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Figuring out collaborative advantage: Advancing the common good in a multi-sector, shared power world

Speakers

Professor John Bryson & Associate Professor Barbara Crosby

Planning and Public Affairs
University of Minnesota

Moderator

Dr Michael Macaulay

Director
IGPS

Discovering Collaborative Advantage: The Contributions of Goal Categories and Visual Strategy Mapping

By John M. Bryson and Barbara C. Crosby

A presentation to the ANZSOG Seminar, Institute for Governance and Policy Studies, School of Government, Victoria University of Wellington, Wellington, NZ, 19 May 2016.

Based on an article of the same title by John M. Bryson , Fran Ackermann, and Colin Eden forthcoming in *Public Administration Review*.

Why collaborate?

- Collaborative advantage – identifies what organizations can achieve together that they cannot achieve easily by themselves.

But...

- The literature is essentially silent on exactly how to discover collaborative advantage.
- The literature is also essentially silent on how to achieve via collaboration public value-oriented goals beyond those for which organizations are willing to be held accountable

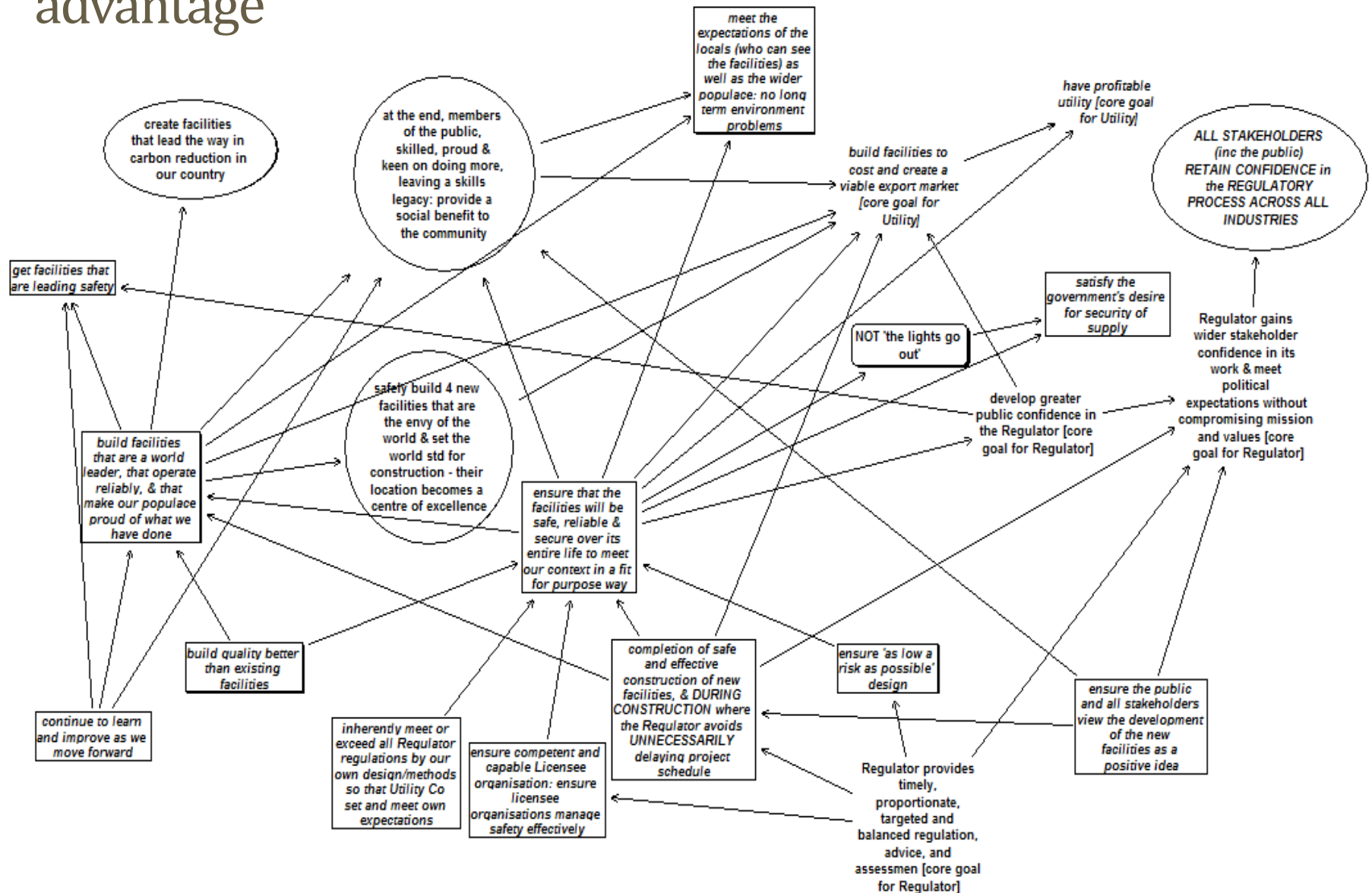
This shortcoming may be addressed through:

- The idea of goals systems and a set of goal categories that may be used to help articulate collaborative advantage *and*
- The use of visual strategy mapping as part a facilitated group strategy-making process to figure out the details of the possible collaborative advantage present in specific cases.

