



Greater than the Sum of Their Parts: Collaborate for Community

Nothing is intractable.

Live Virtual Workshop

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Glenda Eoyang geoyang@hsdinstitute.org



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

**Generate
something new**

Social Change

Community
Collaboratives

Mergers &
Acquisitions

Research &
Development

Integrated
Services

Change
Management

Project Teams



What are the complex adaptive dynamics of collaboration?



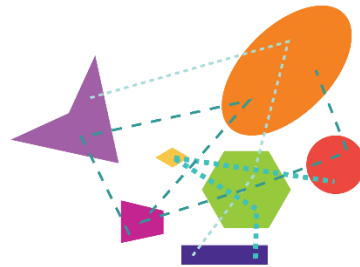
HUMAN SYSTEMS
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— Complex Adaptive System (CAS) —

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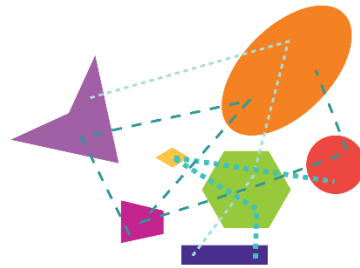
— Complex Adaptive System (CAS) —



agents
interact



— Complex Adaptive System (CAS) —

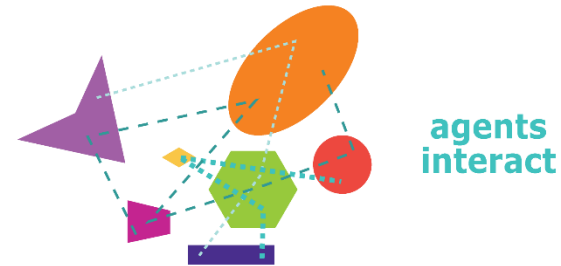


agents
interact



Agents Are Collaboration

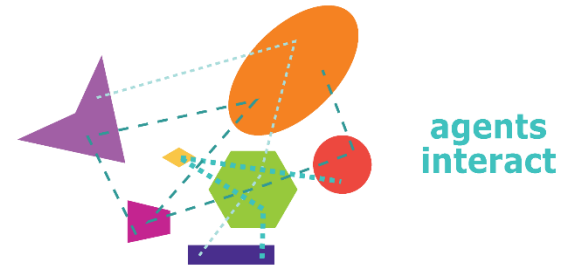
- ▶ People
- ▶ Groups
- ▶ Resources
- ▶ Goals and visions
- ▶ Institutions
- ▶ Agendas
- ▶ And . . .





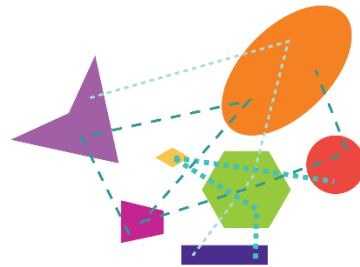
Interactions Are Collaboration

- ▶ Communications
- ▶ Relationships
- ▶ Resource flows
- ▶ Current and historical
- ▶ Formal and informal
- ▶ Personal and insitutional
- ▶ And . . .





