

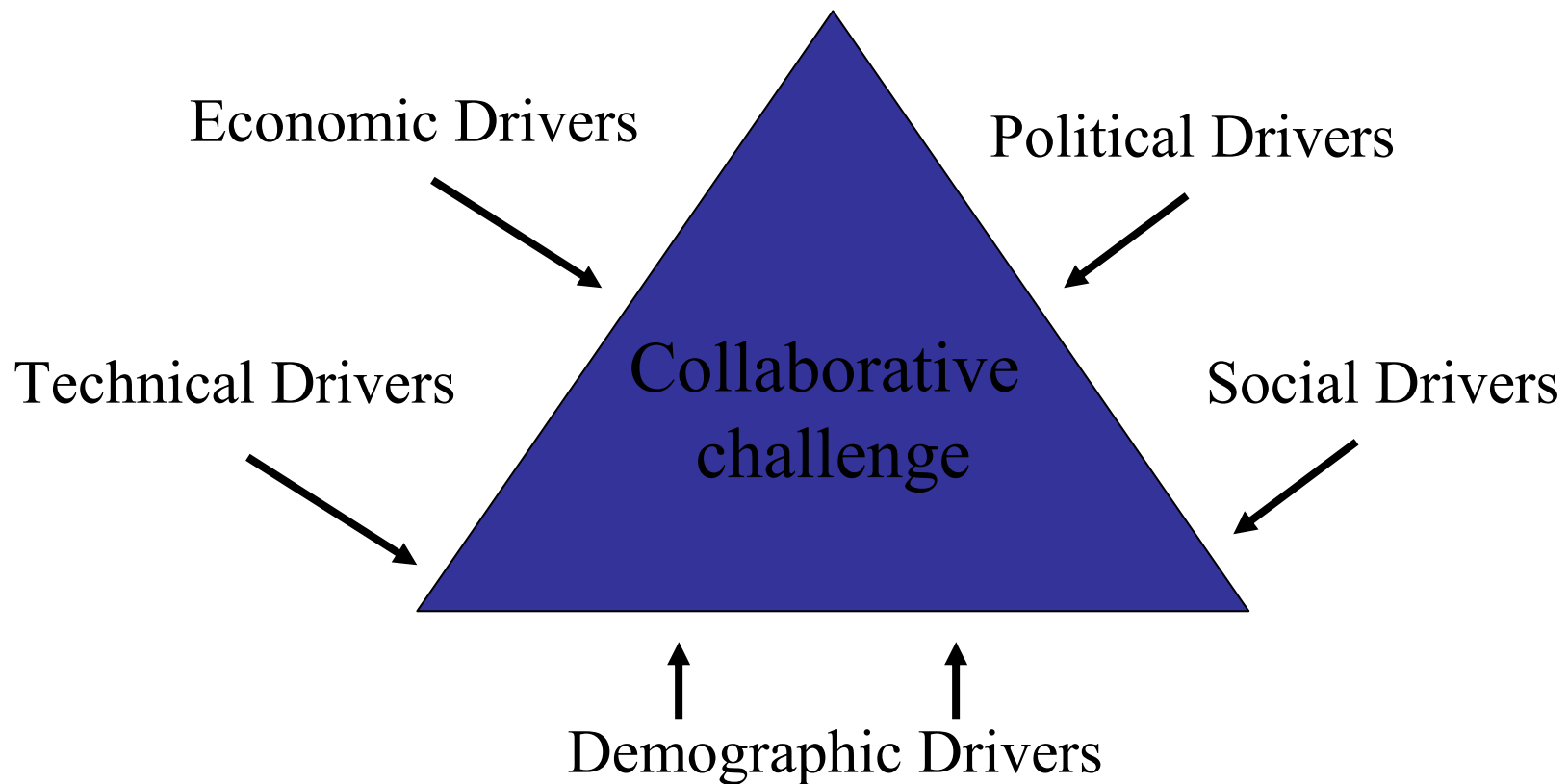
Managing across boundaries:

the collaborative challenge

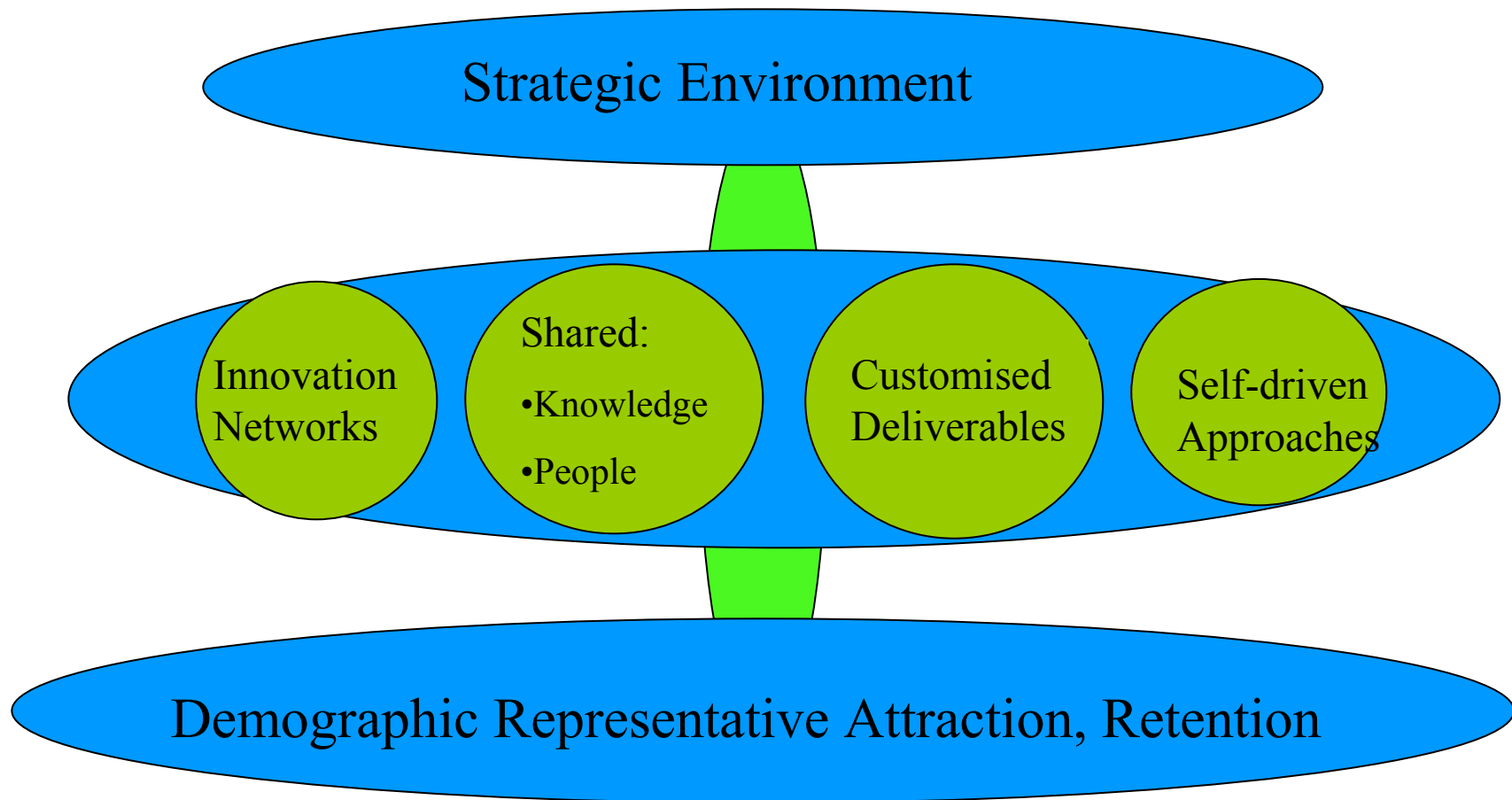
Part 7

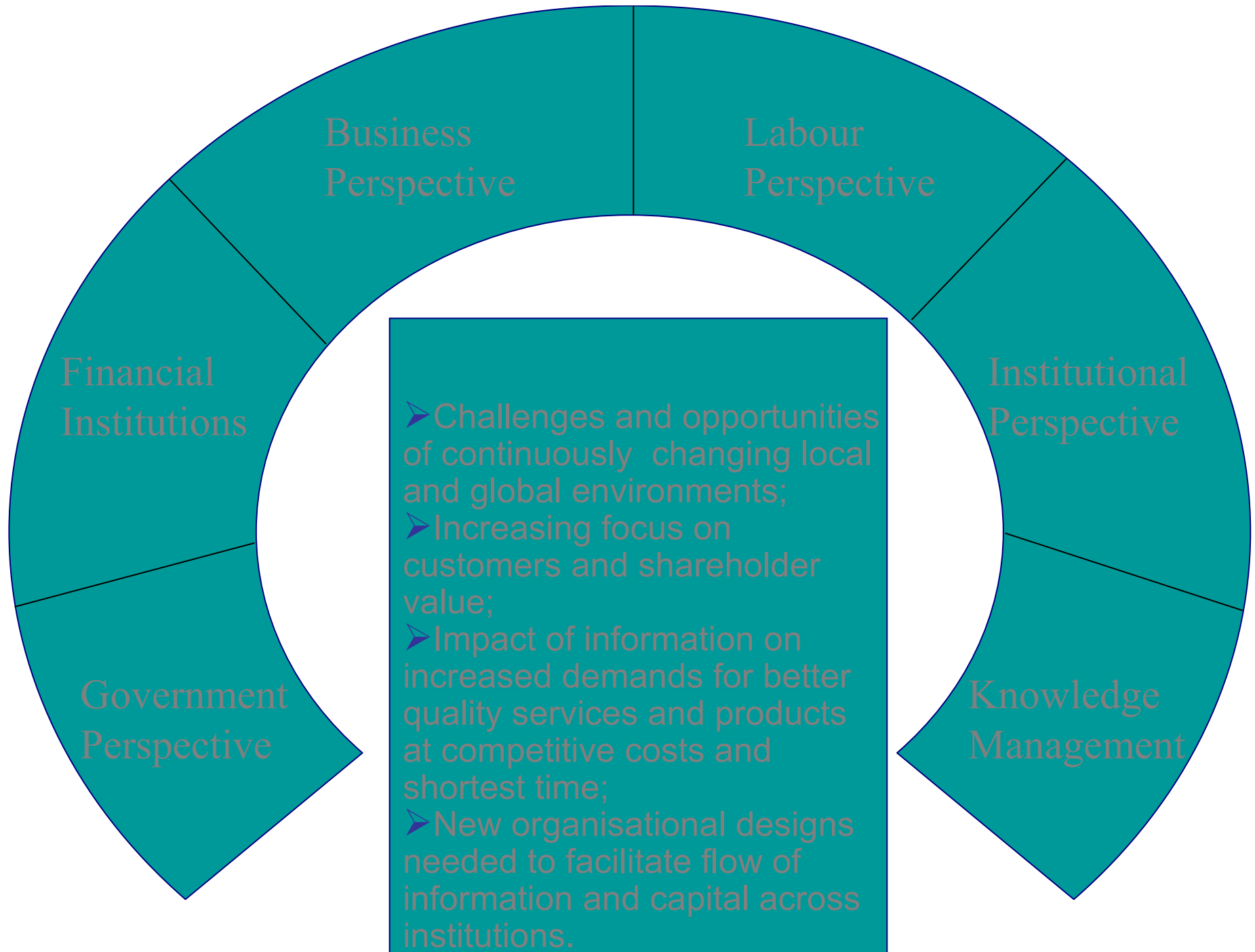
Strategic Environment

NEPAD OPPORTUNITY



Context

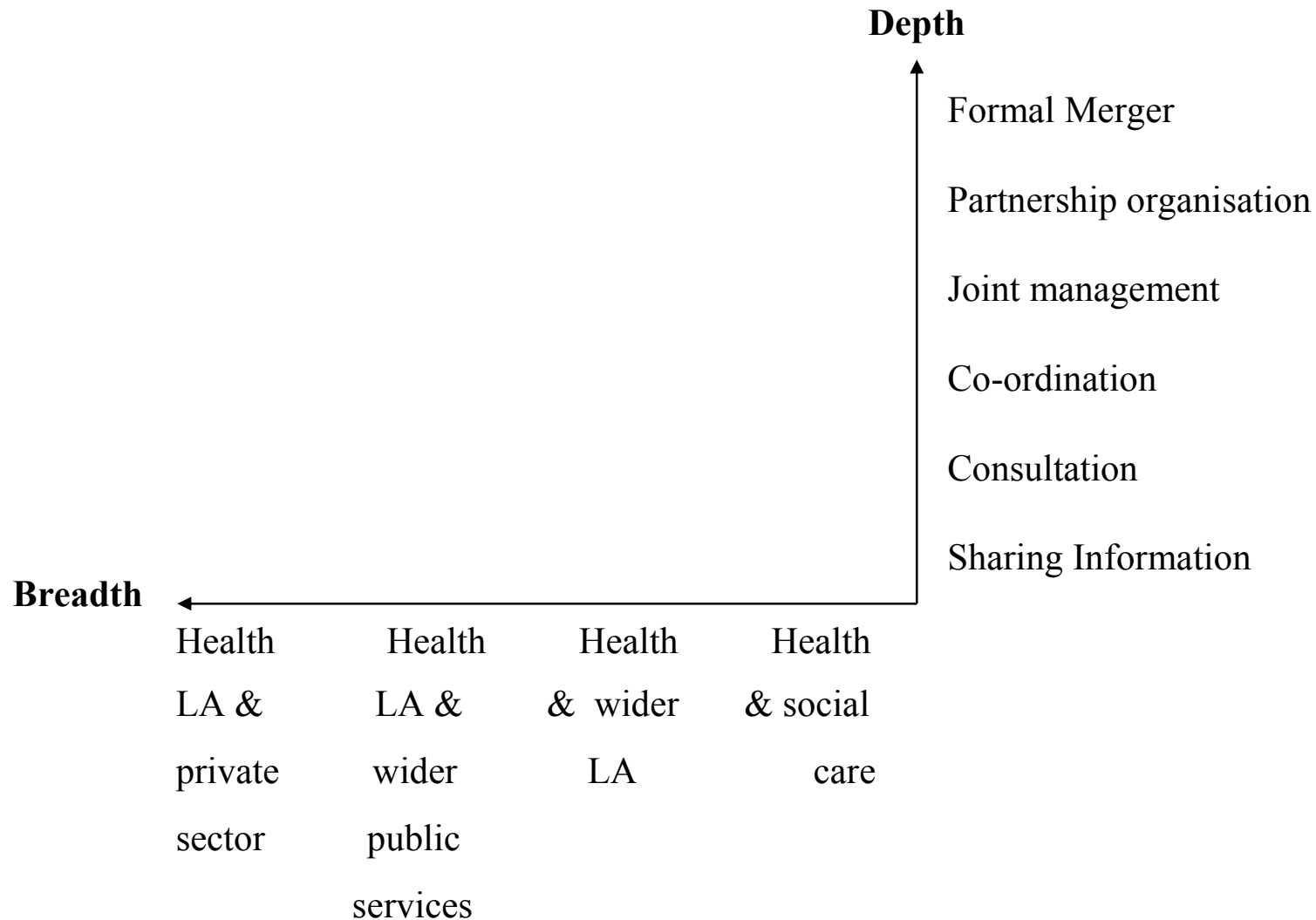




The prevalence of inter-agency working

- Known by a range of different terminology, but inter-agency working an established and common feature of most developed countries' public services (Glasby and Dickinson, forthcoming).
- But one consequence of this is that inter-agency initiatives often look very different from one another and are driven by different factors in practice.

Partnership map



Inter-agency working and outcomes

- Collaboration is presumed to improve outcomes for those using these services, yet despite proliferation of inter-agency collaboration, evidence-base supporting this notion is limited.
- Not necessarily indicative of collaboration being unsuccessful (just that we don't know).
- Yet number of commentators have suggested that inadequate leadership and management are responsible for collaboration not always being successful.

Leadership and organisational performance

- Onus put on leadership and management of inter-agency collaboration not surprising in some ways given importance that new Labour government has ascribed to leadership and number of links made between leadership and organisational performance across number of sectors.
- Importance of 'transformational' leadership and vision over more 'transactional' management role.
- They are indistinguishable methods of manipulating others in perceived interests of organisations
- Leadership as a "social fiction" (Gemmell and Oakley, 1992).

Collaborative and traditional leadership

- Leadership of inter-agency collaboration and leadership of “traditional” organisations are simultaneously represented as the same and different.
- Number of challenges which leaders face will be similar for number of ‘traditional’ settings and others require the ‘network’ perspective. Presenting the transactional / transformational dichotomy in a new guise?
- Use of leaders and managers to overcome complexities of working across boundaries (joint appointments etc.)

Perspective dimensions	'Classical perspective'	Network perspective
<i>Organisational setting</i>	Single authority structure	Divided authority structure
<i>Goal structure</i>	Activities are guided by clear goals and well-defined	Various and challenging definitions of
<i>Role of manager</i>	System controller	Mediator, problem solver, goals manager, networks builder
<i>Management tasks</i>	Planning and guiding organisational processes	Guiding interactions and providing opportunities
<i>Management activities</i>	Planning, designing, leading	Guiding interactions and providing opportunities.

