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A11

Leadership for Collaboration

Dr Paul Williams, Reader in Public Management and Collaboration, Cardiff School of Management, UWIC

Professor Helen Sullivan, Research Director and Palmer Chair of Public Service Partnerships, Centre for Public Service Partnerships, University of Birmingham

Abstract

Collaboration is now firmly established within and between the public, private and independent sectors (Sullivan and Skelcher, 2003), motivated by a diverse set of drivers including making more efficient use of resources, creating the potential for more innovation and learning, and improving outcomes for service users through a better co-ordination or integration of resources and expertise (Glasby and Dickinson, 2008). There has been a steady accumulation of both theoretical and empirical research seeking to explain what makes collaboration work in practice (Huxham and Vangen, 2007; Mattessich and Monsey, 1994; Hardy et al, 2000), and a diverse range of determinants and factors have been identified including, clarity of purpose, availability of resources, collaborative capacity, good communication, previous history of collaboration, robust performance management and evaluation arrangements, effective governance structures, supportive financial frameworks, and transparent accountability regimes. Arguably, foremost amongst this long list is leadership which is recognised as having the potential to shape and influence the course of collaborative endeavours (Alexander et al, 2001; Linden, 2002; O’Leary and Bingham, 2009).

Although the general literature on leadership is substantial, diverse and contested (Hickman, 1998) offering a wide range of explanations based on trait, contingency, style, new and dispersed theories (Parry and Bryman, 2006), there is a comparatively small literature on leadership for collaboration. Indeed, one fundamental issue is whether existing theories provide adequate explanations of the leadership in this particular context, or whether there is a new form of leadership that is practised in collaborative arenas. This paper explores the notion of ‘leadership for collaboration’. It begins with a review of the leadership literature and examines the extent to which this body of knowledge resonates or applies to collaborative situations. It then focuses in particular on an emerging body of literature (Chrislip and Larson, 1994; Crosby and Bryson, 2005; Lipman-Blumen, 1996; Luke, 1998) which explicitly addresses collaboration, and attempts to synthesise this to determine the extent to which this represents a coherent understanding and explanation of leadership for collaboration.

Finally, the paper moves on to present the research findings from an exercise undertaken with senior health and social care managers in Wales to help understand what leadership for collaboration is using a Q-methodology technique. Additional insights are offered from another recent research project involving health and social care managers and practitioners in 5 case studies in Wales. The results suggest that a case can be made to support the notion of a distinct approach to leadership for collaboration.

Keywords: Leadership, collaboration, Q-methodology

An 'educated' alliance of competitors makes collaboration work – A scottish case study

Andrew Gordon,

University of Strathclyde

Abstract

The Scottish Executive decided to implement a leadership development programme to prepare appropriate candidates for Headship of schools in both primary and secondary sectors. They established that the delivery of this course would be by three consortia. These were formed, in the designated regions, through agreements between Local Authorities and the Education Faculties of selected Universities.

The West Consortium initially consisted of four universities and twelve Local Authorities in what was an innovative and unusually large collaborative exercise. These universities would normally be considered as competitors in the market place of professional development provision for teachers. The funding was provided by central government and managed by the authorities. A full time administrator was established in one university. The programme is mainly delivered by academic tutors and in some cases, with assistance from local authority appointed persons, trained by the universities. This programme leads to a Post Graduate Diploma in School Leadership and Management; referred to as the Scottish Qualification for Headship (SQH) from the respective university. There is also a recognition award from the Scottish Executive at a national ceremony. This programme is now 10 years in place with one major restructure at 5 years. This had significant changes in structure and was initiated by accreditation requirements, candidate feedback and the normal review and evaluation processes of the tutor team.

