



Engaging with
Evidence
Webinar series



BLAVATNIK
SCHOOL OF
GOVERNMENT



UNIVERSITY OF
OXFORD

GOVERNMENT
OUTCOMES
LAB

Cross-sector collaboration: Insights from a leaders' Playbook

Engaging with Evidence Session 19
26 October 2023



@golaboxford
#EngagingwithEvidence



golab.ox.ac.uk

The Government Outcomes Lab (GO Lab)



This block contains a collage of logos and statistics. On the left is the Department for Culture Media & Sport logo. Next to it is a world map with various colored markers. Below the map are three blue boxes with white text: '206 Impact bonds', 'USD 458m+ Capital raised', and '846k+ Users'. To the right is the GOV.UK logo with a search bar and navigation links. Below that is a screenshot of a webpage titled 'Coronavirus (COVID-19) | Guidance and support'. Further right is a black door with a white frame and a small window with a yellow sun.

This block features logos for several organizations. On the left is the European Investment Bank logo. In the center is the UKaid logo, which includes the Union Jack and the text 'UKaid from the British people'. To the right is the UK Research and Innovation logo. Further right is the World Bank Group logo, which includes a globe and the text 'WORLD BANK GROUP'.

This block contains an illustration of a group of people in a meeting. There are six people: two men and four women, some standing and some sitting at a table. They are surrounded by various logos and icons. On the left is the 'BUSINESS IN THE COMMUNITY' logo. In the center is the 'CIFF' logo. On the right is the 'CHILDREN'S INVESTMENT FUND FOUNDATION' logo. There are also icons of a bookshelf, a lightbulb, and a speech bubble.

Established in 2016

Partnership between UK Government & University of Oxford

We investigate government's role in unlocking fruitful cross-sector partnerships to improve social outcomes

Welcome to the nineteenth session of the Engaging with Evidence series

An open platform for policymakers, practitioners and researchers around the world to engage with key findings from the latest research and evaluation work in the field

- Distillation of key research findings
- Practical insights from practitioners across different sectors and fields
- Honest and constructive dialogue

For the next edition of Engaging with Evidence

Understanding the DIB effect. Insights from the evaluation of the FCDO Development Impact Bonds Pilot Programmes



2 November 2023. 1 pm - 2.00 pm GMT



Engaging with
Evidence
Webinar series

Cross-sector collaboration: Insights from a leaders' Playbook

In today's session:

Part I

Overview of the Collaboration Playbook and key learnings

- Ian Taylor and Nigel Ball will provide an overview of the Collaboration Playbook, their insights and key learnings
- Cathy Butler, Whitehall Industry Group, will offer a presentation on the need for cross-sector collaboration to address major challenges and why the collaboration playbook was required.

Part II

Panel discussion: wider learning for the sector

- The speakers, joined on a panel by three leaders from each sector (public, private & civil society) who are experienced in collaboration from their sectors perspective, will discuss wider learning and relevance of the collaboration playbook.

Speakers



Paul Morrison
Planning
Inspectorate



Mike Adamson
British Red Cross



Cathy Butler
Whitehall &
Industry Group



Anna Keeling
Former Boeing
Defence UK



Nigel Ball
Social Purpose Lab



Ian Taylor
GO Lab

Moderators



Andreea Anastasiu
GO Lab



Srinithya Nagarajan
GO Lab



Engaging with
Evidence
Webinar series



BLAVATNIK
SCHOOL OF
GOVERNMENT



UNIVERSITY OF
OXFORD

GOVERNMENT
OUTCOMES
LAB

Our audience this morning



@golaboxford
#EngagingwithEvidence



golab.ox.ac.uk

Engaging with
Evidence
Webinar series



Part I

The need for cross-sector collaboration

- Cathy Butler will offer a presentation on the need for cross-sector collaboration to address major challenges and why the collaboration playbook was required.

Overview of the Collaboration Playbook and key learnings

- Ian Taylor and Nigel Ball will provide an overview of the Collaboration Playbook, their insights and key learnings

Engaging with Evidence – Cross-sector collaboration,
insights from a leader's Playbook

Why develop a Collaboration Playbook?

