“Let’s Talk About Collaboration”
Oct. 19, 2016
Rockefeller Roots in Cleveland

John D. Rockefeller (1839-1937) was a significant figure in the history of Cleveland and the Ohio region. He moved to Cleveland with his family at the age of 14. He began his business career in a dry goods store in 1855. From there, he went on to establish Standard Oil, which became the world's largest oil corporation. Rockefeller moved to New York City in 1863 and established the Standard Oil Company. He was a philanthropist, donating millions of dollars to Cleveland and other institutions. He was also a member of the Forest Hills Park, and he and his wife were interred in Lake View Cemetery.

The Ohio Historical Commission of the Western Reserve of the Ohio Historical Society.
About Collaboration

In High School

Obvious

Working Together

BY Mae Hong
DTR
Define the Relationship

We need to talk.

Oh, oh
For Instance...  

- 2 ½ years  
- 5 retreats  
- 3 different facilitators  
- $100,000  
- 12 drafts of “Charters” and “MOUs” and “Agreements” and “Roles and Responsibilities”
Key Drivers of Collaboration

- Scale and complexity of problems
- Limited resources
- Efficiency
- Impact
"IF YOU WANT TO GO FAST, GO ALONE.  
IF YOU WANT TO GO FAR,  
GO TOGETHER."

- AFRICAN PROVERB
“Old” Collaboration

Joint Programs

Coordination

Shared Functions

Consolidation
“New” Collaboration

- Coalitions
- Networks
- Cross-Sector
- Movements
- Public-Private Partnerships
A Networked Approach

❤️ Traditional model builds 30-40 houses per year
❤️ Ambitious goal to house 2 million in 25 years
❤️ Built and nurtured network of 30 local community development organizations
❤️ Now builds 2,000 new homes annually
"The pursuit of mission impact through mobilizing, engaging and supporting trusted values-aligned peers."

(Source: Grantmakers for Effective Organizations: "Cracking the Network Code")
# Traditional Vs. Networked Approach

<table>
<thead>
<tr>
<th>Goal</th>
<th>Traditional</th>
<th>Networked</th>
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<tbody>
<tr>
<td>Overcome fragmentation</td>
<td>Bring players and programs under one umbrella</td>
<td>Coordinate resources and action</td>
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<tr>
<td>Build community assets</td>
<td>Administer service units</td>
<td>Weave social ties</td>
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<tr>
<td>Develop better programs</td>
<td>Gather input from people you know</td>
<td>Access new and diverse perspectives</td>
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<td>Spread what works</td>
<td>Disseminate reports</td>
<td>Openly build and share knowledge</td>
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<td>Mobilize action</td>
<td>Organize tightly controlled campaign</td>
<td>Create infrastructure for widespread engagement</td>
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(Source: Grantmakers for Effective Organizations: “Catalyzing Networks for Social Change”)
Characteristics of Movements

- Loosely organized
- Grassroots/constituency-based
- Sustained over time
- Fluid and Evolving
- Collective action by people with shared values
- Take time
- Have scale
- Messy

(Source: Grantmakers for Effective Organizations: Many Hands, More Impact: Philanthropy's Role in Supporting Movements)
New Skills and Mindset Required

“Collaboration is a muscle that needs to be trained and used well. How do we create an environment for us to use that muscle?”

~Tonya Allen, Skillman Foundation

- Meta-mission, not organization
- Trust, not control
- Nodes, not hubs
- Humility, not brand

(Source: Grantmakers for Effective Organizations: “Building Collaboration from the Inside Out”)
Collaboration Pitfalls

- Not knowing the answer
- Unclear/uncomfortable roles
- More talk than action
- Information over/under sharing
- Fear of fighting
- More work
- More hugs than decisions
- Hard to know who to blame? who to praise?
It All Boils Down to . . .

Self Preservation

Process Fatigue

Adapted from: The Dark Side of Collaboration (La Piana Consulting, 2016)
Myths About What Funders Want
What Funders Are Looking For

- Does anyone else besides you think your work is important?
- Is there an internal enabling environment?
- Does the collaboration extend beyond just one level/layer of the organization?
- Is there self-awareness and clarity about your place in the landscape?
- Is there evidence of your organization ceding power/position for the greater good?
- Does your work contribute to the movement?