The set of relationships and collaboration in this case study have been analysed using a number of conceptual features from the research literature in both collaboration and competitiveness to consider the weaknesses (in the case of one consortium, breakdown) and successes. A starting point of applying the principles of 'collaborative advantage' Huxham (1996), Huxham and Vengan (2005) was chosen and this offered a useful framework to examine the nature of the relationships and factors that have had a bearing on the continuing strong partnerships over the period for the West Consortium. Trust and identity are among several conceptual perspectives that are discussed in this case study alongside the work of Mattessich (2001) on the 'intensity of relationships'. This analysis has created an offering to the debate on collaboration between non-profit organizations in the public sector and one example of inter-organizational partnerships that seems to be working effectively.

The main findings are candidates enjoy the challenge and appreciate the experiences as significant professional enrichment; many appointments to Headteacher have been achieved by successful candidates; local authorities have fully endorsed the programme and have embedded some of the features in their own in-service; the university management portfolio has been enriched; knowledge exchange, a vogue ingredient of educational credibility, is instant and powerful and a well recognized gap in the development of trained senior managers has been reduced.

Keywords: Collaboration, trust, identity, competitiveness, partnership.

“Transnational Leadership Program” – A new approach to leadership development for health service networks in Germany and Canada

Paul Bomke, Senior Manager of Administration, Vice CEO, Pfalzkrankenhaus für Psychiatrie und Neurologie, Weinstraße 100, 76889 Klingenstein. Email: paul.bomke@pfalzkrankenhaus.de

Abstract

The joint cooperation between the Pfalzkrankenhaus für Psychiatrie und Neurologie AdöR, Germany and the University of Calgary, Canada plans on founding a transnational network for employees in leadership positions in Health Care Services. The concept of the "Transnational Leadership Program" which will start in May 2010, aims at creating an intercultural learning field.

The presentation's purpose is to introduce and discuss the concept and its new approach of leadership development in Health Care Services in order to gain new perspectives and to ensure a well-founded scientific procedure. Based on the theories of institutionalism and sense making, the method of intercultural team-coaching provides a special environment for learning and allows the program's participants to gain an outsider's perspective on their own social and professional constructs. The identification of similarities and differences between cultures helps to enrich perspectives on leadership and improves the chances of transferring theoretical knowledge into leadership praxis.

The participants of the "Transnational Leadership Program" are involved in general discussions about successful leadership, achievement of objectives, cooperation, conflict, change management as well as public mandate and profitability in Health Care Services. Additionally, intercultural groups of two participants work on their individual projects assigned by their health care organizations.

The concept and its new approach raise some of the following questions: How does the intercultural learning field affect the individual projects? Does the multicultural interaction enhance the quality and speed of innovations as well as problem-solving skills?

During the presentation, special characteristics of leadership in Health Care Services are summarised to provide the context for the "Transnational Leadership Program". Management behaviour in Health Care Services is affected by the existence of typical roles; for example doctors, therapists or other medical experts, patients, managers, politicians and further sources of instability both internal and external to the organizations, which must be taken into account. Therefore, it is important to understand the different roles; to define the different positions and to acknowledge the typical conflicts, this system creates. Leadership in this context is a complex challenge and the network-approach of the "Transnational Leadership Program" is a platform to discuss methods to cope with daily problems of leadership like dealing with micro-politics, conflicts, pursuing strategies and acting through channels of the organization's structure and hierarchy.

The main goal of the presentation is to identify possible problems and solutions for the creation and utilisation of an intercultural learning field. It also aims to identify and realize innovations in Health Care Services and strives to find successful ways of setting up a transnational network to exchange ideas, problem-solving approaches and strategies.

Keywords: Health care, leadership development, innovation for mental services, collaboration, change management, transnational networking and multicultural team-coaching.

A34

Evaluating collaboration in local governance through the theory of change

Jacinta Cunneen,

Doctoral Researcher, University of Limerick

Email: jacinta.cunneen@ul.ie

Abstract

International research shows that community safety partnerships have been effective in tackling crime and anti-social behaviour. Community safety has long been an issue on social housing estates in Ireland. For over a decade, government policy has advocated that local authorities adopt the partnership collaborative approach in the provision of services but few efforts have been made to explore how or why collaboration in partnerships is recommended. In particular there is a dearth of research on collaboration in community safety partnerships.

