

**COLLABORATION: How to build partnerships to expand capacity and build community**  
**WORKBOOK**

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## **ABOUT YOU**

**What types of collaborations are you in?**

LOOSE			TIGHT
<b>Cooperate</b> As needed-- Informal Interaction on discrete activities	<b>Coordinate</b> Align work with each other for greater outcomes	<b>Collaborate</b> Longer term interaction based on shared mission, goals, decision-makers, and resources	<b>Integrate</b> Fully integrated programs, planning and funding

**What are you most proud of in your work?**

Are there existing collaboration success stories that can be celebrated, shared, lessons learned from and further supported/invested in?

**What are the biggest challenges with collaborations?**

**If you were to truly reflect on the networks you are involved in, would you describe yourself as a node or a hub?**

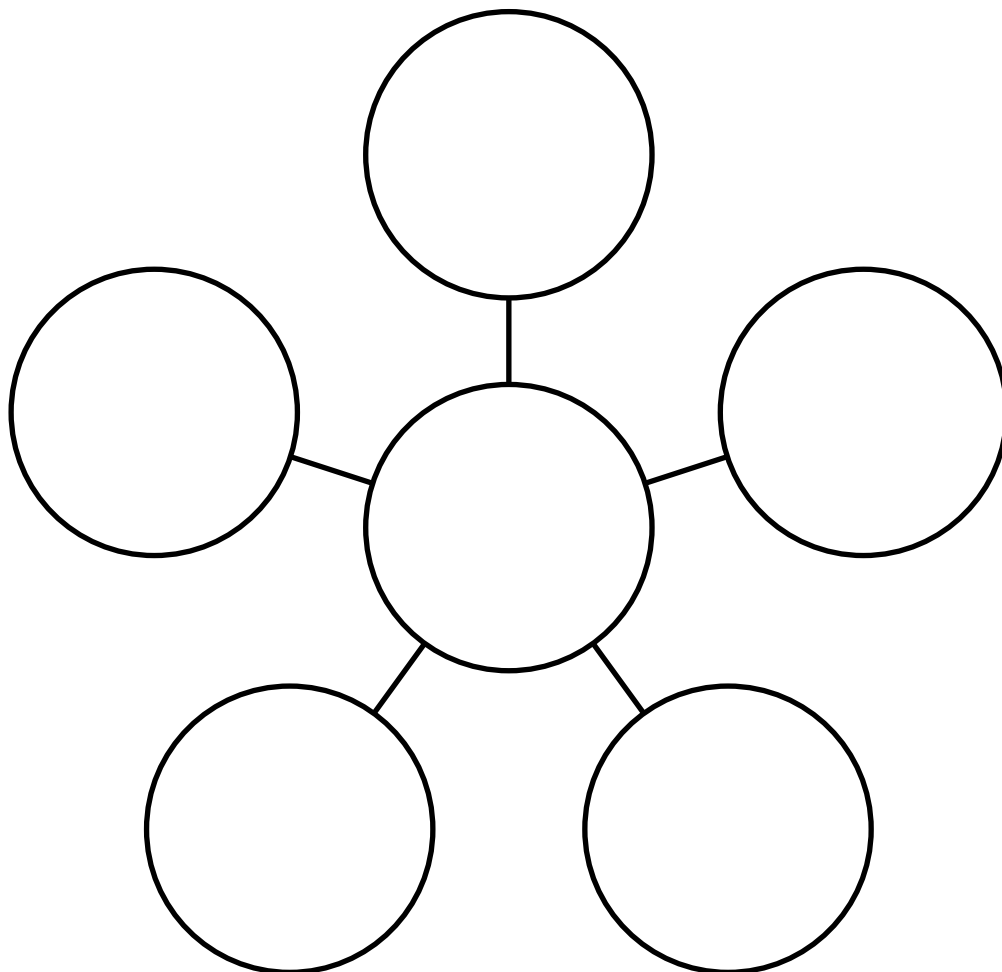
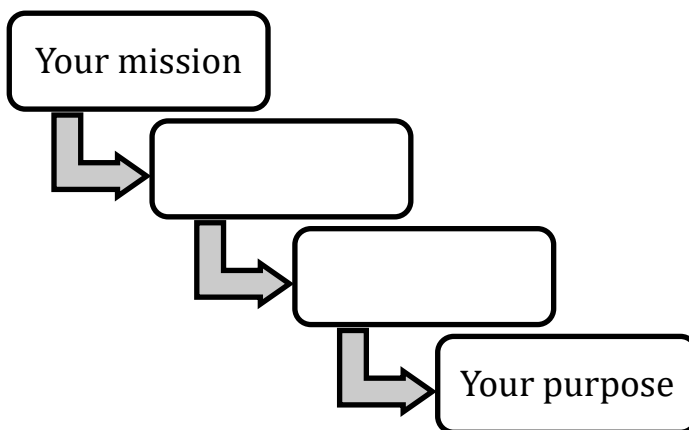
How does that impact the work of the network?

