Multi-organisational collaborative programs: The interplay between structural and cultural enablers through the stages of the implementation journey

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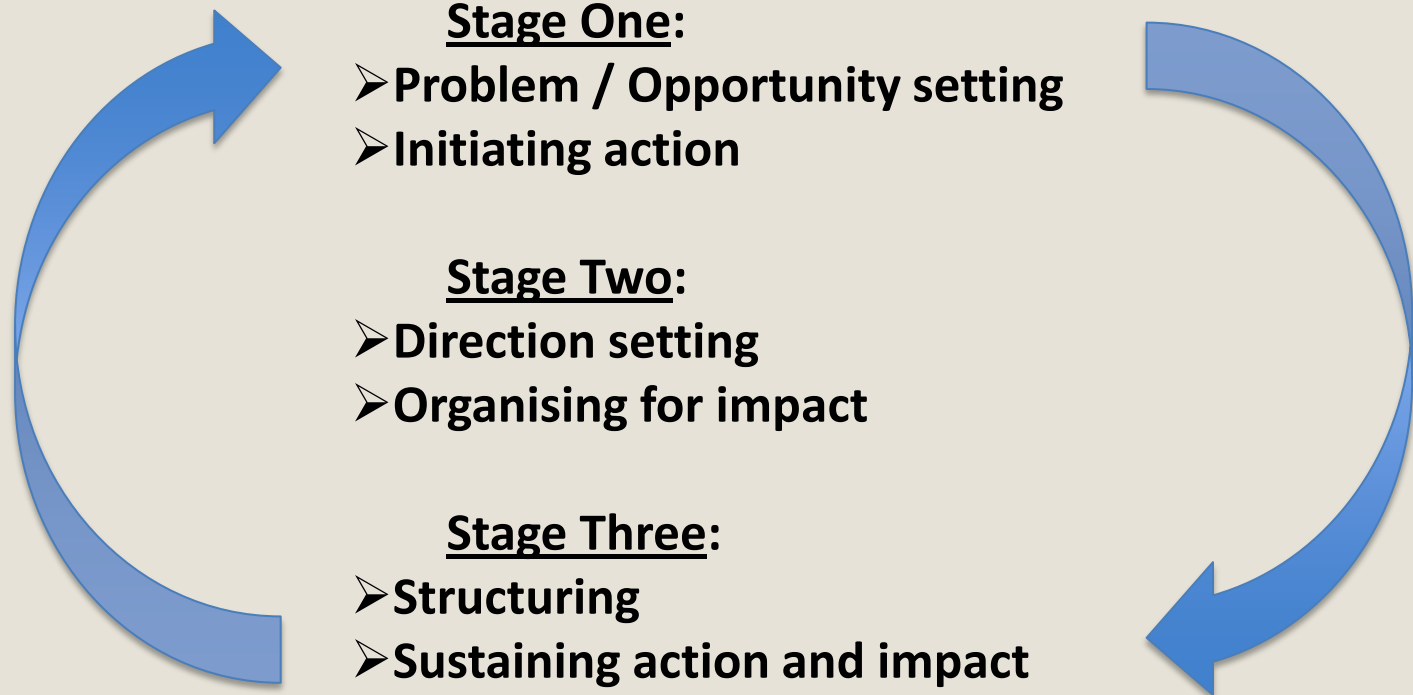0424 988 890

Implementation is a journey

Leading change is 'building the bridge as you walk on it ' Robert Quinn

Change is a series of stages

Stages of change for collaborative networks

Stage One:
➢**Problem / Opportunity setting**
➢**Initiating action**

Stage Two:
➢**Direction setting**
➢**Organising for impact**

Stage Three:
➢**Structuring**
➢**Sustaining action and impact**

Stage one: Creating the Stronger Families Alliance

Stage two: Direction setting with The Child and Family Plan

11 Outcomes Across 3 Parts

Part A:
Strengthening families through neighbourhood service networks (Universal services)

Part B:
Moving children beyond vulnerability (Targeted services)

Part C:
Creating child friendly communities (Community)