(From Kickert et al, 1997)

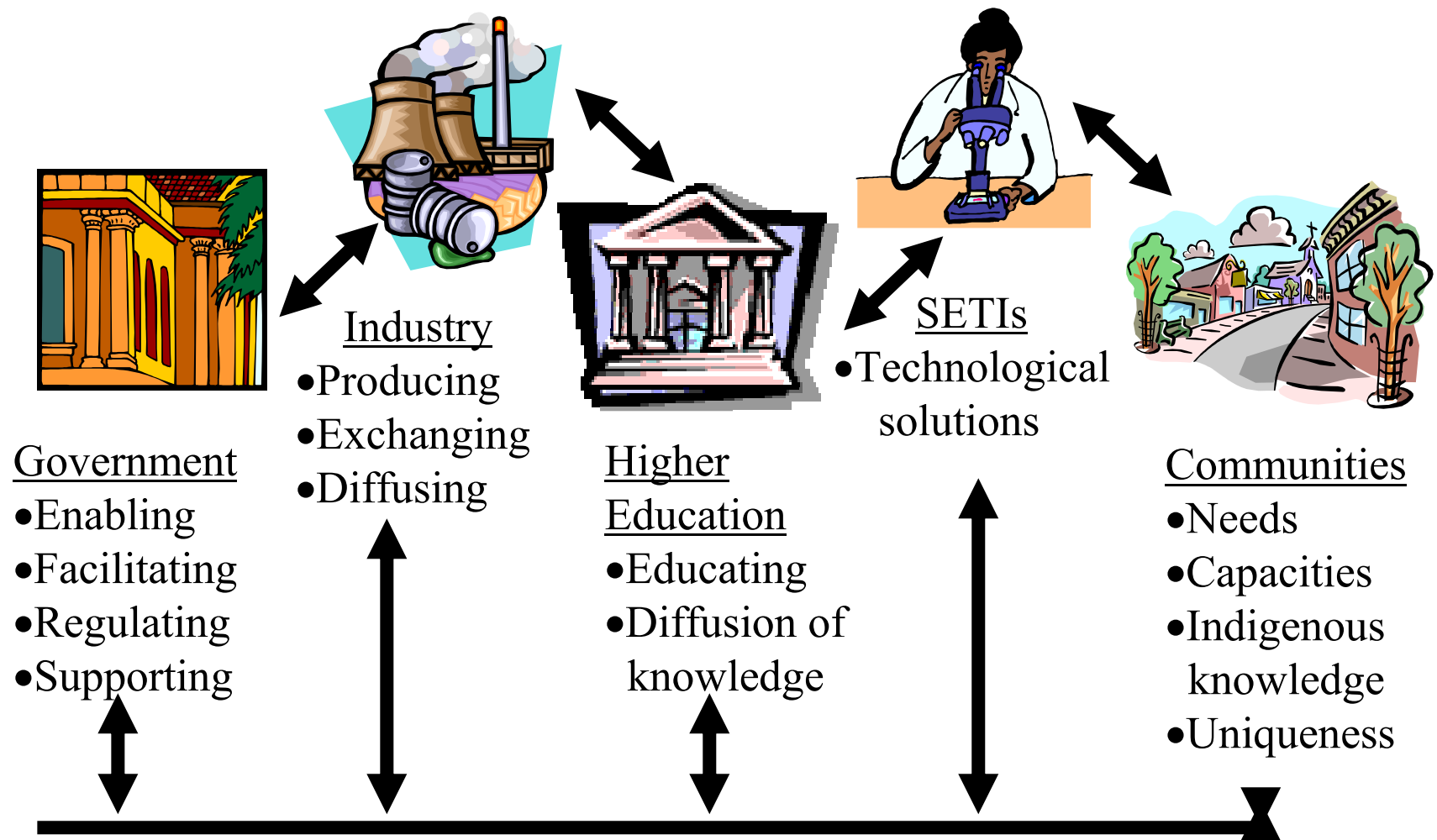
Need to be cautious?

- Limited research on leading (and managing) in interagency settings yet despite this there are a number of bold claims about the role of leaders in managing sets of complex organisational, structural and cultural factors.
- Not necessarily a case of did leadership lead to successful collaboration, but how big a part does leadership play within the trajectory of successful collaboration?

Review of the literature

- What types of networks exist?
- What attributes do leaders of networks demonstrate?
- What are the major challenges in leading networks?

New Roles in Society...



Different types of networks

Theory	Driving force shaping networks
<i>Resource Exchange</i>	Focus on securing and optimising efficient use of resources
<i>Ecological</i>	Focus on forming clusters to exploit particular niches
<i>Organisational competence and learning</i>	Focus on securing new competencies and knowledge
<i>Personal</i>	Focus on connections between individuals
<i>Problem focused</i>	Focus on solving particular problems
<i>Technology focused</i>	Focus on the consequences of technology available to solve problems

Or a combination of these six, in different proportions, over time

Leadership attributes

Boundary spanning leaders are:

- Customer-focused
- Committed
- Have integrity (can be trusted)
- Entrepreneurial
- Good networkers (have relational competence)

What does the literature say about leadership attributes? (1)

- Evidence suggests that the five forms of network– and their associated drivers – do seem to exist as broadly distinct, if interrelated, types. At the same time, some networks may have drivers that differ between members such that mismatches between aim and structure may be perceived.
- Attributes of boundary-spanning leaders in collaboration are largely vindicated – with exception to *customer driven* (very little literature relating to this). These attributes broadly consistent with transformational accounts of leadership.
- Distinction between facilitative and advocacy approaches to boundary spanning (ie transformational and transactional) both important and should not overlook leadership styles in single organisations.
- Evidence for the partnership life-cycle which may serve to privilege certain attributes at certain times, perhaps regardless of the network form.
- There is apparent support for the suggestion that the contexts within which leadership is exercised do mean that leadership in collaboration differs in degree, if not in its fundamentals, from that within single organisations (for instance, the emphasis on *commitment*).

