

# Let's Commit Collaboration Ownership and Accountability

A Tamarack Learning Centre Webinar  
Liz Weaver, Co-CEO, Tamarack Institute  
Sylvia Cheuy, Director, Collaboration, Tamarack institute





# Land Acknowledgement

Turtle Island (North America) has been home since time immemorial to the ancestors of First Nations, Métis, and Inuit Peoples. We recognize that, in this territory, Indigenous rights holders have endured historical oppression and continue to endure inequities that have largely resulted from the widespread failure of non-Indigenous treaty people to hold up their responsibilities.

## Reconnaissance du territoire

L'île de la Tortue (Amérique du Nord) abrite depuis des temps immémoriaux les ancêtres des Premières Nations, des Métis et des Inuits. Nous reconnaissons que, sur ce territoire, les détenteurs de droits autochtones ont subi une oppression historique et continuent d'endurer des injustices qui résultent en grande partie de l'incapacité généralisée des non-autochtones signataires de traités à accepter leurs responsabilités.



# Today's Speakers



**Liz Weaver**  
Co-CEO of the Tamarack  
Institute and consulting  
director



**Sylvia Cheuy**  
Consulting Director,  
Collaboration, Tamarack  
Institute



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# Our Webinar Agenda

Collaborative Ownership  
The Accountability Matrix  
Commitments and Reflections

Tamarack Resources - <https://www.tamarackcommunity.ca/skills-for-change/collective-leadership>

# What is Collaborative Ownership?

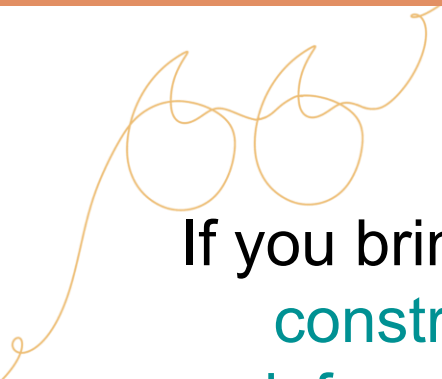


# COMMUNITY AND COLLABORATION AGREEMENTS

## Pick one that you will hold during the session.

- Be Present
- Listen, respect each other.
- Take space, Make space
- Start with "I" statements. Define if you move to "we".
- Assume nothing and ask questions.
- Try not to speak in jargon.
- Use a learning mindset.
- Take risks.
- "Tell me more" and "I am curious".
- "Slow down, we don't have much time."
- Trust your intention and own your impact.
- Remember the principle of gratitude and experience joy.
- Expect unfinished business: Sometimes you have to sit with things.
- Stay connected.
- Take care of yourself

Source: Source: [Liberatory Leadership Webinar](#)  
[| Distributed Leadership at LLC: What's Working](#)  
[and What's Hard | Leadership Learning](#)  
[Community](#)



If you bring the **appropriate people** together as peers in **constructive ways** with **good content and context information**, they will **create authentic visions and strategies** for addressing the **shared concerns** of the organizations and the community.

**The Collaboration Premise**  
**David Chrislip**



# COLLABORATION LEADERSHIP MINDSETS

- A focus on “we” rather than “me”
- Looking at what is best for the group, team or project
- Great interactions between team members
- Alignment of purpose or goal
- Willingness to continually learn
- Having an open mind, and willingness to hear from other team members, or experts
- Willingness to entertain multiple strategies at the same time
- Willingness to learn from past relevant experiences
- Not afraid of technology, and willing to use new ones to support interactions
- Understanding the proper collaborative tool for different types of interactions
- A willingness to enter and work through conflicts

Source: [Getting to the Collaborative Mindset](#)