Alliance structure

Stronger Families Alliance Governance model

Collaboration Backbone

Executive

Stronger Families Alliance

A. Strengthening Families through Neighbourhood Service Networks

B. Moving Children and their Families Beyond Vulnerability

C. Creating Child-friendly Communities

School Centred Community Hub Program

Blue Mountains Consortium Program

Paint the Blue Read Program
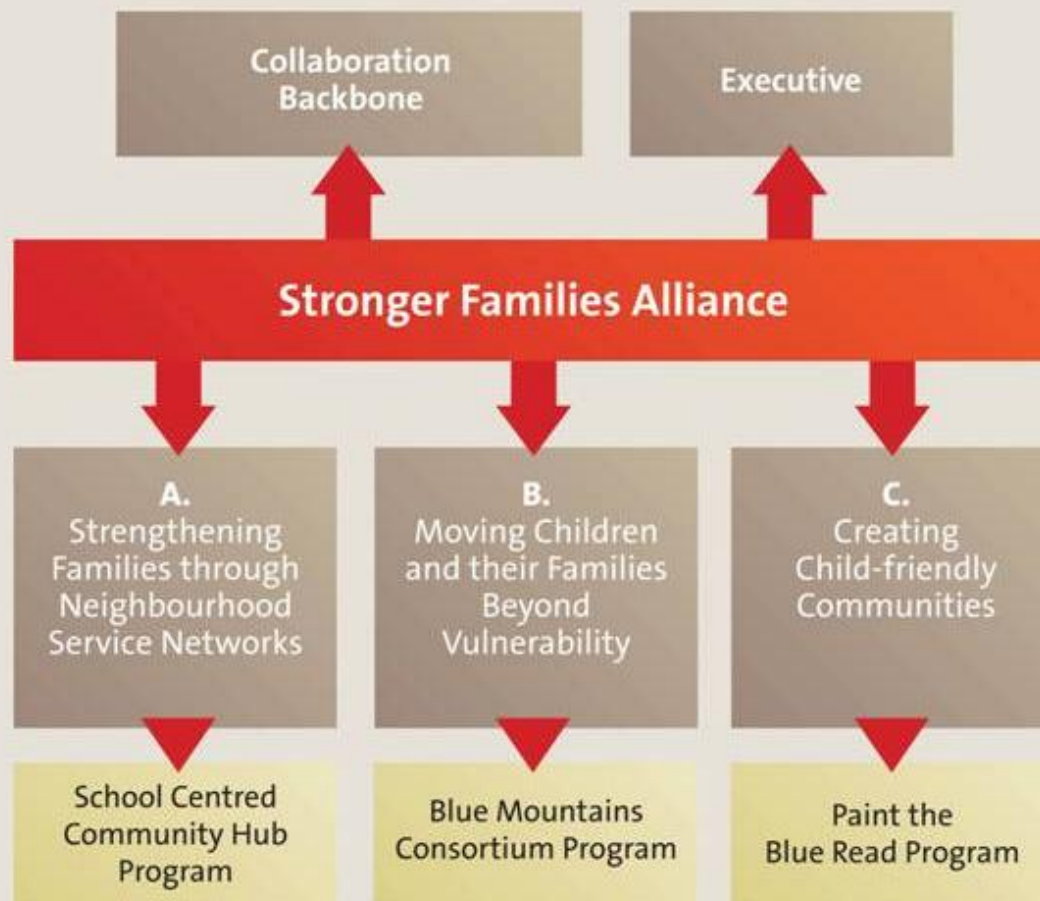
Stage one: Creating engagement to set problems / opportunities

Stage one: Appreciate inquiry transforms group relationships

In the beginning …

- Multiple perspectives on the problem & the solution

- Multiple purposes for being in the group

- People feel differences in disciplines, power, status, organisation culture

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Implementation goal:

- Shared perspective on the problem / solution / process forward

Joint purpose for being in the group

- People develop high quality group relationships – trust, energy, creativity

Experiencing the whole system transforms people and groups

"The best in human organisations arises most naturally when people collectively experience the wholeness of their system – when strength touches strength – across whole systems of relevant and engaged stakeholders."

David Cooperider

Who has an interest in the successful outcome of this change, project, reform?

Inside and outside the current system?
High and low in the existing hierarchies?
Directly and indirectly?
Now and in the best possible future?