**Does your organization’s mission statement signal an openness or commitment to working in collaboration or being part of a network?**

If so, how?

**How does your organization enhance the ability of the people most impacted by challenges to own and solve the challenges they face?**

## CENTER PURPOSE



## DEFINE PRINCIPLES

What are your guiding principles related to collaborations?

**Network leadership involves a mindset shift rooted in four principles:**

- Mission, not organization.
- Node, not hub.
- Humility, not brand.
- Trust, not control.

Write these principles in your own words.

Which of these most resonates with you? \_\_\_\_\_

Why?

## **ADDRESS BARRIERS**

**What barriers hold back your collaborations?**

**Past participants have identified these challenges or barriers to working in networks.** They are organized in four general buckets, though some of them could show up in several of the buckets.

<b>EXTERNAL</b>	<b>INTERNAL</b>
<ul style="list-style-type: none"><li>• Philanthropy’s approach</li><li>• Competition for perceived scarce resources</li><li>• Funding sources limit networks—foster working in silos</li><li>• The “big dog nonprofit wags the tail”</li><li>• Various sectors need to be satisfied</li><li>• Exploitive use of “collaboration”</li><li>• Leadership transitions leaving gaps in continuity and ownership</li></ul>	<ul style="list-style-type: none"><li>• Time constraints</li><li>• Mentality that our organization “does this better”</li><li>• Ego</li><li>• Resistance from the board of directors to engage in networks</li><li>• Connecting with and engaging the leadership circle to gain interest and sanction</li><li>• “We are polite”</li></ul>
<b>LOGISTICS / PROCESS</b>	<b>EMOTIONS</b>
<ul style="list-style-type: none"><li>• Communication challenges</li><li>• Who in the organization is right point person to engage in the network?</li><li>• How do we identify trusted partners?</li><li>• Getting agreement on which solution is best</li><li>• Follow through</li><li>• Making decisions based on behalf of another community</li><li>• Cultural differences</li></ul>	<ul style="list-style-type: none"><li>• Risk necessary to succeed requires bravery</li><li>• Lack of trust among potential network partners</li><li>• Repairing trust once lost</li><li>• We are afraid of losing our donors</li><li>• Tradition—“we have always done it this way”</li></ul>

Circle two barriers that you think are particularly relevant to your work.

Name at least one action that you, your organization, or a group of people in your community today could take to address that barrier.

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### TRUST

What elements of your FORMAL ORGANIZATION need to be addressed?

What elements of your INFORMAL ORGANIZATION need to be acknowledged?

### MAPPING COMMUNITY CAPACITY

**Take your Network Map that you just developed on the previous page.** Each of these nodes has organizations working to address that issue. This tool maps out these existing service providers for each node (category). Note the name of the organization that specializes in providing quality services in the respective service category and any applicable comments.

Organization	Topic	Comments

Once you have a list of organizations, you can sort them by topic. You can consider gaps as potential opportunities for an alliance-based response. Map out all potential areas of competition that might be better served with a network strategy.