Goals *systems* and six goal categories

- Core goals
- Core goals shared across organizations (shared core goals)
- Public value goals beyond shared core goals
- Negative-avoidance goals (“let’s avoid disaster goals”)
- Negative public value consequences beyond core goals
- Not-my-goals

Case 2 – A government regulator and utility company identify a public value-oriented collaborative advantage



Goal Type/Category	Description
Core goals (primary)	Goals that are at the core of, or central to an organization achieving its mandate
Shared core goals	Core goals shared by more than one organization made possible through collaboration
Public value goals beyond core goals	Goals valued by the public which extend beyond any organization's core goals and shared core goals and for which no organization is willing to be held accountable
Negative-avoidance goals	Goals which are possible negative consequences of strategies to achieve other goals, and thus are risks that need to be assessed and possibly managed
Negative public value consequences beyond core goals	Undesirable public value consequences generated by pursuing strategies to achieve core goals and shared core goals.
Not-my-goals	Goals of other organizations that an organization is not prepared to be held accountable for

Collaborative advantage

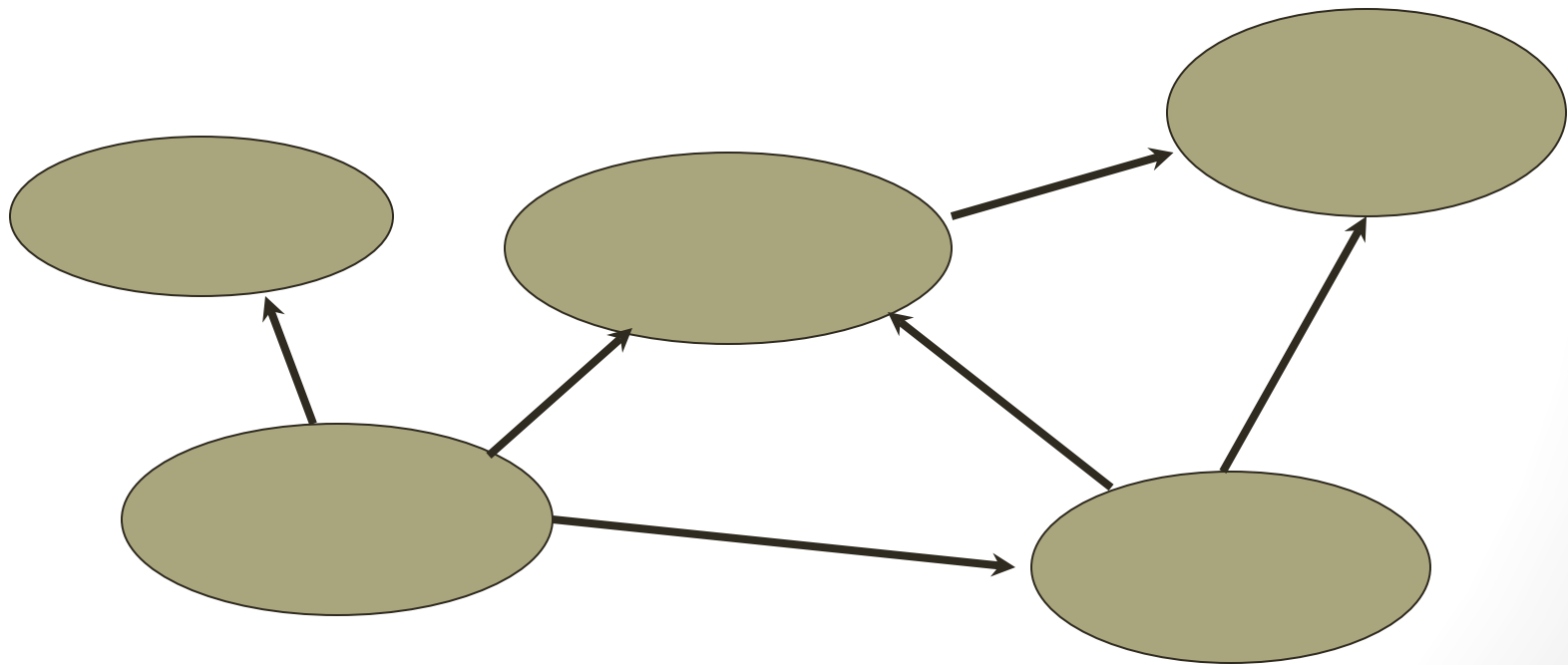
- As *normally* understood, collaborative advantage consists of shared core goals
- A *broader, public value-focused* approach to collaborative advantage consists of:
 - Shared core goals
 - Public value goals beyond core goals
 - Negative-avoidance goals (“let’s avoid disaster goals”) – in some circumstances
 - Negative public value consequences beyond core goals
 - Not-my-goals – in some circumstances

