



Collaboration Best Practices

Tapping into collective resources to achieve mutual success

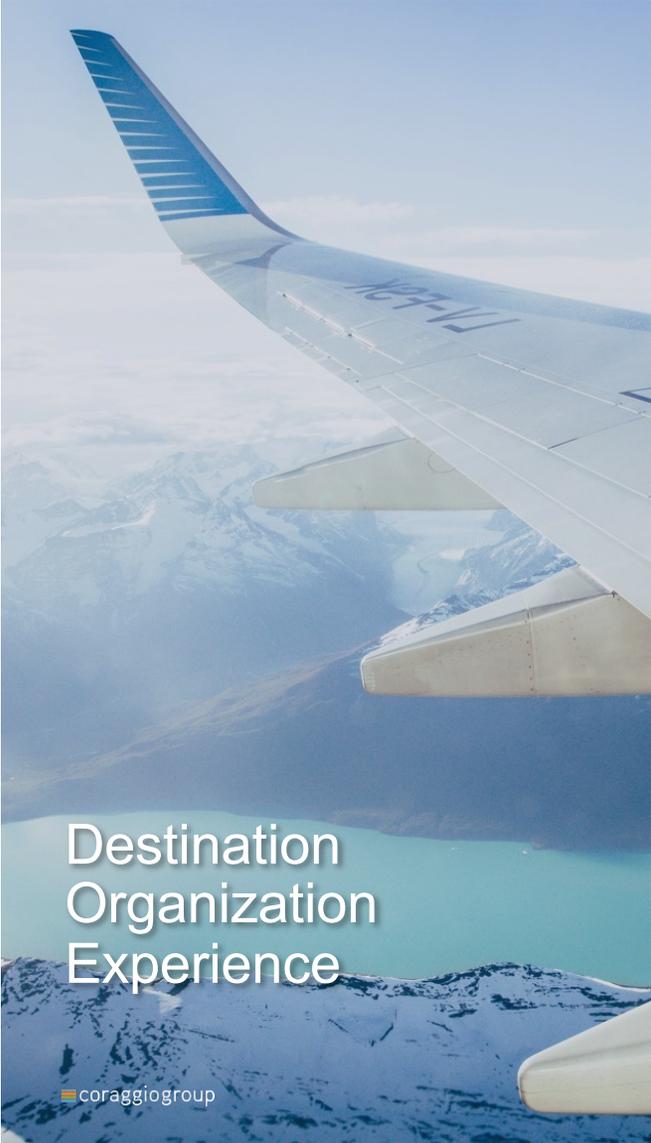
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Principal | Coraggio Group





What we'll touch on today:

1. A couple case studies
2. What the research says about collaboration
3. Collective Impact framework
4. Putting it into practice



Destination Organization Experience

coraggiogroup



A couple case studies



1



Case Study: Just Imagine SWLA



Lake Charles, Louisiana

Case Study: Just Imagine SWLA

The Situation:

- Back-to-back hurricanes (Laura & Delta) in 2020-2021
- Widespread devastation and flooding
- Urgent need; assistance and relief slow to arrive

The Opportunity:

1. Coordinated efforts to secure emergency relief and funding
2. Rebuild communities and build resiliency

The Partners:

- City of Lake Charles
- Community Foundation of SWLA
- Visit Lake Charles
- Calcasieu Parish Police Jury
- SWLA Economic Development Alliance
- United Way of Southwest Louisiana
- City of Sulphur
- Cameron Parish



The Outcomes

1. FEMA funding secured a year later, in October 2021
2. 50-year resilience master plan for the region is underway, testing 10 catalytic projects that focus on:



“The Foundation is committed to working collaboratively with leadership and stakeholders in Calcasieu and Cameron parishes to develop a master plan that will help shape our region into a thriving area for generations to come. We are approaching this planning effort with support from experts and with the intent of facilitating an inclusive, transparent, and collaborative process throughout, supported by input from elected officials, stakeholders, and residents. Our long-term master planning process will join with ongoing recovery efforts so that we are all aligned in our mission to rebuild a stronger and more resilient community. ”

ROLES

- Backbone organization
- Secure project funding
- Hire planning firm
- Deliver expertise/resources for catalytic projects

GOAL

- Develop a long-term resilience master plan.
- Facilitate inclusivity, transparency and collaboration.





It Takes a Village! - Coffeehouse Resiliency Story

The Village Coffeehouse "This is something we knew Sulphur was missing." Blake Forman, Owner A few weeks ago, I tasted my first...

READ MORE →



Buffi's Peaux Boys - Coming Back!

Text "Buffi" to 474747 to get personal updates. Everyone loves peaboys! And, Buffi's Peaux Boys in Lake Charles has been...

READ MORE →



Lulu's Snocones Makes an Epic Comeback

The hype around Lulu's opening initially in August was unreal, but worth every minute...

