IMPLEMENTATION SCIENCE SUMMER INSTITUTE: BOLSTERING THE WORKFORCE TO ADVANCE CHANGE EFFECTIVELY
JUNE 14, 2018

BRANDY BYNUM DAWSON, RURAL FORWARD NC
DOROTHY CILENTI, GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH
WELCOME & INTRODUCTIONS

1. Speaker Intros

2. Participant Intros: Name, Organization & 1 Thing You Hope to Learn from Today’s Session
OBJECTIVES OF THE SESSION

1. Provide brief introductions and organizational background

2. Identify the benefits and challenges of brokering relationships

3. Discuss some of the best practices for brokering relationships

4. Raise equity and inclusion issues to consider
1. What goes into creating a real partnership?

2. Why is it so important in our work?

3. What is the range of possibilities of partnerships and collaborations in our work?

4. What are some tools that are key to forming and maintaining strong partnerships?
BROKERING RELATIONSHIPS DEFINED?

WHY BROKER RELATIONSHIPS?

MORE & BETTER!
Building Sturdy Ground for Good Partnerships

1. Assets beyond Needs
2. Relationships are the currency of nonprofit culture.
Goal:
See the major health indicators improve over a ten year period and beyond in rural Tier 1 counties.

Healthy Places NC
$100 million over 10 years in 10-15 rural, Tier 1 NC counties

1. Identify and build relationships with local leaders in innovation

2. Continuously map local innovation strategies toward a healthier community

3. Amplify their impact to a countywide level through capacity supports and strategic funding
“We could all be doing our jobs perfectly and still the county might not be improving.”

GOAL: See the major health indicators improve over a ten year period in rural Tier 1 counties.

KEY CHANGES WE SEEK

- Increased collaboration and communication between agencies and departments
- More inclusive lists of partners at the table, particularly communities of color and low-income
- Improved innovation plans with inclusive goals, benchmarks, and a network of partners
GOAL: See the major health indicators improve over a ten year period in rural Tier 1 counties.

Regional Support Organizations

1. Identify and build relationships with local leaders in innovation

2. Strengthen their capacity and sustainability as individuals, organizations, and coalitions

3. Network relevant partners to eliminate service gaps and connect them to relevant resources
Rural Forward NC

PRINCIPAL TOOLS

- Training
- Facilitation
- Strategic Planning
- Research and Evaluation
- Coaching
- Connecting
- Policy Support
Supporting Agency Partners

Agency Partner: Support organizations identified by the Trust or RFNC to assist in a HPNC county

Support Goals for Rural Forward NC:
1. Increase interagency coordination, communication, and reflection within a particular HPNC county/issue, especially regarding CLINICAL, HEALTHY EATING, ACTIVE LIVING
2. Increase effectiveness in communities, skill translation
3. Explore regional opportunities

Support Roles
1. RFNC convenes agency partners quarterly
2. RFNC connects agency partners and community partners
3. RFNC coaches staff, teaches conflict management
Lessons Learned

There is power in agency collaboration.

There is power in sharing data beyond traditional organizational boundaries.

Trust can develop when collaboration and data sharing happen successfully, and that can lead to innovation.

HELPFUL HINTS

1. Siloes make it difficult to make decisions. A core group (not too big) is essential.

2. These approaches can be applied in any county. It just depends on leadership and who is in the community. Anyone can do it. It just depends on where you start.

3. These efforts took years to get this far, and they still aren’t done. Collaboration takes ongoing work.

4. Leadership was important. It helped to make our roles clear.
Value of Collaborations and Partnerships

1. **Resources**
2. **Power**
3. **Access: INCLUSION**
4. **Communication**
5. **Culture**
Risks of Collaborations and Partnerships

1. Resources
2. Power
3. Access
4. Communication
5. Culture
5 Partnership and Collaboration Traps

1. INCENTIVE: There is nothing in it for you and/or the goals are not collective.

2. POWER: Voice is not evenly distributed.

3. RESOURCES: You do not have available or necessary tools required to collaborate.

4. EQUITABLE ROLES: Decision-making and structure are not based on the dynamics of the group.

5. AUTHORITY: Representatives don’t have permission to make decisions on behalf of their organization.
# Spectrum of Collective Work

## Building Power for Breakthrough Social Change

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>Communication</th>
<th>Cooperation</th>
<th>Coordination</th>
<th>Collaboration</th>
<th>Convergence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Exchange</td>
<td>Fully autonomous.</td>
<td>Working agreements to share information and support each other’s work.</td>
<td>Aligned or co-sponsored activities, services, or campaigns in pursuit of common goals.</td>
<td>Relinquish some autonomy for collective purpose and integrated strategies. Opportunity for synergy and adaptive change.</td>
<td>Relinquish autonomy and unite within an integrated, seamless structure.</td>
</tr>
<tr>
<td>Mutual Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Effort</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shared Vision and Goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Mission and/or Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adapted by OpenSource Leadership Strategies, Inc. [www.opensourceleadership.com](http://www.opensourceleadership.com)  

