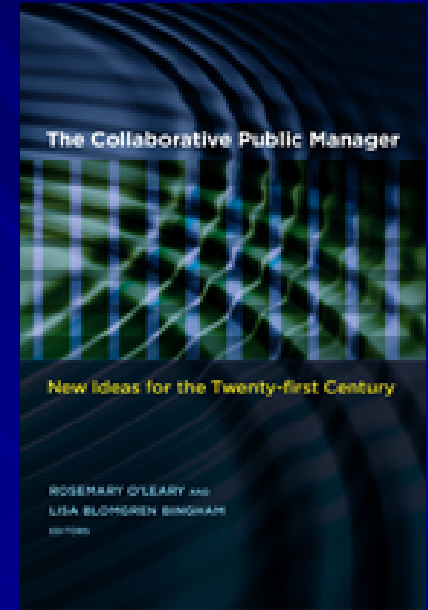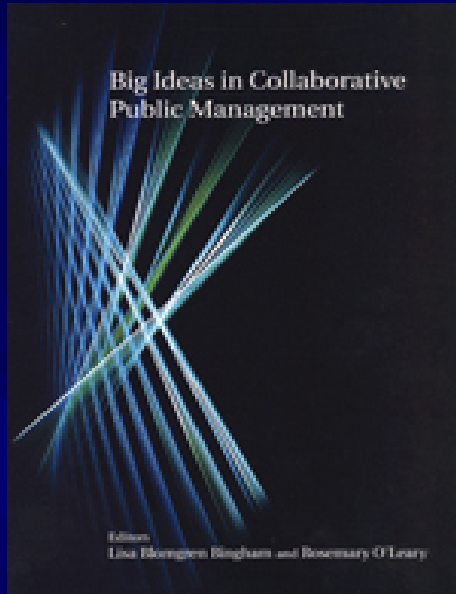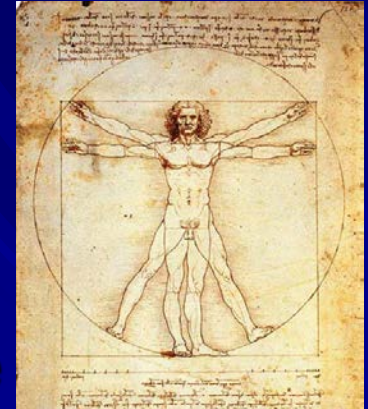# Collaborative Leadership For NGO Executives

协作式领导

Rosemary O'Leary
Distinguished Professor and Phanstiel Endowed Chair

#1 Think DaVinci
达芬奇思考

- Lateral thinking

  横向思考

- Creativity that stems from taking knowledge context or discipline and applying it to another

  将一种知识内容或原理应用到另一领域的创造力

- DaVinci: art, science, engineering, mathematics, medicine, architecture

  达芬奇: 艺术科学、工程学、数学、医学以及建筑学

Human arm →bird's wing →flying machine

人类的手臂 → 鸟的翅膀 → 飞行的机器

#2 Collaboration
# 协作

"101 Definitions of Collaboration"
"协作的101种定义"

Collaboration means to co-labor, to achieve common goals, often working across boundaries and in multi-sector and multi-actor relationships. Collaboration is based on the value of reciprocity.
协作意味着共同工作, 完成共同的目标. 通常要越界作业, 和多个部门和人员建立关系. 合作的基础是互惠价值.

Collaboration vs. Cooperation
协作 vs. 合作

←--→

Cooperation…….....…… Coordination…….…..….... Collaboration…….……..... Service Integration

合作 　　　　　协调 　　　　　协作 　　　　　融合
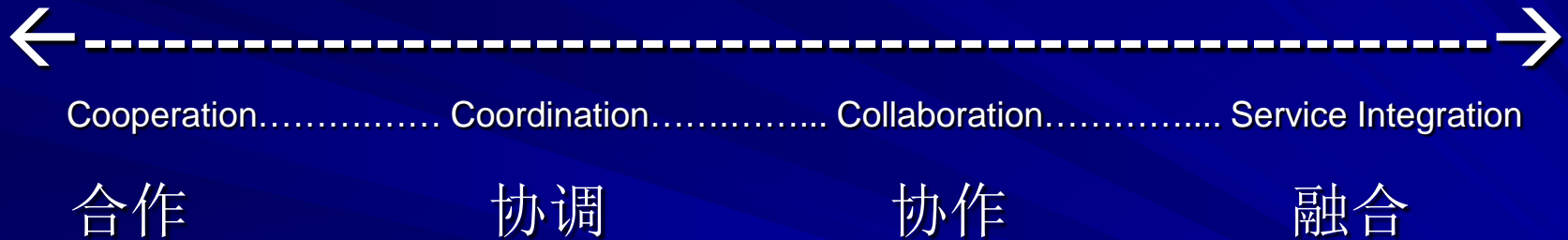
(Selden, Sowa and Sandfort 2002; Keast, Brown, and Mandell 2007)