READ MORE →

ROLES

- Communication lead
- Website, ongoing communication
- Support partner outreach efforts

GOALS

- Rebuild the community
- Support destination development and resiliency
- Advance awareness and engagement



10 Catalytic Projects



Project 01
**COASTAL RISK
REDUCTION**



Project 02
**WATERFRONT
DEVELOPMENT**



Project 03
**MIXED-INCOME
HOUSING**



Project 04
**NELLIE LUTCHER
DISTRICT**



Project 05
**MCNEESE
RESILIENCE
DISTRICT**



Project 06
**CHENNAULT
& SOWELA
RESILIENCE
DISTRICT**



Project 07
**STRONG
DOWNTOWNS**



Project 08
**COMMUNITY
RESILIENCE HUBS**



Project 09
**RESILIENT
HOUSING TOOLKIT**



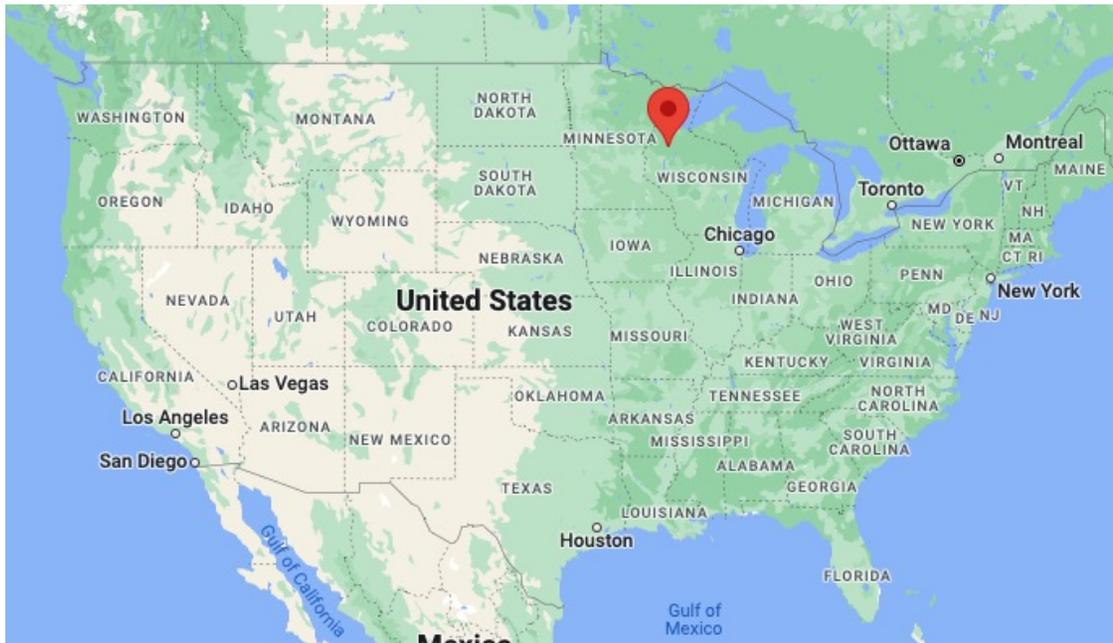
Project 10
**REDEVELOPMENT
AUTHORITY**



2



Case Study: The Hospital Gateway Trails



Hayward, Wisconsin

Case Study: The Hospital Trails

The Situation

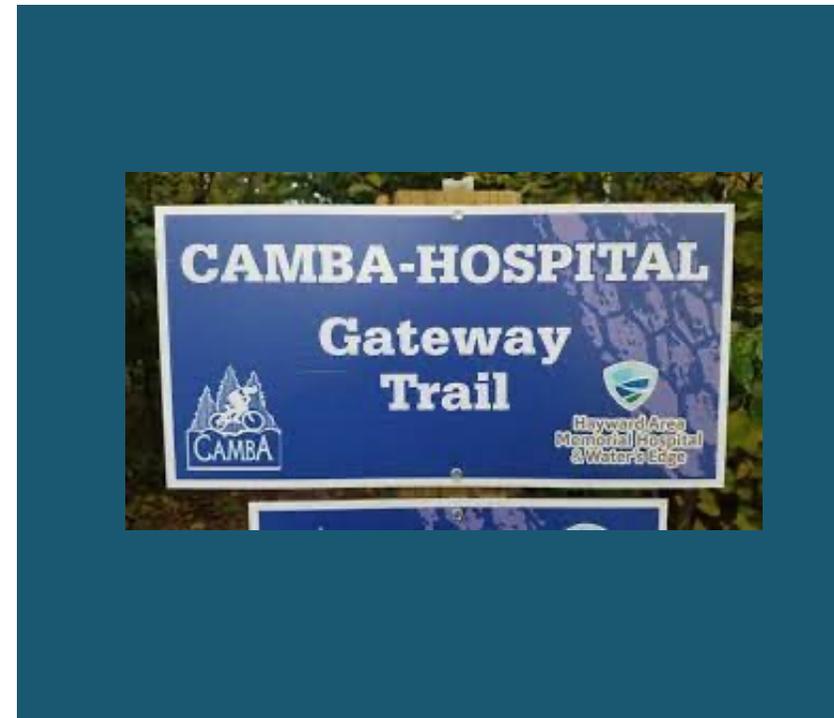
- Popular global mountain biking destination
- Vast territory to manage and maintain
 - > 1.5 million acres of Chequamegon-Nicolet National Forest
- Reliance on volunteers, limited resources