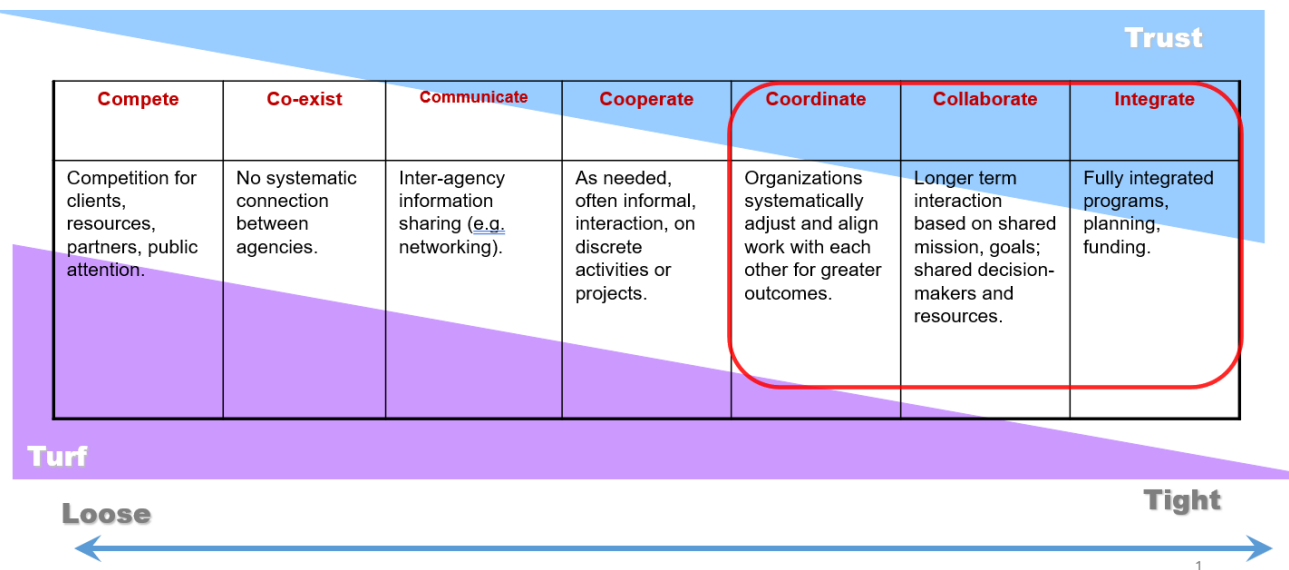


# Collective Ownership

Commitment to:

- Shared or common agenda
- Alignment with your own or organizations' mission and purpose
- Shared resources
- Show up, be present, ask good questions





# How to get there - The Collaboration Spectrum



Agree to where the collaboration fits on the spectrum.

# The Collaboration Spectrum

## The Collaboration Spectrum – Tool

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies. 	Inter-agency information sharing (e.g. networking). 	As needed, often informal, interaction, on discrete activities or projects. 	Organizations systematically adjust and align work with each other for greater outcomes. 	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

- Have collaborative members individually assess where they think the collaborative is on the spectrum
- Are you all in the same place or in different places? Do you want to move to a new place?
- Have a discussion about this.

[The Collaboration Spectrum Tool](#) – Tamarack Institute

# How to get there – Defining values and principles

Develop a core set of values or principles for working together.

These agreements will be instrumental when the collaboration must tackle challenging conversations.

## Principles:

1. **Community Connections:** We strengthen connections and collaborations between diverse people, organizations and sectors to grow and align our capacity to make a difference.
2. **Place Matters:** We focus our efforts on places where people live.
3. **Hope and Optimism:** We focus on the possible and our collective potential for making positive change.
4. **Equity and Inclusion:** We engage and elevate the voice of those most impacted by issues who have the greatest insight into possible solutions.
5. **Courage and Learning:** We ask difficult questions about the systems and structures which hold people and communities back and engage in peer-to-peer learning to build our capacity.
6. **Action and Impact:** We emphasize action and focus on impact.



# How to get there – Culture design canvas

The **Culture Design Canvas** is a tool that can be adapted for a collaborative group.

5 minutes: On your own, fill in as many sections as you can in the Culture Design Canvas.

