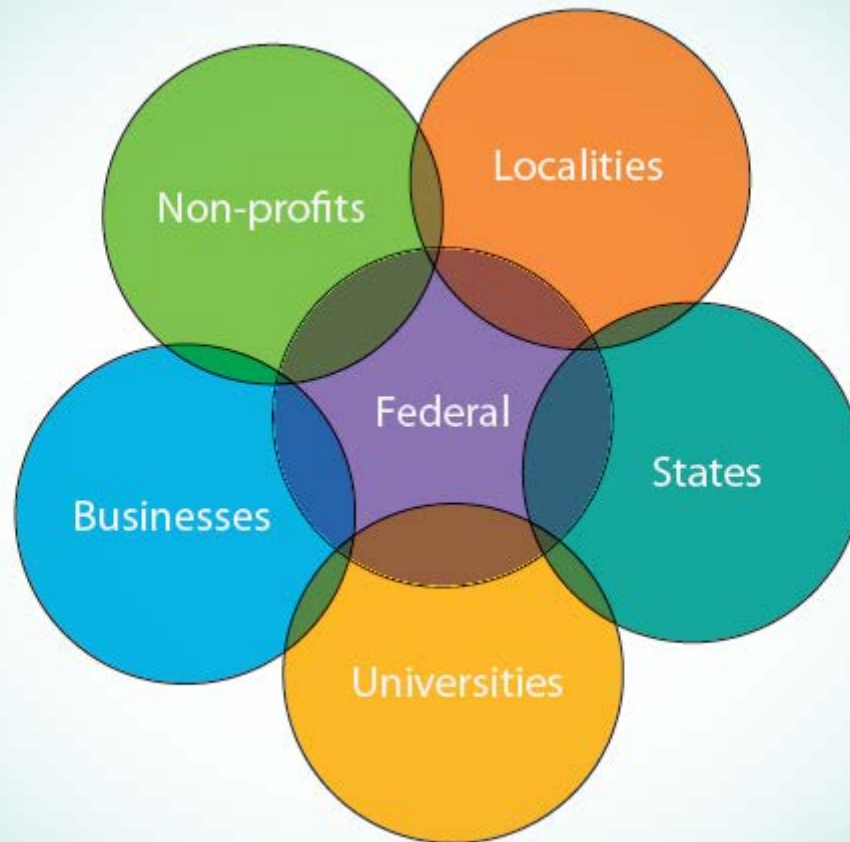


# To Collaborate . . . Or Not?



# South China Morning Post

**YOUTH POLICY**

## EFFORTS ON HK'S YOUNG 'HELD BACK BY RED TAPE'

**Chief of youth body cites lack of collaboration between bureaus as biggest drawback for unit, but has high hopes for commission replacing it**

**Stuart Lau**  
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The outgoing chief of Hong Kong's soon-to-be defunct Commission on Youth has hit out at red tape among government agencies, saying there was "close to zero" cross-bureau collaboration on resolving problems facing the city's young people.

In an interview with the *South China Morning Post*, Lau Ming-wai also said he had high hopes for the new Youth Development Commission, to be chaired by Chief Secretary Matthew Cheung Kin-chung. Lau said the quality of applicants vying to join the new body was higher than expected.

Members of the government was not deep," he said.

But he praised the civil servants of the Home Affairs Bureau, which provides a secretariat service to the commission.

The seeds for the new Youth Development Commission were planted when Lau took the idea of a high-level body overseeing youth policies to Chief Executive Carrie Lam Cheng Yuet-ngor. He served as a key aide during her election campaign.

Lau agreed to create a new body to be chaired by her No 2 official. It is expected to begin operations this year.

Lau took part in the selection process for three members to sit on the new commission. He said most of the 500 interviewees were of a higher quality than expected.

"Not every new idea or one from a young person is necessarily valid or the best option for society. But even then, without the correct government attitude, it's hard for these ideas to flourish," he said.

Youth policy advisers have

**Youth work is very fragmented and to a large extent**

**LIFESTYLE**

Mark Lau

Bar

Shirley Zh

January 3, 2018

# Practical Reasons Why We Collaborate

- Most public and nonprofit challenges are larger than one organization
- New approaches to addressing public issues
- Doing more with less
- Technology is flattening hierarchy
- Changing views of leadership and management
- Greater role for public
- Other



# Theoretical Reasons Why We Collaborate

- Resource dependency
- Common purpose (similar compatible goals)
- Shared beliefs (common values)
- Political interests
- Catalytic actors (leaders)
- Other



