

ASTD 2008 International Conference & Exposition

## **Formation of a Collaborative Network**

**Session TU318 – 3 June 2008, 4:00-5:30 PM**

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### Session Learning Objectives:

- Evaluate factors critical to increasing the effectiveness of interactive, and often geographically dispersed, collaborative activities.
- Apply success factors critical to the success of inter-organizational collaborative efforts.
- State the benefits of collaboration to participating organizations.

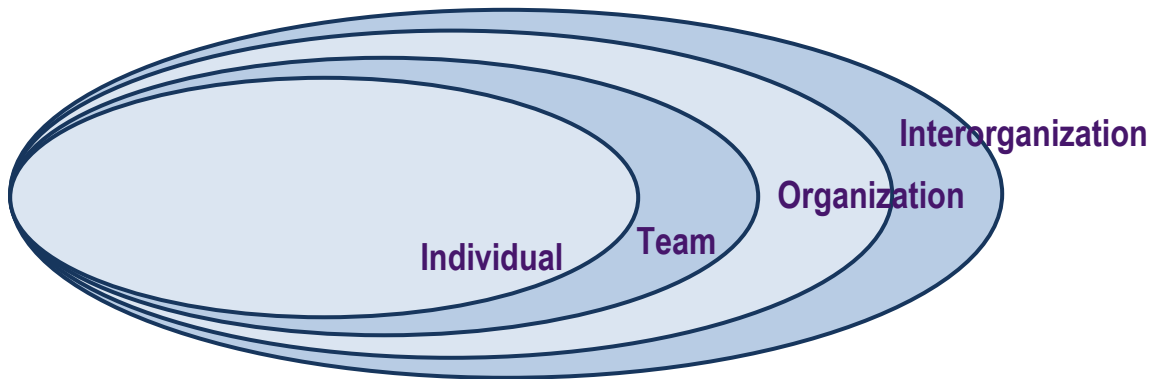
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## What does it mean to **COLLABORATE**? Why bother?

### 4 Levels



## The VITAL Collaborative Training Network: An Interorganizational Collaboration

### Produces health training that:

- Can be shared by multiple organizations
- Reduces costs through resource sharing
- Reduces duplication of effort (particularly in the federal government)
- Promotes quality
- Supports the ADL initiative

### Shares best practices and lessons learned

*For more information on the VITAL Collaborative Training Network contact:*

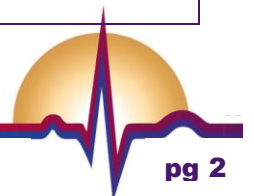
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# Interorganizational Collaboration Challenges

<b>CASE STUDY: PHARMACY TECHNICIANS</b>	<b>STRATEGIC FOCUS</b>
<p>Goal is to create a training program that can be used at all federal agencies (note: could possibly have other audiences)</p> <p>Primarily for those being trained as techs for the first time, although all or portions of program may be used for other purposes such as those studying to recertify</p> <p>Existing programs have classroom, clinical, and lab training components</p> <p>Plan is to convert much of the didactic training to web-based training</p> <p>Content includes: Pharmacy practice, Anatomy and Physiology, drug agents, common disorders, supplies, receiving, order processing, labeling, etc.</p>	
<b>WORKING RELATIONSHIPS</b>	<b>CULTURE &amp; ETHICS</b>
<b>PRODUCTS &amp; RESULTS</b>	<b>TOOLS, RESOURCES, &amp; SUPPORT</b>



# Interorganizational Collaboration Checklist

## Strategic Focus

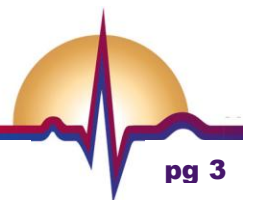
- Specify and evaluate common goals and interests
- Align activities with vision, mission, and business objectives; don't force collaboration where alignment doesn't exist
- Strive for relevance, focusing on outcomes that make a difference
- Agree to shared values and rules of governance
- Identify potential barriers to success and related mitigation strategies
- Identify the types and level of acceptable risk, as well as process for risk mitigation
- Build a reputation based on actions

## Working Relationships

- Maintain open communication: share responsibility for communication and do it regularly
- Share leadership and decision-making
- Establish shared process and framework that's adaptable to needs of collaboration
- Enable wide participation by reducing barriers to contribution and encouraging diversity
- Make strategic partnerships and alliances where beneficial
- Select appropriate team members based on expertise, skills (including interpersonal skills), availability, and authority
- Engage a neutral third party with management, facilitation, and technical expertise
- Establish boundaries for participation; define roles and responsibilities of participants
- Modify traditional roles as required by collaborative environment
- Set up working groups to relate, problem-solve, and accomplish specific tasks
- Ensure continuity in responsibility for reviews and other key functions is maintained
- Mitigate participant turnover and plan to minimize impact of this inevitability
- Advocate mutual responsibility
- Document schedule and milestone requirements
- Distribute workload equitably across organizations
- Agree to arbitration/dispute resolution procedures up-front
- Determine who bears the risk of loss for nonperformance, schedule slip, etc.

## Culture & Ethics

- Respect diversity and equal opportunities for stakeholders
- Involve people of different skills and backgrounds
- Minimize bias to avoid conflicts of interest
- Promote exchange of knowledge, ideas, support, and resources
- Ensure fairness and equality; address input and concerns of all stakeholders
- Maintain transparency and open communication
- Build teamwork based on trust and respect
- Foster environment of honesty, integrity, and confidentiality
- Be flexible, responsive, and open to criticism
- Encourage creativity; provide forums for creative thinking
- Educate participants where needed for informed decision-making
- Dig for explanations rather than settling on assumptions
- Suspend questions and doubts until questions can be answered



## Products & Results

- Define criteria for success
- Encourage and manage stakeholder input
- Uphold an agreed-upon standard of quality
- Provide frequent updates and in-process-products
- Link to performance indicators and measures
- Avoid duplication through coordination focused on maximize economies
- Commit to staying current in field and life-cycle maintenance of products
- Benefits of collaboration communicated to stakeholders
- Document history to track evolution

## Tools, Resources, and Support

- Secure management support of each participating organization
- Negotiate interorganizational agreements
- Agree upon financial and resource obligations of each organization
- Commit funds and other resources as agreed upon per organization
- Enable the sharing of information and ideas
- Arrange for technical assistance (such as IT support or other technical expertise) that team members might need to tap into
- Provide shared workspace, supporting as much face-to-face interactions as possible and using electronic environments to support distributed teams
- Acquire adequate administrative support for contracts, budgets, etc.
- Disseminate widely the products or outcomes of the collaboration

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