Stronger Families
Alliance

When magnified, the beauty, strength and adaptability of a water drop is easily seen

Positive bias - Positive topics

Positive topic:

- Ground breaking collaboration
- Prevention and early intervention focus

Positive bias - Positive inquiry causes implementation

Poetic principle

Organisations are more like open books than machines …
"The implication is that we can study almost any topic in relation to human experience in any organisation."

David Cooperider

Inquiry is intervention

"Human systems move in the direction of what they most persistently, actively and rigorously ask questions about"

1. What is your organisation's best experience of collaboration to support children and their families in the Blue Mountains?

2. Looking back on your time in the Blue Mountains, what is the most inspiring collaboration you have seen?

3. Looking at this collaboration, and your own experiences, what do you think are two vital ingredients making a ground breaking collaboration?

Positive inquiry: Discover existing patterns of strength
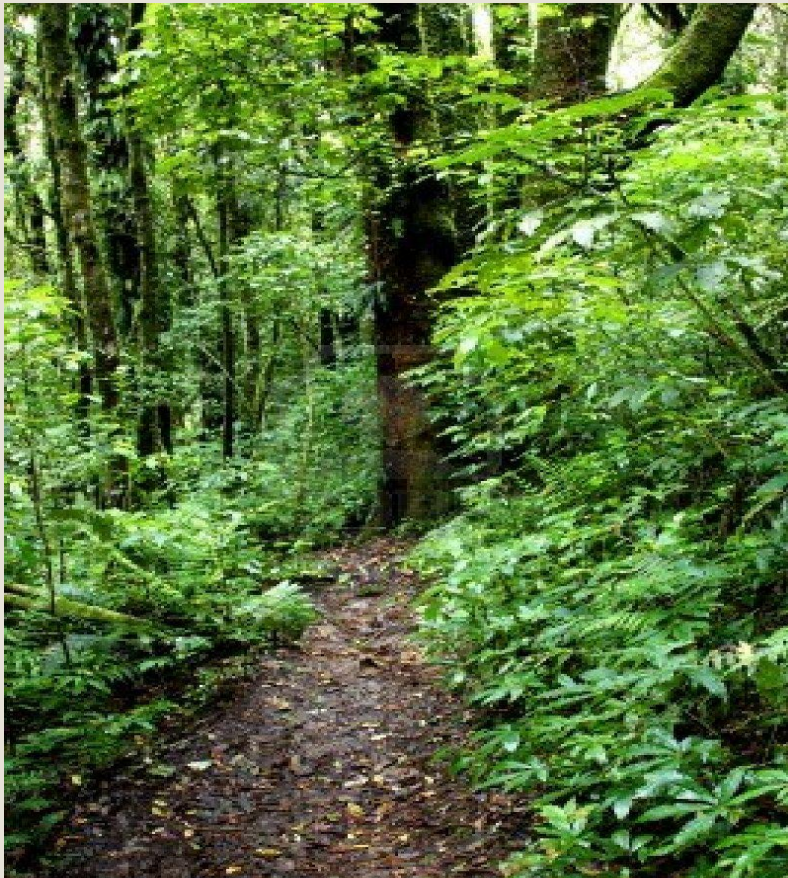
What supports collaboration in the Blue Mountains:

- Knowledge?
- Existing partnerships?
- Leadership?
- Intention and purpose?
- Individual talents and capabilities?
- Structures?
- Resource?
- Practice?
- Projects ?

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Appreciative inquiry process: Imagine the best possible future