The Opportunity:

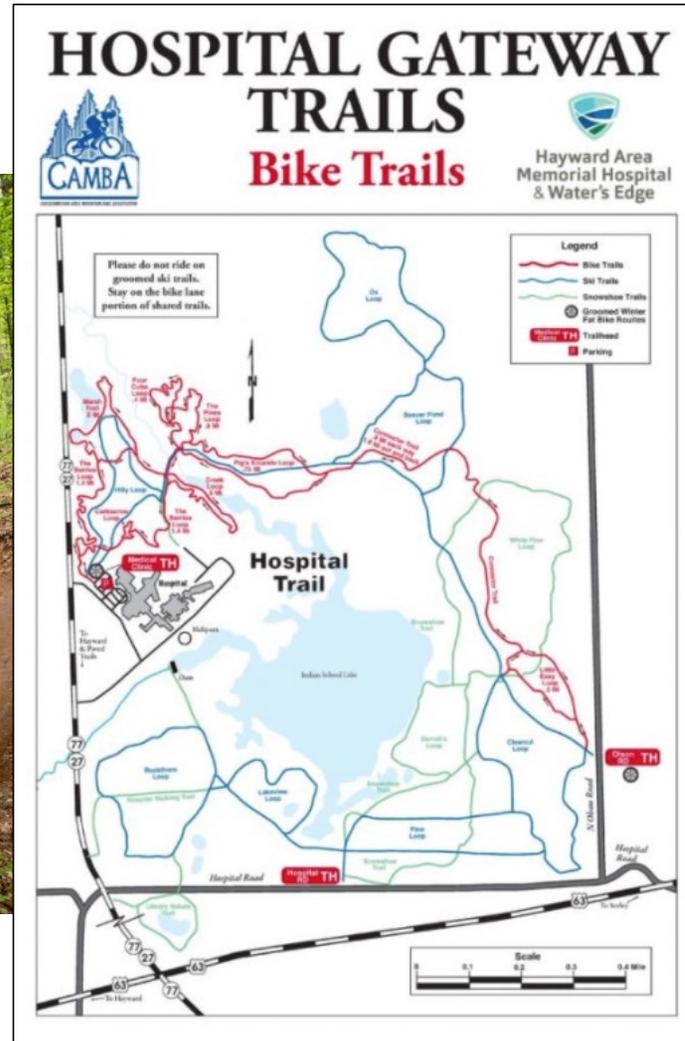
- Introduce more entry-level access
- Connect existing trails
- Expand adoption of the sport

The Partners:

- A mountain biking nonprofit
- A local hospital



The Outcome



“It is difficult to imagine a better scenario for those who love outdoor recreation. The access to trails right out of work is something that very few organizations can offer their employees. As we continue to grow our healthcare community in northern Wisconsin, attracting excellent clinicians has been critical to our success.”

Luke Bierl, CEO
WAMH

ROLES

- Collaboration partner
- Owns the property
- Funded a significant portion of the project

GOALS

- Advance strategic plan
- Support healthy, active community



**Hayward Area
Memorial Hospital
& Water's Edge**

Right here in the place we love.

“The hospital has taken a very proactive approach to promoting healthy outdoor recreation and activities, and this project is an excellent fit with their strategic plan.”

Ron Bergin, Executive Director
CAMBA

ROLES

- Collaboration backbone organization
- Design and manage the project
- Secure remaining funding

GOALS

- Increase entry-level access for community and visitors
- Advance the sport



Other constituents:



Other funding sources:



What the research says about collaboration



Hallmarks of successful collaborations



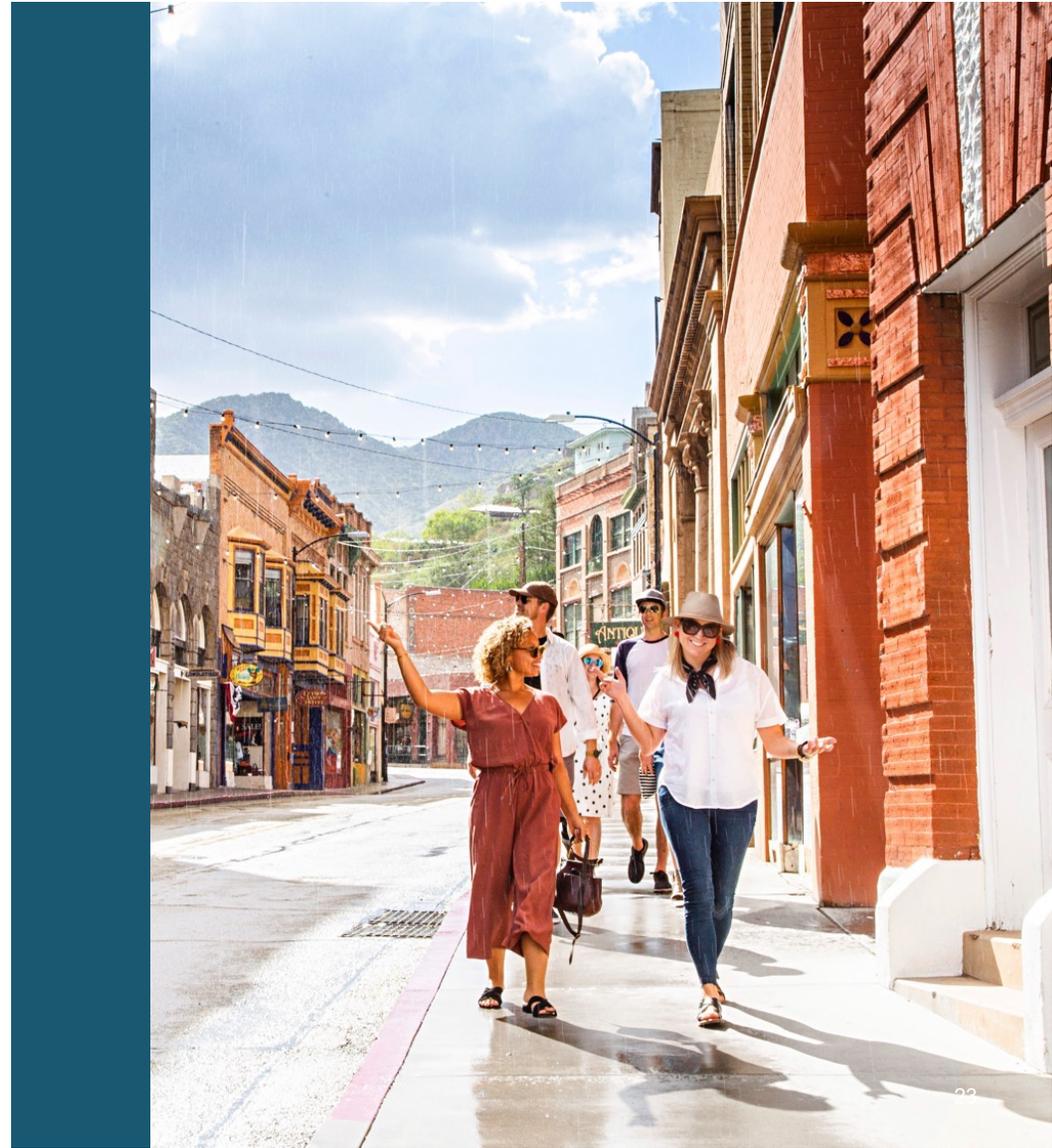
“Power is the secret sauce of collaborations”

Jon Huggett,
Stanford Social Innovation Review

Why collaborations fail



Collective Impact framework



Collective Impact



Successful collaborations have in common...