Cathy Butler, Head of Leadership
26th October 2023

For other WIG events & opportunities visit www.wig.co.uk
Join the conversation @WIGuk | #WIGleadership



Two questions to focus on

- 1 .Why is there a need now for cross-sector collaboration?
- 2. Why did The Whitehall & Industry Group (WIG) embark on the production and implementation of a “Collaboration Playbook”?



WIG

The Whitehall & Industry Group
connecting the sectors

The need for cross-sector collaboration

- The proliferation of complex and wicked problems that cannot be solved alone ; the velocity of change
- The need for an “intersector” space to develop longer term thinking; opening up to diverse perspectives
- The need for leadership “preparedness” and “sooner or later” thinking; considering all “unknown unknowns”; and building on other good work around mobilising collective intelligence



WIG

The Whitehall & Industry Group
connecting the sectors

Why embark on a Collaboration Playbook?

- Easy to talk about collaboration – much harder to do – especially cross sector
- Collaboration requires a different kind of leadership
- Belief that the ability to collaborate will determine success to make a positive impact to the world we live in
- Providing a roadmap to solve long term strategic issues facing the UK will be of value to members, teams, organisations and society as a whole



WIG

The Whitehall & Industry Group
connecting the sectors

Collaborative origins of The Whitehall & Industry Group

ORIGINS AND JOURNEY

- Created almost 40 years ago as a Cabinet Office & industry initiative
- Active support & endorsement from senior Civil Service
- WIG 25th Anniversary report in 2009 - “Closing the gap; improving communication between business and government;” 90 Government sector members and 90 corporate sector members
- Independent & non-lobbying
- A safe trusted space

TODAY AND TOMORROW:

- Grown to 250 member organisations
- With over 1500 cross-sector alumni of WIG talent and leadership programme
- **Refocusing strongly around the opportunity to build on our specialism in cross-sector collaboration to:**
- Provide a methodology, capabilities and “space” to solve long-term strategic issues facing the UK which will be of value to our members and society as a whole
- Build a community of likeminded people committed to integrity, collaboration and driven by a shared purpose of future prosperity for all



WIG

The Whitehall & Industry Group
connecting the sectors

Which organisations work with us?

250 organisations engage in cross-sector dialogue with WIG – offering huge potential for collaboration. Our members include:



WIG current activities for our members in cross-sector collaboration

Convening strategic dialogue : WIG Events

- Live briefings
- Roundtables
- Workshops
- Conferences

Intentionally developing collaborative leadership capabilities: WIG cross-sector Leadership programmes

- Award-winning cross-sector Leadership programmes
- Organisational “Raids”

Enabling mobility of cross-sector athletes: WIG Talent services

- Mentoring
- Secondments
- NED & Trustee recruitment



Professional networks – helping to develop “outsight”

Peer to peer networks:

1. Chief Executives/ Permanent Secretaries
2. Chief Technology Officers
3. Director of Public/Government Affairs
4. Director of HR
5. Director of Communications
6. Director of Sustainability
7. Governance/NED
8. Heads of D&I



Context: What did our members think about cross-sector collaboration?

Survey of 250 Public, Private, NFP and HE members:

- 90% AGREED that **collaboration with sectors outside of their own is important in achieving desired outcomes** for their organisation
- 91% AGREED that **more collaboration between the sectors would support in achieving better policy outcomes or societal impact**
- 55% of those surveyed spend **less than 25% of time collaborating with sectors outside their own**

Survey of 250 Public, Private, NFP and HE members continued:

- 58% DISAGREED that they **had enough resources (time, people, budget, etc.) to collaborate effectively with other sectors**
- 55% DISAGREED that they **currently receive enough development/training to collaborate as a leader to achieve success in their role**



WIG

The Whitehall & Industry Group
connecting the sectors

Our work on the Collaboration Playbook renews our focus on purpose and through that to intentionally:

Bring together and empower and inspire the leaders of today and tomorrow to collaborate, by:

- Fostering deeper understanding, perspective, openness and trust in strategic dialogue – through events on public policy and prosperity;
- Improving collaborative capabilities – through immersive and applied leadership development, mentoring and secondments;
- Evidencing what works – through impact research on collaborative leadership, public policy and prosperity outcomes/case studies .
- Taking a unique independent approach to solving national, societal and strategic issues facing the UK



WIG

The Whitehall & Industry Group
connecting the sectors

The need for Collaborative Leadership Development – the foundation of collaborative leadership is self-collaboration

- Collaborative leadership capabilities to collaborate effectively
- Learning to “quieten the ego”; collaboration happens *through* you but it is not about you
- Becoming great relationship developers
- Collaborative mindset – understanding our interdependencies and a strong belief/determination that we will go further together
- Develop a focus on curiosity, creativity and open-mindedness
- Develop long term focus and resilience
- Developing understanding of the states of collaboration
- Learning how to develop collaborative systems; systems leadership



Potential plans for the mid-term...