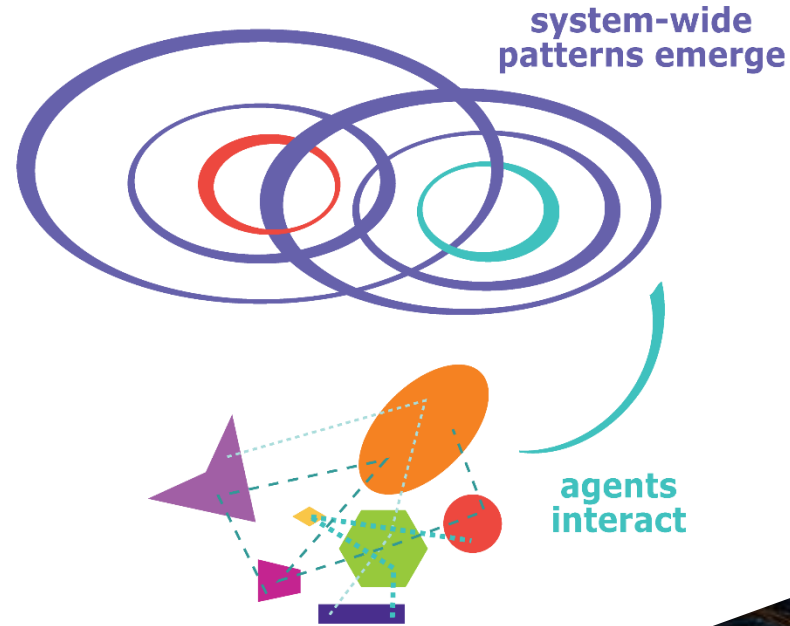
— Complex Adaptive System (CAS) —



agents
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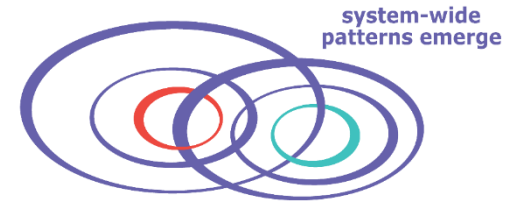
— Complex Adaptive System (CAS) —





Patterns Are Collaboration

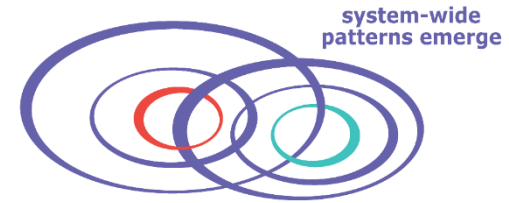
- ▶ Identity
- ▶ Culture
- ▶ Personality
- ▶ Performance
- ▶ Trust
- ▶ Health
- ▶ Neighborhood
- ▶ Learning
- ▶ And . . .





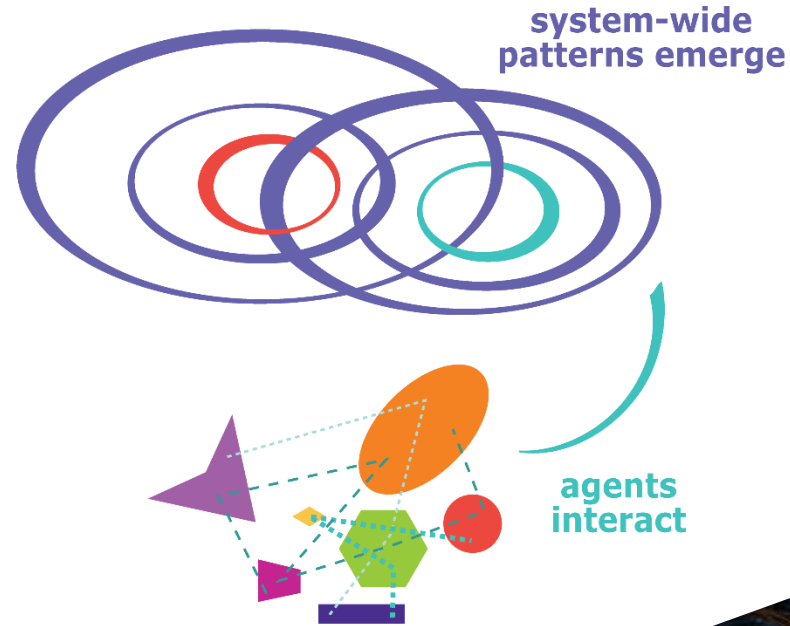
Patterns Are Collaboration

- ▶ Visible and not
- ▶ Physical and conceptual
- ▶ Emotional and social
- ▶ Intended and unintended
- ▶ Local and global
- ▶ Personal and communal
- ▶ Permanent and temporary
- ▶ And . . .