What does the literature say about leadership attributes? (2)

- *'It is important to note that nothing in the boundary spanning literature shows that there is anything particularly distinctive either about the activities or about the skill sets of boundary spanners working between organisations when compared, for example, with colleagues working between departments within an organisation. Essentially, the same processes of initiation, negotiation, diplomacy, problem-solving and strategic development - and the same tact, ability to move between accountabilities, energy to motivate others etc. - are required in both settings. Indeed, much of the literature moves seamlessly from the inter- to the intra-organisational context' (G et al, 2006 p. 157).*
- There may be nothing unique to partnerships about the leadership styles and skills that facilitate their success; rather the difference may lie in the emphasis on particular elements of a more generic leadership model and in the specific contexts – and the challenges therein within which they are deployed

Form (driver)

Challenges

*Resource Exchange
(financial)*

*Exploitation of Niche
(ecological)*

*Problem-sharing and
problem-solving*

*Competence and
Knowledge (learning)*

*Responding to Technology
(technological/procedural)*

Leadership Attributes

*Customer-
focused*

Commitment

*Predictability/
Integrity
(trust)*

Entrepreneur

*Networker (relational
competence)*

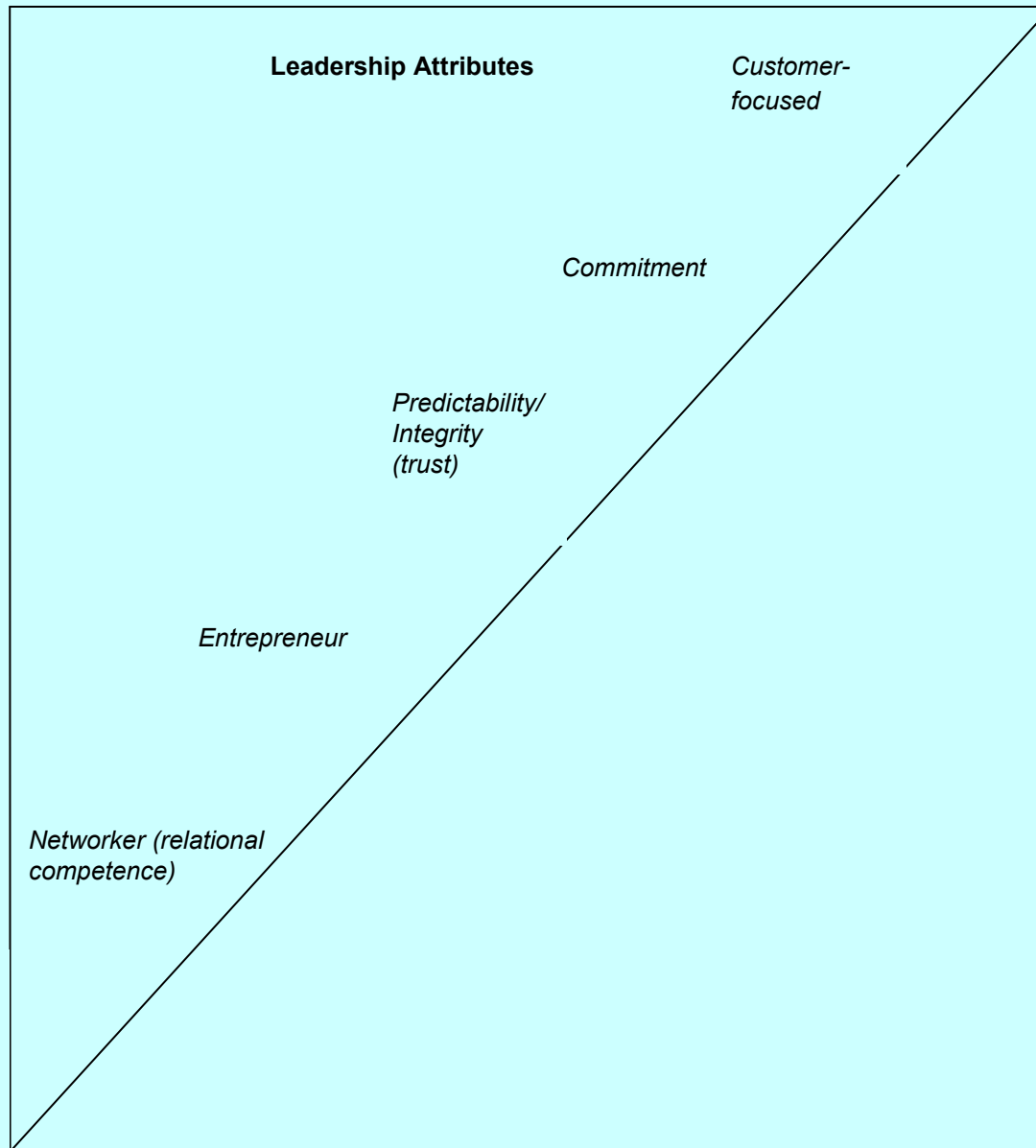
*Lack of shared framework (e.g.
differences in expectations and
budget cycles)*

Incompatible culture and values

*Asymmetrical perceptions of
legitimacy (e.g. the "democratic
deficit")*

*Asymmetrical power relations (in
the context of organisational self-
interest)*

Divergent professional discourses.



Use of drivers, forms, attributes and challenges framework

- A network established to exchange resources would struggle with a lack of a shared framework and may prioritise predictability among its leadership.
- A network set up to exploit a specific niche may be undermined by complexity of accountability and communication and would prioritise entrepreneurialism in its leaders.

Collaboration.....How?