Using data from an action research case study of a pilot community safety partnership in Ireland, comprising a local authority, an Garda Síochána and the Health Services Executive, this research explores the critical success factors for collaboration in partnerships in the public sector, such as leadership, trust, risk management, coordination and communication.

The theory of change approach is outlined as a framework for monitoring and evaluating collaboration in a community safety partnership. This method has proved particularly useful for evaluating social and public policy interventions. The findings from the first phase of this evaluation identify the key processes which correspond to the critical success factors and the circumstances under which collaboration in partnership takes place.

This paper complements the MOPAN 2009 conference theme of Society/Politics/Culture and Collaboration in three ways: Firstly, it provides original baseline data on establishing a model of community safety partnership in Ireland. Secondly, it contributes to the body of research on public policy on urban planning and development. Thirdly, outlining the theory of change evaluative process may be useful for lead-agencies endeavouring to put the concept of partnership and collaboration into practice.

Keywords: Collaboration, evaluation, local governance, theory of change, community safety

Collaboration as a Bridge from Service to Justice

*David W. Sink** and *Arthur T. Himmelman*

* Corresponding Author, Institute of Government, University of Arkansas

Abstract

What may be the highest form of collaboration involves not just transactional achievement, where partners accomplish a shared purpose project, but also transformational achievement, where partners work with relevant stakeholders to effect a change in power relations within and external to the collaboration. We contend that multi-organizational collaboration strategies can be well suited to build this bridge—from service to justice—if they are designed with this in mind and carried out in like fashion.

Further, we believe that transformational collaboration can be an integral part of any form of instrumental collaboration. For example, partners may come together to create a more efficient and effective form of service delivery. By convening an inclusive partnership that engages not only service providers but also recipients of the service, they create the chance for power sharing and voice of the traditionally excluded. They increase the chance that the service is delivered in such a way as to maximize its intent while minimizing its failure to consider the true needs of the recipients.

Based on our many years of convening such efforts, we recognize the many pitfalls along the way. Truly sharing information, power, and resources runs counter to the methods of many service providers. Enhancing the capacity of those stakeholders at the table for the first time is even more foreign to the thinking of many service partners. Grumblings about inefficiencies, time delays, and lack of understanding are rife. Sustaining a workable coalition among unlikely partners demands persistence in keeping all parties engaged.

The potential benefits are too rich to ignore, however. Such an approach to social problem solving can be a benefit 1) for those seeking efficiency through the wise use of limited resources, 2) for those striving for more effective solutions by designing programs that work, and 3) for those who gain ownership over the process by being included from the start. Effective capacity building may heighten the chances that future partnerships are built on a stronger foundation.

Our experiences with social issues such as affordable housing, homelessness, and minority education have provided us with laboratories to test our thinking and better understand the relationships between service and justice. The bridge between the two can be built intentionally to change power relations through a thoughtful and inclusive form of transformational collaboration.

Keywords: Transformational collaboration, inclusiveness, capacity building, social issues

Collaboration and cohesion in intergenerational and intercultural setting

Prof. dr Alexander J.J.A. Maas

Erasmus University Rotterdam / Rotterdam School of Management
University for Humanistics, Utrecht

Abstract

In this paper I elaborate on a project called *Community Sourcing* that I organised with several student groups in problematic as well as flourishing neighbourhoods and communities in the Netherlands. Our main objective was to find out how collaboration was organised in especially two different settings: among generations, and among people from different cultures. In the paper I first elaborate on the variety of our results, and then try to understand the patterns and differences in organising that we found by using the work of several sociologists and anthropologists. In our conclusions we try to develop some methods that could help to organise cohesion and collaboration in intergenerational as well as intercultural settings.