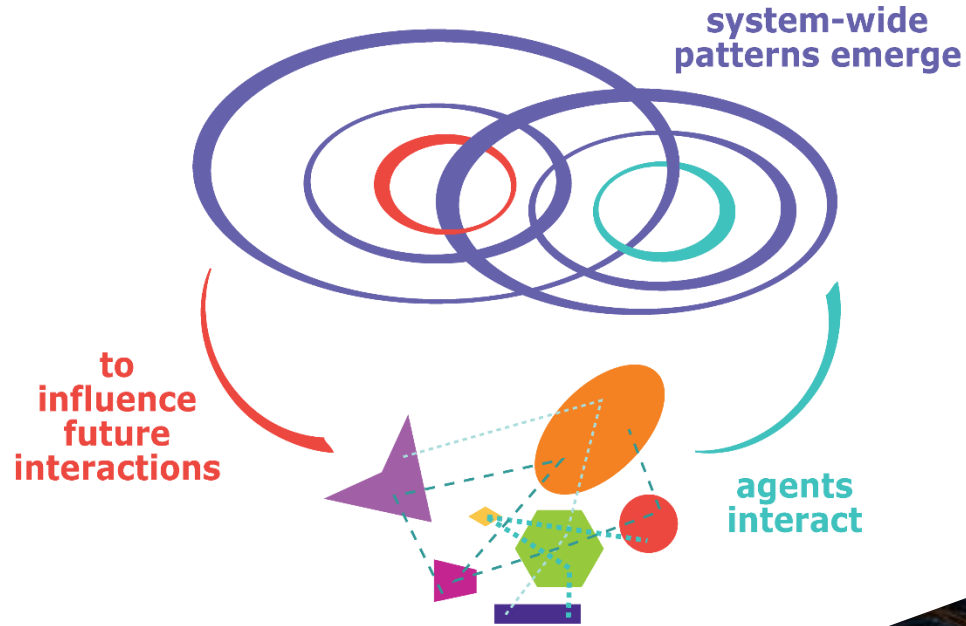


— Complex Adaptive System (CAS) —





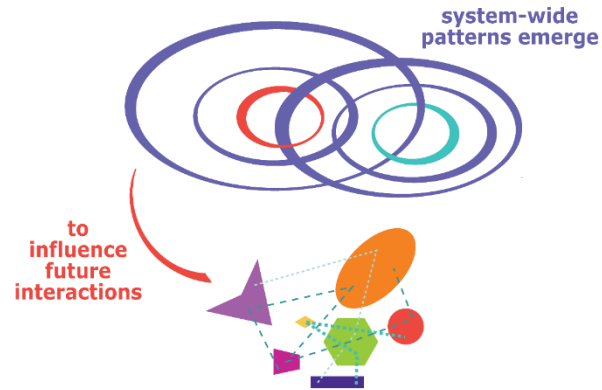
— Complex Adaptive System (CAS) —





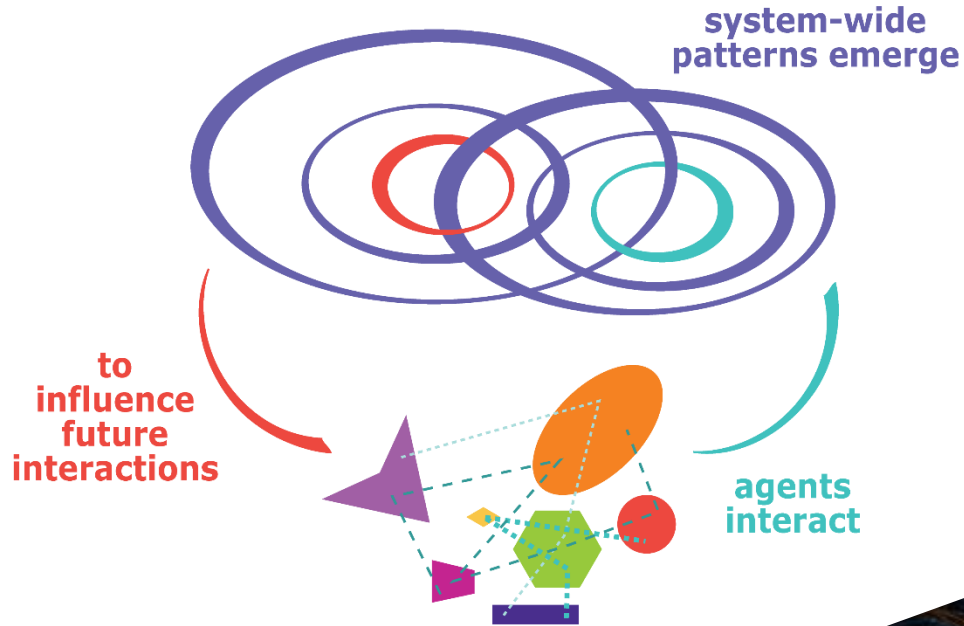
Influence Is

- ▶ Rules and regulations
- ▶ Authority
- ▶ Engagement
- ▶ Peer pressure
- ▶ Cultural expectations
- ▶ Norms
- ▶ Simple Rules
- ▶ And . . .





