



# Collaboration getting it right



THE INSTITUTE OF  
**LEADERSHIP**  
& MANAGEMENT

Wildlife and  
Countryside



**With thanks to to the following who contributed to the production of these guidelines:**

**Dr Charlotte Augst**

Director, Richmond Group Partnership

**Judith Brodie**

Interim Chief Executive, Beating Bowel Cancer

**Abigail Bunker**

Head of Policy and Advocacy, RSPB

**Chris Butler-Stroud**

Chief Executive, Whale and Dolphin Conservation

**Ruth Calderwood**

Environmental Policy Officer, City of London Corporation

**Stella Chandler**

Director of Development, Focal Point Training and Consultancy Ltd.

**Reece Coker**

Positive Psychology Network

**Kate Cooper**

Head of Research Policy and Standards, Institute of Leadership & Management

**Maxine Dinnes**

Learning Development Advisor, Scottish Social Services Council

**Louise Drake**

Director of Programmes and Leadership Innovation, Clore Social Leadership Programme

**Dr Carole Easton**

Chief Executive, Young Women's Trust

**Andrew Flint**

Freelance Education and Leadership Consultant

**Tom Fyans**

Director of Campaigns and Policy, Campaign to Protect Rural England

**Adrienne Gibson**

Global HR Business Advisor, The Global Pharmaceutical Company

**Julia Hanmer**

Joint Chief Executive, Bat Conservation Trust

**Ross Hayes**

City of London Corporation

**Christina Heap**

Head of Membership, ACEVO

**Gemma Holding**

Chief Executive, Cancer Support UK

**Fiona Howie**

Chief Executive, The Campaign for National Parks

**Sarah Hughes**

Chief Executive, Centre for Mental Health

**Nicola Hutchinson**

Director of Conservation Programmes, Plantlife

**Phil James**

Chief Executive, Institute of Leadership & Management

**Mark Jones**

Associate Director (MEAs and UK Wildlife), The Born Free Foundation

**Elaine King**

Director, Wildlife and Countryside Link

**Matthias Klaes**

Consultant, Institute of Leadership & Management

**Phil Lane**

Head of Sport & Communities Team, GLL

**Captain John Lavery MVO Royal Navy**

Chief Executive, White Ensign Association

**Michelle Lawrence**

Director, Link Up (UK)

**Gaynor Lewis**

Head of Commercial Development, The Institute of Leadership & Management

**David Liddle**

Chief Executive Officer, The TCM Group

**Nicholas Lynch**

Consultant, The Institute of Leadership & Management

**Jonathan Marks**

Project Manager and Business Analyst, Poppy Factory

**Tony McDiarmid**

Senior Service Delivery & Assurance Manager, IPC Systems

**Robert Milford**

Director, Milford Research & Consultancy Ltd

**Ben Milligan**

Superintendent at the East London Fresh Produce Market, City of London Corporation

**Jon Nott**

General Secretary, Woodcraft Folk

**Ron Overton MBA**

Chief Executive, Transitions UK

**Janet Payne**

Head of Membership, The Institute of Leadership & Management

**Andrew Powell**

Chief Executive Officer, The Training Room

**Susie Pritchard**

Deputy Manager, HARC, City of London Corporation

**Jo Riley**

Director, Leadership & Management Wales (LMW)