Co-operative networks between organisations

Sharing:

- information
- technological solutions

Becoming:

- networks of learning
- networks of innovation

Caveats

- Collaboration tends to be driven by more than one aim
- Collaboration may have divergent drivers between partners
- Attribution of leadership not synonymous with traits/behaviours but with a wide repertoire.

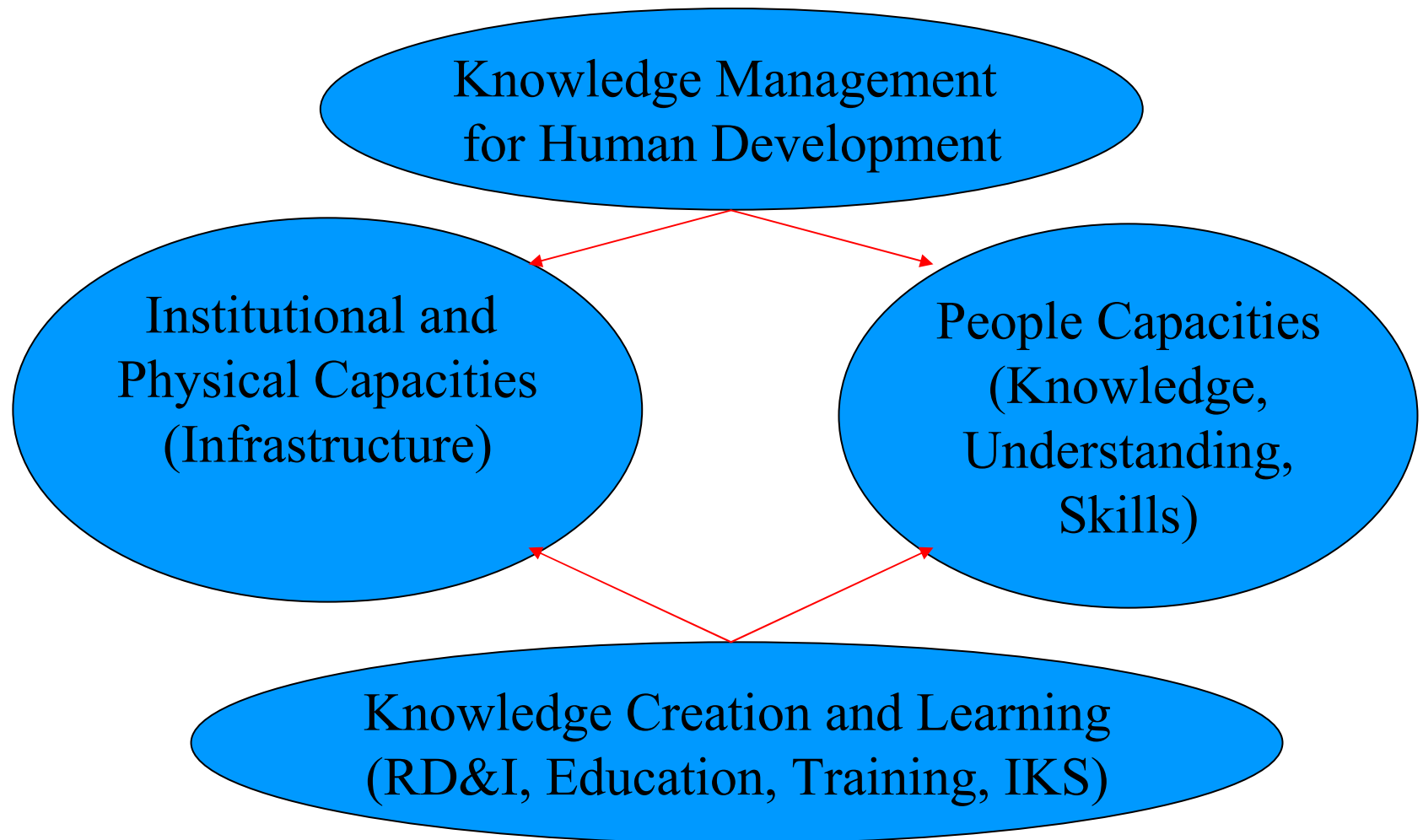
Implications (1)

- Although effective leadership and management do have a significant impact on the functioning of inter-agency collaborations, it is important that leaders' roles are not overstated, and that we are realistic about what types of leadership and management can produce what kinds of results in what sets of circumstances.
- Although it is often suggested that leaders and managers of inter-agency collaboration need distinct skills and attributes to those operating in more traditional settings, this distinction can be overstated; there are also significant overlaps in the types of tasks and challenges that both sets of leaders and managers will face and these should not be underestimated. This has clear implications for training and development of these individuals where understanding of the contexts for and nature of collaboration – and thus the sensemaking and performance that may be most effective – may as important as the skills and attributes themselves.