- Work closely with our stakeholders on the development of our cross-sector collaboration services based on the Collaboration Playbook – to answer needs but also “stimulate demand” in cross-sector collaboration
- WIG – the UK’s centre for cross-sector leadership collaboration
- Support and actively enable Organisational Development (L&D and Talent) professionals to build leadership capability in cross-sector collaboration through our leadership programmes for leaders at all levels
- Innovative programmes and events to bring senior Government, wider public sector, corporate and not-for-profit leaders and specialists together around common goals for actual delivery and impact; narrowing the space between policy and delivery
- Provision of events and immersive experiences that focus specifically on learning to collaborate through actually doing it; eg WIG Strategic Dialogue; WIG Insights; WIG Exchange
- Possible yearly ‘State of Collaboration’ report and other reporting on success and impact of cross-sector collaborative projects

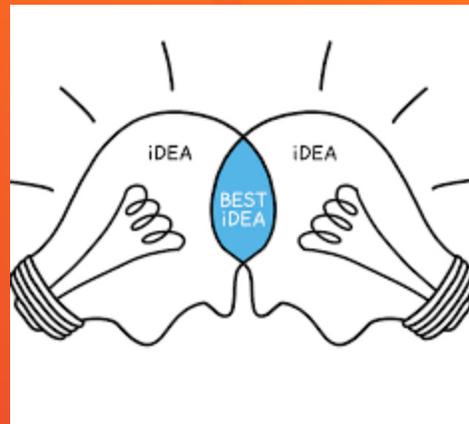
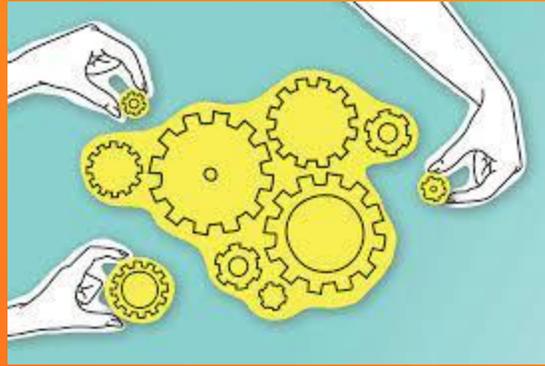


WIG

The Whitehall & Industry Group
connecting the sectors

“Because innovations occur at the intersections of different disciplines, the best collaborations occur when bright minds from diverse disciplines meet in dialogue.”

(Anon)



“Why is the whole process of collaboration so hard? There are many reasons....you have to let go and trust your partners, and you have to get beyond the comfort of your own tribe.”

*David Archer and Alex Cameron
(Collaborative Leadership 2009)*



WIG

The Whitehall & Industry Group
connecting the sectors

WIG - fostering a collaborative network of purpose driven leaders

Any questions?:



WIG

The Whitehall & Industry Group
connecting the sectors



GOVERNMENT OUTCOMES LAB

A Leaders Guide to Cross-sector Collaboration

Speakers:

Ian Taylor
University of Oxford

Nigel Ball
University of the Arts London

A collaborative effort

The Collaboration Playbook



A cross sector focus



Fiona Ryland Government Chief People Officer

“Great collaboration across boundaries is after all a skill, a habit and a sense, and takes great investment for you with the aid of the foundations and lessons contained herein.”

**Jane Toogood Former Chief Executive of Johnson Matthey
and Co-Chair for the Hydrogen Delivery Council**

“As leaders, we need to challenge our thinking and lead by example to support the development of new collaborative skill sets and mindsets.”