Collaboration Is a CAS





So what conditions create and sustain powerful collaboration?



— CDE Model —





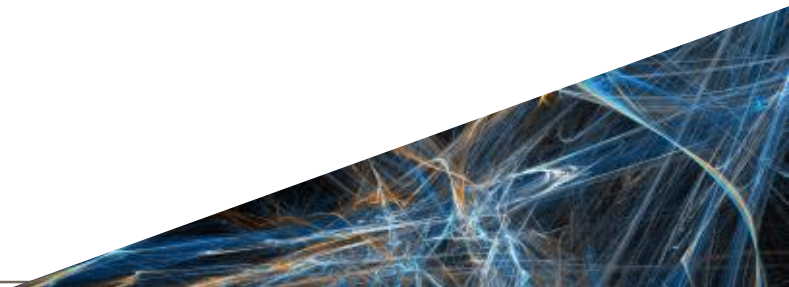
Containers . . .

- ▶ 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





— CDE Model —





Differences . . .

- ▶ Provide the potential energy for change
- ▶ Establish the details of the pattern
- ▶ Collaboration differences:
 - ▷ Culture
 - ▷ Allegiances
 - ▷ Agendas
 - ▷ Histories
 - ▷ Wealth
 - ▷ Locations
 - ▷ And . . .

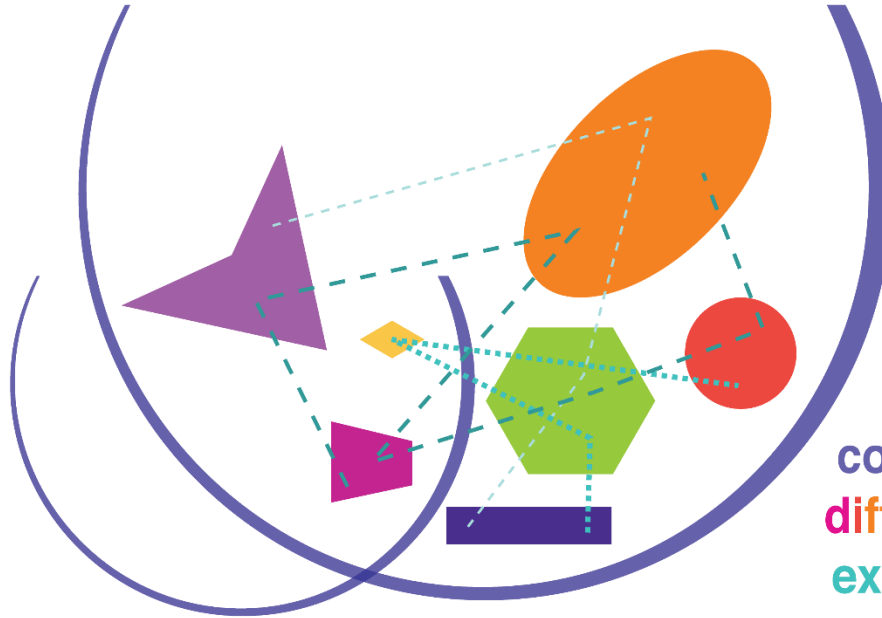


Greater than the Sum: Differences

- ▶ 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 —



container
difference
exchange



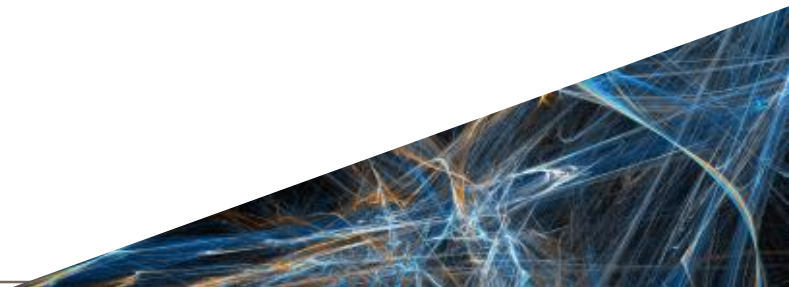
Exchanges . . .

- ▶ 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 . . .