Three Types of Collaboration Most Often Mentioned in Literature
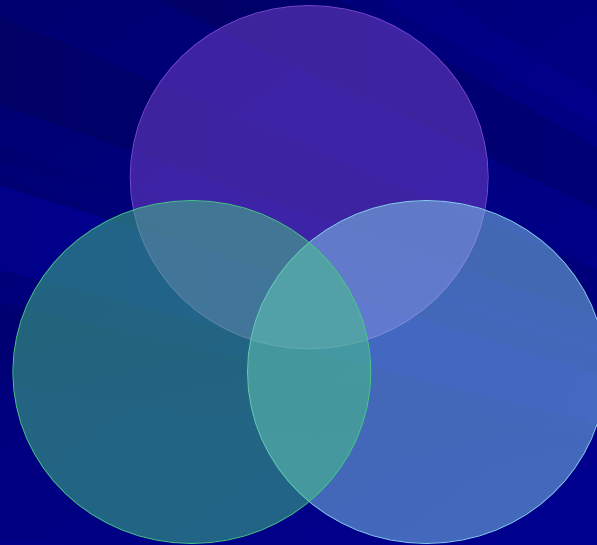## 文献中最常提到的三种协作方式

(From a review of over 300 scholarly articles)

(取自对超过300遍学术论文的回顾)

Interorganizational

**Public Participation**

Group of Individuals

Interorganizational: 组织之间的
Public Participation: 公众的参与
Group of Individuals: 个人团体

Example: Interorganizational
举例:组织之间

- Metropolitan Alliance of Community Centers (MACC)

  社区中心的大都会联盟 (MACC)

- Coalition of 13 human service organizations in Minneapolis-St.Paul

  明尼阿波里斯-圣保罗的13个社会服务组织的联盟

- Competitors collaborated for funding

  为筹资而合作的竞争对手

- Shared resources in finance, human resources, technology

  分享金融、人力资源以及技术的资源
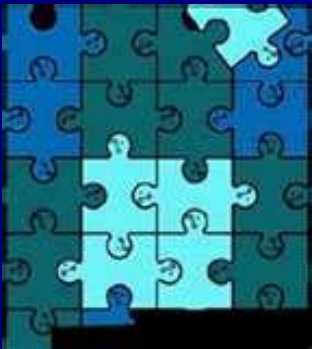
(Source: www.e-parc.org and www.maxwell.syr.edu/parc/eparc)

Example: Group of Individuals
举例: 个人团体

- Young Professionals Network for the Arts

  青年艺术家网络

- Purpose: Develop the next generation of civic arts leaders

  目的: 发展下一代市民艺术的领导者

- Bring together volunteer oriented young professionals to build arts above ground and below ground infrastructure in central Florida

  年轻的艺术家志愿者聚集在弗罗里达中部, 在地面和地下的基础设施上进行艺术创作.

(Source: www.e-parc.org and www.maxwell.syr.edu/parc/eparc)

Example: Public Participation
举例: 公众参与

- Collaborative budgeting in Menlo Park, California ("Your City/Your Decision")

  加里福利亚的Menlo公园的预算和议 ("你的城市/你的决定")

- Phase One: Survey 第一步: 调查

- Phase Two: Community workshops 第二步: 社区研讨会

- Findings: Community preference for combined approach of cost reductions, taxes, and fee increases (not reduction or service elimination).

  发现: 社区更倾向于综合考虑降低成本、税收和费用增加 (不是减少或取消服务).

