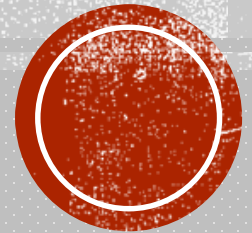


DEVELOPING COLLABORATIVE RELATIONSHIPS

Compiled and presented by Dr. Edafe Otovwe



Some Class Rules:

- To make the most out of this session **PLEASE**;
- Turn-off your mobile phone or put it on mute.
- No eating in the classroom. Please use the common room on the second floor for this purpose.
- Be respectful of your classmates and lecturers
- I will go through the PPT slides and invite questions and/or feedback **at various points** during the session.



MODULE AIM:

- This module aims to help students understand the different approaches to managing stakeholders in a business context.
- They will explore theories around stakeholder management and relationship development and the benefits of cross functional working within the workplace to achieve business purpose.
- The module aims to allow students to analyse the impact that collaborative working has on an organisation and to investigate the effects of resolution disputes and the impact this has on internal and external stakeholders.
- Students will develop influence and negotiation skills and be confident in managing conflict and difficult situations.



MODULE LEARNING OUTCOMES:

- **LO1:** Critically analyse approaches to stakeholder management and engagement with a view to identifying strategies for improvement
- **LO2:** Evaluate cross-functional working to deliver positive results
- **LO3:** Analyse the impact of collaborative working and managing difficult conversations with internal and external stakeholders
- **LO4:** Critically reflect on collaborative relationship skills



ASSESSMENT INFORMATION

Assessment type	Specific requirements (word count)	Learning outcomes being assessed	Weighting % of final mark	Deadline?
Report	3,000 words	LOs 1, 2, 3	75%	See Assignment brief
Reflection	1,000 words	LO4	25%	See Assignment brief



READING LIST

- Caspersen, D., 2015. *Changing the Conversation: The 17 Principles of Conflict Resolution*. London, Profile Books
- Freeman, R.E., et al. 2010. *Stakeholder Theory: The State of the Art*. Cambridge. Cambridge University Press.
- Friedman, A.L., and Miles, S., 2006. *Stakeholders: Theory and Practice*. Berkshire: Open University Press.
- Mayfield, P.M., 2013 *Practical People Engagement: Leading Change Through the Power of Relationships*. 1st ed. Oxfordshire Elbereth Publishing.
- Patton, B., (et al) 2011. *Difficult conversations: How to Discuss What Matters Most*. New York: Viking Press.



EFFECTIVE COLLABORATION



LEARNING OBJECTIVES

- At the end of the lesson, students should be able to
 1. Define the term collaboration
 2. Demonstrate understanding of the importance of effective collaboration in business.
 3. Outline the benefits of collaboration in the workplace
 4. Identify the factors influencing workplace collaboration.



Vocabulary

1. ... contribution
2. ... productivity
3. ... expertise
4. ... to set an example
5. ... to stay focused
6. ... leadership
7. ... relationship-oriented
8. ...to bond with someone

Definition

- a. the position or fact of being a leader, the qualities of a good leader
- b. to develop a close connection to or strong relationship with someone
- c. interested in personal relationships
- d. to keep giving attention to one particular thing
- e. something that you give or do to achieve something with other people
- f. a high level of knowledge or skill in a particular subject
- g. the rate at which a person or company produces things or does useful work
- h. to behave in a way that other people should copy

EXERCISE

- In small groups, match the following definitions



Vocabulary

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ANSWERS

- 1. e
- 2. g
- 3. f
- 4. h
- 5. d
- 6. a
- 7. c
- 8. b





EFFECTIVE COLLABORATION

- There is no single agreed definition of ‘collaboration’. This reflects the fact that collaboration ranges from the very informal, workplace collaborations, to mergers and partnerships that are much more codified, structured and formalised.
- In its simplest form... Collaboration means two or more people working together to achieve a goal.
- A more broad definition...
- Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards (Parkinson, 2006).
- “Collaborative working describes joint working by two or more organisations in order to better fulfil their purposes, while remaining as separate organisations (Charity Commission, 2009)



Level of Collaboration	Definition
Informal alliance	An arrangement that is essentially informal based on good relationships and understandings that may be written but are non-contractual.
Contract based alliance	A relationship that is underpinned by a contract between the parties that sets out the objectives, respective roles and cost-sharing and charging arrangements.
Joint venture	The parties establish a legal entity, which they jointly own and control, for the purpose of undertaking specified functions.
Group structure	One example of a group structure is when parties agree to become controlled by a holding entity, which owns or controls the parties (subsidiaries preserve their original identity).
Merger	The parties merge on whatever basis is agreed. This either creates a new entity (where there is relative equality between the joining parties) or enlarges an existing entity. The latter is more properly referred to as a takeover.