Visual strategy mapping

- Visual strategy mapping a causal mapping process.
- A causal map is a statement-and-arrows diagram in which ideas are causally linked to one another through the use of arrows. The arrows indicate how one idea or action leads to another in a means-ends relationship
- In a visual strategy map (a subset of causal maps) the statements represent actions that, if taken, are presumed to cause a given outcome(s).

Visual Strategy Maps Are Word-and-Arrow Diagrams

The arrows mean “may lead to” or “will result in”



To Work Down a Chain of Arrows:

- Keep asking, “How would I do that?” or “What would it take to do that?”
- The arrows should lead *from* “how” you would do something *to* what you want to accomplish

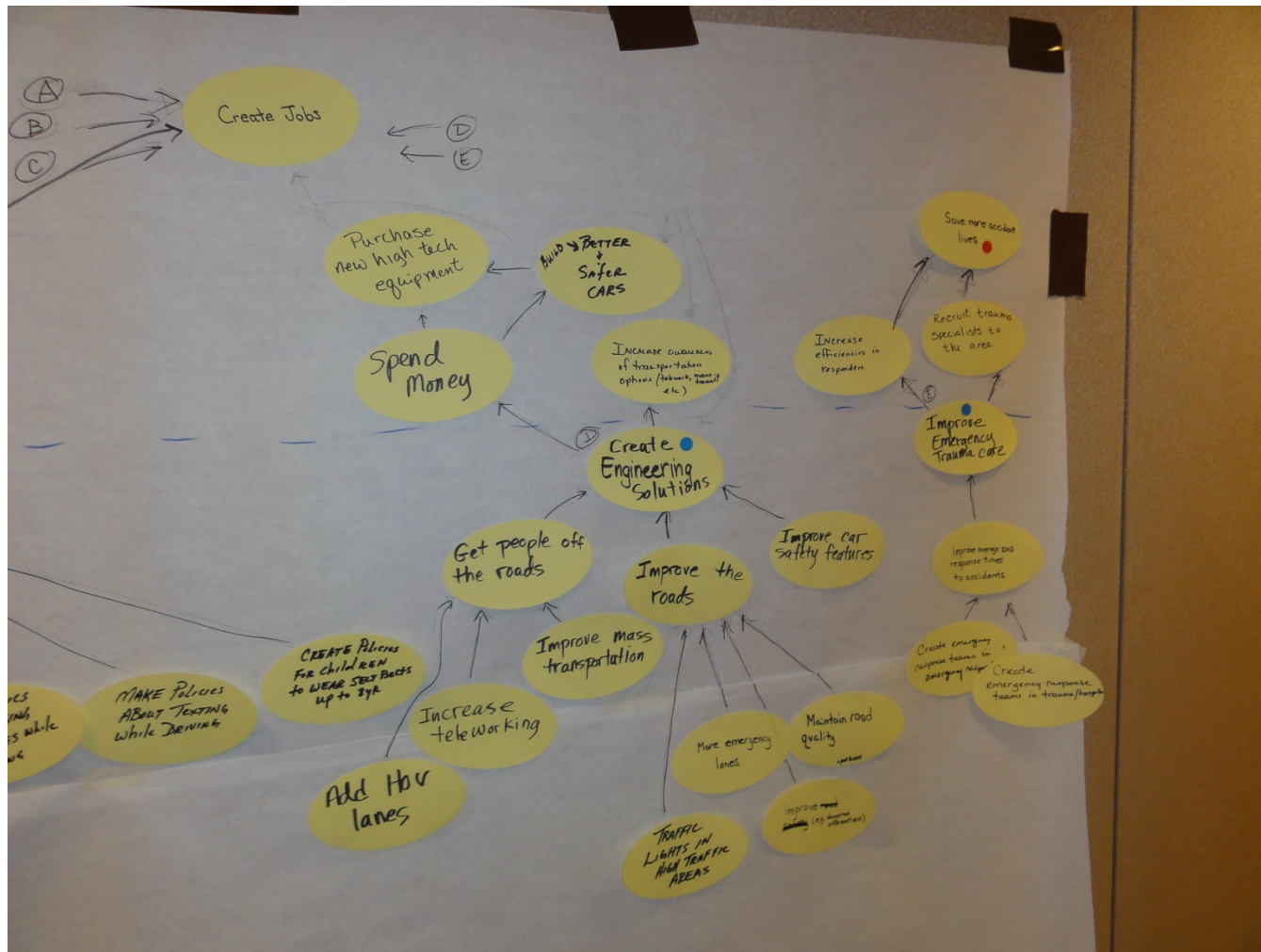
To Work Up a Chain of Arrows:

- Keep asking, “What would happen if I did that?” or “What would the consequences be if I did that?”
- The arrows should go *from* what you might do *to* the consequences of doing it.

