



Acquisition Research Program:
Creating Synergy for Informed Change

Developing Collaborative Capacity: A Diagnostic Model

Susan Page Hocevar

Gail Fann Thomas

Erik Jansen

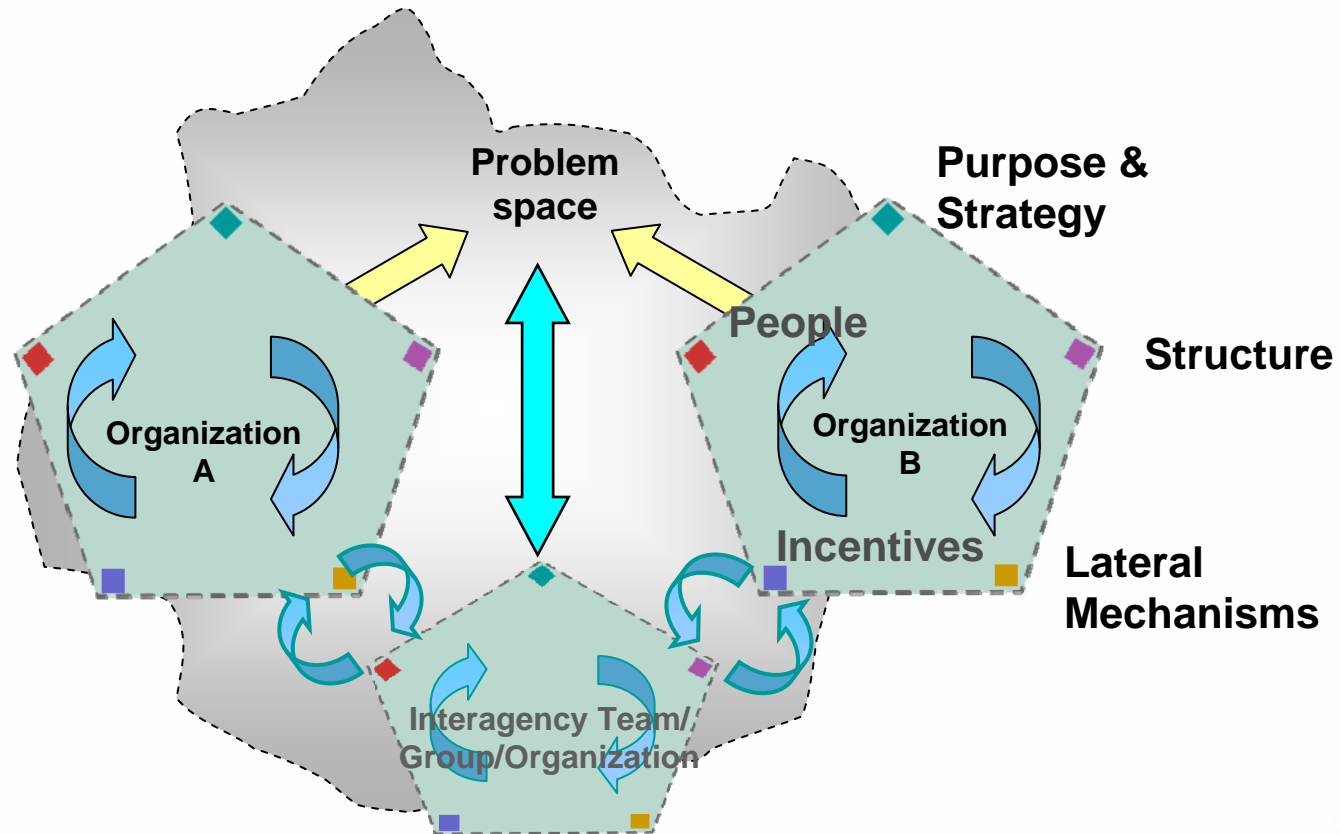
Definition of Collaborative Capacity:

“The ability of organizations to enter into, develop, and sustain inter-organizational systems in pursuit of collective outcomes.”