(Source: www.cacities.org)

Interorganizational

Public Participation

Group of Individuals
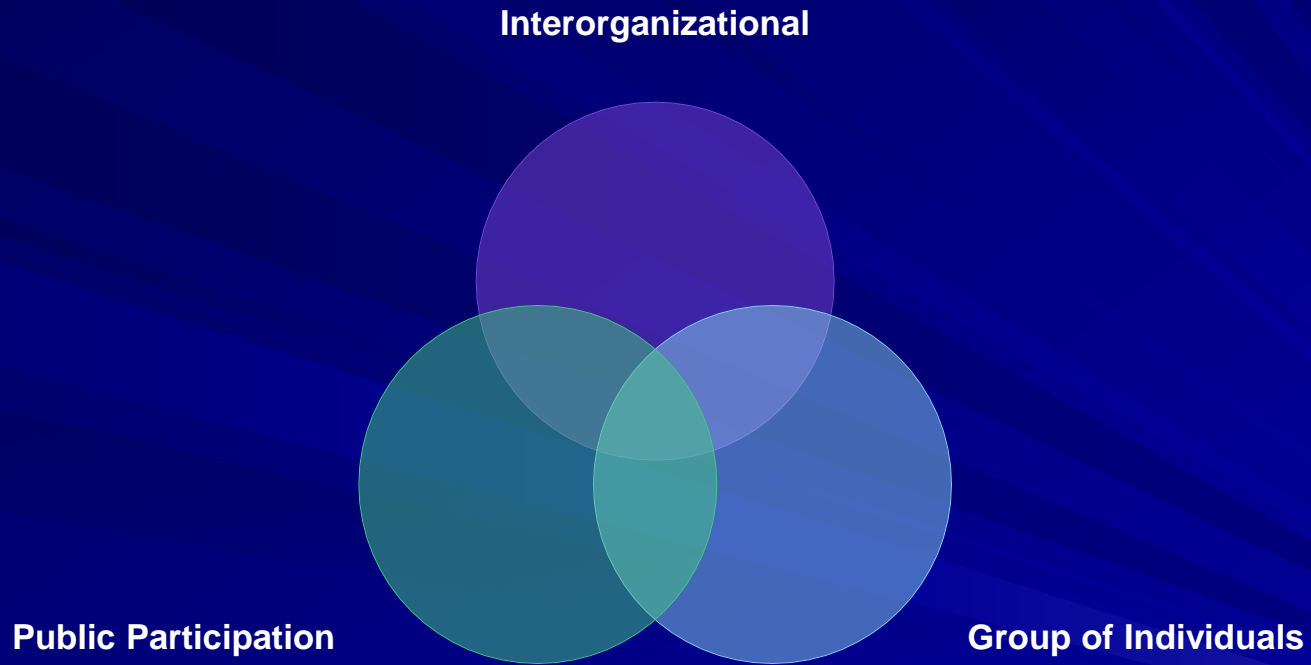
Interorganizational: 组织之间的
Public Participation: 公众的参与
Group of Individuals: 个人团体

What is it?
这是什么？

Collaborative public management is a concept that describes the process of facilitating and operating in multiorganizational arrangements to solve problems that cannot be solved or easily solved by single organizations.

*协作式公共管理*这个概念描述了通过多种组织之间的便利安排和操作来解决单个组织无法解决或不容易解决的问题的过程.

O'Leary, Gazley, McGuire, and Bingham 2009

Networks
网络

Structures of interdependence, involving multiple nodes – agencies and organizations – with multiple linkages

互相依赖的结构, 包括很多头绪 (机构和组织) 间的多种联系.
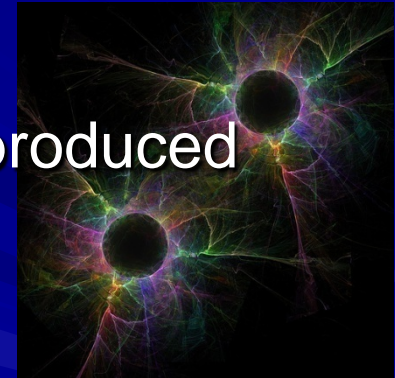
- Can be formal or informal

  可以是正式的或非正式的

- Public goods or services planned, designed, produced and delivered

  计划、设计、 制造以及提供公共物品或服务

- Public, private, non-profit

  公共的, 私人的、 非营利的

(Adapted from O'Toole 1997; McGuire 2003; Agranoff 2004)

#3 Why the Growth of Collaborative Public Management?
为什么要用协作式公共管理?

