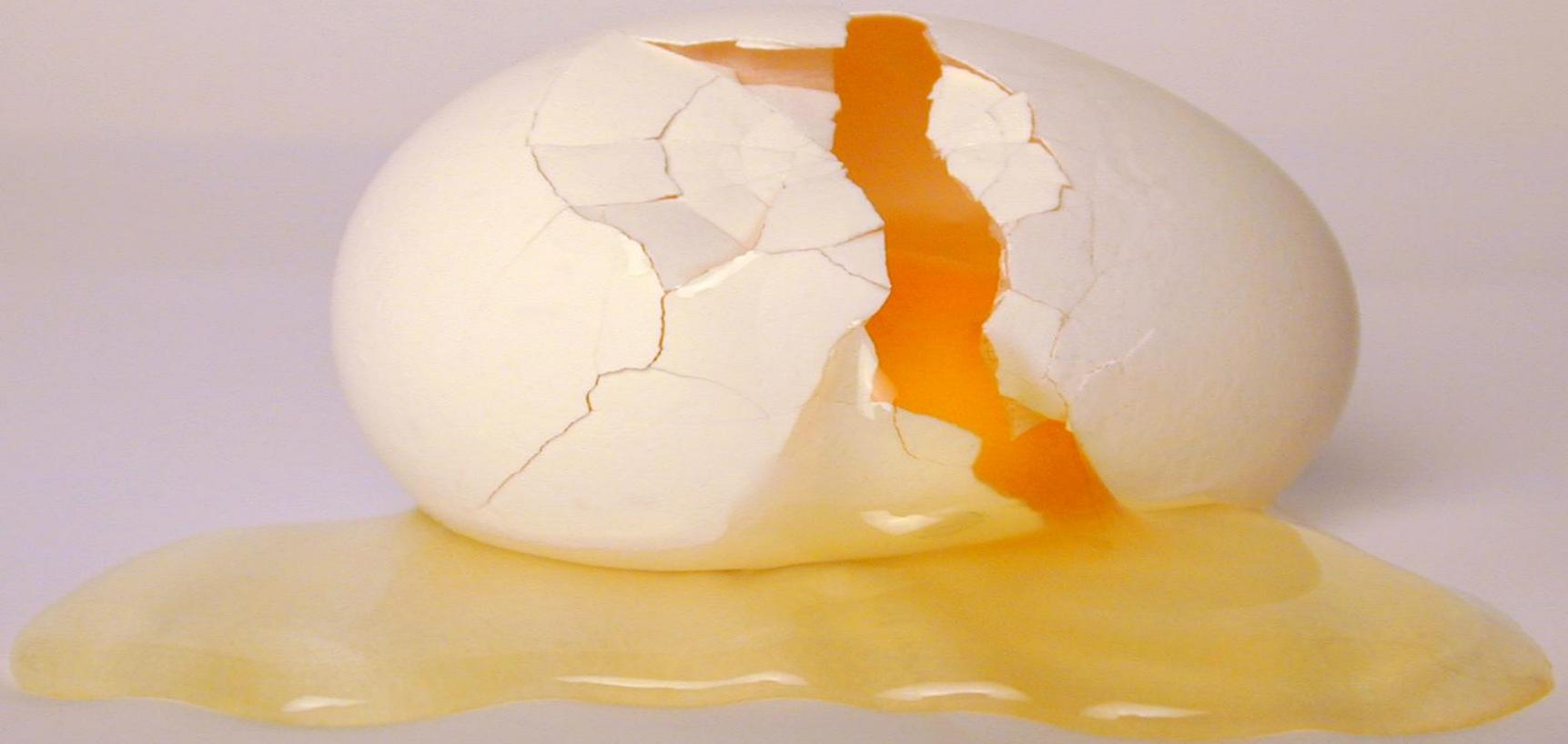
Themes

- Linking and Containment – The structure of the egg
- The Thinking Space – Inside the egg
- A final caution