Hocevar, Thomas & Jansen (2006)



Conceptual Model of Collaborative Capacity



Hocevar, S.P., Jansen, E.; Thomas, G.F. (2004).

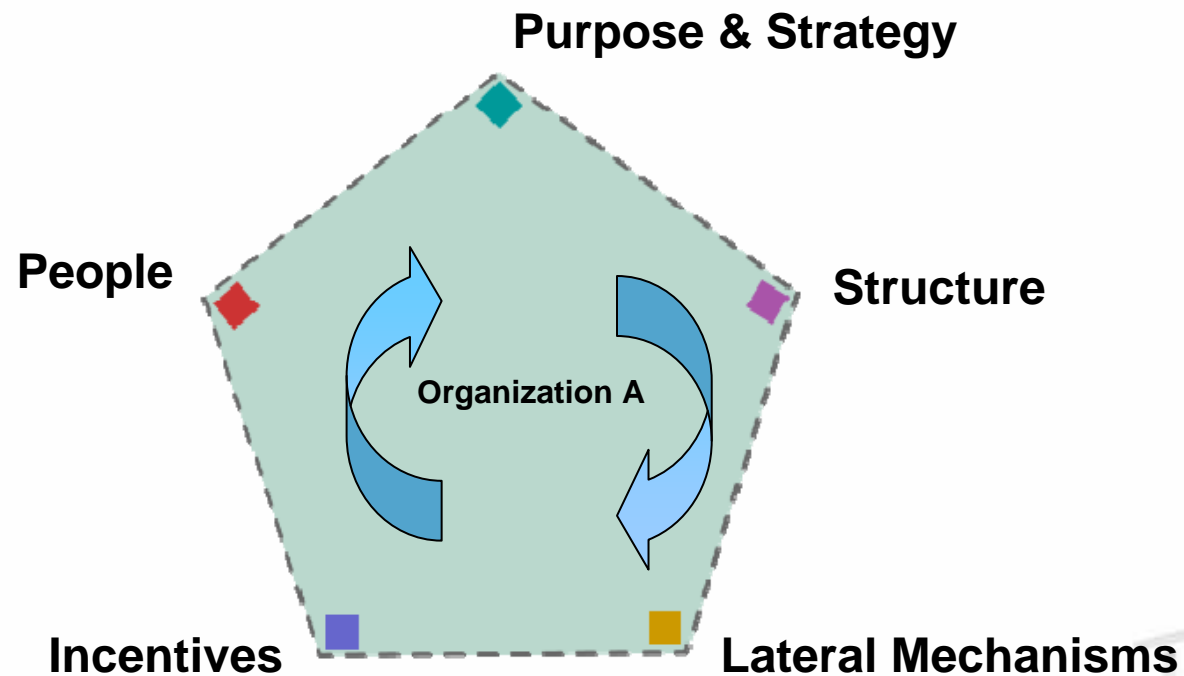


Research Goals

- To develop a model of inter-organizational collaborative capacity
- To design diagnostic instrumentation to assess collaborative capacity
- To validate the diagnostic assessment tool
- To apply the assessment process in multiple contexts to identify
 - Developmental dynamics of collaborative capacity
 - Revisions of the conceptual model
 - Variations of critical capabilities across contexts (e.g., Homeland Security vs. Acquisition)