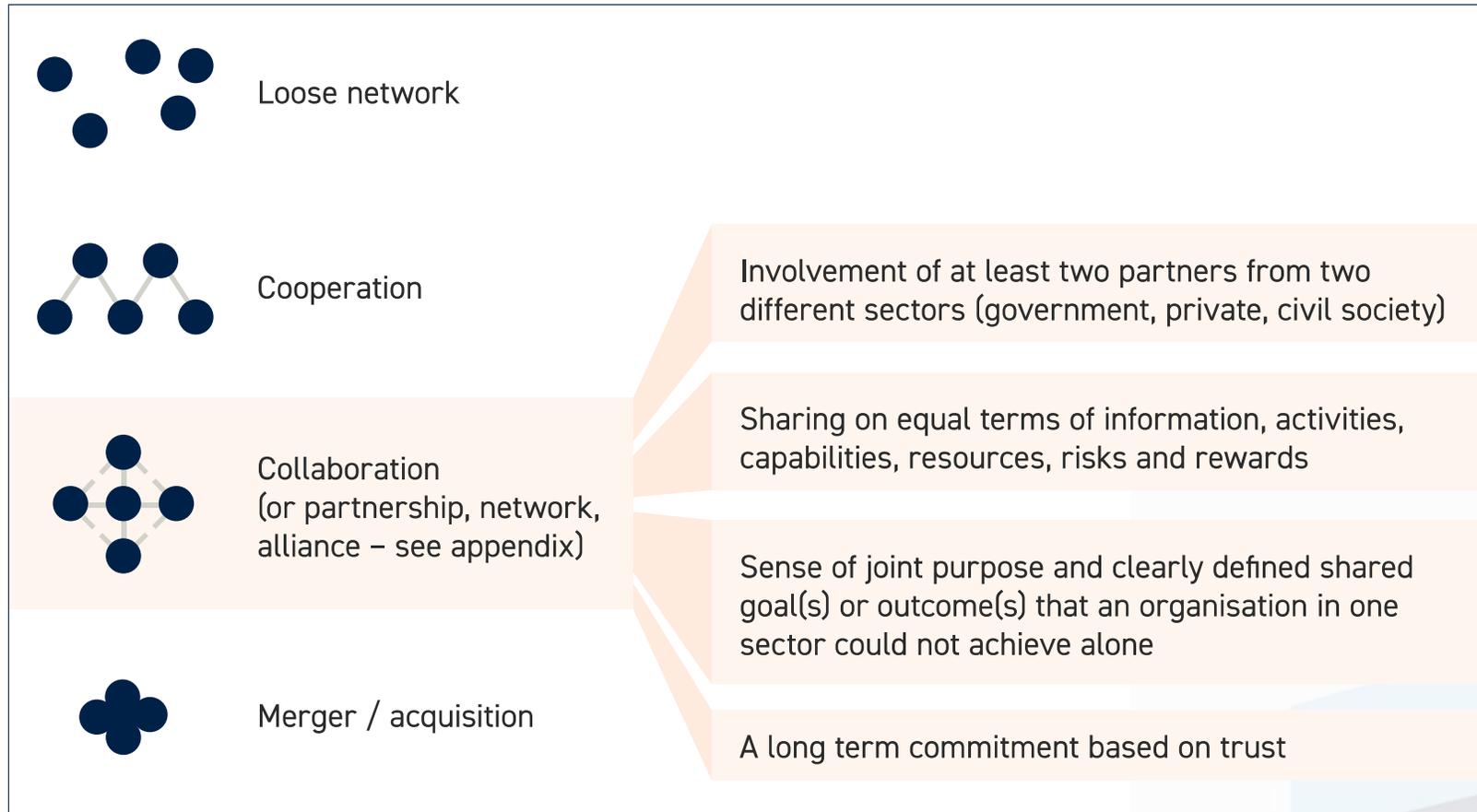
Method



We conducted a review of the literature on cross-sector collaboration, taking in both academic and grey literature

Drew insights from the literature and made these insights practical through speaking to leaders in the collaboration space

Defined Collaboration



- Academic definition
- Relatable
- SAFAR

Why collaborate?



- We discuss the grand challenges that call for collaboration
- We also acknowledge that collaboration carries risks and is not always the best option
- We discuss some of the reasons why to collaborate and factors to make you stop and think



‘Positive chemistry’ of collaboration

“...we focus on the less tangible aspects: leadership, trust, culture, power, and learning - areas where collaborations are often at their weakest.”

