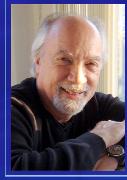


**Transformational Collaboration,
Social Justice, and the Common Good**



David W. Sims
and
Arthur T. Hambrick



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Steps of Collaboration

Transformational Collaboration

Collaborative Advantage

Transactional Collaboration

Intangible Strengths

Passion
Staying Power
Courage
Risk-taking
Trust

Tangible Extensions

Leadership
Power
Redistribution

Systemic Change

Collaboration is the tool
Breadth of the arena
Willingness to change
Control of decision-making

*The Long Road to
Social Justice*

Impassioned core stakeholders
Sustaining vision
Action plan
Persuasive agenda

Direct and Indirect Changes

Efficiency improvements
Effectiveness
Redistribution

Direct and Indirect Changes

Opportunity
Fair treatment
Redistribution

Voice without Power Only a Vision

- ❑ Can't have justice without voice
- ❑ Can have voice without justice
- ❑ Voice not end goal
- ❑ But means of getting to justice

Impoverished Taking Charge

- ❑ Overcome long history of underdog
- ❑ Rebuild functioning infrastructure
- ❑ Find partners with resources

Empowerment Strategies

- ❑ Question power acquisition purposes
- ❑ Build community + broaden power base
- ❑ Engage "outside" allies who seek justice
- ❑ Shape clear goals for both tangible results and transformation of power

"Little Victories"

- ❑ Social justice gains are comprehensive
- ❑ But likely require many little victories
- ❑ Keeping incremental progress going
- ❑ Resolving cultural differences clear way

Working across boundaries

- ❑ Social change requires assets and resources
- ❑ Multi-sector reservoirs of these resources
- ❑ Risky but necessary

Penetrating corporate sector

- ❑ Seek those who “get it”--sincerely
- ❑ Find common goals and vision
- ❑ Winning one at time may reach tipping point

Forming the Common Good

- ❑ Collaboration is the right tool
- ❑ Macro-level common good fairly easy
- ❑ Succeeding levels tougher
- ❑ Formalizing redefined common good hardest of all

Working Across Boundaries

- ❑ Multi-sector collaboration necessary
- ❑ Made difficult by competing values
- ❑ Should force introspection in context of other sector organizations

Government's Role

- ❑ Impossible to have common good without government
- ❑ Multiple roles important - regulator, service provider
- ❑ Can facilitate practical applications
- ❑ Difficult to overcome “equal opportunity”

IGR Complicates in U.S.

- ❑ “Vertical collaboration - federal, state, local government challenges change
- ❑ Coalitional lobbying challenges policy making at federal and state levels
- ❑ Local government “service mentality” discourages community collaboration
- ❑ True equity hard to find advocates

Facilitating Social Change

- ❑ Initial facilitator as outside force
- ❑ Avoids power imbalances
- ❑ Provides early direction
- ❑ In time, building internal leadership moves facilitation inward

Collaboration to Competition

- ❑ Relationships can sour
- ❑ Loss of belief that “all ships rise equally with the incoming tide”
- ❑ Resulting competition over scarce resources
- ❑ Risks perceived to high or unacceptable

Building mutual respect

- ❑ Foundational principle and practice that leads to mutual learning and accountability
- ❑ Must focus on building mutual respect to facilitate honest and open communication

Accomplishing Mutual Benefit

- ❑ Tangible gains can be realized at low level of collaboration (transactional)
- ❑ Shifting upwards to an agreed-upon meta-strategy critical to social justice
- ❑ Transformation takes time, effort, perseverance
- ❑ Holding it together over time often necessary, but difficult