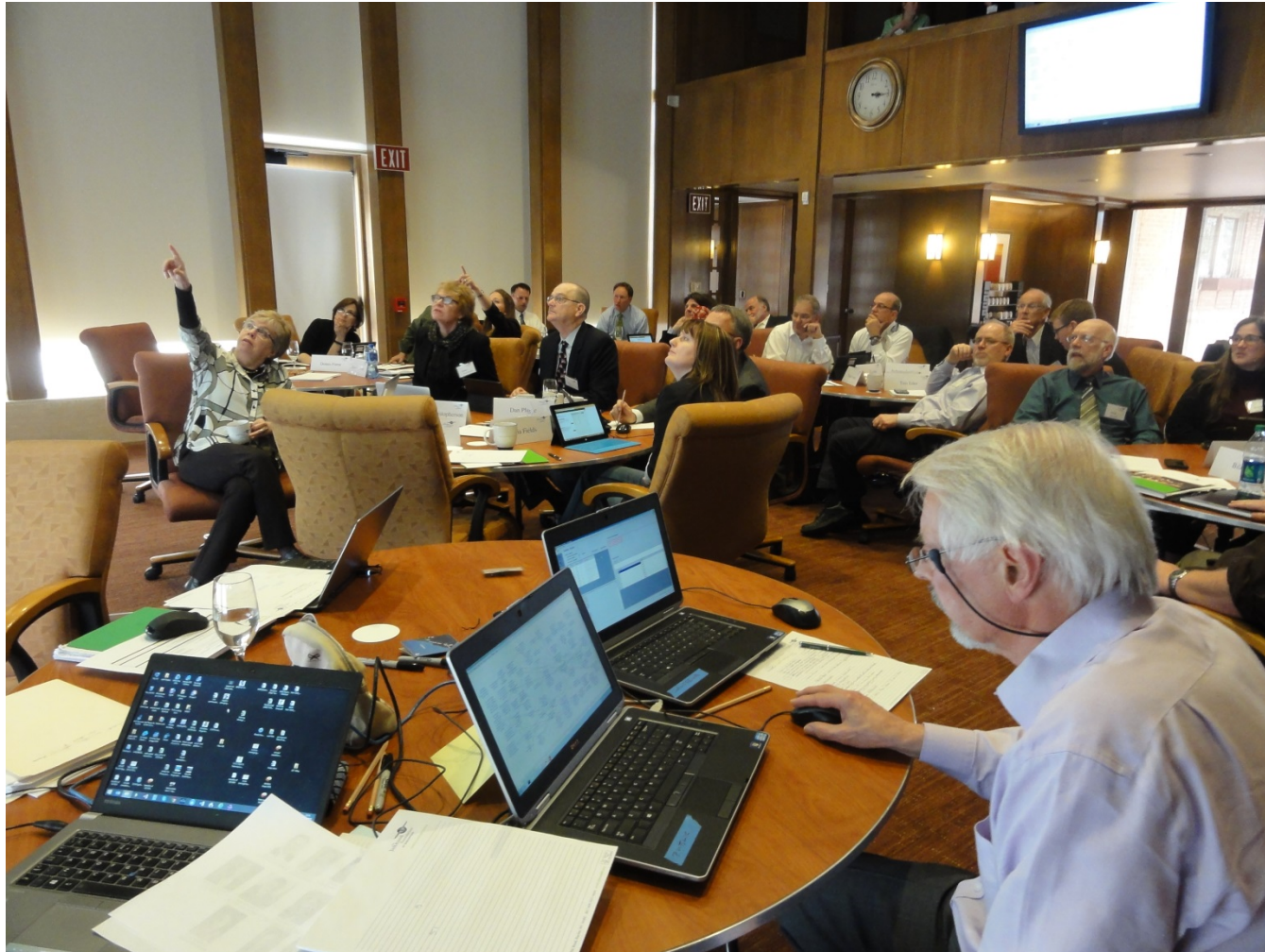


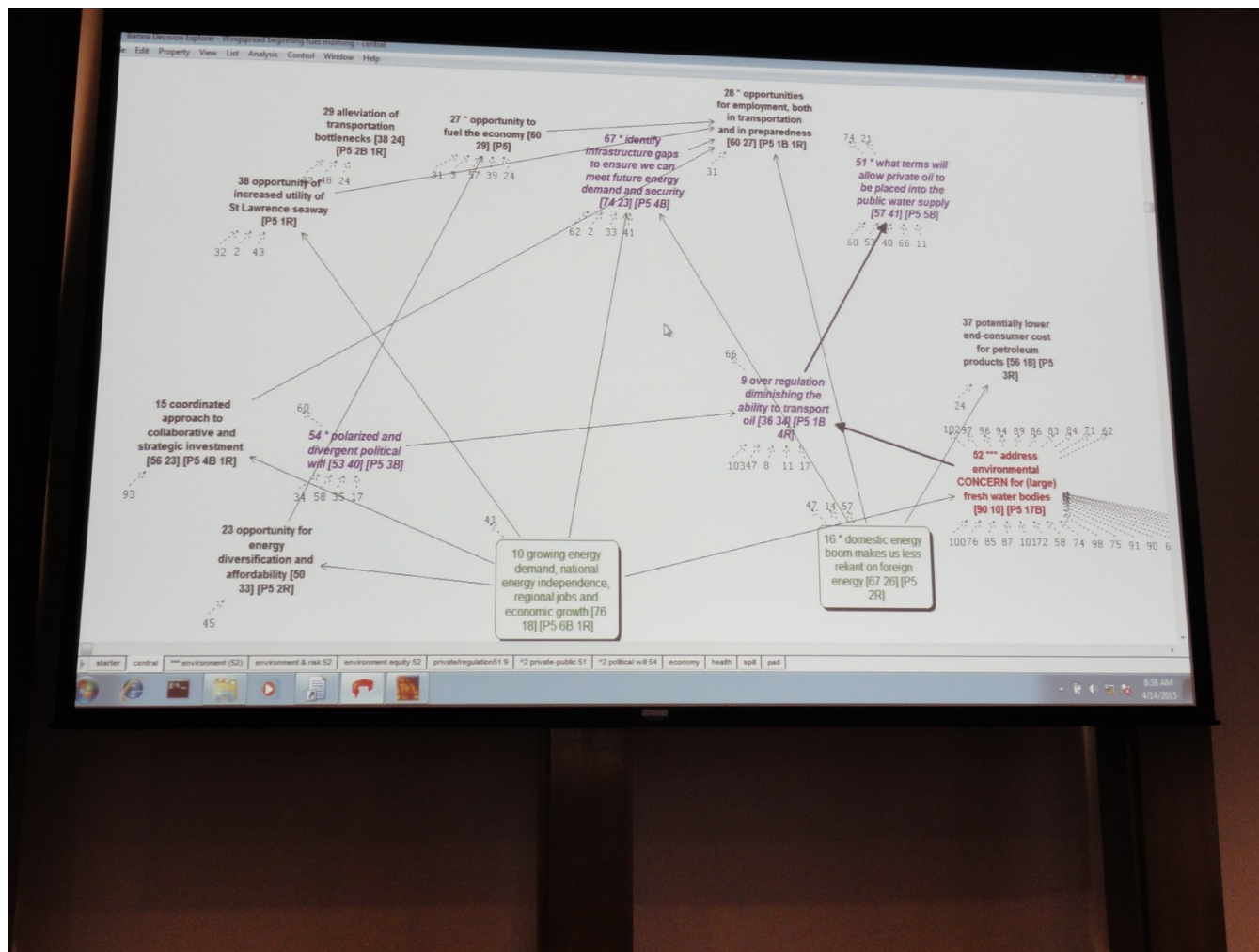




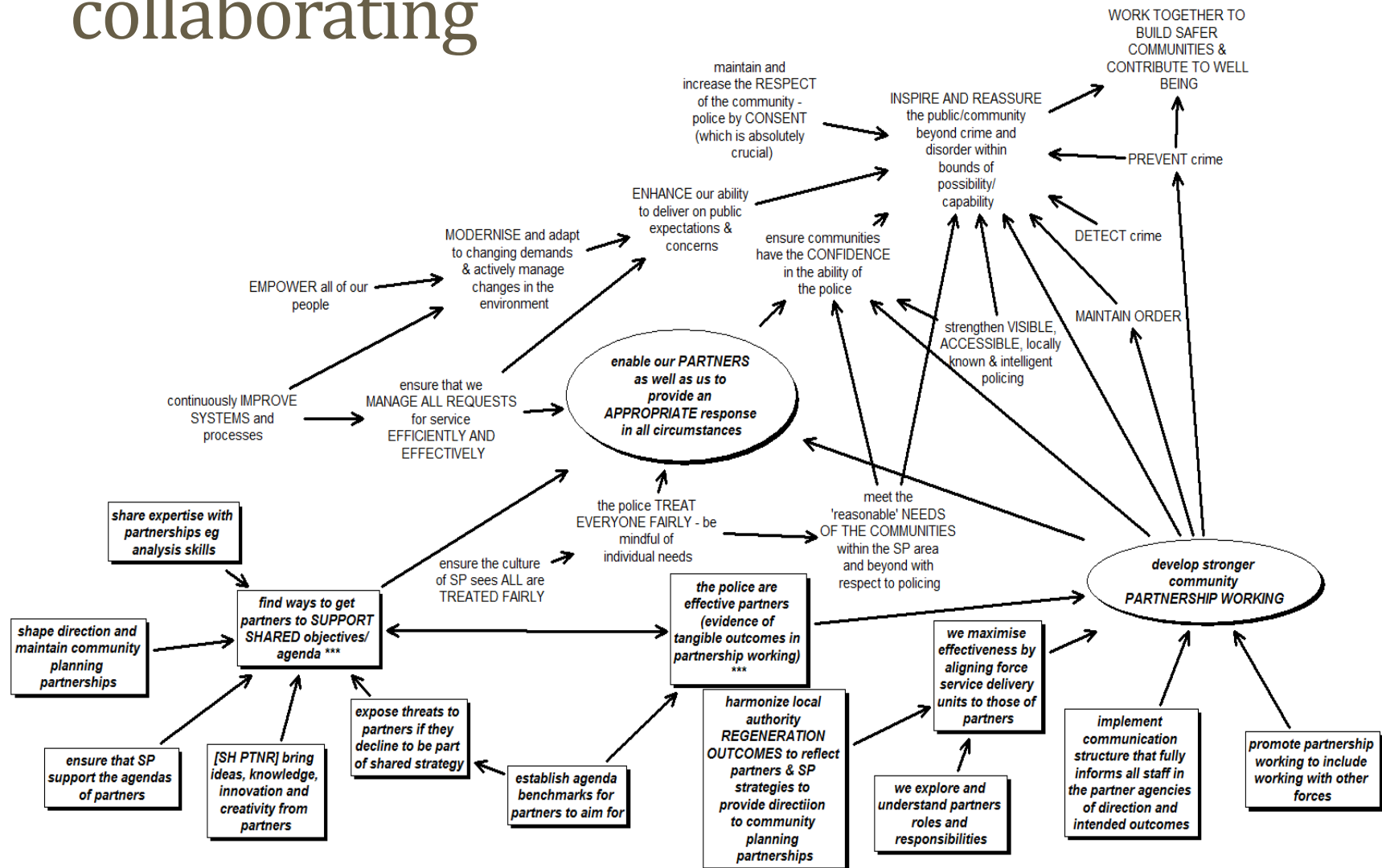




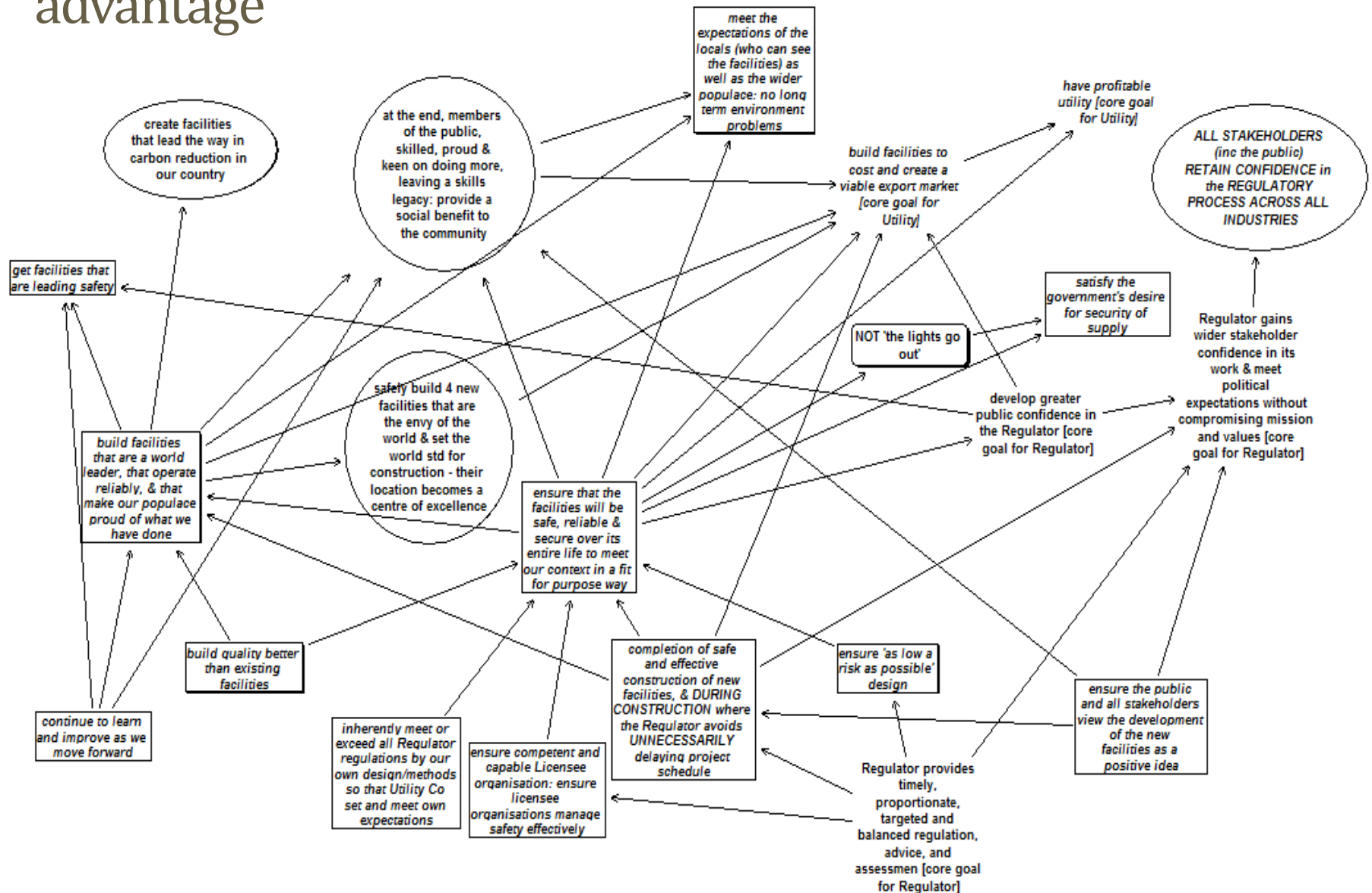




Case 1 – A metropolitan police force identifies the importance of collaborating



Case 2 – A government regulator and utility company identify a public value-oriented collaborative advantage



Conclusions

- The main contributions of this approach:
 - Relevant goal categories
 - An explicit, operational way for collaborators to figure out collaborative advantage

Conclusions – cont.

- And a caution that single-minded focus by public organizations on meeting their core goals alone can significantly diminish their potential for creating public value

Conclusions, cont.

- **Proposition 1.** In comparison with normal dialogue, potential collaborators using visual strategy mapping as part of a facilitated group strategy mapping session will have
 - (1) a clearer, more complete, and systemic understanding of exactly what the potential collaborative advantage is, as that term is ordinarily understood;
 - (2) how they might achieve it and with what risks; and
 - (3) therefore have a better basis for deciding whether to proceed.