Dimensions of Collaborative Capacity



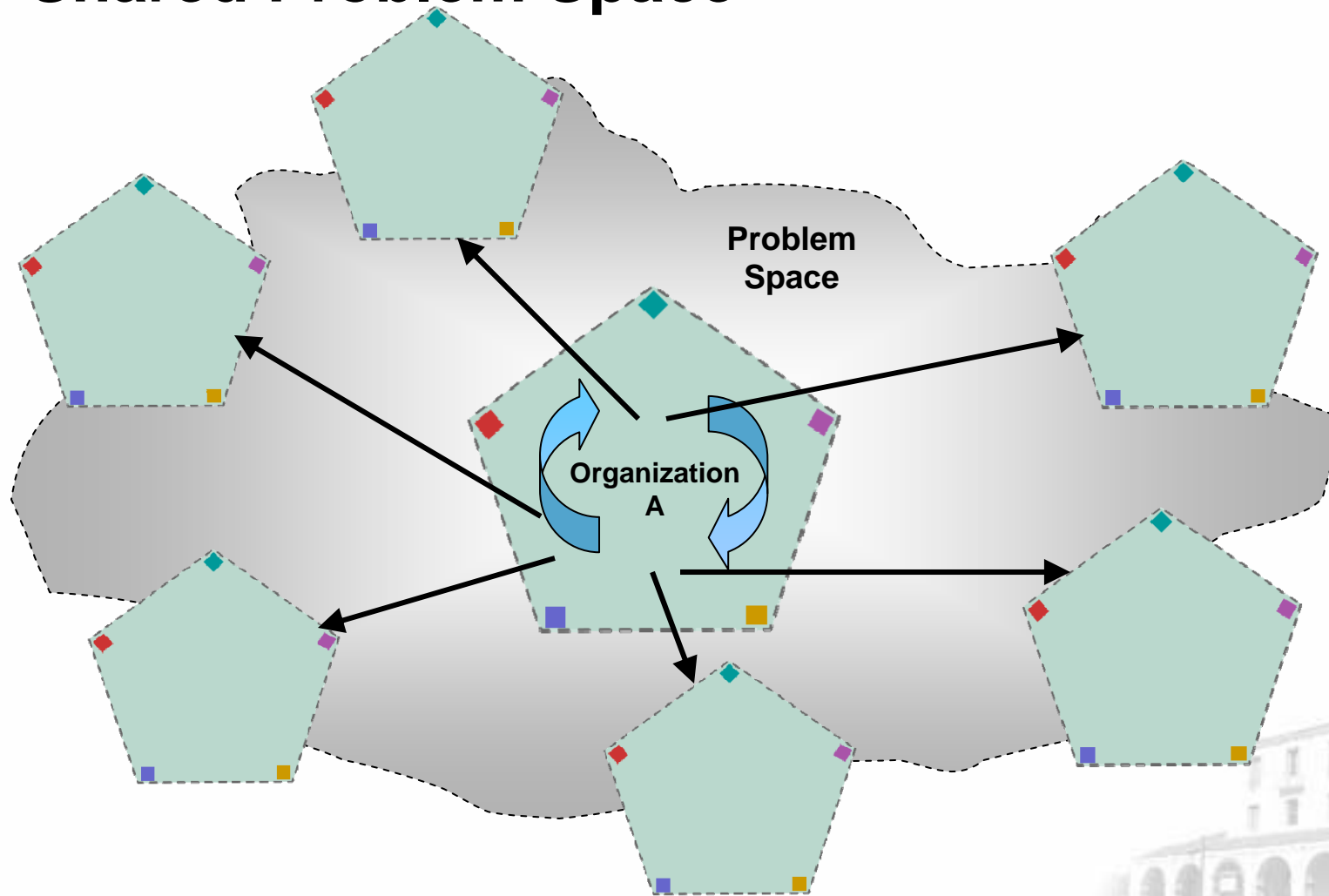
Organization design component

Inter-Organizational Collaboration “Success” Factors

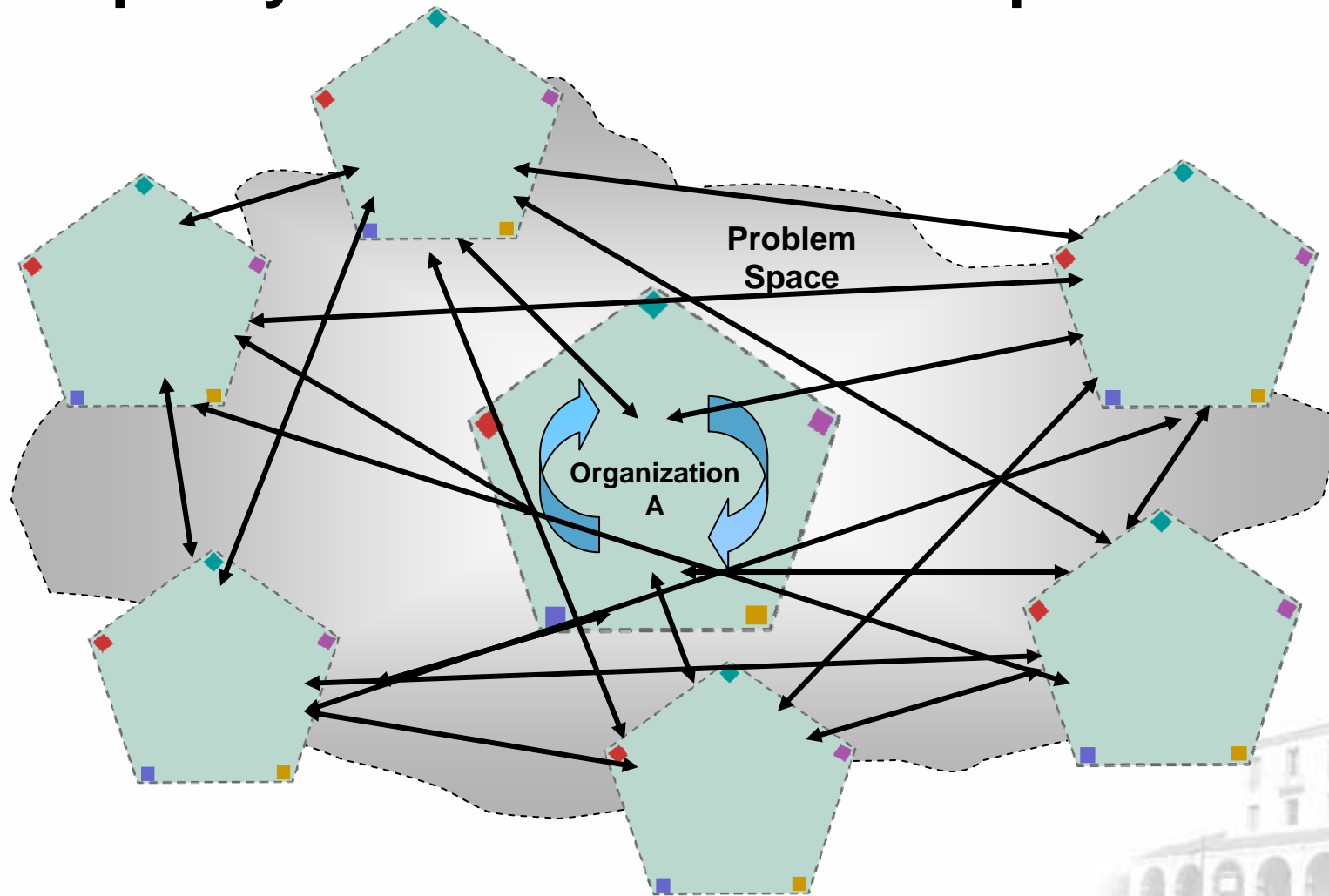
Purpose & Strategy	<ul style="list-style-type: none">-“Felt need” to collaborate-Common goal-Willingness to address other agency’s interests or cross-agency goals versus local organizational goals
Structure	<ul style="list-style-type: none">-Formalized structure for coordination (e.g., liaison roles)-Formalized processes (meetings, deadlines, agendas)-Sufficient authority of participants-Role clarity-Dedicated assets (people, resources) for collaboration
Lateral Mechanisms	<ul style="list-style-type: none">-Social Capital (i.e., interpersonal networks)-Effective communication and information exchange-Technical interoperability-Combined training events
Incentives	<ul style="list-style-type: none">-Collaboration as a prerequisite for funding or resources
People	<ul style="list-style-type: none">-Respect for other parties’ interests, expertise, roles, perspectives.-Perseverance/Commitment

From Hocevar, Thomas & Jansen, 2006.

