



Constructing Partnerships and Managing Collaboration

Jeff Shuman, PhD

Co-founder and Principal, The Rhythm of Business, Inc.

Professor of Management and Director of Entrepreneurial Studies, Bentley University



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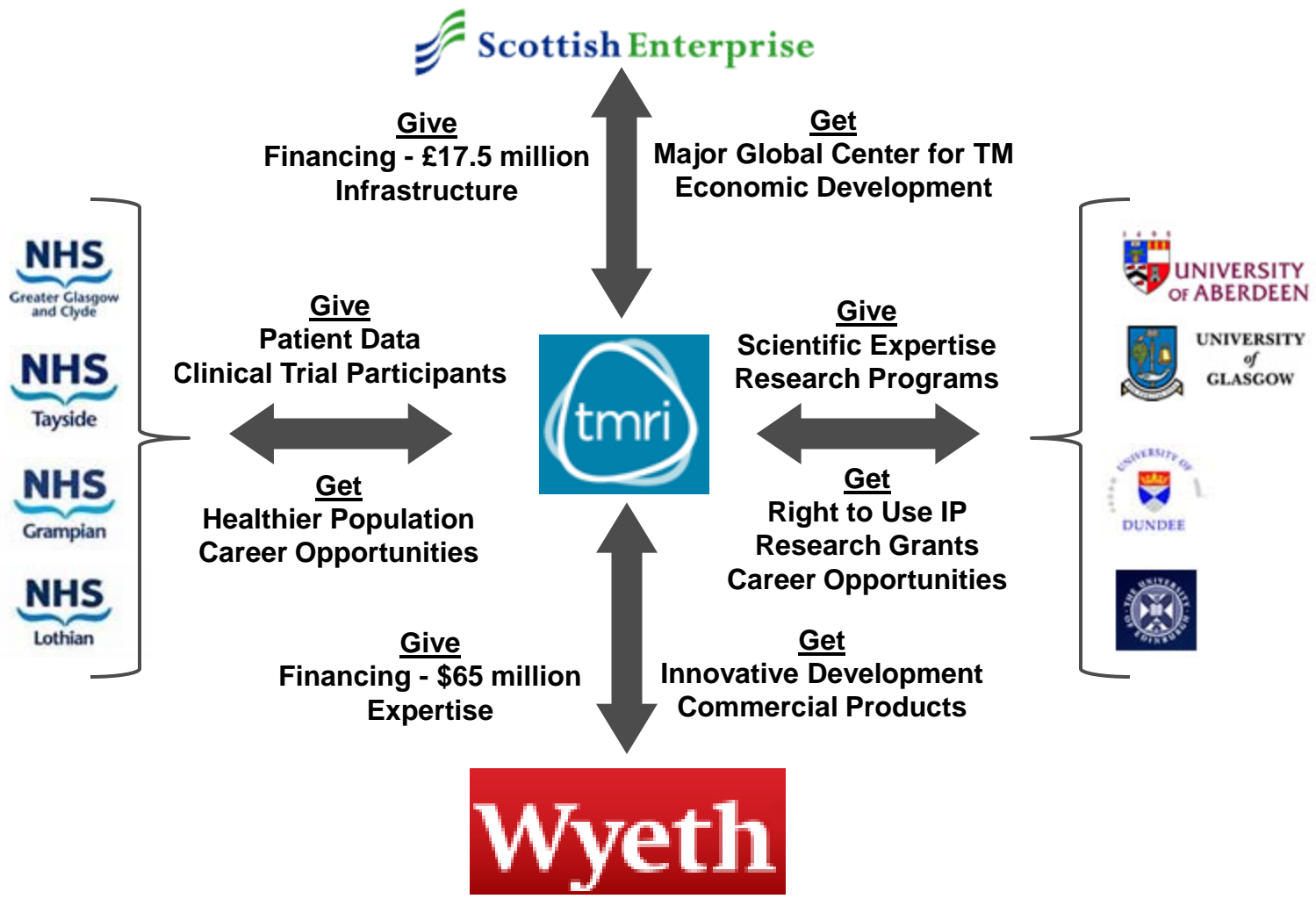
Collaboration is...

A **purposeful**, strategic way of working that **leverages** the **resources** of each party for the benefit of all by **coordinating** activities and **communicating** information within an environment of **trust and transparency**

