

## **The Costs and Benefits of Collaboration for Public and Nonprofit Managers: A Dialogue and Discussion**

According to Harvard Business Review, “*Collaboration is taking over the workplace.....Silos are breaking down, connectivity is increasing and teamwork is seen as a key to organizational success*” (January/February 2016). More than 90% of global executives surveyed by the Center for Creative Leadership said collaboration is vital for leadership success. Collaboration almost always sounds good, but is it always the best strategy?

Collaboration is not always wise. Collaboration should not be pursued, for example, when there are no common goals and benefits, when support structures are weak, when there are people problems that cannot be overcome, and when there are process problems.

Based on their own research, as well as the scholarly literature, Professor Brinton Milward and Professor Rosemary O’Leary will share their insights about the costs and benefits of collaboration, when to collaborate and when not to, as well as questions to ask when deciding whether to collaborate or not. Our panelists will ask the audience to weigh in with their own insights and lessons learned about when to collaborate and when not to collaborate.