Centralized
Infrastructure

Dedicated
Staff

Structured Process

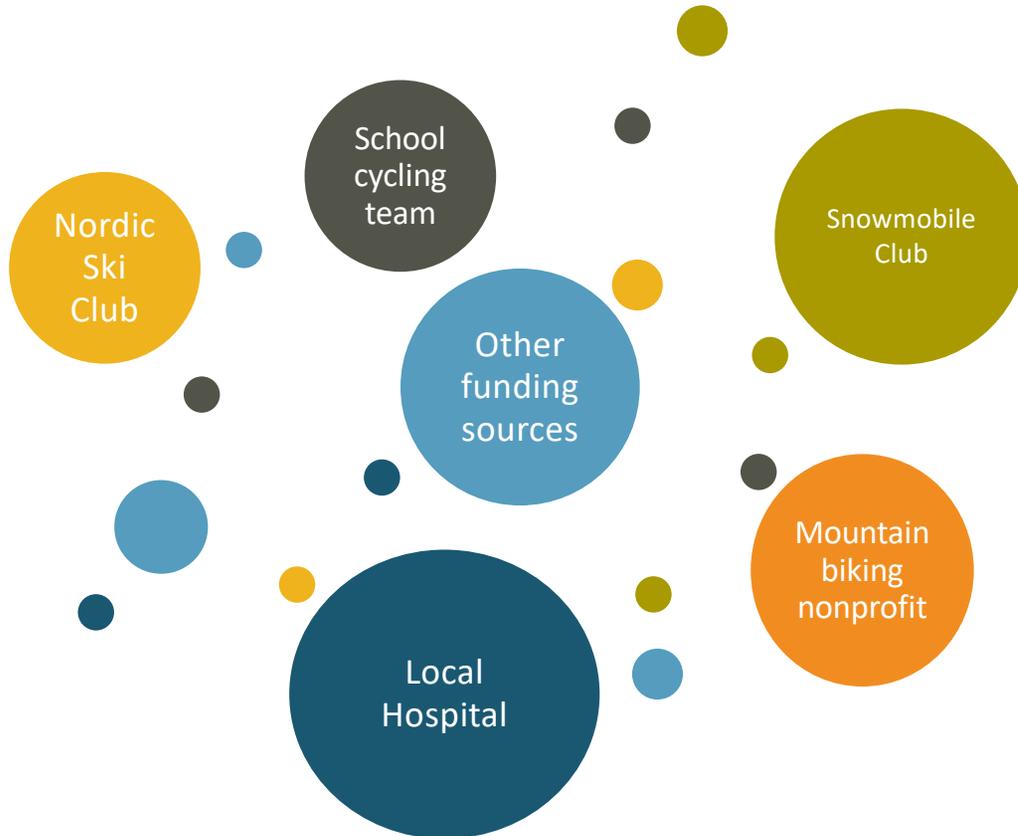
Common
Agenda

Shared
Measurement

Continuous
Communication

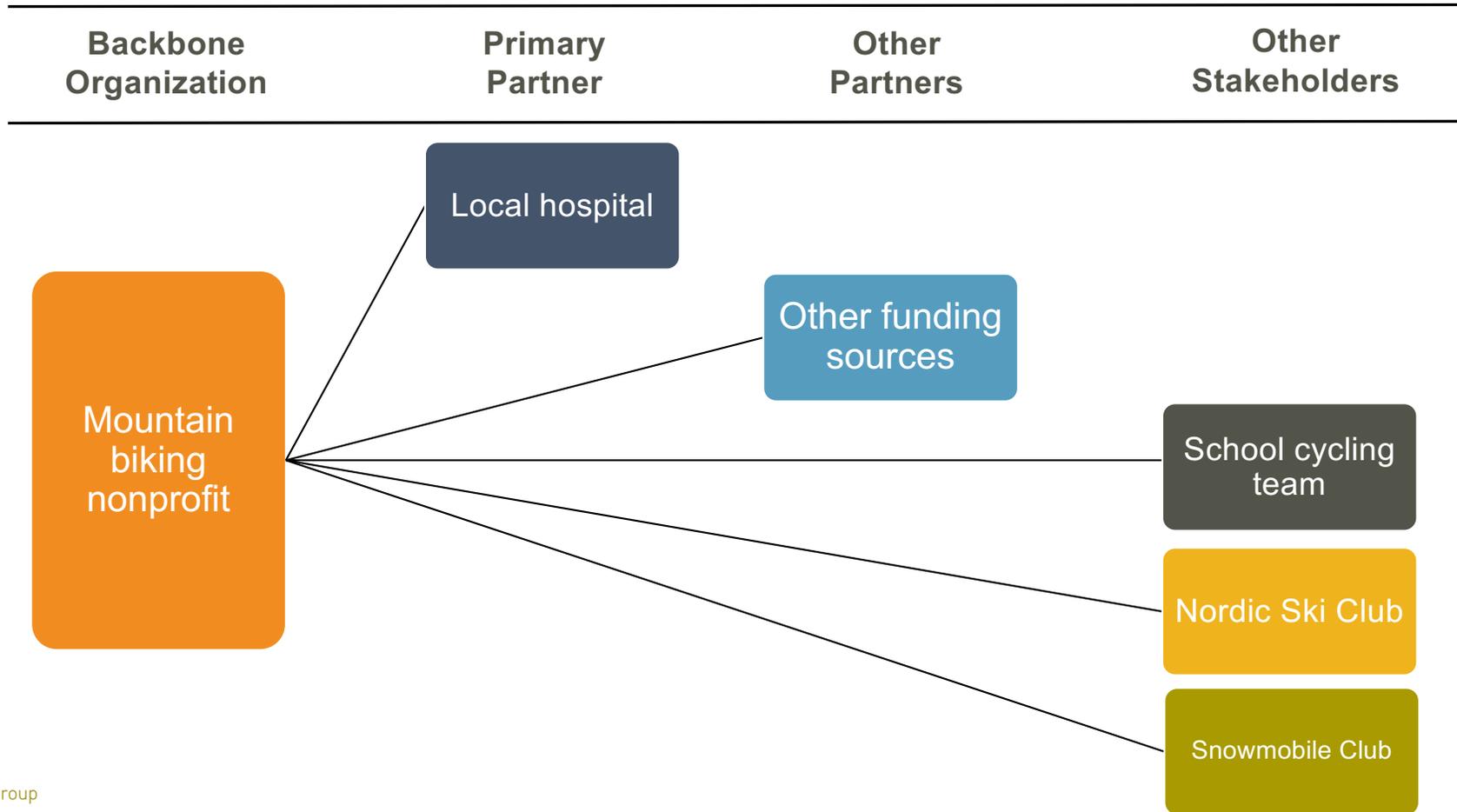
Mutually
Reinforcing
Activities

Isolated Impact: aka Swirling Stakeholders



“Nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress.”

