



FACT SHEET

CONDITIONS FOR SUCCESSFUL COLLABORATION & COMMUNITY CHANGE

Why do collaborations form in the first place?

- Perceived crisis
- Common interest or goals
- A need for access to resources or power
- Need for maximized efficiency and distributed risks

What conditions facilitate successful collaboration and collective impact?

Several conditions have been identified as contributing to successful collaboration and community change and fall under six general categories, including: environment, membership, process and structure, communication, purpose, and resources.

Environment

- History of collaboration in community
- Favorable and supportive political/social climate
- Support from high-level, visible leaders

Membership

- Mutual respect, trust, and equality among partners
- Involvement of wide range of participants with diverse perspectives
- Members see collaboration in their own self-interest
- Clearly defined and agreed upon roles and responsibilities

Process & structure

- All members understand and share a stake in process and structure
- Development of clear goals, policy guidelines, and roles of each member
- Regular opportunities for collective learning
- Adaptability to changing conditions
- Evaluation of the collaboration process





Communication

- Timely, open, and frequent communication processes
- Information sharing and integration
- Learning about the needs/perspectives of the partners

Purpose

- Concrete, attainable, and agreed upon goals/objectives
- Shared vision and plan for action/innovation
- Unique purpose from that of each partner organization
- Willingness to recognize and focus on higher level success

Resources

- Shared and adequate resources and training
- Evidence-based inputs and ideas
- Sufficient and consistent funding and staffing
- Leaders with strong organizational and interpersonal skills
- Skilled convener and support staff

What skills are needed for effective leadership in CCIs?

Effective and adaptive leadership is crucial to the success of collaborative efforts and collective impact. Skills and competencies required by leaders in CCIs include:

- Ability to elicit and articulate shared vision
- Sensitivity to views of stakeholders
- Adaptive to new challenges, opportunities, and conditions
- Ability to negotiate barriers and conflict
- Clear about goals but flexible to organic development and change
- Ability to understand the complexity of issues
- Ability to negotiate conflicts among stakeholders with competing perspectives
- Prepared to evaluate activities/outcomes and to adjust activities accordingly

NOTE. Information in this Fact Sheet comes from the following references: Auspos & Cabaj, 2014; Butterfield et al., 2004; Gray, 1985; Gray & Wood, 1991; Horwath & Morrison, 2007; Kania et al., 2014; Kania & Kramer, 2011; Kaur Jasuja et al., 2005; Keyton et al., 2008; Kubisch et al., 2010; Linkins et al., 2013; London, 2012; Mattessich & Monsey, 1992; Sloper, 2004; Svendsen & Laberge, 2005; Varda et al., 2012; Wei-Skillern & Silver, 2013; Westley & Vredenburg, 1991.