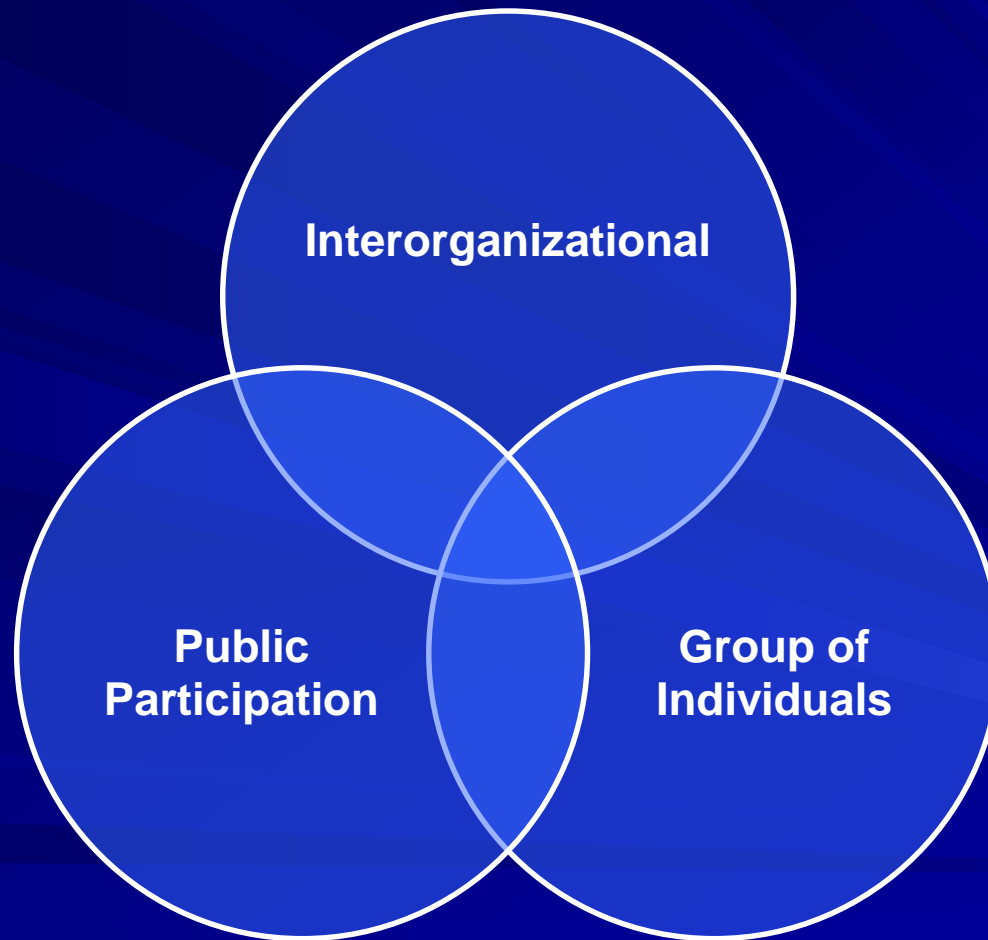


## “101 Definitions of Collaboration”

Collaboration means working across boundaries and in multi-organizational arrangements to solve problems that cannot be solved – or easily solved – by single organizations or jurisdictions (Agranoff & McGuire).

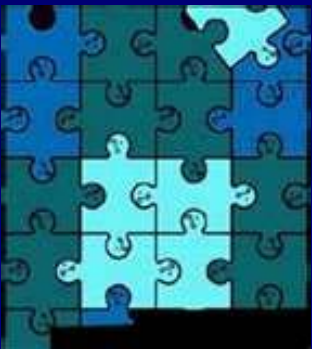
*Collaboration can include the public.*

# Three Types of Collaboration Most Often Mentioned in Literature



# Example: Interorganizational

- Metropolitan Alliance of Community Centers (MACC)
- Coalition of 13 human service organizations in Minneapolis-St. Paul
- Competitors collaborated for funding
- Shared resources in finance, human resources, technology



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

# Example: Group of Individuals

(also includes work place teams)

- Young Professionals Network for the Arts
- Purpose: Develop the next generation of civic arts leaders
- Bring together volunteer oriented young professionals to build arts above ground and below ground infrastructure in central Florida



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



# Example: Public Participation

- Collaborative budgeting in Menlo Park, California (“Your City/Your Decision”)
- Phase One: Survey
- Phase Two: Community workshops.
- Findings: Community preference for combined approach of cost reductions, taxes, and fee increases (not reduction or service elimination).