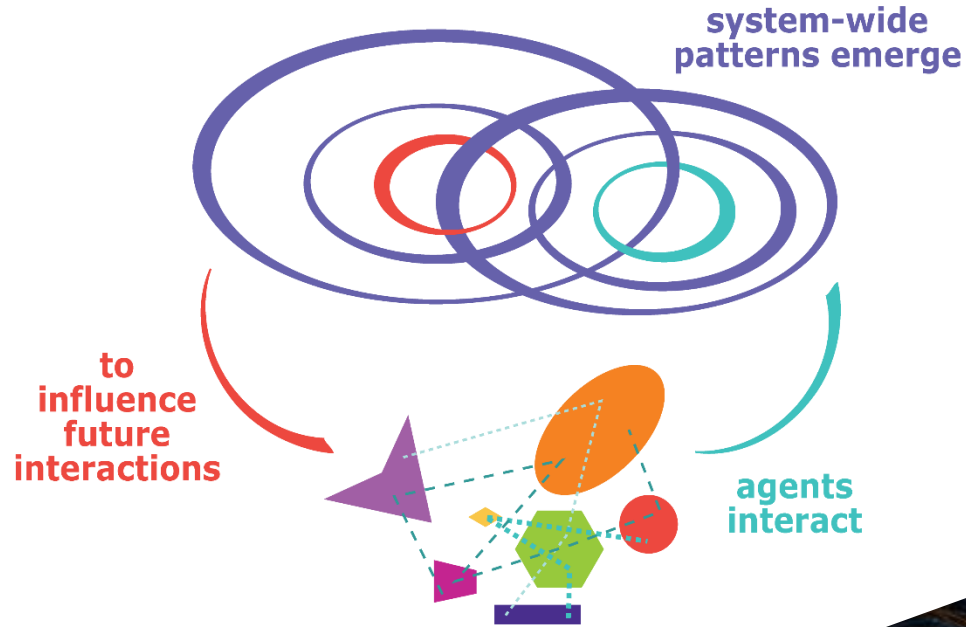
Greater than the Sum: Exchanges

- ▶ 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



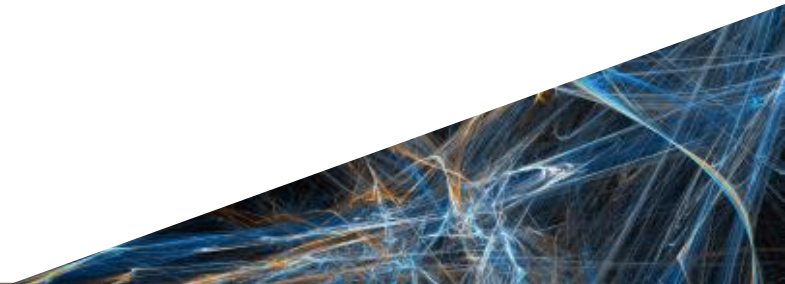
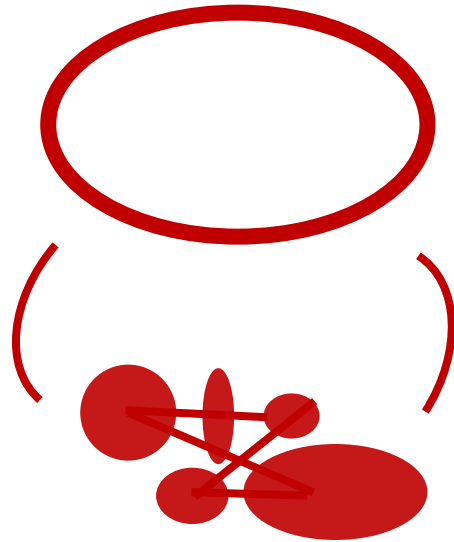