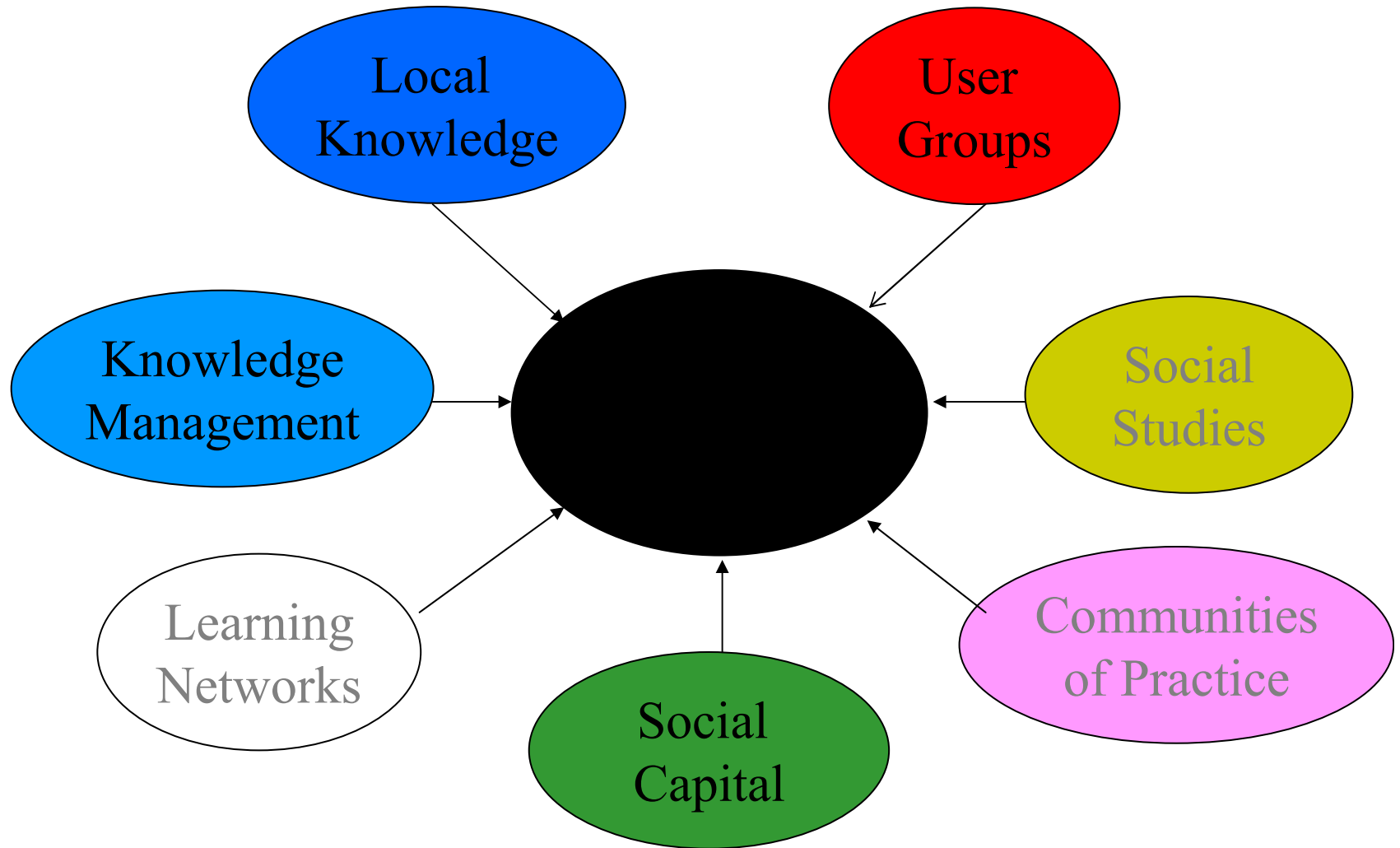
Implications (2)

- There is a need to be clear about what types of drivers are present in any collaboration. These are important to establish as they influence the form which any collaboration takes and the difficulties which it may encounter.
- Different sorts of collaboration require different types of leadership and management, and it is important to consider the aims of the collaboration and the types of tasks that they have been set up to address (as both these factors will influence the nature of leadership and management which will be most effective within these settings).
- Regardless of network form, different leadership and management attributes will prove more effective at certain points within the collaboration life-cycle than others.
- When asked to work collaboratively, it is useful for agencies to reflect on the ways in which they and their partners organise themselves and the different values and rituals which are privileged in these organisations. It is important to think through the settlement which will be reached between partners as this has implications for form and the ways in which power may be effectively executed.