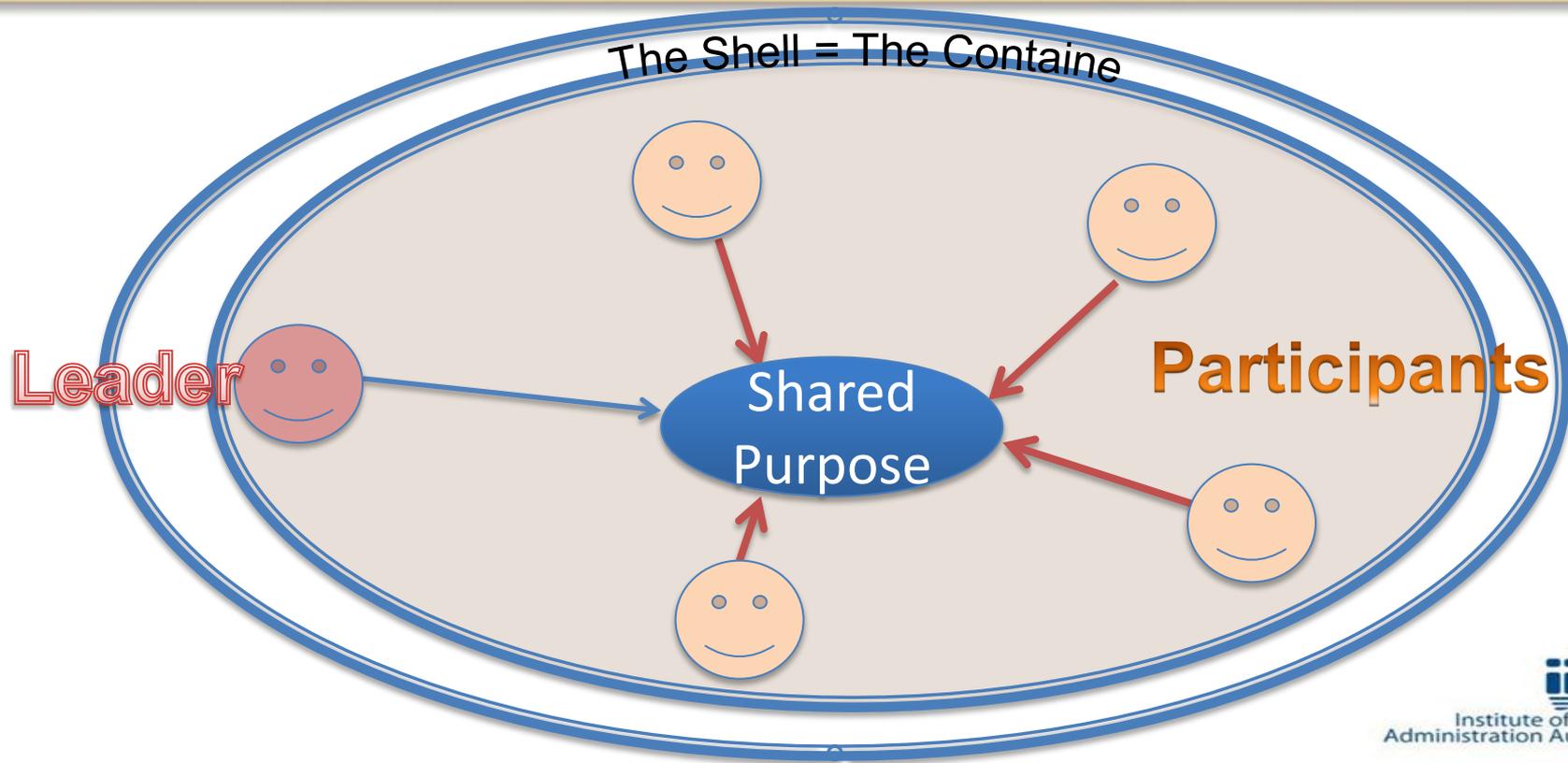
Containment – the Egg Shell