Keywords: Community sourcing, neighbourhoods, collaboration, cohesion, intergenerational and intercultural

A38

Self-monitoring of universities using Social Network Analysis: best practice between research and university consultancy*Uwe Obermeier and Prof. Petra Ahrweiler*

UCD Innovation Research Unit (IRU), University College Dublin, Complex & Adaptive Systems Laboratory (CASL), 8 Belfield Office Park, Beaver Row, Clonskeagh, Dublin 4, Ireland
uwe.obermeier@ucd.ie, petra.ahrweiler@ucd.ie <http://casl.ucd.ie/iru>

Abstract

Collaborative research projects and co-authored publications within universities point to the network mode of today's knowledge production. Social network analysis (SNA) can be a powerful tool for a better understanding of the collaborative research processes. This contribution presents first SNA results of investigating the interdisciplinary collaboration networks of a university. R&D networks of universities are not only self-organising features, but also a target for management design. The study is set up as an academic research project, but is also intended, to contribute to the self-monitoring mechanisms of the university. It is important to discuss SNA in a methodological and ethical-regulatory context. The methodological context concerns the discipline- and organisation-dependent usability of indicators like co-publications or co-patents. Indicators such as citation statistics only offer a limited view and have to be complemented by other measures and qualitative considerations. The ethical-regulatory context refers to requirements of protecting personal data and transparent management procedures.

Keywords: Collaboration, co-publication, interdisciplinarity, collaborative innovation networks, co-publication, co-authorship, evaluation, Social Network Analysis, university management, self-monitoring processes, ethical guidelines, bibliometric methods.

Impact of organizational context on networking behaviours of senior managers: a study of Pro-Vice Chancellors in UK Universities

Colin Pilbeam

Cranfield School of Management, Cranfield University, Cranfield, Bedford, MK43 0AL, UK

Abstract

This paper aims (1) to explore empirically how organizational context affects the formation of connections between organizations by the senior managers that represent them, and (2) to identify elements of organizational context which may influence senior managers' behaviour towards creating links between organizations.

Major collaborations and cooperation between organizations are countenanced normally by senior managers, and yet there are few empirical studies that investigate the integration of individual behaviour with the processes of inter-organizational working (Doz, 1996). Furthermore, joint ventures and strategic alliances are almost invariably initiated by the actions of senior managers (Arino and de la Torre, 1998), while board interlocks often tie organizations together (McDonald and Westphal 2003). The purposeful actions of individual senior managers are therefore critical to the initiation and development of inter-organizational working. The individual actions of these senior managers, and the consequent inter-organizational connections, however, are influenced by the organization's internal and external context, such as skill availability within the organization or governmental policy changes. In some circumstances individual actions stimulate networking between organizations, while in other circumstances connections are not formed.

This study investigated the connectivity between the 16 Pro-Vice Chancellors (PVCs) responsible for either research or teaching and learning from within the 1994 Group of UK universities, and explored through 8 semi-structured interviews reasons for the observed pattern of connections. University Pro-Vice Chancellors represent their organizations, by virtue of their position and the social capital imbued in it (Bourdieu, 1986), to a variety of organizations, including government and various funding bodies as well as other universities and industry. Normally they are responsible for a particular aspect of university life, typically research or teaching and learning.

The research findings revealed that PVCs responsible for teaching and learning were almost entirely disconnected from each other. Conversely, PVCs responsible for research showed considerable inter-connectivity. Where opportunities existed for accessing additional sources of research funds for their universities, PVCs would engage with a few of their counterparts at other universities. In other circumstances the PVCs worked collectively. This was either to lobby government to protect the pool of resources for research available to their universities and to prevent other universities from outside of the group gaining access to it, or to ensure a common implementation of changes in response to developments in national policy.

Although representing the same university, the PVC responsible for teaching and learning behaved very differently from the PVC responsible for research towards their counterparts in other universities. The latter seemed to actively court connections between their universities, the former did not. Such contrasting behaviours by PVCs were attributed to differences in contextual factors. Five contextual elements were identified: the nature of the resource environment; the location of the task; the strategic objectives of the organization, the source of legitimacy of the activity, and the skills required to perform the task. This study shows that the interactions between senior managers of organizations are influenced strongly by the internal and external context of these organizations.

Keywords: University, Pro-Vice Chancellor, networks, environment, senior manager