Collective Impact: Aligned Partners and Stakeholders



Do what you do best and partner for the rest.

Putting it into practice



“Just do it.”

Nike

Coordinated Partnership Exercise

Envision successful outcome(s)



Create a stakeholder list



Identify Stakeholder values and assets



Identify potential partners



Plan for Collective Impact

Coordinated Partnership Exercise

Envision successful outcome(s)



Create a stakeholder list



Identify Stakeholder values and assets



Identify potential partners



Plan for Collective Impact

Coordinated Partnerships and Collective Impact Worksheet

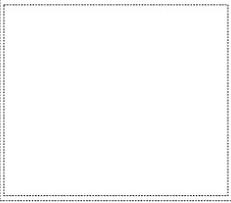


Coordinated Partnerships

The purpose of the Coordinated Partnerships tool is to help you identify your current or potential partners, then ensure representation of your true interests and strategic goals. The Coordinated Partnerships tool is organized into three sections: Overview, Stakeholder Overview, Create a Stakeholder List, Identify Stakeholder Values and Assets, Identify Potential Partners, and Plan for Collective Impact.

Part 1: Overview (Successful Outcomes)

Draw a picture of something that represents what a successful outcome of your collaborative effort will look like. Extra points for use of multiple colors and shapes.







Part 2: Create a Stakeholder List

Instructions

- List stakeholders by group or organization in the first column of the table below.
- For each group or organization, identify a primary point of contact.

Stakeholder Organization	Point of Contact	Title
EXAMPLE:		
Stakeholder Organization	Contact Name	Title

Part 3: Identify Stakeholder Values and Assets

Instructions

- Add the stakeholders from your Stakeholder List to the appropriate category (Contributor, Supporter, or Opponent) in the table below. Some stakeholders may belong in more than one category.
- Write down your perception of each stakeholder's values (what drives their focus) and assets (what they bring to the table) that relate to the tourism industry.

Examples of Values: Loyalty and trust, commitment to innovation, transparency, emphasis on achievement and goal accomplishment, formal rules and policies.

Examples of Assets: Team resources, political support, administration funds.





Contributors

Those who are directly involved in our industry or area of focus.

Stakeholder Organization	Values	Assets
Management Department	Customer-oriented, cost-effective, efficient, respectful of community	Small business, flexible support

Supporters

Those who are not directly involved in our area of focus but may find it in their interest to support it.

Stakeholder Organization	Values	Assets

Opponent

Those who may be against our area of focus or who share interest in our area of focus but have significantly different ideas on how to go about the work.

Stakeholder Organization	Values	Assets





Part 4: Identify Potential Partners

As you identify your coordinated partnership strategy, it is important to understand the relevance both you and your identified stakeholders have on your area of focus. Below is an example of how to map and prioritize stakeholders. The mapping process can help clarify which stakeholders and partnerships can assist you in the implementation of the strategic plan.



Instructions

Using the Stakeholder Values and Asset List and the Stakeholder Influence/Support Map, identify, for your stakeholders in the appropriate quadrant:

- Who are our most important stakeholders to have a shared vision for change, one that includes a common understanding of the problem and a shared agreement to succeed through collective action?
- What is our individual understanding of the situation? Are we dealing with the same set of issues or problems?
- What issues or problems do we have in common?
- What should be our shared agenda?







Part 5: Plan for Collective Impact

The **Shared Social Innovation Review** "describes a collective impact model as 'the commitment of a group of independent actors from different sectors to common agendas for solving specific problems, addressing common challenges, and achieving mutual objectives as a result of their collective efforts. It is a shared agenda, a shared purpose, and a shared process that leads to common goals, shared resources, critical communication, and mutually reinforcing activities among participants.'



Instructions

Collective impact initiatives typically have five conditions, that together produce true alignment and lead to powerful results. Answer the questions below as you collaborate with your stakeholders and partners (identified in the section above) on implementation of your strategic plan.

Common Agenda

Collective impact requires partners/stakeholders to have a shared vision for change, one that includes a common understanding of the problem and a shared agreement to succeed through collective action.

- What is our individual understanding of the situation? Are we dealing with the same set of issues or problems?
- What issues or problems do we have in common?
- What should be our shared agenda?

Measure of Success

A common agenda will be ineffective without agreement on how to measure success and report.

- Specific to our common agenda, what does success look like? What will we collectively measure and report?
- Do we have the capability to collect the necessary data and report on our strategy?





Mutually Reinforcing Efforts

Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all organizations do the same thing, but by encouraging each partner to contribute the specific set of activities or actions it needs in ways that supports and is coordinated with the actions of others.