**Alexandra Runswick**

Director, Unlock Democracy

**John Schless**

Chief Executive, Students' Union University of Greenwich

**Louise Simpson**

Policy and Research Director, Army Families Federation

**Beccy Speight**

Chief Executive, The Woodland Trust

**Jacob Tas**

Chief Executive Officer, Nacro

**Janet Thorne**

Chief Executive, Reach Volunteering

**Rose Viggiani**

Chief Executive, London Excellence

**Jamie Ward-Smith**

Chair, The Co-op Foundation

**David West**

Head of Communities, The Business Continuity Institute

**Caroline Wood**

Head of Membership, Cobseo, the Confederation of Service Charities

MAKING COLLABORATION WORK

## How to FIND COLLABORATIVE PARTNERS

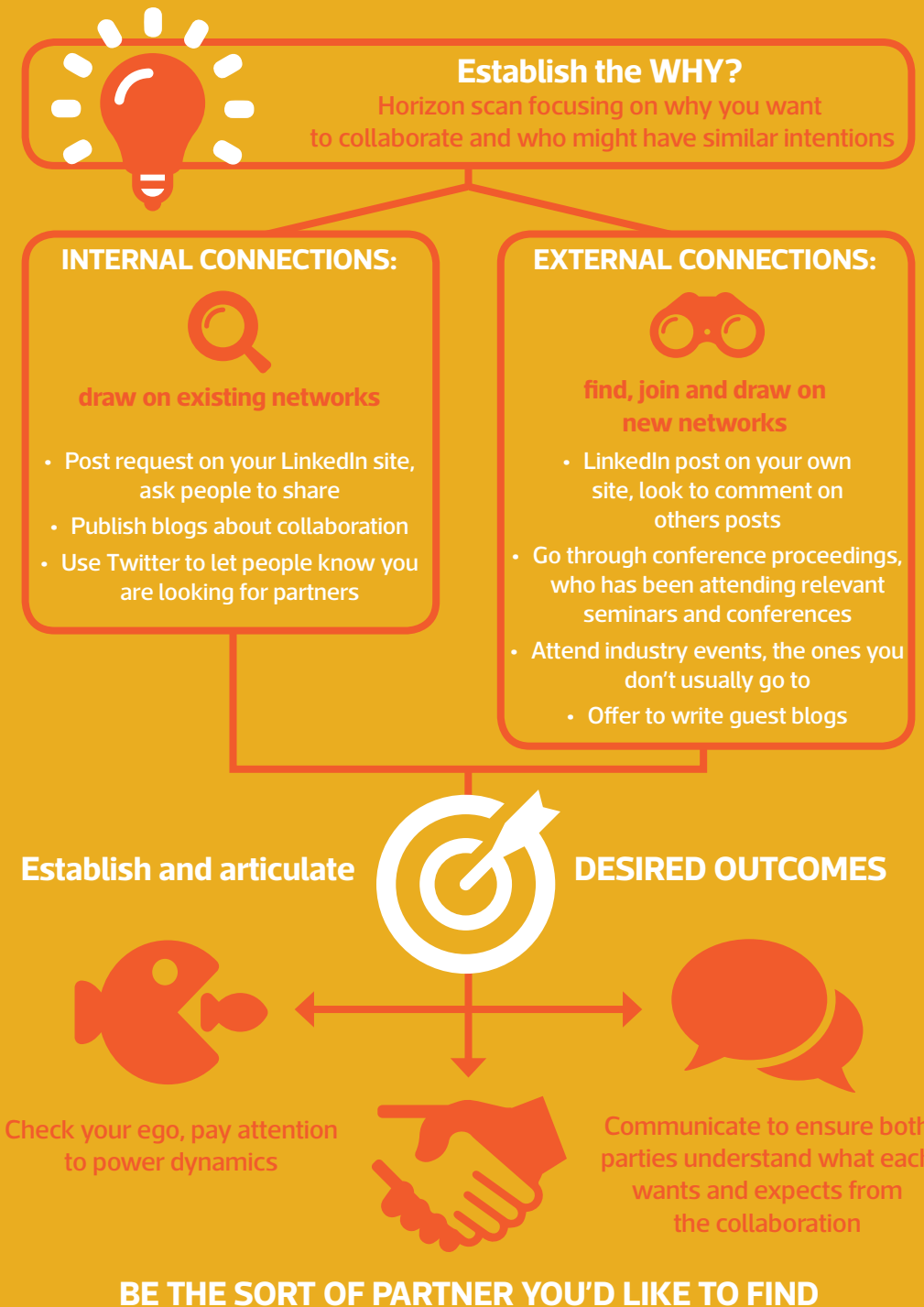
Organisations require sufficient capacity to be able to engage effectively with partners in the pursuit of joint objectives. They also need to take due regard of tensions arising from possible competition in areas outside the scope of the collaboration itself.