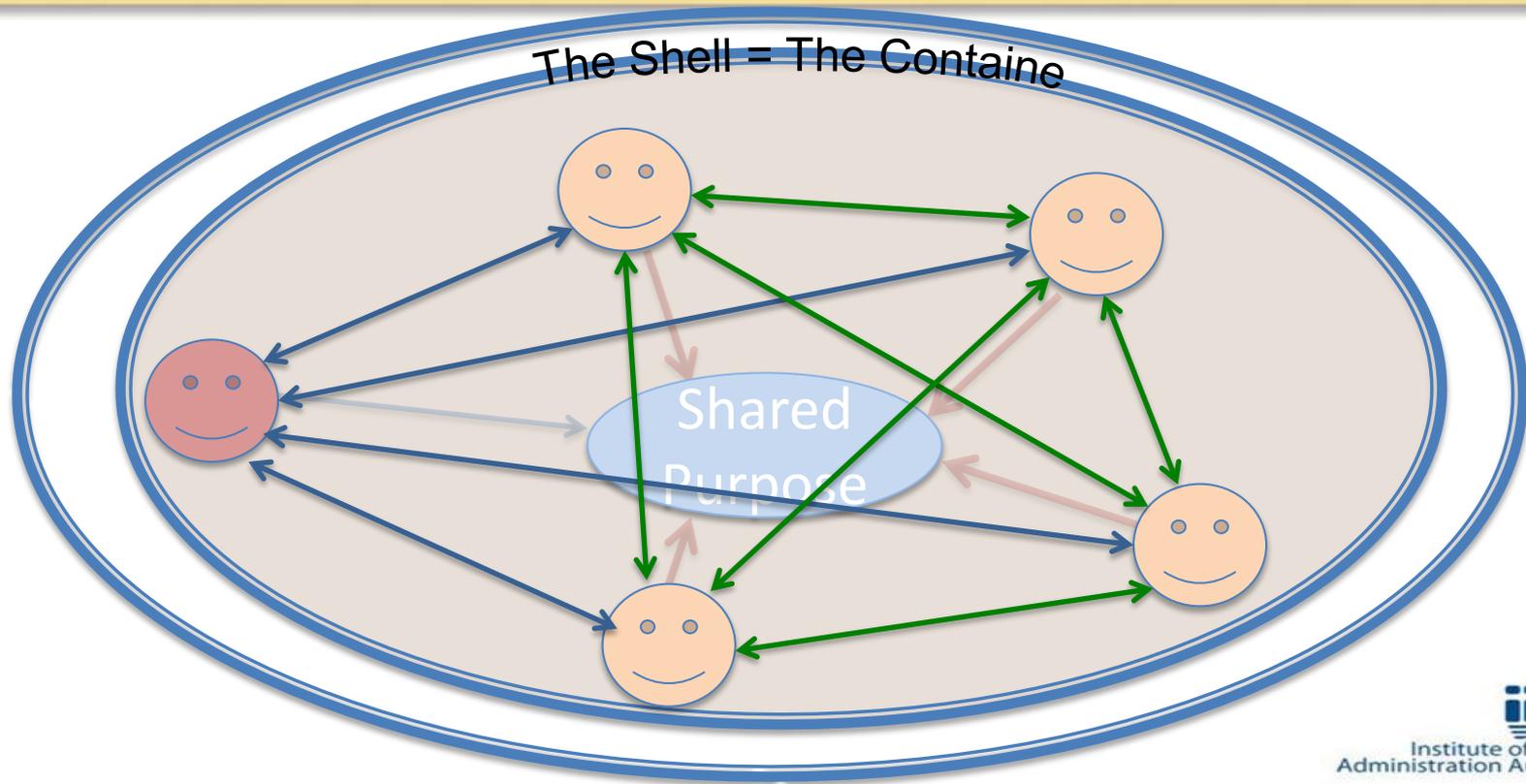
At the start, the collaboration space is fragile