(Source: [www.cacities.org](http://www.cacities.org))

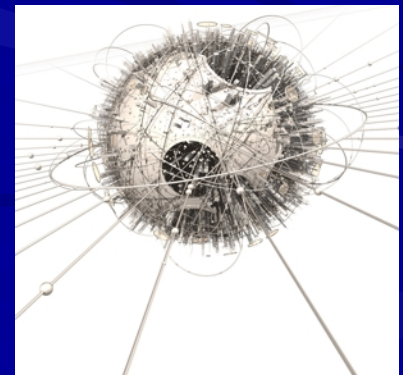


# Major Challenges

- All collaborations are not created equal
- Motivation to collaborate varies
- Collaboration not always wise
- Trend toward short-term “couplings”
- Calls for new management and leadership strategies and skills
- Paradox: Collaboration can yield conflict

# The complexity of organizational networks

- Networks are interorganizational and interpersonal
- Multiple members
- Members bring both disparate and common missions
- Each network organization has a different organization culture
- Each network organization has a different method of operation



# The complexity of organizational networks

- Network organizations usually have different stakeholder groups and different funders
- Network members have different degrees of power
- Often multiple issues
- Multiple forums for decision-making
- Variety of governance structures available to networks
- Conflict within network and with the public

# Paradox

- Those who work in networks must work both with autonomy and interdependence.
- Members and networks have both common and diverse goals
- Members work with both a smaller number and a greater variety of groups
- Members need to be both participative and authoritative



# Paradox

- Members need to see both the forest and the trees
- Members must balance advocacy and inquiry



# Some Factors Affecting the Success of Collaborations

- Context
- Purpose and Mission
- Member Selection and Capacity Building
- Motivation and Commitment of the Collaborators
- Structure and Governance
- Power
- Accountability
- Communication
- Perceived Legitimacy
- Trust
- Information Technology
- Personal Attributes of Collaborators
- Other?

# The Leadership Challenge

- More than 90% of global executives surveyed by the Center for Creative Leadership said collaboration is vital for leadership success.
- But less than half of those same executives said the leaders in their organizations were actually good at it.

# The Leadership Challenge

“Leading when you are not in charge”



# The Leadership Challenge

Solutions often transcend the position of any single participant

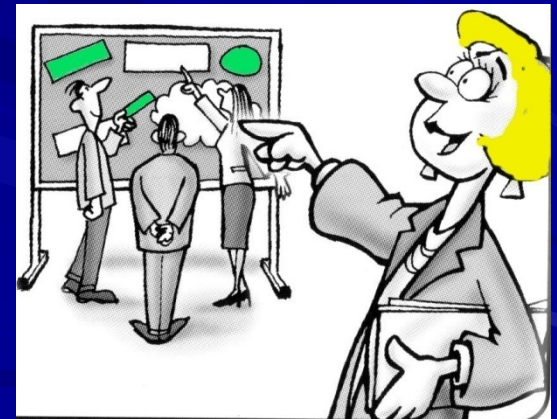
- Salamon (2005) “. . . [S]hifts the emphasis from management skills and the control of large bureaucratic organizations to enablement skills, the skills required to engage partners arrayed horizontally in networks, to bring multiple stakeholders together for a common end in a situation of interdependence.”



# Skills Needed to Collaborate Across Boundaries

O'Leary, Choi and Gerard (2012)

- Facilitation
- Collaborative problem solving
- Conflict management
- Negotiation
- Individual Attributes
- Strategy/Vision
- Substantive/Technical Skills



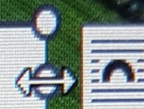
# To Collaborate or Not?

- Rosie O'Grady's land is for sale
- Six groups are potentially interested:
  - University
  - Conservation NGO
  - Land Developer
  - Federal Government
  - State Government
  - Local Government



FEDERAL  
GOVERNMENT  
FLOOD PLAIN

PROPOSED STATE PARK



M  
A  
R  
S  
H

PASTURE

CROP LAND

WOODED

ROSIE O'GRADY'S FARM



# Do You Collaborate....Or Not?

- Farmer Rosie O'Grady
- University
- Conservation NGO
- Land Developer
- Federal Government
- State Government
- Local Government

# Questions to Ask Before You Collaborate

- Is this the right issue, time, and place for a collaborative approach?
- Will this approach help you reach your performance objectives and better serve your constituency?
- Is the process being proposed or developed likely to be fair and effective?
- Are you and your organization suited for participation (mission, expertise, time)?



# Importance of the Individual

- Frederickson (2007): While organizations and established jurisdictions do formally collaborate, it is always in the form of individuals, managers and officials.
- Effective collaboration is “deeply dependent” upon the skills of officials and managers.
- You are only as good as the person who represents you at the table.



# To Collaborate....or Not?