FIG. 1 - LEVELS OF COLLABORATION

- Source: IVAR(2021) in CollaborationNI

QUESTION

- In small groups, discuss and make a list of 5 reasons
- Why is effective collaboration important in business?

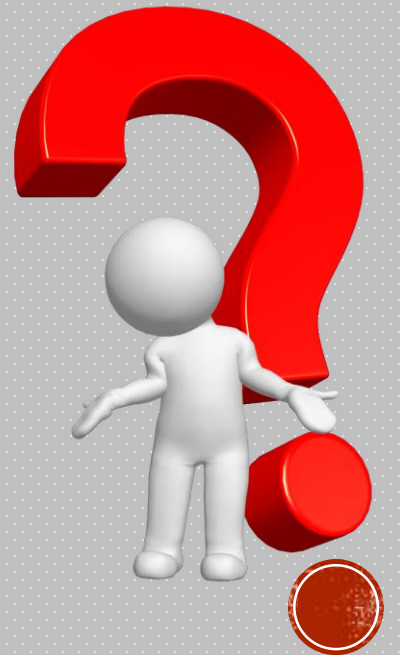
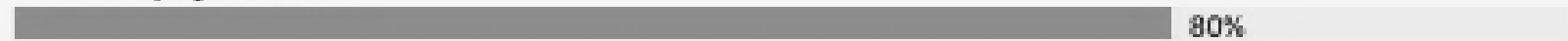


Fig. 1

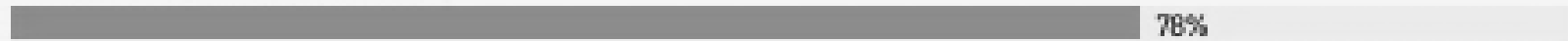
PERCEIVED BUSINESS BENEFITS OF COLLABORATION

Business benefits expected from strong collaboration and/or teamwork

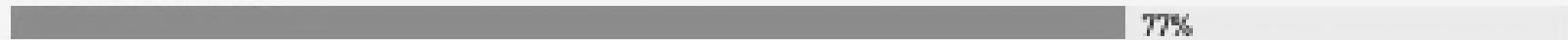
Greater employee morale



Improved product or service quality



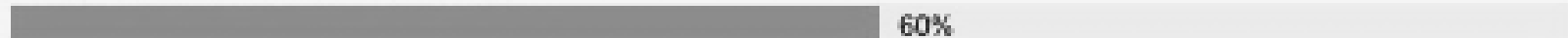
Increased innovation



Increased speed and agility



Clarity on priorities and decision making



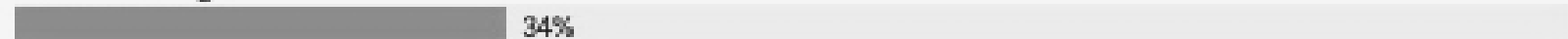
Overall increase in worker efficiency



Greater workforce flexibility



Financial savings



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, JULY 2019



BENEFITS OF COLLABORATION

- Studies have shown that working together makes people more motivated and helps them perform much better.
- People who are collaborating on tasks stay interested for longer, feel less tired and get better results than people who are working alone.
- Collaboration can help you by decreasing the labour associated with a project.
- Exposing people to the knowledge and experience of collaborators and helping them learn how to accommodate different personality types.
- Shared objectives and goals.
- Shared resources, skills and knowledge between and across organisations.
- Potential for innovation.
- Opportunity for additional funding.
- Tackle issues that would be difficult to deal with alone.
- Additional support networks.
- Promotes equality and diversity



FIG. 2 – PERCEPTIONS ABOUT COLLABORATION

MISCONCEPTIONS

- Collaboration is soft and fluffy
- If we collaborate, we will have to agree with everything
- Collaboration limits recognition and hampers progress
- Only self-interest powers people
- 'We don't need formality or a systematic approach' – just 'play nicely'