From National Community Development Institute, Institute for Conservation Leadership, Audrey Alvarado and Isabel Lopez, Darlyne Bailey and Kelly McNally Koney, and other sources.
Chair Exercise
INTERACTION BEHAVIOR STYLES

Your Needs/Importance of Relationship

WIN - WIN
Collaboration

½ WIN - ½ WIN or ½ LOSE – ½ LOSE
Compromise

WIN - LOSE
Compete/Control

LOSE - LOSE
Avoid

LOSE - WIN
Accommodate

HIGH
LOW

My Needs
6 Useful Tools for Partnerships and Collaborations

1. Memorandum of Agreement or Statement of Desired Outcomes

2. An Asset Map: Relationships, Tools, Data

3. Temporary Structure and Roles: Convener, Chair, Facilitator


5. Strategic Plan: Benchmarks, Timelines

6. Permanent Structure: Accountability
This is a job for... ?
or
Got Process Fatigue?
Bruce Tuckman’s Stages of Group Development

1. Forming: The group comes together and gets to initially know one other and form as a group.

2. Storming: A chaotic vying for leadership and trialing of group processes.

3. Norming: Eventually agreement is reached on how the group operates.

4. Performing: The group practices its craft and becomes effective in meeting its objectives.

5. Adjourning: The process of "unforming" the group, that is, letting go of the group structure and moving on.

_Tuckman added a 5th stage 10 years later:_

5. Adjourning: The process of "unforming" the group, that is, letting go of the group structure and moving on.
1. “WORSHIP OF THE WRITTEN WORD:”
   ◦ Data is very important, but it cannot tell the whole story.

2. “FEAR OF OPEN CONFLICT:”
   ◦ When people don’t tell you their concerns, you are REALLY in trouble.

3. “PROGRESS IS BIGGER, MORE:”
   ◦ In some cases, a minor shift can be more meaningful.

4. “OBJECTIVITY:”
   ◦ Are any of us truly objective? There is power and trust building in acknowledging our perspectives.

5. “EITHER/OR THINKING, PERFECTIONISM”
   ◦ There are many ways to address any one issue.
   ◦ Instead of looking for “right” answers, let innovation bloom through visioning.

6. “SENSE OF URGENCY:”
   ◦ Balance the pace of the group with the necessity of the goal.

7. “POWER-HOARDING:”
   ◦ Are we including only traditional voices in a public process?
   ◦ How do we encourage new and untraditional leaders to step up?
Key Elements

PARTNERSHIP DYNAMICS
### Objectives:
1. All parties are clear
2. Objectives versus products?

### Methodology:
1. Method for achieving objectives is clear
2. Timelines are set (1 year, 6 months, 3 months, beyond 1 year)

### Boundaries are Clear:
1. Values
2. How you do things?
3. What you won’t do
4. Exchange of vision, mission, organizational values
ACCOUNTABILITY:
- Roles: Project director/Link, Authority, Facilitator, Expertise, Advisors
- Benchmarks: Products? Outcomes? Performance measures? Review at 90 days/6 months/1 year

POWER:
- Over/With/Under – How does this define the relationship?
- Where is power lacking?
- Strategies for gaining power with available power?
## Communications

### Internal:
- How often will we talk?
- How will we do this?
- Who will coordinate this?
- Mission, vision, values?

### External:
- Do we tell the world about this partnership?
- Why are we telling the world?
- What will we say?
- How will we say it?
- Who needs to hear about it?
- What will we not say?
INTERACTIVE SESSION
BEST PRACTICES...
YES, NO, MAYBE

1. A goal of any collaboration is to support the work of its member organizations.
2. It is better to build relationships with grasstops than grassroots.
3. Including community voice in collaborative efforts is impossible.
4. Creating authentic relationships takes too much time.
5. Every person’s voice in a collaboration is equitable.
6. It is important to be self-aware of one’s own biases and assumptions when brokering relationships.
7. Cross-sector partnerships are necessary to solve complex problems.
8. Bridging divides between individuals and organizations is my role.
9. Understanding other people’s perspectives is essential to move forward collectively.
10. Community members are the experts at solving community issues.
1. What is a next step for your work after this exercise?

2. How important is it to equitize voices within your collaborations?

3. Is there agreement about what “equitizing voice” looks or sounds like?

4. What internal tools do you have at your disposal?

5. What external tools do you need to access?
Thank you
Brandy Bynum Dawson, MPA  
Associate Director  
Rural Forward NC at the Foundation for Health Leadership and Innovation  
Brandy.bynumdawson@foundationhli.org

Dorothy Cilenti, DrPh  
Associate Professor  
Department of Maternal and Child Health  
UNC Gillings School of Global Public Health  
cilenti@email.unc.edu