1. Discover
The best of what is
What is giving life
Appreciating

Stage one: Opportunity setting

Positive topic:
Ground breaking collaboration

2. Dream
What should be
Envisioning results
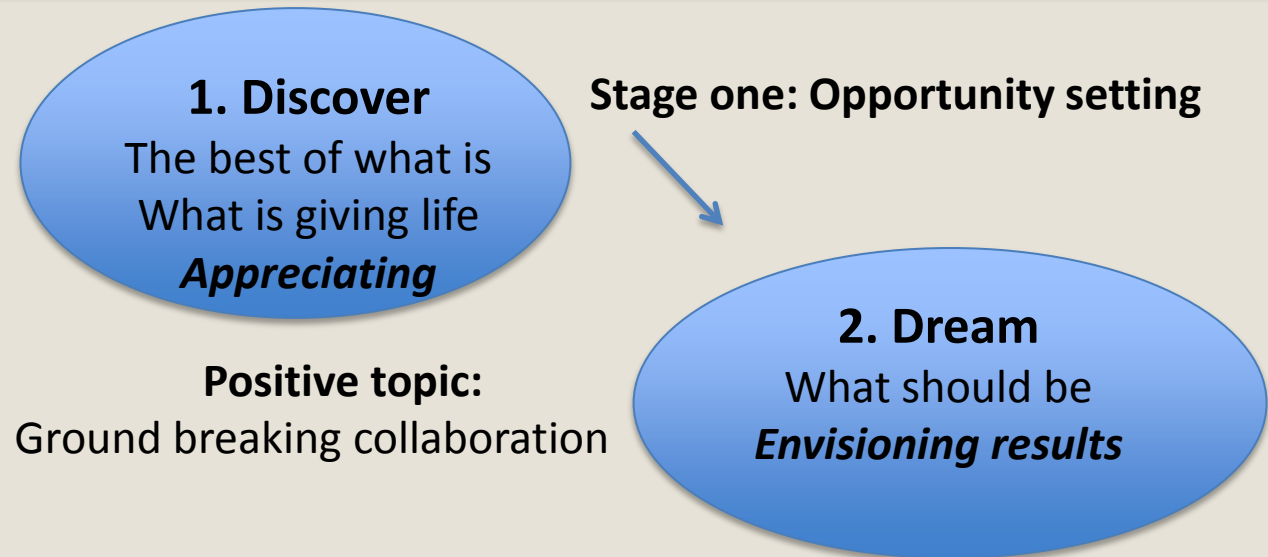
Stage two: Creating engagement to set directions

Closing the knowing doing gap
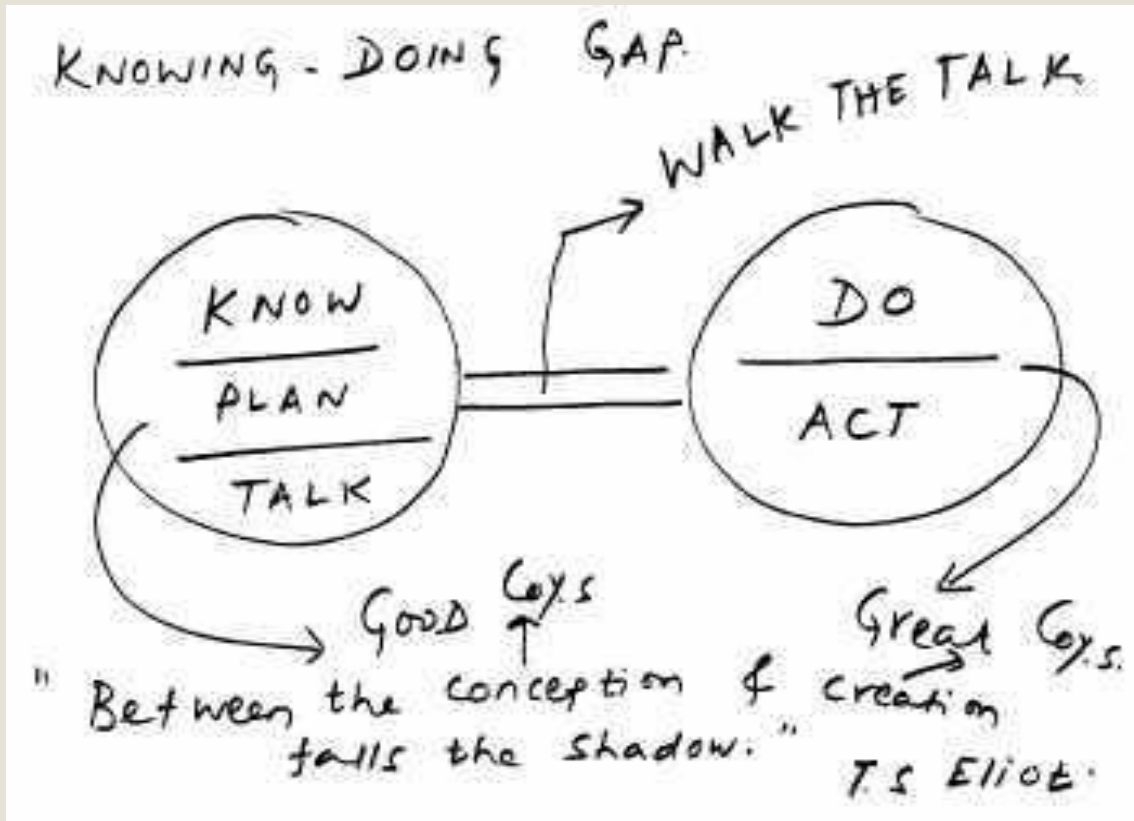
"Between the conception and creation falls the shadow"