10 minutes: Let's discuss the following:

- What did this canvas identify for me?
- What do I have to consider from a collaborative leadership perspective?

# CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

[Culture Design Canvas](#)

Team name:

Date:

<b>DECISION-MAKING</b> How is authority distributed? What methods do we use to make decisions?	<b>PRIORITIES</b> Select the top three cultural priorities using even over statements	<b>RITUALS</b> How do we celebrate our people, culture, and work?
<b>MEETINGS</b> How do we convene and collaborate?	<b>PURPOSE</b> Why do we exist?	<b>FEEDBACK</b> How do we help each other learn and grow?
<b>NORMS &amp; RULES</b> How do we clarify expected behaviors without hindering autonomy?	<b>VALUES</b> What do we believe in?	<b>PSYCHOLOGICAL SAFETY</b> How do we encourage everyone to speak up? How do we promote participation and candor?
	<b>BEHAVIORS</b> What behaviors do we punish?      What behaviors do we reward?	



# How to get there -15% Solution

Source: [Liberating Structures](#)

Steps:

1. Clarify the involvement activity.
2. Provide each person with post it notes.
3. Ask each person to identify something they are doing already that could contribute to the solution. Something that they might be able to share or shift.

Examples: share a mailing list, post the event on their website, invite their board and staff members

4. Invite each person to share 1 contribution they are willing to make toward the solution
5. Collect the commitments



# COLLABORATION IS ABOUT PEOPLE

Ideal collaborative member characteristics include:

- Highly regarded by their peers
- Knowledgeable in their subject area(s)
- Action-oriented thinkers
- Willing/eager to collaborate & innovate with a diversity of other perspectives
- Other characteristics important to the collaborative?



# Core Governance Documents





## Collaborative Leadership & Governance

The 2022-2023 Article Series

Resources and Articles:

<https://www.tamarackcommunity.ca/collaborative-leadership-governance-series-2022>

## Core Governance Documents:

1. **Collaboration purpose**
2. **Plan on a page**
3. **Principles for working together**
4. **Structure**
5. **Decision making**
6. **Accountability Matrix**
7. **Key milestone report**
8. **Regular progress updates**
9. **Sustainability plan**

# Collaborative Purpose



Source:

<https://www.thinkhdi.com/library/supportworld/2020/creating-compelling-purpose-knowledge-management.aspx>