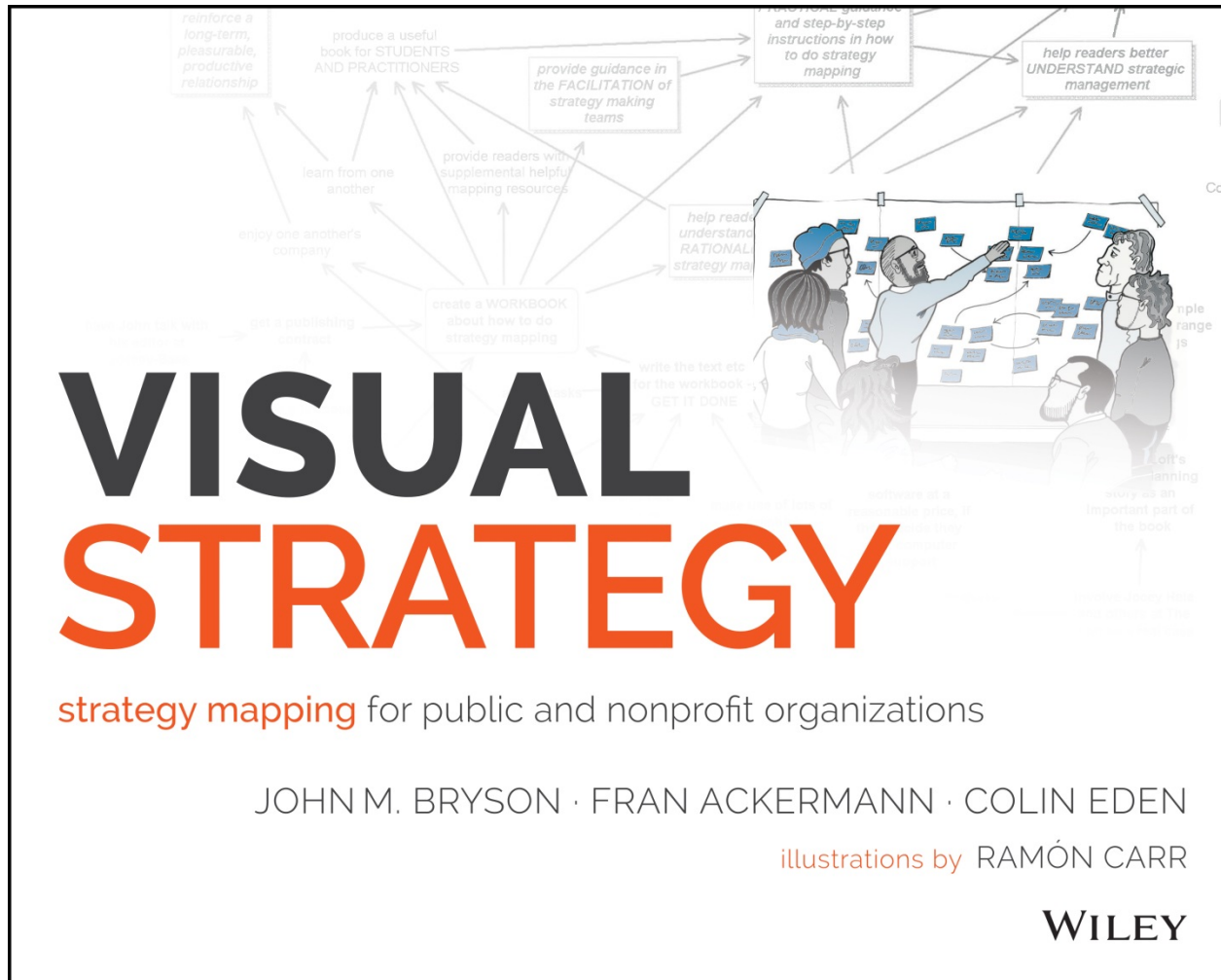
Conclusions, cont.

- **Propositions 2.** Potential collaborators using visual strategy mapping as part of a facilitated group strategy mapping session will have:
 - (1) a clearer understanding of the potential collaborative advantage that *goes beyond* core goals and shared core goals to create *greater public value*;
 - (2) how they might achieve it and with what risks; and
 - (3) therefore have a better basis for deciding whether to proceed.

Conclusions, cont.


- Testing the propositions will be a challenge for research:
 - comparative case studies
 - natural experiments
 - laboratory experiments
 - quantitative and qualitative data

To learn more about visual strategy mapping



To learn more about visual strategy mapping – cont.

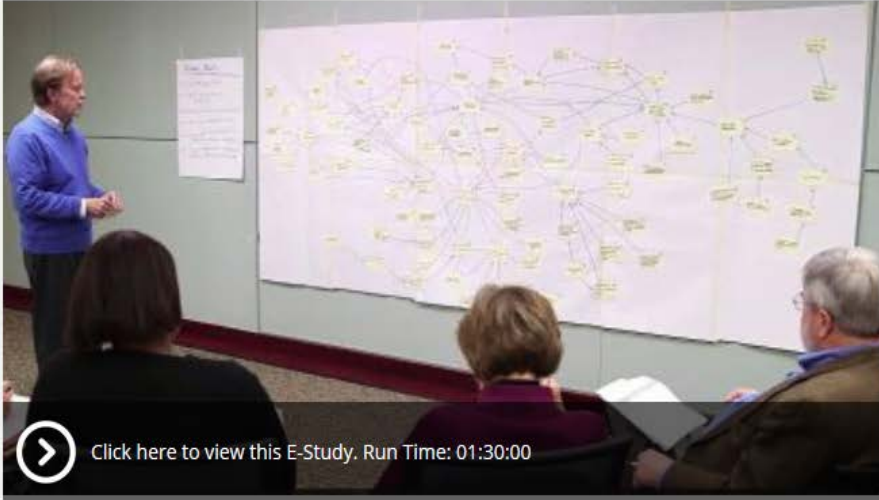
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 E-Study

Visual Strategy Mapping for Groups


This e-study explains what visual strategy mapping (VISM) is and how to do it. Visual strategy mapping is a causal mapping process in which statements are linked by arrows showing what causes what. A completed visual strategy map shows how mission, goals, strategies and actions are connected, meaning what the logic is that holds them together.


Organizational Setting / Sector
Nonprofit & NGO, Public Sector


Skills Area
Decision Making, Network Analysis, Nonprofit Management, Public Management, Strategic Planning

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