T S Elliot

Plan using the most compelling evidence about creating change

- Combine planning and professional development

- Do a deep dive into evidence bases that unite the group

- Bring in experts who live, breath and passionately believe in their fields – they bring knowledge (mind) and inspiration & conviction (positive emotion)

Create opportunities for everyone to hear the evidence base first hand

Stronger Families
Alliance

Early childhood summit 2: Bringing the Child and Family Plan to Life.

November, 2010

Shared meaning ... shared worlds ... cohesive action

Stronger Families Alliance

WORDS
CREATE
WORLDS

Supported playgroups … Soft entry … Nature deficit disorder … Home learning … Child consultation … Rights of the child … Universal … Child behind the client … Governance structure… Leadership … Community connection … Compassionate response … Hope …

Design and do while planning

Proto-types of the change provide a tangible image of a plausible future. People can see it, touch it, and sense its true potential.

Billy Booksie stars in the Katoomba Winter Magic Festival, July 2012.

The 4d Appreciative Inquiry process

Stronger Families Alliance

Stage One: Opportunity setting

1. Discover
The best of what is
What gives life
Appreciating

Positive topic:
Ground breaking collaboration

2. Dream
What should be
Envisioning results

3. Design
What will be
Co-constructing

Stage Two: Direction setting
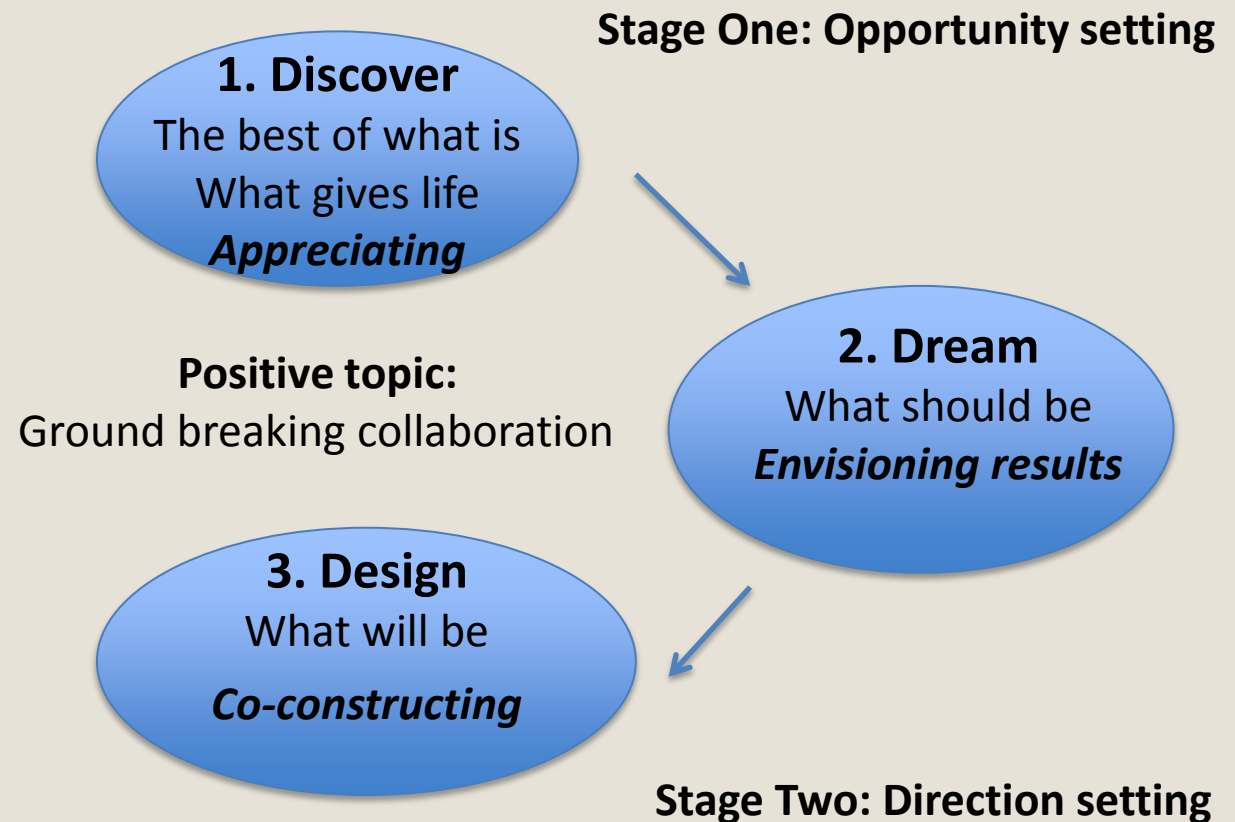
Stage Three: Creating engagement to sustain implementation