- Most public challenges are larger than one organization
  绝大多数的公共挑战大于单一组织
- New approaches to addressing public issues
  考虑公共问题的新途径
- Contracting out/outsourcing外包
- Changes in regulatory environment that now facilitate cooperative activities with competitors
  规制环境的变化促进竞争对手之间的合作
- Doing more with less用的更少,做的更多
- Technology is flattening hierarchy技术令等级扁平化
- Changing views of leadership and management
  领导力和管理观念的转变
- Greater role for public公众的角色更重要

# #4 Major Challenges
主要的挑战

- All networks are not created equal

  网络并不是平等建立的
- Motivation to collaborate varies

  协作的动机不同
- Collaboration not always wise

  协作并不总是明智的
- Trend toward short-term "couplings"

  短期 "联姻"的趋势
- Calls for new management and leadership strategies and skills

  需要新的管理和领导战略和技能

The complexity of managing organizational networks
管理组织网络的复杂性

- Networks are interorganizational and interpersonal

  网络是组织之间和个人之间的

- Multiple members

  多名成员

- Members bring both disparate and common missions

  成员们有不同的和共同的任务

- Each network organization has a different organization culture

  网络中的每个组织都有不同的组织文化

- Each network organization has a

  different method of operation

  网络中的每个组织都有不同的运作方式
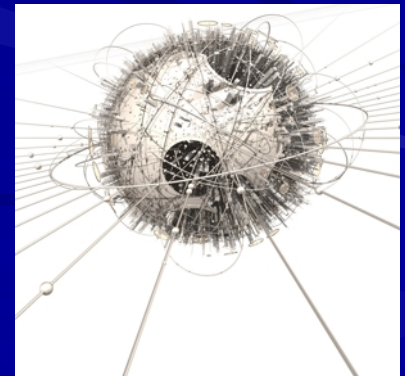
The complexity of managing organizational networks
管理组织网络的复杂性

- Network organizations usually have different stakeholder groups and different funders

  网络中的组织通常有不同的利益相关团体和不同的提供资金者
- Network members have different degrees of power

  网络中的成员有不同的权力
- Often multiple issues 通常涉及多种问题
- Multiple forums for decision-making 制定决策有多个论坛
- Variety of governance structures available to networks

  网络可获得的各种治理模式
- Conflict within network and with the public

  网络内的冲突以及和公众之间的冲突

Example
举例

- Center for Disease Control plans national <u>response to pandemic flu epidemic</u> working with county health professionals, federal agencies, industry, consumer advocates, state governments, minority groups

- 疾病控制中心计划和郡医疗专业人士，联邦机构，工业界，消费者权益倡导者，州政府，以及少数民族团体合作，在全国范围内应对<u>流行感冒</u>.

#5 Management Paradox
管理中的互相矛盾

- **Those who work in networks must work both with autonomy and interdependence.**

  在网络中工作必须同时有自主性和相互依存性

- **Members and networks have both common and diverse goals**

  成员和网络既有共同目标,也有不同的目标

- **Members work with both a smaller number and a greater variety of groups**

  成员们和数目更少但多样性更大的团体工作

- **Members need to be both participative and authoritative**

  成员们既需要合作参与也需要有权威

Management Paradox
管理中的互相矛盾

- Members need to see both the forest and the trees

  成员既要看见森林也要看到树木

- Members must balance advocacy and inquiry

  成员要平衡倡导和问讯
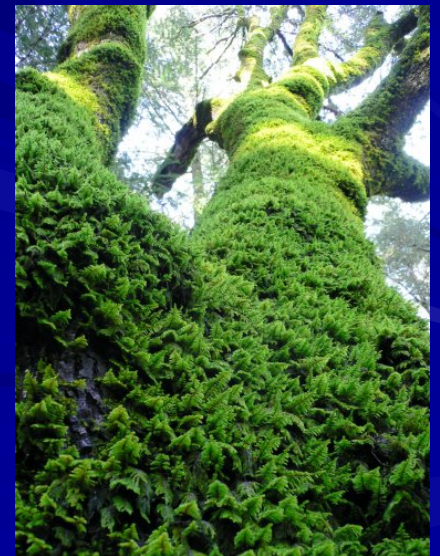
Example
举例

- State of Arizona – <u>Wilderness Working Groups</u> develop land management strategies for each local area. Bring together environmental advocates, ranchers and farmers, industry officials, and government representatives.