It is tempting to reduce collaborative leadership to the vision and capabilities of individual leaders and their networking and leadership styles. But this would miss the larger picture of organisational capabilities that make for successful collaboration. Successful collaborative leadership rests on effective intra and inter-organisational alignment of individuals, partnership teams, and their objectives and practices.

Collaborations start with relationships and taking the first steps to develop sustainable relationships means reaching out to new networks. Here are suggestions for making those first important approaches.

How do you differentiate?  
At what point are you competitors?  
At what point are you collaborators?

## How to FIND COLLABORATIVE PARTNERS



MAKING COLLABORATION WORK

## How to ENSURE GOALS WITH COLLABORATIVE PARTNERS ARE SHARED

In practice collaboration is often frustrated by a range of subtle hold ups. There clearly is a tension between a collaborative ideal and the collaborative inertia that stand in the way of realising collaborative potential (Huxham and Beech, 2003).

For collaborative advantage to be pursued it is necessary to be clear about the aims of the collaboration and how to go about realising them. For leaders this means formulating clear and shared objectives for the partnership, which can be assessed at regular intervals.

There needs to be clarity of goal and there also has to be clarity about what level of collaboration you want

A clear agenda, ground rules, a clear purpose, if these things are in place organisations can collaborate for mutual benefit

## How to ENSURE GOALS WITH COLLABORATIVE PARTNERS ARE SHARED



MAKING COLLABORATION WORK

## How to BUILD TRUST WITH COLLABORATIVE PARTNERS

Inter-organisational collaboration, or working in partnership with another organisation, bears the promise of collaborative advantage. Set against securing this advantage are collaborative inertia which threaten its realisation. Huxham (2003) identifies three common themes that characterise this interplay between collaborative advantage and the inertia set against it, one of these themes is **trust**.

Trust is crucial, in particular if you're bringing in partners that maybe don't agree

Only works if you've got the trust of those individuals right from the very beginning

## How to BUILD TRUST WITH COLLABORATIVE PARTNERS



MAKING COLLABORATION WORK

## How to MANAGE THE POWER DYNAMIC WITH COLLABORATIVE PARTNERS

Inter-organisational collaboration, or working in partnership with another organisation, bears the promise of collaborative advantage. Set against securing this advantage are collaborative inertia which threaten its realisation. Huxham (2003) identifies three common themes that characterise this interplay between collaborative advantage and the inertia set against it, one of these themes is **power**.

Partners will rarely be evenly matched in terms of size or capacity for collaboration. It is important to consider how the balance of power in a partnership interacts with the pursuit of the aims and objectives.

You need to respect technical knowledge even if one partner is much bigger than the others

One partner usually has access to more resources and this can impact the outcome

## How to MANAGE THE POWER DYNAMIC WITH COLLABORATIVE PARTNERS



MAKING COLLABORATION WORK

**How to EVALUATE COLLABORATIVE SUCCESS**

Organisational objectives will rarely map neatly onto partnership objectives. This then requires partners to be adaptive, flexible and able to compromise. Absolute clarity is required as to what success looks like at different stages of the collaboration and how it is to be evaluated. Divergence between the stated partnership aims and organisational goals, if not recognised, may disrupt effective partnership engagement.

Is collaboration, and the effectiveness of it, more important than the goal of the collaboration or vice versa?

You might have different reasons for collaborating so success will mean different things to the partners

**How to EVALUATE COLLABORATIVE SUCCESS**





THE INSTITUTE OF  
**LEADERSHIP**  
& MANAGEMENT

Inspiring great leadership. Everywhere