Create empowering structures and decision-making processes

Launch of the Bush Trackers Program: Bush walks by kids for kids

The Gazette October 10th 2012

24 The Blue Mountains Gazette, Wednesday, 10 October, 2012   www.bluemountainsgazette.com.au

Fine start to walking festival despite rain

An atmospheric mist added a magical dimension to the official launch of Blue Mountains Lithgow and Oberon Tourism's annual Festival of Walking at Wentworth Falls on Saturday.

Light drizzly rain could not dampen the enthusiasm of the gathered crowd including dignitaries Blue Mountains Mayor Daniel Myles, new Lithgow Mayor Maree Statham, Blue Mountains State MP Roza Sage and Macquarie Federal MP Louise Markus.

The annual nine-day event celebrates the Greater Blue Mountains World Heritage Area spanning through to Lithgow and Oberon and continues until October 14.

Promoting fresh air and the grand backyard of the Blue Mountains, Lithgow and Oberon region, the festival will feature treks and challenging bushwalks, history tours combined with local wine and cheese sampling, ambles through the day and walks at night, garden tours, singles walks, indigenous experiences, a phone film competition and family events.

The official launch was held at Wentworth Falls Picnic Ground and featured Discovery Wilderquest walks, the National Parks and Wildlife Service (NPWS) mascot Wanda the Wombat, launch of the NPWS Bush Trackers project and a barbecue lunch.

Blue Mountains Mayor Daniel Myles congratulated Blue Mountains Lithgow and Oberon Tourism for "another fantastic event" and the gathered crowd for attending despite the rain.

"We have the most fabulous wilderness and we have . . . an ancient and unique culture, and the two literally go hand-in-hand together through thousands of years," he said.

Blue Mountains Lithgow and Oberon Tourism chairman Randall Walker thanked festival founder Marie Wood of Katoomba for instigating the original idea for the event, "a perfect fit" for the Greater Blue Mountains World Heritage Area.

As well as major sponsor Bendigo Bank, he thanked the National Parks and Wildlife Service for its contribution, as well as festival director Sean Greenhill.

Mr Walker gave a preview of the soon-to-be-launched Aboriginal Cultural Experience Guide.

"We as a community can be proud of the engagement with all six Aboriginal groups of the World Heritage Area including the Darug in the Lower Mountains, Gundungurra in the Upper Mountains and Wiradjuri extending out to Lithgow, and culminating in the preview of this
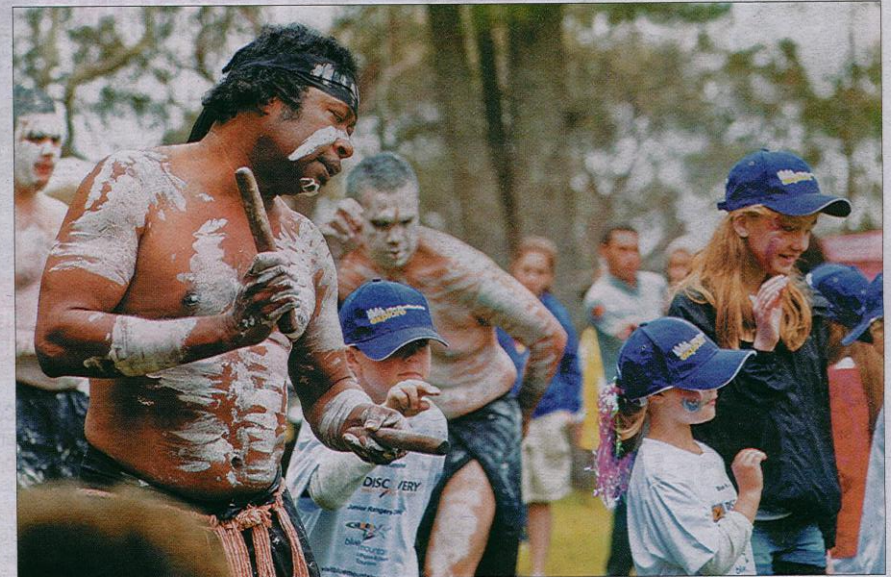
Community event: Aboriginal performers at the official opening of the Festival of Walking. Photo: David Hill, Blue Mountains Lithgow and Oberon Tourism.