Balanced CDE



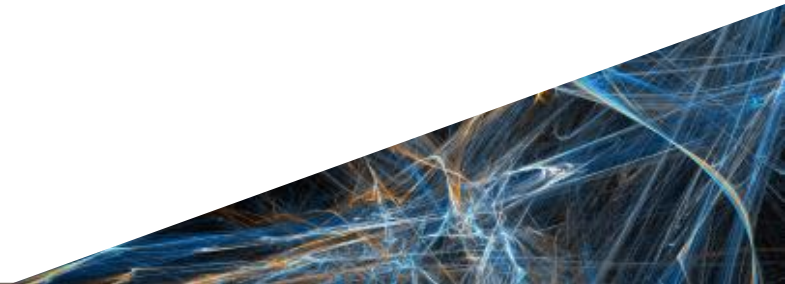
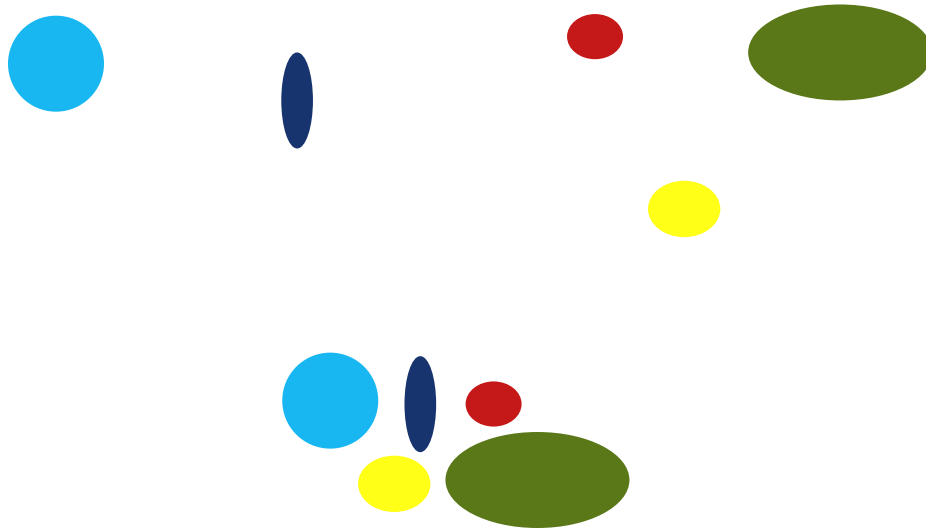


Disrupted CDE—Too Tight





Disrupted CDE—Too Loose



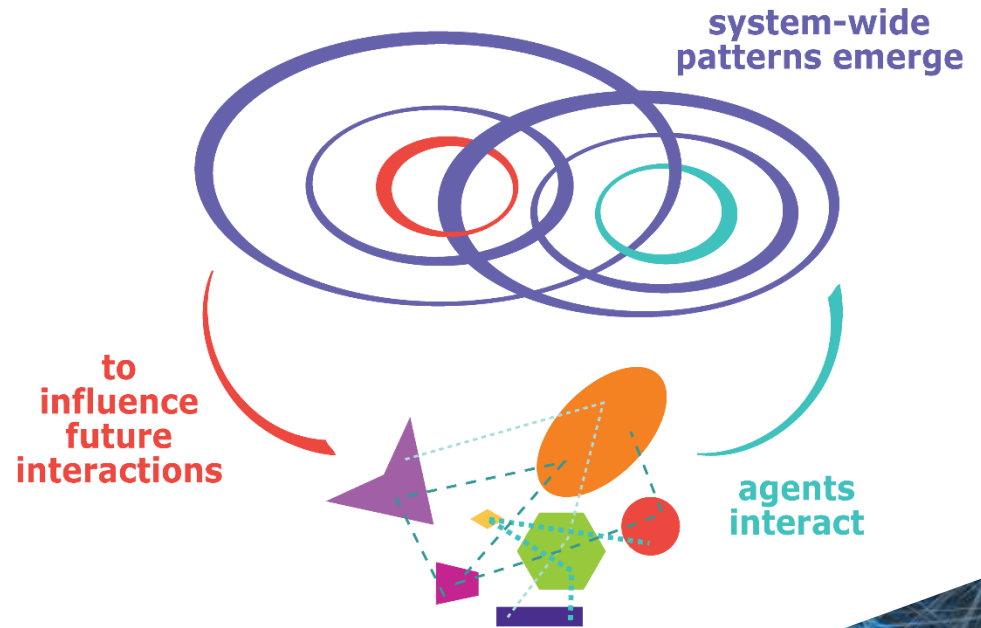


Now what can you do to improve collaborations?



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
 - ▷ Health and Wellness—Ottawa



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May 12th, 11 am CST Live Virtual Workshop	<i>Courage to Create: Build Adaptive Capacity for Continuous Innovation</i>
Jun 2nd, 11 am CST Live Virtual Workshop	<i>One Answer is No Answer: Teaching as Learning</i>
Jun 16 th , 11 CST Quarterly Associates Meeting	

Mary thanks for
fixing this up. G