PERCEIVED OBSTACLES

- People cannot be trusted
- Systems prevent collaboration
- Collaboration dilutes focus
- This is how we have always worked. Why do we need to collaborate?
- This is ours. We are not sharing
- It's not possible to align customer and supplier objectives

STRUCTURED COLLABORATION

- Strong collaborative leadership underpins better relationships
- Sharing knowledge improves joint performance
- Motivates people and encourages shared success
- Clear joint objectives drive better outcomes
- Within trusted partnerships, issues are resolved before they become disputes



QUESTION

- How can effective collaboration be fostered in the workplace?



FIG 3: GOOD VS POOR COLLABORATION



Source: ICW (2021)



WHAT ARE SOME REQUIREMENTS FOR EFFECTIVE COLLABORATION?



- Communication: This is needed for team members to share goals and explaining ideas contributes to improving the quality of employee's thinking and contributions.
- Transparency and Trust: An important factor for effective collaboration is a willingness to be more **transparent**. Setting boundaries in sharing information establishes a foundation of trust and transparency. **Trust** can be gained through character or competence. A key role of leaders is to ensure that trust between organisations is built and maintained.
- Establish systems and processes: Relationships between organisations require governance structures that support collaborative decision making to ensure success, along with ensuring they are efficient, agile and fit for purpose.
- Use of collaborative technologies: Technological tools for enhancing teamwork have become increasingly critical to workplace success. Companies in the past have used technologies such as discussion threads, email, or electronic bulletin boards for sharing personal knowledge and ideas. Nowadays, they are using various Web 2.0 collaboration tools such as Facebook, Twitter, video conferencing, Microsoft teams, ERPs, etc.



FACTORS INFLUENCING WORKPLACE COLLABORATION

- Common purpose or goal.
- An outcome that is valued.
- Complex problems that a single person could not resolve on their own.
- An explicit process for getting things done.
- Clearly defined roles.
- Knowledge of each other's work, communication and learning styles.
- An admiration of the skills and abilities of fellow teammates.
- Regular social activities to build trust and new social connections among team members.
- Opportunities to practise and gain experience from colleagues and partners.
- Technology to store and retrieve information.
- Effective use of technology.
- Having diverse skills in the organisation.
- Company's ability to handle high volume of information.



WHY DEVELOPING COLLABORATIVE RELATIONSHIPS MATTERS

You will need know and understand the following:

- The importance of showing respect for the views and actions of others.
- The importance of identifying and evaluating potential partners and assess how compatible they are with your organisation's aims, values and working practices.
- How to identify the potential benefits to each party of collaboration.
- The importance of identifying and agreeing with partners the aims and objectives of collaboration, agreeing the actions each will take and when, and how to do so.
- How to identify and evaluate any risks involved in working together.
- How to provide feedback to partners in ways that help them to perform effectively and reinforce their commitment and enthusiasm for collaboration.



GROUP ACTIVITY

- Case Studies: Developing Collaborative Supplier Partnerships
- <https://scm.ncsu.edu/scm-articles/article/case-studies-developing-collaborative-supplier-partnerships>



RESOURCES

- British council (2020). Effective collaboration. Available at <https://learnenglish.britishcouncil.org/sites/podcasts/files/LearnEnglish-Business-magazine-Effective-collaboration.pdf>
- Charity Commission (2009). 'Choosing to Collaborate: Helping You Succeed', http://www.charitycommission.gov.uk/Charity_requirements_guidance/Your_charitys_activities/Working_with_others/colltoolkit.aspx
- CollaborationNI - A practical guide to collaborative working. Available at https://www.nicva.org/sites/default/files/d7content/attachments-resources/a_practical_guide_to_collaborative_working.pdf
- Institute for collaborative working (2021). Thought Leadership Insights into the future of Collaborative Working. Available at https://www.instituteforcollaborativeworking.com/resources/Documents/icw_future_report_web.pdf
- Parkison, C. (2006). Building successful collaborations: A guide to collaboration among non-profit agencies and between non-profit agencies and businesses, Cambridge & North Dumbfries Community foundation. <http://efc.issue lab.org/resources/15953/15953.pdf>