Organization A's Collaborative Capacity in a Shared Problem Space



An Inter-Agency System's Collaborative Capacity in a Shared Problem Space



Diagnostic Instrumentation

DIMENSION	ILLUSTRATIVE SURVEY QUESTIONS
Purpose & Strategy	Interagency collaboration is a high priority for this organization.
	We consistently use an inter-agency (IA) approach to planning.
	We have clearly established goals for inter-agency collaboration
Structure	Our organization is flexible in adapting our procedures to better fit with those of other organizations
	In this organization, we know our inter-agency roles and responsibilities.
	Conflicting organizational policies make collaboration very difficult.
Lateral Mechanisms	Our organization invests time and resources to become familiar with the capabilities and requirements of organizations with which we work.
	Our organization has the technical interoperability to enable effective IA collaboration.
	Our organization has strong norms that encourage sharing information with other agencies.
Incentives	Our organization is free of competitive rivalries with our partner organizations
	Our organization rewards members for their IA collaborative activities
	Collaborative work is acknowledged as a legitimate part of my work load
People	Members of our organization are willing to share decision making authority with other organizations when addressing IA issues.
	Members of our organization respect the expertise of those in other organizations with whom we have to work.
	People in our organization tend to be suspicious and distrustful of our partners in other organizations.

Diagnostic Process -- Why

- Informs leaders and change agents of the strengths and weaknesses of their organization's collaborative systems.
- From resulting data, specific interventions can be identified and implemented.
- Improves organizational learning regarding inter-agency relationships.
- Provides a baseline for assessing improvements in collaborative capacity.



Diagnostic Process -- How

1. Key agents tailor survey from item bank.

➤ Sample question format:

➤ In my organization, people take the initiative to build relationships with other organizations.

1 _____ 2 _____ 3 _____ 4 _____
strongly disagree disagree agree strongly agree

2. Survey data gathered and analyzed.

3. Feedback meeting (Interpretation):

- What do the assessment results mean?
- What can we learn from these findings?

4. Feedback meeting (Action Planning)

- What do we do to improve collaborative capacity based on results?



Illustrative Diagnostic Survey Results (means 4-pt scale)

Strategy & Purpose	Mean
1. Cross-agency collaboration is a high priority for us.	2.2
2. My organization recognizes the importance of working with other agencies to achieve our mission.	2.9
Structure	
1*. My org lacks formal roles that support collaboration.	2.9 (2.1)
2. Effective cross-divisional collaboration occurs here.	2.4
Lateral Mechanisms	
1. My org has the technical interoperability to enable collaboration.	3.2
2. My organization has strong norms for learning from others.	2.2
Incentives	
1*. My organization has a history of cross-agency competition.	2.6 (2.4)
2. I have adequate time to invest in the requirements for collaboration.	2.3
People	
1. Members of my organization are willing to share decision-making authority with other organizations.	2.3
2*. Employees here are not used to working with people from other organizations and find it hard to do so.	2.4 (2.6)



Illustrative Diagnostic Survey Results (means 4-pt scale)

Strategy & Purpose	Mean
1. Cross-agency collaboration is a high priority for us.	2.2
2. My organization recognizes the importance of working with other agencies to achieve our mission.	2.9
Structure	
1*. My org lacks formal roles that support collaboration.	2.9 (2.1)
2. Effective cross-divisional collaboration occurs here.	2.4
Lateral Mechanisms	
1. My org has the technical interoperability to enable collaboration.	3.2
2. My organization has strong norms for learning from others.	2.2
Incentives	
1*. My organization has a history of cross-agency competition.	2.6 (2.4)
2. I have adequate time to invest in the requirements for collaboration.	2.3
People	
1. Members of my organization are willing to share decision-making authority with other organizations.	2.3
2*. Employees here are not used to working with people from other organizations and find it hard to do so.	2.4 (2.6)



