



# **Collaboration Redefined**

## **Exploring Opportunities and Challenges**

**Northwest Michigan Council of Governments**  
**09/11/09 Annual Summit**

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**Consultants and Advisors to Management**

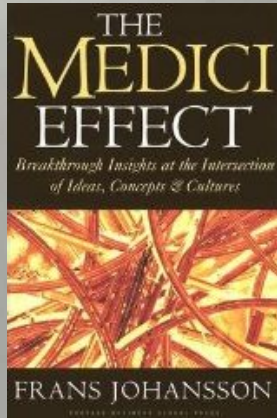
# Background

**Collaboration involves doing something together in a manner that creates new strategic or economic value.**

- **May be tough to do separately or apart...**
- **Builds on the assets of each collaborator...**
- **From simple coordination to shared discovery...**

**Collaboration helps arrange and combine unique capabilities into coherent solutions for stakeholders.**

# Historical Foundation



Collaboration in modern applications has roots in many areas, and these have shaped our world.

- **Cultural, Social and Economic Communities**
- **Military and Political Alliances, Powers**
- **Scientific, Technical and Commercial Practice**

Most of the “breakthroughs” in human experience are the products of collaboration in these and other areas.

# Strategic Collaboration

Contemporary issues in our technical, market and economic environment put a new edge on strategic collaboration.

**Greater Demand  
on Resources**

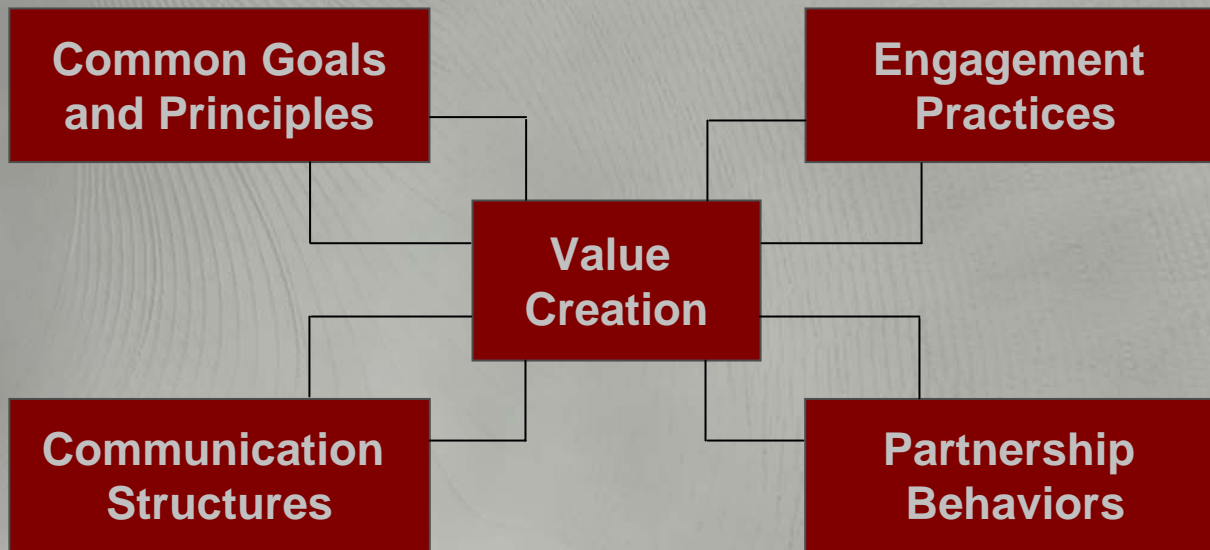


**Tougher Game  
on Revenues**

In this environment, collaboration in business, government, education, the arts, science and technology is essential.

# Getting It Together

Strategic collaboration is an evolving leadership and management practice, comprised of four elements:



The effective practice of strategic collaboration enables groups to solve problems, gain leverage and create value.

# Breaking Things Down...

## Common Goals and Principles

1. To what degree are stakeholders brought together and bound by purpose and intentions?
2. To what degree are these stakeholders held together by a strategic agenda that is credible?

# Breaking Things Down...

## Communication Structures

3. To what degree are the stakeholders served by shared information, order and arrangement?
4. To what degree are the right people working and connecting together on the right priorities?

# Breaking Things Down...

## Engagement Practices

5. To what degree are people passionate about and focused on the “cause and effect” issues?
6. To what degree are people responsible for getting things achieved in areas beset by challenges?

# Breaking Things Down...

## Partnership Behaviors

7. To what degree do the stakeholders share the goal with respect to effort, risk, energy and focus?
8. To what degree do stakeholders trust each other, back each other, forgive and help each other?

# Conflict and Drama

Effective collaboration is achieved in the context of everyday personal and group behavior, for better or worse. Concerns?

- **Difficult People...**
- **Purpose and Value Disconnects...**
- **Problems with Strategic Agenda...**
- **Leadership Challenges...**
- **Governance Concerns...**

These barriers to effective collaboration are not uncommon, from the battlefield to the legislature to the corporation.

# Focused on Results

**Finding ways to leverage resources and revenues through more effective collaboration redefines everything...**

- **The strategies and structures of organizations**
- **The practices and processes of organizations**
- **The behaviors and knowledge of organizations**

**From disruptive innovation to everyday coordination of resources and competencies, collaboration is critical.**

# Beyond the Declaration

Public sector and private sector stakeholders have been presented with great challenges, yesterday and today.

- World Wars and Cold Wars
- Industrial and Technological Revolutions
- Plagues, Famines, Disasters and Recoveries
- Natural Resources and Environment

**Getting Beyond the Declaration Requires:**

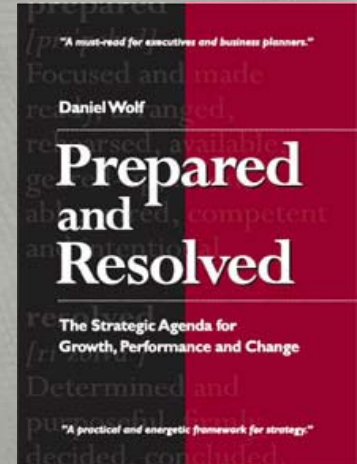
**Intentional leadership, people working together on key issues and problems, with a sound strategic agenda.**

# Reference Notes

Daniel Wolf is the President of Dewar Sloan, a national management consulting practice focused on strategy and governance issues.

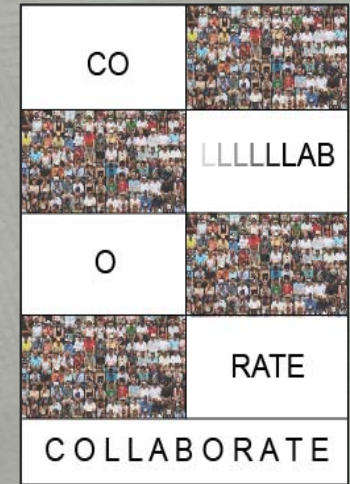
Some of this discussion on collaboration derives from his work in strategy leadership and management, and the context of his 2007 book entitled *Prepared and Resolved*.

[www.preparedandresolved.com](http://www.preparedandresolved.com)



# Advanced Work

Wolf and his colleagues are developing a new book on the subject of more effective collaboration in private, institutional and public enterprise. The essence of this book deals with emerging ideas in collaborative leadership and management which serve to address strategic issues and challenges.



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