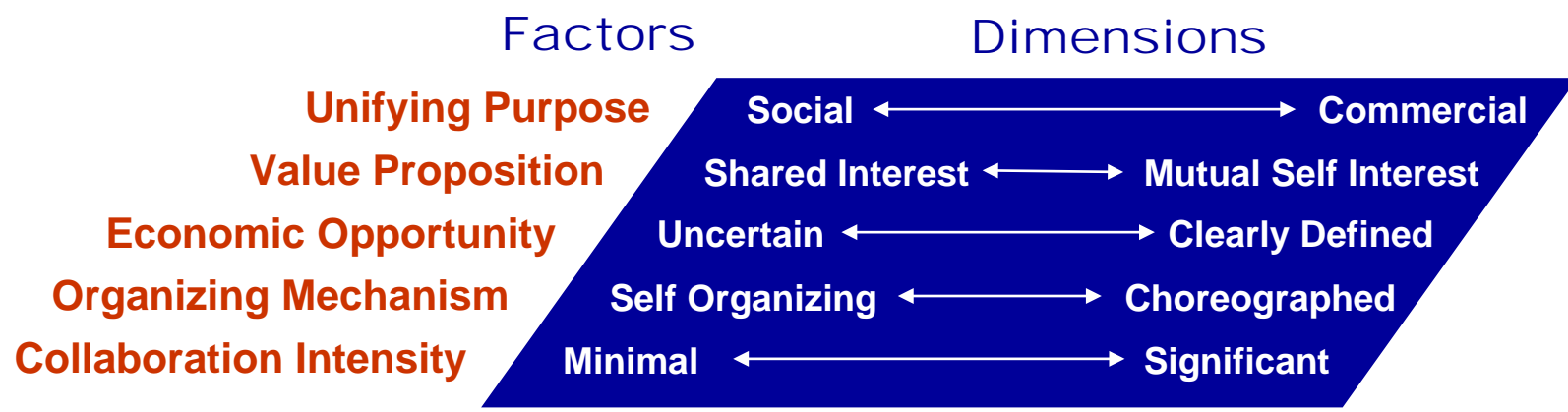
$$\text{Benefit of Collaboration} = \frac{\text{Value of Resources Leveraged}}{\text{Time and Effort to Collaborate}}$$

Scotland's Translational Medicine Research Collaborative

A multi-sector network tackling a significant challenge and providing value for all



Every network is unique in its purpose and design



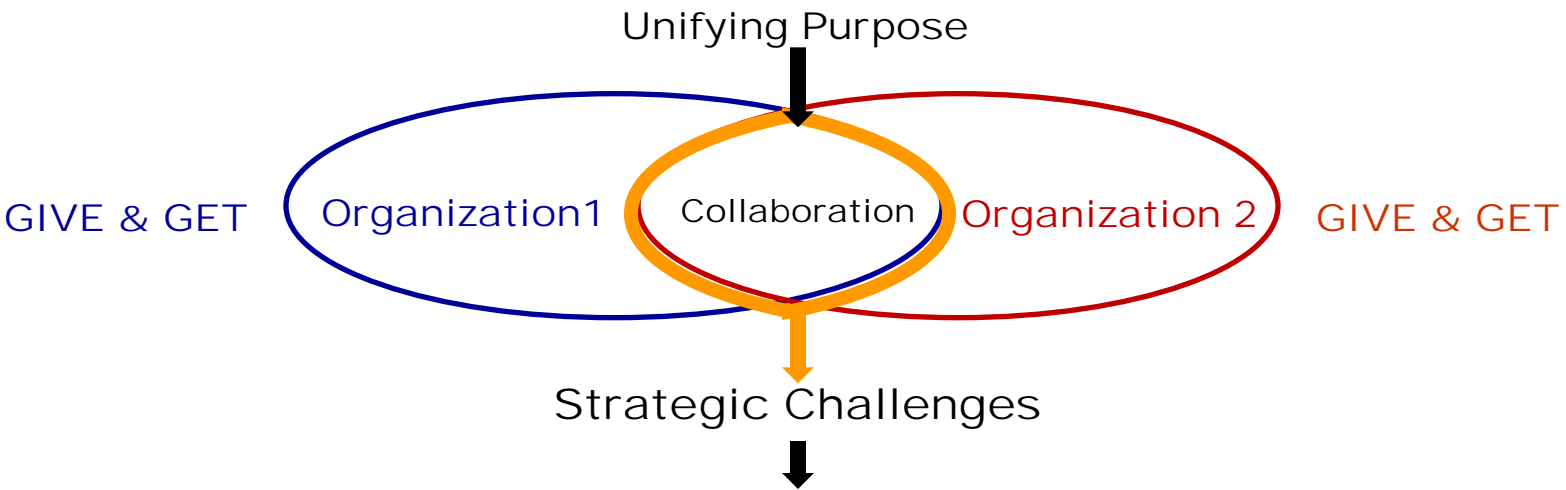
The complexity of working within a network of networks, with shifting boundaries and ways of working is a significant organizational challenge

Network leadership – the essential role of the choreographer

- ▶ Define the purpose of the network and the vision of how it will be achieved
- ▶ Guide achievement of intent of collaboration over the lifecycle of the collaboration
- ▶ Recruit, organize, and engage network members
- ▶ Establish the value proposition(s) and ensure they and the economic opportunity are realized
- ▶ Facilitate the ability of members to collaborate
- ▶ Build an environment conducive to fostering appropriate collaborative intensity
- ▶ Ensure the network iterates as required to achieve its purpose



Management challenge of successful collaborations— to manage the work of the collaboration and manage the collaboration



Strategic Questions
What should we do together?
What should we do individually?
What is the appropriate governance?

- Structural Elements**
- ▶ Committee Composition
 - ▶ Roles and Responsibilities
 - ▶ Decision Making Authority
 - ▶ Escalation
 - ▶ Milestones
 - ▶ IP Rights

- Behavioral Elements**
- ▶ Communication Protocols
 - ▶ Meeting Management
 - ▶ Decision Making Norms
 - ▶ Conflict Resolution
 - ▶ Evaluation
 - ▶ Review Processes

If you can walk
You can dance
If you can talk
You can sing

- Proverb from Africa