- What impact and aspects of activities will each organization take to further our common agenda and measure(s) of success?
- How will we support each of our various efforts?

Governance and Communication

Collective impact requires leadership, from within each participating organization and across the group.

- How will we hold each other accountable?
- Are the leaders (organization, Director, CEO, Executives, etc.) of participating organizations clearly involved and committed?
- Who will formally participate in our governance committee?
- How often should we convene as a result?
- What communication and engagement will we use to keep participants informed and motivated?

Backbone Support Organization

The expectation that collaboration can occur without a supporting infrastructure is a common reason why such efforts fail. Identifying backbone resources and leadership will be critical for success.

- What does our backbone infrastructure look like?
- Is there designated staff focused on ensuring the common agenda is implemented?
- Do we have budget resources identified and allocated?



1. Draw a picture!

Imagine the desired outcome and draw it.



Extra points for use of color and symbolism!!

2. List your stakeholders

Start a list of stakeholders who have involvement in your area of focus

Stakeholder Organization	Point of Contact	Title/Role
EXAMPLE		
City Economic Development Department	Joanna Garcia	Economic Development Director

3. Identify stakeholder values and assets

Sort your stakeholders in relation to your area of focus

Capture perception of each stakeholder's values (what drives their focus) and their assets (what they bring to the table) that relate to your specific focus for the tourism industry.

- **Examples of Values:** Loyalty and trust; commitment to innovation, development; emphasis on achievement and goal accomplishment; formal rules and policies
- **Examples of Assets:** Team resources; political support; administration funds

Stakeholder Organization	Values	Assets
City Economic Development Department	<ul style="list-style-type: none"> - Equity – focus on underrepresented populations - Growth – expansion of economic pie 	<ul style="list-style-type: none"> - Funding programs for small business - Political support

Sort your stakeholders in relation to your area of focus

Sort into: **Constituent, Supporter, or Opposition.**

- Some stakeholders may belong in more than one category.



Constituent:

Those who are directly involved in your industry or area of focus.



Supporter:

Those who are not directly involved in your area of focus but may find it in their interest to support it.

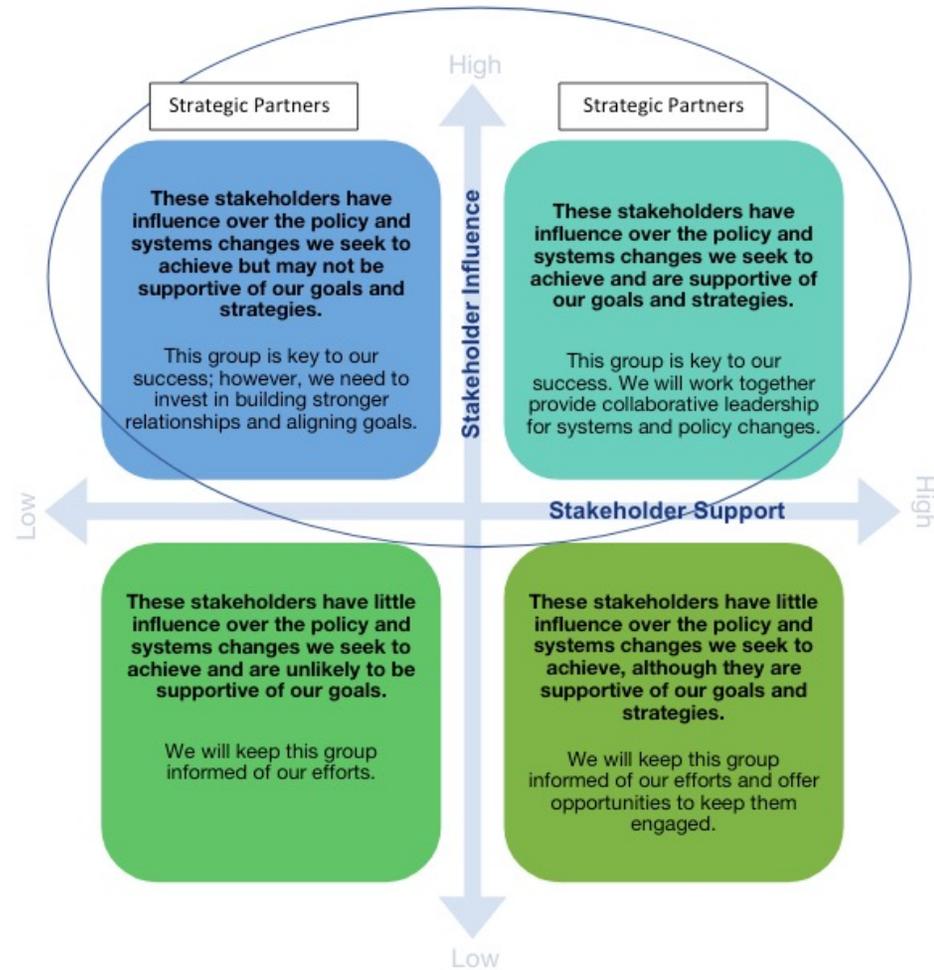


Opposition:

