STRATEGIC PLANNING FOR ORGANIZATIONAL COLLABORATION
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Public Administration

- The study of the management and structure of public and not-for-profit organizations
- Collaborating for the delivery of public services is an emerging topic
- “Network” management and organization
NEBHANDS Project

- Develop a plan for an integrated behavioral health system of care at the state and community level.
- “Integrated delivery system” requires organizational collaboration
WORKSHOP OBJECTIVES

- Present strategic issues on organizational collaboration
- Provide some guidelines on structuring a collaborative venture
- Sharing experiences on collaborating for service delivery
ORGANIZATIONAL COLLABORATION

- Partnering with other entities to deliver services to the public
- Involves public, private, and not-for-profit organizations
- Partnership manifested in a number of ways
Organizing for Collaboration

- No single best approach
- Many options to consider
Key Considerations:

- How much structure is needed?
- What is the nature of tasks?
- How many organizations included?
- What is the nature of the organizations involved?
Rule of Thumb:

- The more complicated the tasks, or the greater the number of organizations involved, the more likely the need for structure in coordinating program delivery.
Ground Rules for Collaborating:

- Expectations from members
- Role and selection of leaders
- Bringing in new members
- Group decision making issues
- Decision making rules
Ground Rules for Collaborating:

- Financial management
- Communication methods
- Conflict resolution
- Progress assessment
Basic Organizational Models:

- Classic Hierarchy
- Democratic Hierarchy
- Collaborative Management
- Collective Management
Organizations and Collaboration

- Organizations increasingly collaborate
- Collaborations and partnerships take time and work
- Collaborations take many forms
Collaborative Mechanisms:

- Tools and processes bind a collaboration.
- Range of tools available for links
- Exchanges are made in collaborations
Collaborative Structures

- Administrative Networks:
  - Loose and informal links
- Mutual Organizations:
  - Hierarchal and formal links
Figure 1. Administrative Network Structures

<table>
<thead>
<tr>
<th>Nature of Exchange</th>
<th>General</th>
<th>Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal</td>
<td>Mutual Aid</td>
<td>Common Understanding</td>
</tr>
<tr>
<td>Formal</td>
<td>Agreement</td>
<td>Contract</td>
</tr>
</tbody>
</table>

Figure 2. Mutual Organizational Structures

<table>
<thead>
<tr>
<th>Nature of Exchange</th>
<th>General</th>
<th>Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal Relationship</td>
<td>Association</td>
<td>Consortium</td>
</tr>
<tr>
<td>Formal Relationship</td>
<td>Federation</td>
<td>Joint Venture</td>
</tr>
</tbody>
</table>

Open Discussion

- How many have collaborated for service delivery?
- What kind of obstacles were there?
- How were they addressed?
- What was the nature of the collaboration?
- What of advice would you give?