# Collaboration Structure

Collective Impact

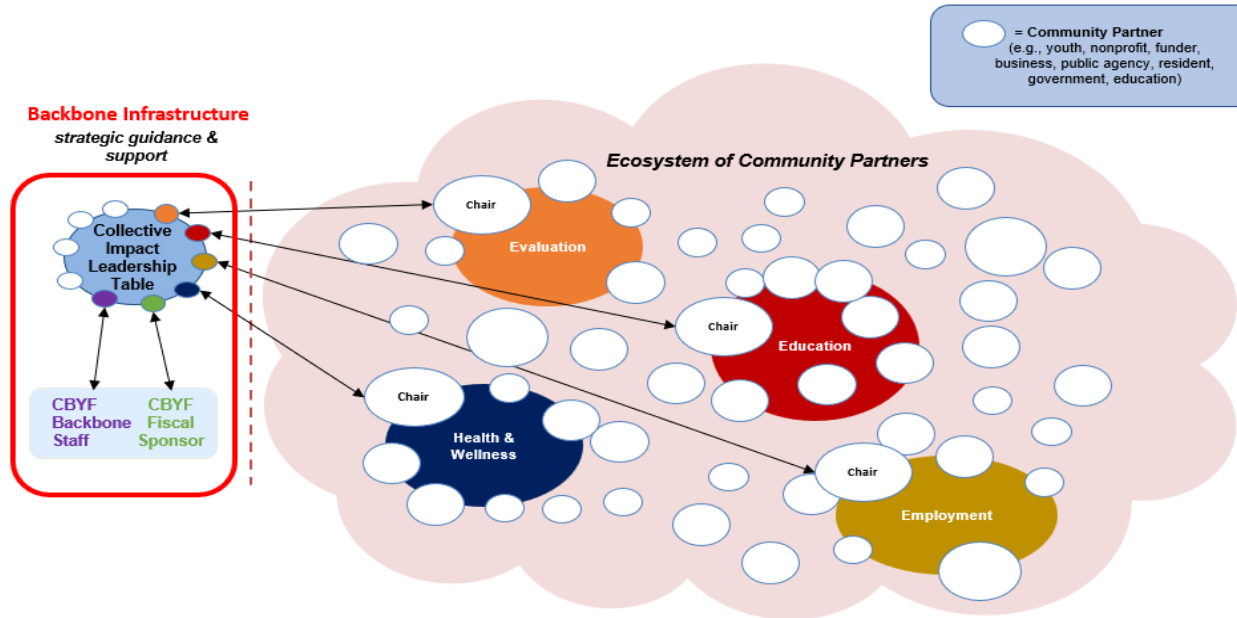


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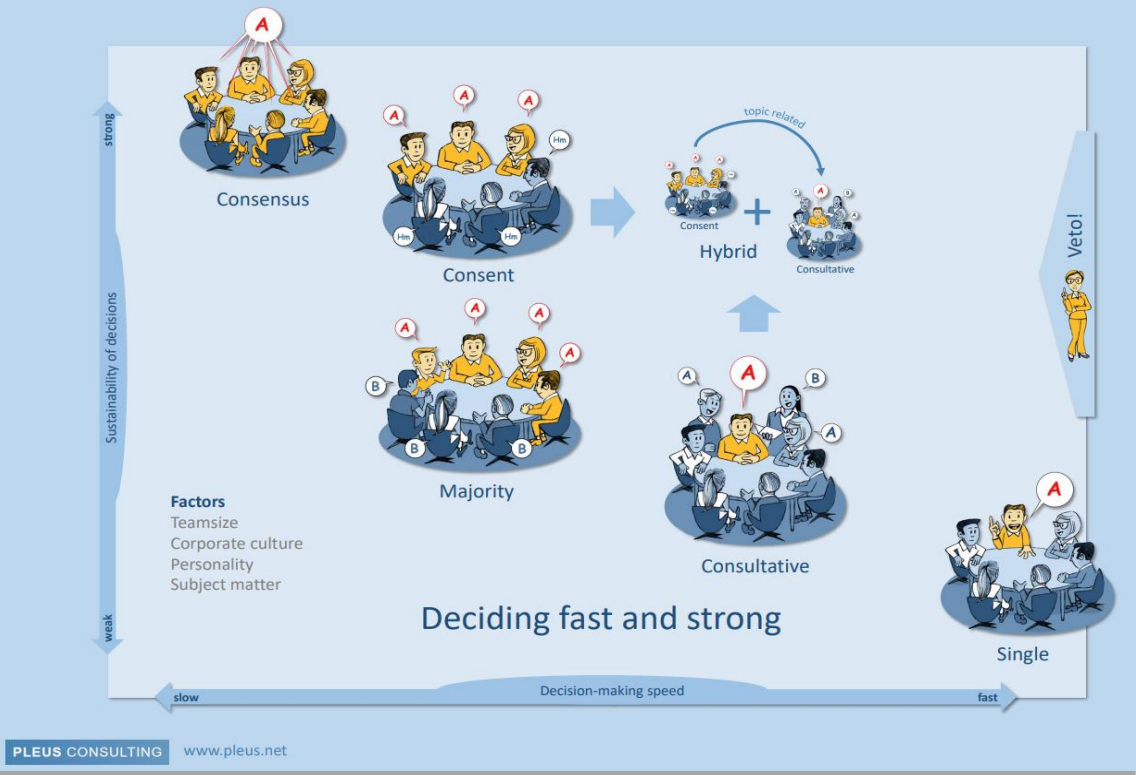
<http://bettertogethercentraloregon.org/who-we-are/framework/>