The guide previews at least 10 cultural experiences to be announced within the next few months including Gundungurra songlines of the Upper Blue Mountains and another at Jenolan Caves.

Blue Mountains State MP Roza Sage congratulated BMLOT on "another great achievement" and said the Festival of Walking had the potential to become as popular as Yulefest.

"This festival is another way of showcasing the

munity."

The region, which had a tourist industry stretching back more than 100 years, would continue to entice visitors from around the globe because of its marvellous natural experiences and proximity to Sydney, Mrs Sage said.

NPWS regional director Geoff Luscombe said NPWS and Blue Mountains City Council were proud to be custodians of the most visited national

walking tracks begun in the 1830s and an integral part of the region's tourism industry.

Macquarie Federal MP Louise Markus said: "Today we have seen the seed of an idea enter its second year very alive and well and active with so many sections and parts of our community involved. This is going to be something for many years to come, I'm sure."

Visit www.festivalofwalking.com for more information.

Chunk implementation into bit sized bits

Stronger Families Alliance: Framework for Action 2011 - 2013

The resilience and wellbeing of children and their families is maximized

Strategic imperative	Build a collaborative service network	Strengthen families through neighbourhood service networks	Move children and their families beyond vulnerability	Create a child friendly community
Child and Family Plan Outcomes	(1.) The Child and Family Plan is implemented. (2.) The range and number of services involved in the Alliance is increased. (3.) Service systems beyond the Blue Mountains benefit from the work of the Alliance.	(1.) Parents nurture their child's ongoing development from the prenatal period onwards (2.) Children come to school with the skills and abilities necessary to achieve in the school environment (3.) Parents increase their social supports and community connections (4.) Collaborative universal service systems are created at a neighbourhood level through School Centred Community Hubs steering committees.	(1.) All children have many different connections to others in the community. (2.) Families promote safety and wellbeing of their children. (3.) Children and families receive an immediate and compassionate response aimed at meeting their basic needs. (4.) Targeted child and adult services coordinate with each other and the universal service systems.	(1.) Learning is supported and valued from birth. (2.) The community supports children and their families. (3.) The built environment and public spaces are child and family friendly.
Target Areas for New Actions	(1.) Collaborative leadership program (2.) Implement 'activity level' evaluation data collection process. (3.) SFA website (4.) Publish newsletter. (5.) Build and consolidate SFA structure and functioning	(1.) Cross fertilize inspiring practice across existing School Centred Community Hubs. (2.) Engage Aboriginal children and their families in ervice networks. (3.) Promote learning about local Aboriginal culture (4.) Cluster new activities into Wentworth Falls	(1.) Engage services working with vulnerable parents (2.) Provide professional development (3.) Develop and distribute key messages for universal services based on the Plan (4.) Explore feasibility of a service wrap round pilot for an adult targeted service	(1.) SFA promote child friendly urban design. **(2.) Develop and use child consultation expertise** (3.) Develop and implement child friendly community public communication campaign.

