Greater than the Sum of Their Parts: Collaborate for Community

Nothing is intractable.

Live Virtual Workshop
October 2016
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Today we will explore . . .

► **What** are the complex adaptive dynamics of collaboration?

► **So what** conditions create and sustain powerful collaboration?

► **Now what** can you do improve collaborations?
Why Collaborate?

Interdisciplinary Teams

Intact Work Teams

Community Collaboratives

Research & Development

Integrated Services

Mergers & Acquisitions

Change Management

Project Teams

Generate something new
What are the complex adaptive dynamics of collaboration?
Complex Adaptive System (CAS)
— Complex Adaptive System (CAS) —
Complex Adaptive System (CAS)
Agents Are Collaboration

- People
- Groups
- Resources
- Goals and visions
- Institutions
- Agendas
- And . . .
Interactions Are Collaboration

► Communications
► Relationships
► Resource flows
► Current and historical
► Formal and informal
► Personal and institutional
► And . . .
Complex Adaptive System (CAS)
Complex Adaptive System (CAS)

- Agents interact
- System-wide patterns emerge
Patterns Are Collaboration

- Identity
- Culture
- Personality
- Performance
- Trust
- Health
- Neighborhood
- Learning
- And . . .
Patterns Are Collaboration

► Visible and not
► Physical and conceptual
► Emotional and social
► Intended and unintended
► Local and global
► Personal and communal
► Permanent and temporary
► And . . .
Complex Adaptive System (CAS)
Complex Adaptive System (CAS)
Influence Is

- Rules and regulations
- Authority
- Engagement
- Peer pressure
- Cultural expectations
- Norms
- Simple Rules
- And . . .
Collaboration Is a CAS

system-wide patterns emerge

agents interact

to influence future interactions
So what conditions create and sustain powerful collaboration?
CDE Model
Containers . . .

- Hold the agents together until the pattern emerges
- Delineate the boundaries of the pattern
- Collaboration containers:
  - Purpose
  - Name
  - Membership
  - Identity
  - And . . .
Greater than the Sum: Containers

- Create constraining patterns:
  - Single
  - Too small
  - Impermeable

- Create coherent patterns:
  - Few
  - Small
  - Strong

- Create confused patterns:
  - Many
  - Large
  - Weak
Differences . . .

► Provide the potential energy for change
► Establish the details of the pattern
► Collaboration differences:
  ▶ Culture
  ▶ Allegiances
  ▶ Agendas
  ▶ Histories
  ▶ Wealth
  ▶ Locations
  ▶ And . . .
Greater than the Sum: Differences

- Create constraining patterns:
  - Too few
  - Pre-defined
  - Commanded

- Create coherent patterns:
  - Differences that make a difference
  - Explicit
  - Agreed

- Create confused patterns:
  - Many
  - Implicit
  - Disputed
CDE Model
Exchanges . . .

► Connect across differences to enact change or stability
► Define relationships in the pattern
► Collaboration exchanges:
  ▶ Memos of understanding
  ▶ Charters
  ▶ Parking lot conversations
  ▶ Meetings
  ▶ Documents
  ▶ And . . .
Greater than the Sum: Exchanges

- Create constraining patterns:
  ▶ Too tight
  ▶ Too frequent
  ▶ One level

- Create coherent patterns:
  ▶ Tight enough
  ▶ Frequent enough
  ▶ Levels enough

- Create confused patterns:
  ▶ Loose
  ▶ Infrequent
  ▶ Single level
Balanced CDE
Disrupted CDE—Too Tight
Disrupted CDE—Too Loose
Now what can you do to improve collaborations?
Now what?

► What are your current CDE patterns?
► So what is the quality of the pattern?
► Now what can you do to influence?
  ▶ Container?
  ▶ Differences?
  ▶ Exchanges?
Learn more . . .

► Online at HSDinstitute.org
► Adaptive Action Labs:
  ▶ HSD Professional Certification—January 2017
  ▶ Leadership in Health Professions Education—Online
  ▶ Coaching—Online
  ▶ Conflict—Ottawa
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<tr>
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<td>May 12th, 11 am CST</td>
<td>Live Virtual Workshop</td>
<td>Courage to Create: Build Adaptive Capacity for Continuous Innovation</td>
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<tr>
<td>Jun 2nd, 11 am CST</td>
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<td>One Answer is No Answer: Teaching as Learning</td>
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Mary thanks for fixing this up. G