# Collaboration Structure

## Partner-Driven Action - Collaborative Governance



# Decision Making





# Accountability

- **Accountability is the reporting relationship between one part of the governance structure to another part of the governance structure**
- **Defining accountability identifies who is accountable to who for what**

## Simple Accountability Matrix Example

Role	Primary Focus & Contributions	Accountability
Convener/ Fiscal Sponsor	<ul style="list-style-type: none"> <li>Local charitable organization that receives the funding to convene the collaborative</li> <li>Is a member of an accountable to the Leadership Table(s)</li> <li>May be the location for the backbone staff team</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for funding and reporting</li> <li>Accountable to the Partners or Leadership Table for how funding is spent</li> <li>Accountable to the community for results</li> </ul>
Leadership Table	<ul style="list-style-type: none"> <li>10-15 local leaders</li> <li>Shapes and leads the strategy overall</li> <li>Aligns work of various action teams</li> <li>Hold commitment to common agenda &amp; Theory of Change</li> <li>Engage other stakeholders</li> <li>Mobilize resources &amp; knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for setting the common agenda and core strategies</li> <li>Accountable for progress</li> <li>Accountable to the community for results</li> </ul>
Staff Team	<ul style="list-style-type: none"> <li>Includes the Leadership &amp; core staff of the backbone infrastructure</li> <li>Support the work of the Steering Committee &amp; Initiative overall –</li> <li>Design &amp; facilitate engagement across the initiative and meetings of various groups</li> <li>Ensures progress is being made</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to the Fiscal Sponsor for funding allocations and following the Fiscal Sponsor policies</li> <li>Accountable and working with the Leadership Table</li> <li>Accountable for reporting</li> <li>Accountable to the community for results</li> </ul>
Working Groups or Action Teams	<ul style="list-style-type: none"> <li>Scale-up on-the-ground solutions around key areas of focus/priorities</li> <li>Co-design &amp; refine solutions around key shifts/strategic priorities</li> <li>Number of size of work groups to be determined</li> <li>Each work group includes youth leadership</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to the Leadership Table and Backbone team for progress on common agenda</li> <li>Accountable to the community for results</li> </ul>
Community Network or Community Eco-System	<ul style="list-style-type: none"> <li>Provides insights and ideas on key shifts &amp; ideas</li> <li>Offers feedback on priorities to maximize impact of the initiative</li> <li>Contributes knowledge, resources &amp; connections</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to the collaborative effort for direction, engagement and support</li> </ul>





### Promoting a Culture of Accountability

- Set measurable goals
- Hold yourself and others accountable
- Give and get feedback

### Steps to Building An Accountability Matrix

1. Consider the equity and inclusion implications when building an accountability matrix for the collaboration.
2. Determine whose perspectives should be invited and included to join the collaboration including individuals who are directly impacted by the problem, challenge or opportunity.
3. Confirm the structure and size of the collaboration.
4. Confirm the shared agreements, common agenda and core strategies of the collaboration.
5. Identify and confirm the collaboration's values and principles for working together.
6. Identify the different parts of the collaboration – Leadership Team, Steering Committee, Working Groups, Staff, other groups as required.
7. Briefly describe their core roles and responsibilities.
8. Identify what accountabilities each group has to other parts of the structure.
9. Add a column about decision-making if appropriate.

[Planning Canvas Link](#)

### Accountability Matrix Template – Adjust to your collaboration structure as required

<b>Parts of the Collaboration</b> Examples below; change as required	<b>Primary Focus &amp; Contributions</b> Describe the focus and contributions of each group – core roles and responsibilities	<b>Decision-Making</b> What decisions are the responsibility of this group?	<b>Accountability</b> Who is this group accountable and for what?
Convener			
Steering Committee			
Working Groups or Action Teams			
Community Network or Community Ecosystem			
Other (add here)			
Other (add here)			



# Thank you

Community is a **verb**.  
Empowering action. Inspiring change.



 **TAMARACK**  
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