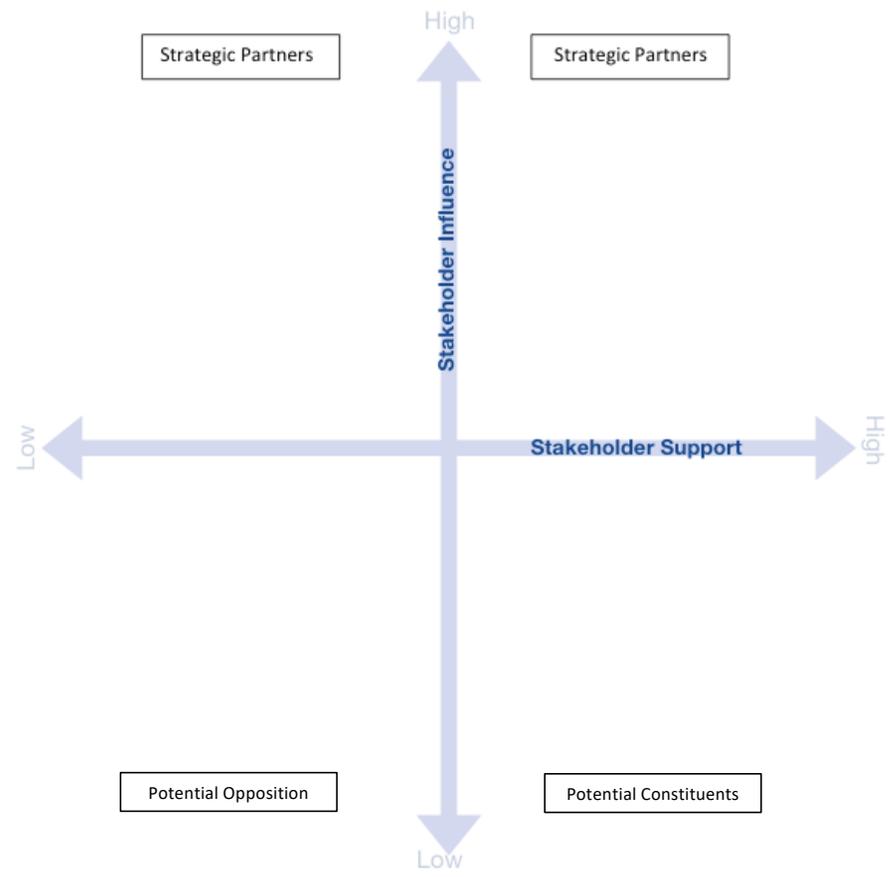
Those who may be against our area of focus or who share interest in your area of focus yet have significantly different ideas on how to go about the work.

4. Identify potential partners

Assign your stakeholders to the appropriate quadrant



Assign your stakeholders to the appropriate quadrant



5. Build your plan with your partners

Sample Partner Questions to Ensure Alignment

Common Agenda

Collective impact requires partners/stakeholders to have a shared vision for change, one that includes a common understanding of the problem and a shared approach to solving it through collective action.

- What is our individual understanding of the situation? Are we dealing with the same set of issues or problems?
- What issues or problems do we have in common?
- What should be our primary shared goal(s)?

Measures of Success

A common agenda will be ineffective without agreement on how to measure success and impact.

- Specific to our common agenda, what does success look like? What will we collectively measure and report?
- Do we have the capability to collect the necessary data and report on our progress?

Mutually Reinforcing Efforts

Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all organizations do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

- What unique and specific set of activities will each organization take to further our common agenda and measure(s) of success?
- How will we support each of our unique efforts?

Governance and Communication

Collective impact requires leadership, from within each participating organization and across the group.

- How will we hold each other accountable?
- Are the leaders (organization Directors, CEOs, Executives, etc.) of participating organizations directly involved and committed?
- Who will formally participate in our governance committee?
- How often should we convene as a group?
- What communication tools/approaches will we use to keep partners/stakeholders informed?

Backbone Support Organization

The expectation that collaboration can occur without a supporting infrastructure is a common reason why such efforts fail. Identifying dedicated resources and leadership will be critical for success.

- What does our supporting infrastructure look like?
- Is there dedicated staff focused on ensuring the common agenda is implemented?
- Do we have budget resources identified and allocated?

Questions?





Thank you!

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Resources and additional reading

- MIT Sloan Management Review: *When Collaboration Fails and How to Fix It*, by Rob Cross & Inga Carboni
- Stanford Social Innovation Review: *Why Collaborations Fail*, by John Huggett
- Stanford Social Innovation Review: *Collective Impact*, by John Kania & Mark Kramer
- www.CambaTrails.org/hospital
- www.JustImagineSWLA.org
- www.VisitLakeCharles.org/rebuilding-swla/