Illustrative Diagnostic Survey Results (means 4-pt scale)

Strategy & Purpose	Mean
1. Cross-agency collaboration is a high priority for us.	2.2
2. My organization recognizes the importance of working with other agencies to achieve our mission.	2.9
Structure	
1*. My org lacks formal roles that support collaboration.	2.9 (2.1)
2. Effective cross-divisional collaboration occurs here.	2.4
Lateral Mechanisms	
1. My org has the technical interoperability to enable collaboration.	3.2
2. My organization has strong norms for learning from others.	2.2
Incentives	
1*. My organization has a history of cross-agency competition.	2.6 (2.4)
2. I have adequate time to invest in the requirements for collaboration.	2.3
People	
1. Members of my organization are willing to share decision-making authority with other organizations.	2.3
2*. Employees here are not used to working with people from other organizations and find it hard to do so.	2.4 (2.6)



Illustrative Diagnostic Survey Results (means 4-pt scale)

Strategy & Purpose	Mean
1. Cross-agency collaboration is a high priority for us.	2.2
2. My organization recognizes the importance of working with other agencies to achieve our mission.	2.9
Structure	
1*. My org lacks formal roles that support collaboration.	2.9 (2.1)
2. Effective cross-divisional collaboration occurs here.	2.4
Lateral Mechanisms	
1. My org has the technical interoperability to enable collaboration.	3.2
2. My organization has strong norms for learning from others.	2.2
Incentives	
1*. My organization has a history of cross-agency competition.	2.6 (2.4)
2. I have adequate time to invest in the requirements for collaboration.	2.3
People	
1. Members of my organization are willing to share decision-making authority with other organizations.	2.3
2*. Employees here are not used to working with people from other organizations and find it hard to do so.	2.4 (2.6)



Illustrative Diagnostic Survey Results (means 4-pt scale)

Strategy & Purpose	Mean
1. Cross-agency collaboration is a high priority for us.	2.2
2. My organization recognizes the importance of working with other agencies to achieve our mission.	2.9
Structure	
1*. My org lacks formal roles that support collaboration.	2.9 (2.1)
2. Effective cross-divisional collaboration occurs here.	2.4
Lateral Mechanisms	
1. My org has the technical interoperability to enable collaboration.	3.2
2. My organization has strong norms for learning from others.	2.2
Incentives	
1*. My organization has a history of cross-agency competition.	2.6 (2.4)
2. I have adequate time to invest in the requirements for collaboration.	2.3
People	
1. Members of my organization are willing to share decision-making authority with other organizations.	2.3
2*. Employees here are not used to working with people from other organizations and find it hard to do so.	2.4 (2.6)

The Research Continues

- To validate the diagnostic assessment tool.
- To apply the assessment process in multiple contexts to identify:
 - Developmental dynamics of collaborative capacity
 - Revisions of the conceptual model
 - Variations of critical capabilities across contexts (e.g., Homeland Security vs. Acquisition)
- To compile a database of results from multiple organizations:
 - Exemplary collaborative systems
 - Within “industry” and Cross- “industry” comparisons



References

Hocevar, S.P., Thomas, G.F., Jansen, E., “Building Collaborative Capacity: An Innovative Strategy for Homeland Security. In M.M. Beyerlein, S.T. Beyerlein, and F.A. Kennedy (Eds.) *Advances in Interdisciplinary Studies of Work Teams, Vol. 12: Innovation Through Collaboration*, pp. 255-274. Amsterdam: Elsevier Ltd., 2006.

Hocevar, S.P., Jansen, E., Thomas, G.F. *Building Collaborative Capacity for Homeland Security*. NPS Technical Report (NPS-GSBPP-04-008). Naval Postgraduate School. Monterey, CA., 2004.



Questions and Discussion