Elevate everyone's leadership capabilities
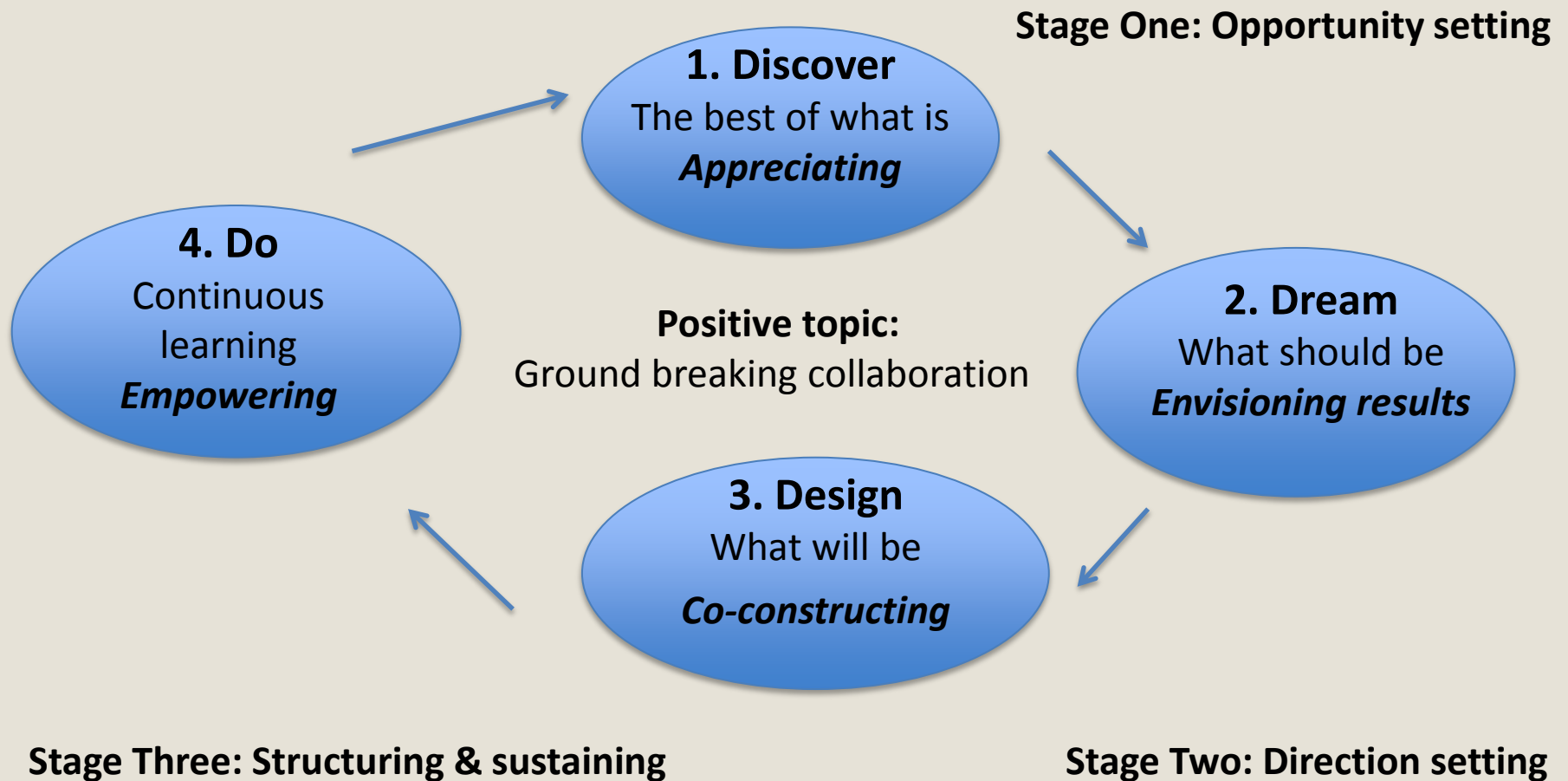
Stronger Families Alliance

"Leaders are people who engage in creating change or shaping their future regardless of their formal positions in institutional structures."

Otto Scharmer

"The task of leadership is to create an alignment of strengths, making a system's weaknesses irrelevant"

Peter Drucker

The 4d Appreciative Inquiry process

Stage One: Opportunity setting

1. Discover
The best of what is
Appreciating

4. Do
Continuous learning
Empowering

Positive topic:
Ground breaking collaboration

2. Dream
What should be
Envisioning results

3. Design
What will be
Co-constructing

Stage Three: Structuring & sustaining

Stage Two: Direction setting

Sources

David Cooperider: The concentration effect of strengths: How whole system 'AI' summit brings out the best in human enterprise

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