Linking– Links with Purpose

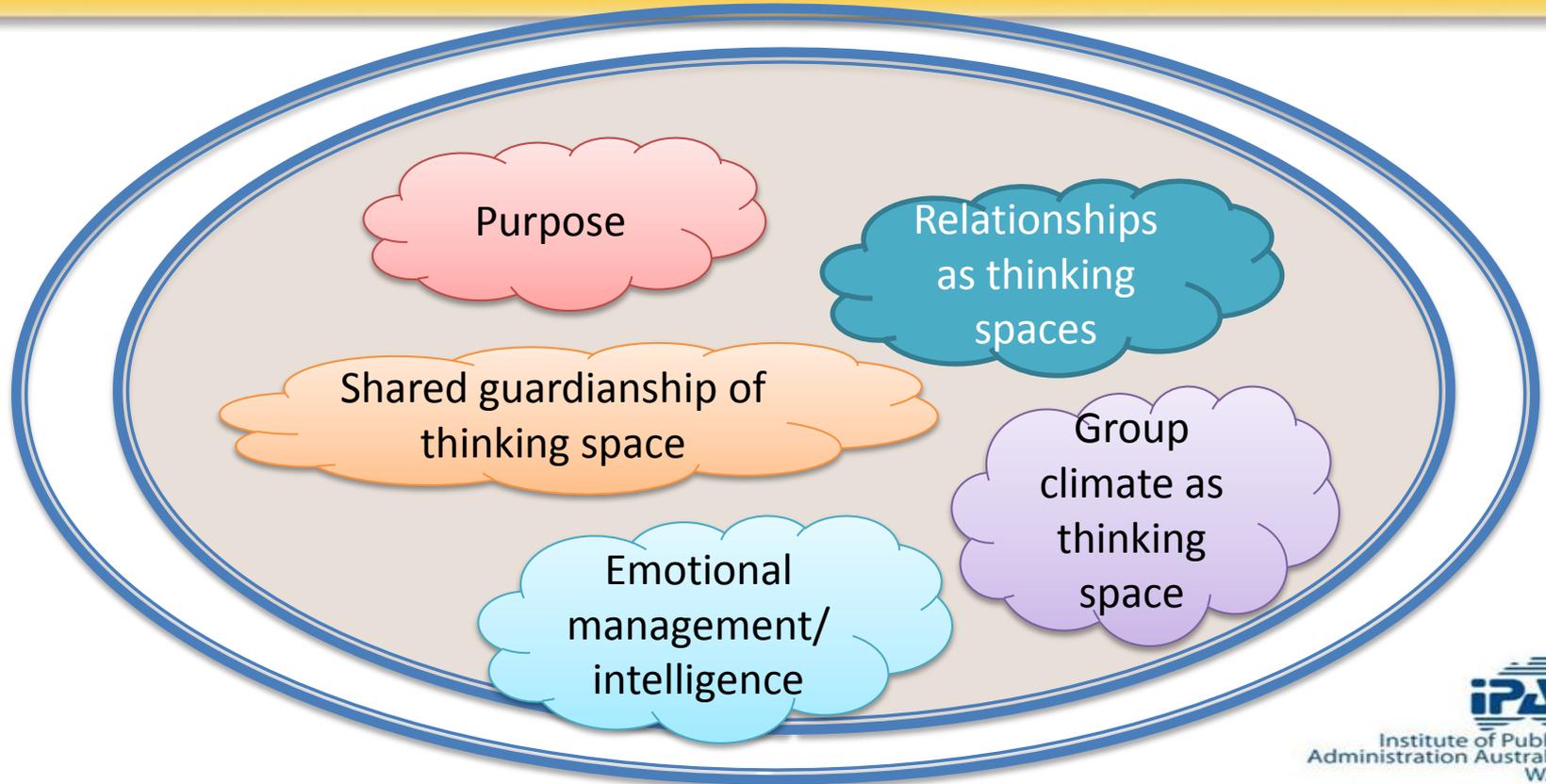


Linking– Links between people





Elements of The Thinking Space



Firstly **CREATE** the
thinking space

USE the thinking space

MAINTAIN the thinking
space

Summary

- Collaborative groups need a ‘container’ in order to work successfully together
- Linking and containment provide the basis for a thinking space
- A thinking space enables the knowledge and intelligence of those present to be harnessed
- Thinking spaces need to be grown, utilized and looked after