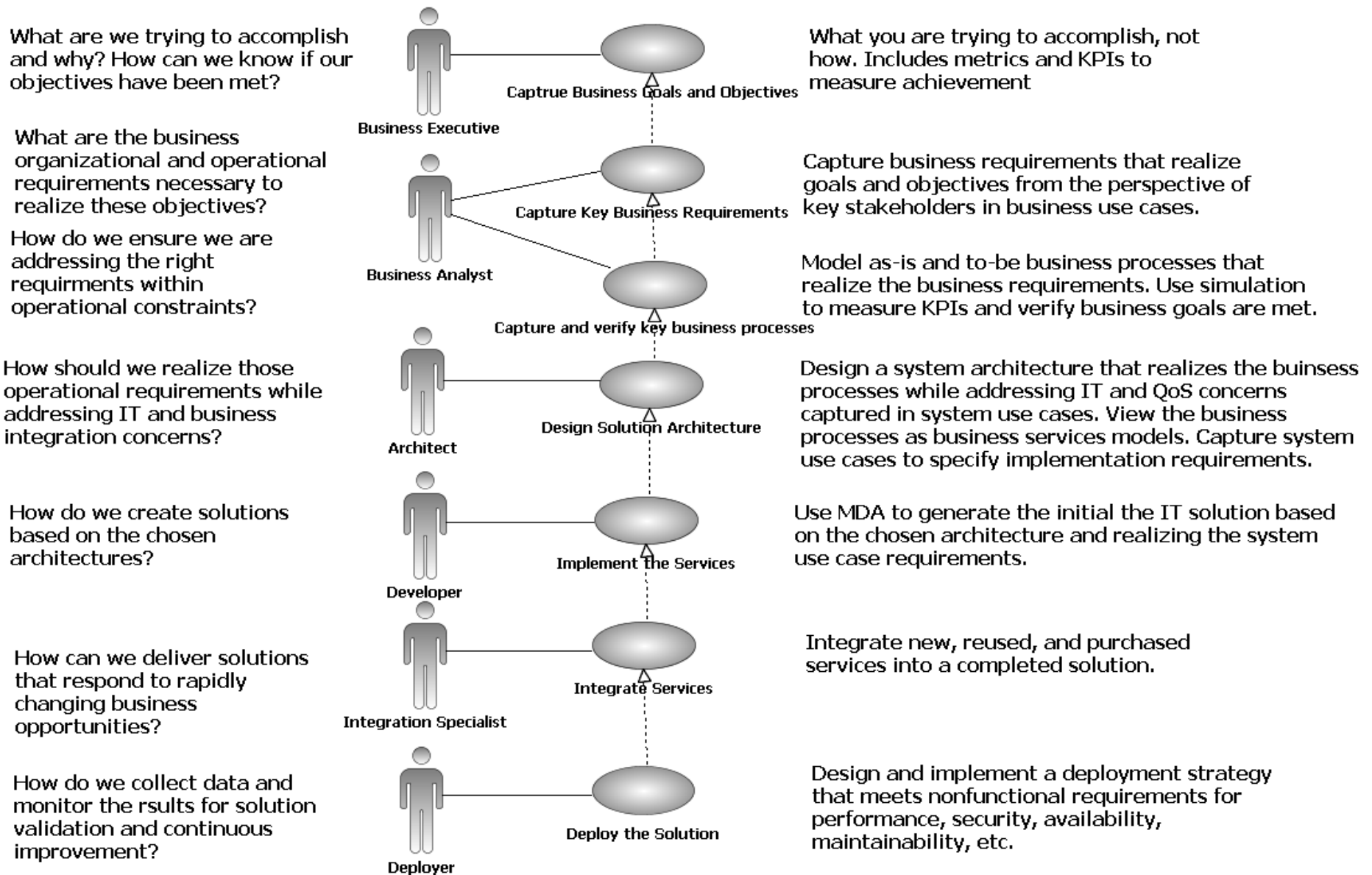
The Knowledge Management System



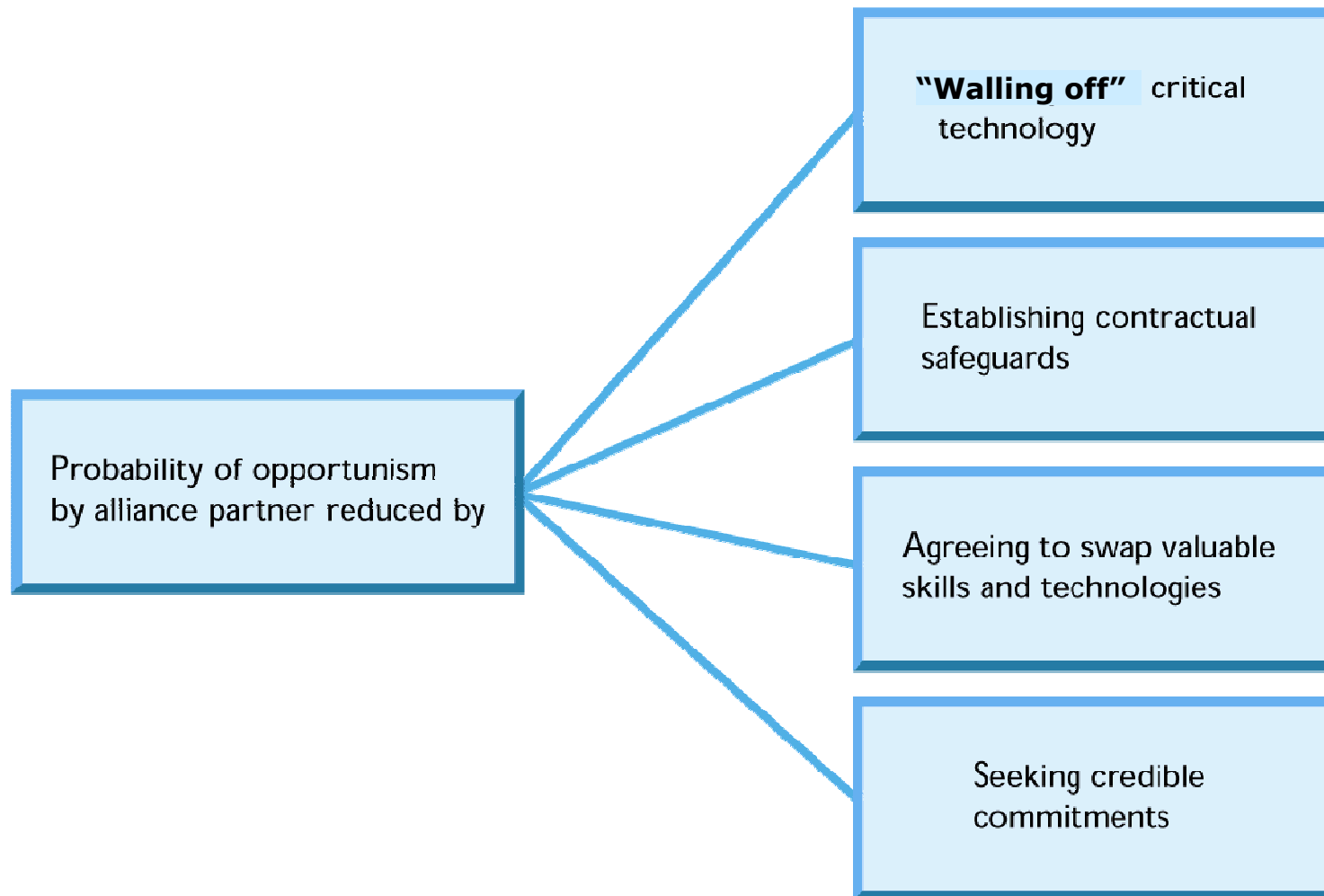
Knowledge Creation and Learning



A simple Business Driven Development Process



Structuring Alliances to Reduce Opportunism



Managing the Alliance

- Maximizing the benefits of an alliance:
 - Develop a sensitivity to cultural differences.
 - Build interpersonal relationships and networks among managers from different companies.
 - Learn from alliance partners and put the knowledge to use in the organization.