- 亚利桑那州 --- <u>野生作业组织</u> 为当地地区设计土地管理战略。 环境保护倡导者、 牧场主和农场主、 工业界人士、 政府代表都参与其中。

#6 Major Factors to Consider
要考虑的主要因素

TRUST
信任

ACCOUNTABILITY
问责

CONTEXT环境

AUTHORITY
权威

VISIBILITY能见度

MOTIVATION
动机

PERCEPTION
洞察力

POWER权力

SCALE规模

IDEOLOGY/MISSION
意识形态/使命

GOVERNANCE治理

LEGITIMACY
合法性

STRUCTURE结构

PROCESS
过程

LEADERSHIP领导力

#7 Importance of the Individual
个人的重要性

- Frederickson (2007): While organizations and established jurisdictions do formally collaborate, it is always in the form of managers and officials.

  Frederickson(2007): 虽然组织和已确认的管辖范围内组织会正式协作, 但是通常由管理者和官员执行。

- Effective collaboration is "deeply dependent" upon the skills of officials and managers.

  有效的协作 "很大程度上依赖"于官员和管理者的技巧。

- Organizations may appear to collaborate, but in fact it is the individuals representing organizations who collaborate.

  组织看起来是在协作, 但实际上是代表组织的个人之间在协作.

#8 The Leadership Challenge
对领导力的挑战

- More than 90% of global executives surveyed last year by the Center for Creative Leadership said collaboration is vital for leadership success.

  去年在接受创造领导力中心调查的全球行政人员中, 超过 90% 的表示协作对领导成功及其重要.

- But less than half of those same executives said the leaders in their organizations were actually good at it.

  但他们中不到一半的人表示自己组织中的领导并非善于此道.

#9 The Leadership Challenge
对领导力的挑战

"Leading when you are not in charge"
"在你不做主的时候领导"

The Leadership Challenge
对领导力的挑战

Solutions often transcend the position of any single participant

解决方案往往超出任何一个参与者的职位

- Salamon (2005) ". . . [S]hifts the emphasis **from** management skills and the control of large bureaucratic organizations **to** enablement skills, the skills required to engage partners arrayed horizontally in networks, to bring multiple stakeholders together for a common end in a situation of interdependence."

- Salamon(2005) "… 将重点**从**管理技巧和对大型官僚机构的控制**转向**行使技巧, 这项技巧要求吸引网络中并列的合作伙伴的参与, 将在互相依存的环境中的各种利益相关方为了同一个结果联合起来**.**"

#10 Skills needed to work in networks
在网络中工作所需的技巧

- Negotiation协商
- Collaborative problem solving协作式解决问题
- Conflict management冲突管理
- Facilitation协助
- The Maxwell School has totally revamped its Executive Leadership course to address these needed skills

  马克斯维尔学院彻底改进了高级管理者领导力课程来强调这些技巧

Example
举例

- Letter from Student in Executive Leadership Class: Conference of State Bank Supervisors in Mortgage Policy working with 50+ state agencies/regulators to come to ONE nationwide, voluntary policy on how to license loan originators

  年高级管理者领导力班上学生的一封信: 州银行监督协会就按揭政策和50多家州际机构/规制机构合作，以制定一个全国统一的关于如何给贷款发放者颁发执照的自愿性政策.

Top 10 Greatest Hits
10大要点

- #1 Think DaVinci
  #1 达芬奇思考
- #2 Definition of collaboration
  #2 协作的定义
- #3 Why we collaborate
  #3 我们为何协作
- #4 Major challenges
  #4 主要的挑战
- #5 Management paradox
  #5 管理中的相互矛盾

- #6 Factors to consider before collaborating
  #6 协作前要考虑的因素
- #7 Importance of the individual
  #7 个人的重要性
- #8 The shifting leadership challenge
  #8 领导力转移的挑战
- #9 Leading when you are not in charge
  #9 不做主的时候的领导
- #10 New skills
  #10 新的技巧