But Collaboration requires the joining of thinking spaces



References

- Source material for “Linking, containment and affiliative attachment”: Chapter 9 of “Group Action: The dynamics of groups in therapeutic, educational and corporate settings: Author T. Martin Ringer: Published 2002 by Jessica Kingsley, London.
- Source material for “Thinking spaces”: Ringer, T. M. (2007). "Leadership for collective thinking in the work place." *Team Performance Management* 13(3/4): 130-144.

Other relevant references:

- Ken Eislod: “What we don’t know we know...” (2010) Free Press, New York.
- Lionel Stapley: “Individuals, groups, and organizations beneath the surface”: (2006), Karnac Books, London.
- Other references on request: martinringer@groupinstitute.com

Clarity of Purpose – The Shell

- A team is not a team until it has a shared purpose
- Purpose is assumed until articulated
- Often, participants start by assuming a different purpose
- Hence, collaborating to build a shared understanding of purpose aids focus and cohesion

Enhanced Goal Achievement

- Agencies exist as separate entities expressly because they have different goals
- The collaboration space exists either when there is overlap in sub-goals between agencies or...
- Resource sharing enables better pursuit of separate goals – i.e. mutual gain

Questions

- Comments/thoughts?
- What comes to mind?
- Concerns?
- How does this relate to your collaborative experiences?



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Wheatbelt Health Service Delivery Reform- A Collaborative Approach

David Singe

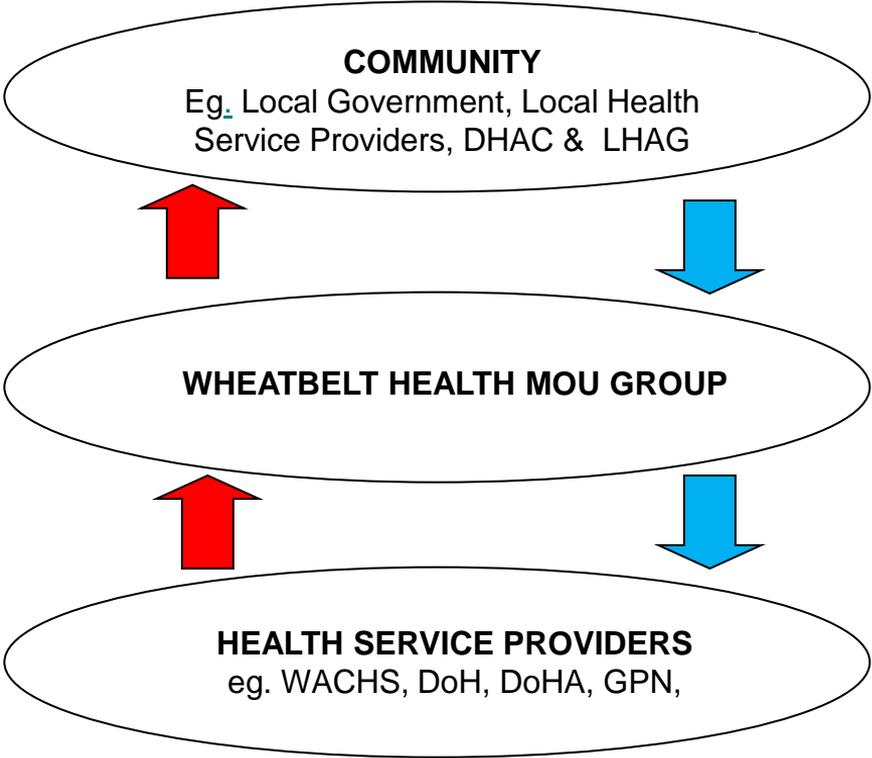
Regional Stakeholder Liaison Director
Department of Planning

Primary Healthcare Centres

WHEATBELT REGION KEY FEATURES



Linkages of Key Players



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