

# Process Factors

- **Understanding the community**
  - People, culture, values and habits.
  - Find out who holds power and who has gifts; potential turf wars are identified.
  - Potential audiences are identified.

# Process Factors

- **Community development**
  - Builds on the strengths of the community.
  - Information and communication systems established, teams built and resources mobilized.
  - Trust is critical for successful community development strategies.

# Process Factors

- **Leadership**
  - Those who impact change within the community, group or organization.
  - Make sure that appropriate members are in collaboration; target group representation.
  - Norms established; protocol, conflict resolution, political and cultural sensitivity, structure, roles and responsibilities.

# Process Factors

- **Communication**
  - Must be open and clear.
  - Terminology must be clarified to enhance shared vision.
  - Partners / pathways around internal / external must be identified and developed.

# Process Factors

- **Research and evaluation**
  - Data collected that benchmarks for future impact and outcome analysis.
  - Evaluation efforts monitor progress and make changes if necessary.
  - Strategies for communicating program impacts must be established.

# Process Factors

- **Sustainability**
  - It is essential that systems be instituted to provide sustained memberships, resources and strategic program planning.
  - There should be membership guidelines and formal operational agreement.
  - Resource development should be ongoing.
  - Planning should be short-term and long-term.

# Contextual Factors

## 1. **Connectedness**

- Linkages between individuals, groups and organizations.
- How people know each other or how they are connected.

# Contextual Factors

## 2. **History of working together / customs**

- Do you work cooperatively or competitively?
- Power structure of community demonstrates the history of working together for shared values of community.

# Contextual Factors

## 3. **Political climate**

- Political climate is the history and environment around power and decision-making.
- It can be used positively in the development of collaboration.

# Contextual Factors

## 4. **Policies / laws / regulations**

- Represent all concepts and activities that are used to resolve problems.
- Collaboration will succeed if the policies, laws, etc. are supportive.
- Sustainable collaborations are often dependent on policies and practices being in place.

# Contextual Factors

## 5. Resources

- Four (4) types of capital: environmental, in-kind, financial and human.
- The latter is the most important; time, expertise and energy are essential for shared vision.

# Contextual Factors

## 6. **Catalysts**

- Get the collaboration started.
- The situation must be viewed by the community and collaborative members as one that needs a comprehensive response.
- They must be legitimate players.

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# Ten Strategies for Change

- ① Flood system with communication in all forms. Communicate everything that is going on. Provide all possible answers.
- ② Be as visible and accessible as possible.
- ③ Don't understate the true magnitude of change, best case scenarios, things will get better, the worst is over unless you are positive that it is. Communicate both me issues and team issues.
- ④ Lead from the heart, follow with the head. Deal with emotional aspects first, then get into logistics, analysis.

# Ten Strategies for Change

- ⑤ Integrate new people into roles and teams. Orientation is important for new and existing members, as all will be affected by new people coming into unit.
- ⑥ Select immediate performance goals for small wins.
- ⑦ Check regularly with teams on shared purpose and direction. Don't assume the direction is clear. Change causes people to question direction.
- ⑧ Encourage the expression of opposing views.

# Ten Strategies for Change

- ⑨ Support / give credit for initiative and risk-taking, whether successful or not.
- ⑩ The most creative and innovative ideas often emerge during traumatic change. Nurture innovation and encourage creative problem-solving approaches.