Themes



Five themes:

- Leadership
- Trust
- Power
- Culture
- Learning

Navigation through the playbook is made easy with the contents bar on the lefthand side

Plays

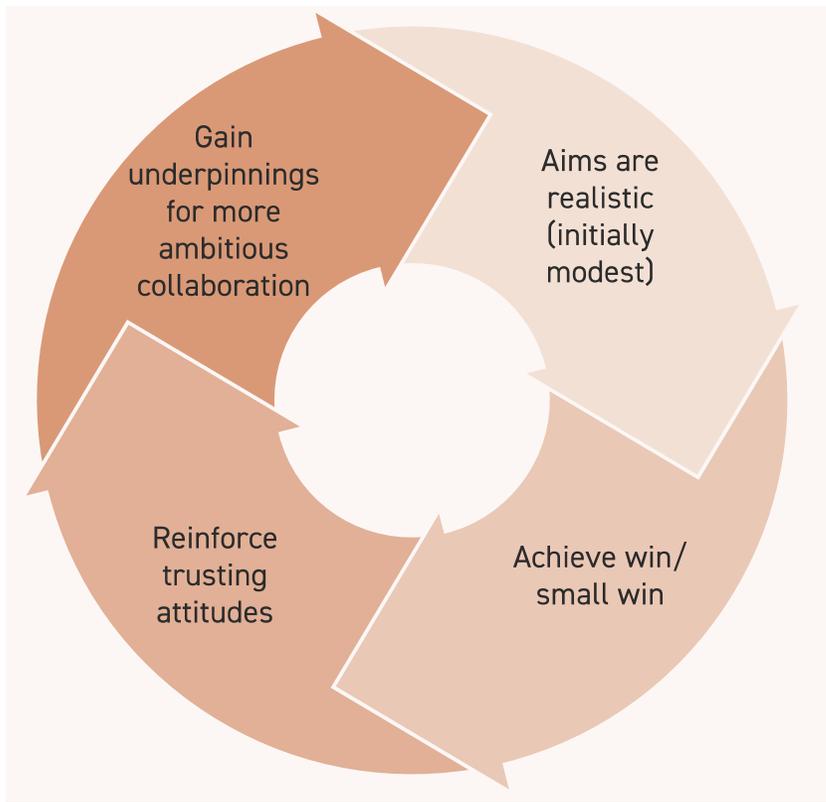
| | | | |
|-------------------|---|---|---|
| Leadership | <p>Collaborative vs siloed leadership</p> <p>Wise leadership</p> <p>Adaptive leadership</p> <p>Choosing a leader</p> <p>Aim analysis</p> | <p>Play: Shift perspectives, behaviours, and engagement</p> <p>Play: Embody collaboration and let it ripple out</p> <p>Play: Solve complex problems by accepting risk</p> <p>Play: Value social capital in leaders</p> <p>Play: Lead a collaboration with clearly mapped aims</p> |  |
| Trust | <p>Small wins</p> <p>Informal communication</p> <p>Sharing information</p> | <p>Play: Build trust and ambition through small wins</p> <p>Play: Facilitate informal communication with technology</p> <p>Play: Take the plunge with comprehensive information sharing</p> |  |
| Culture | <p>Accountability</p> <p>Values</p> <p>Boundary spanning</p> | <p>Play: Manage conflicting accountability ties in the collaboration</p> <p>Play: Deal with clashing values</p> <p>Play: Mitigate culture shocks with cross-sector experience</p> |  |
| Power | <p>Monitor power</p> <p>Inclusivity</p> <p>Governance and structure</p> <p>Comprehensive communication</p> | <p>Play: Gauge the power distribution and monitor how it evolves</p> <p>Play: Balance inclusivity with stability</p> <p>Play: Structure your collaboration to suit the circumstances</p> <p>Play: Do not prematurely close dialogue</p> |  |
| Learning | <p>Outcomes focus</p> <p>Summative performance</p> <p>Formative evaluation</p> | <p>Play: Be resilient and ready to adapt</p> <p>Play: Capture collective performance</p> <p>Play: Examine collaborative integration</p> |  |

Playbook offers advice for actions

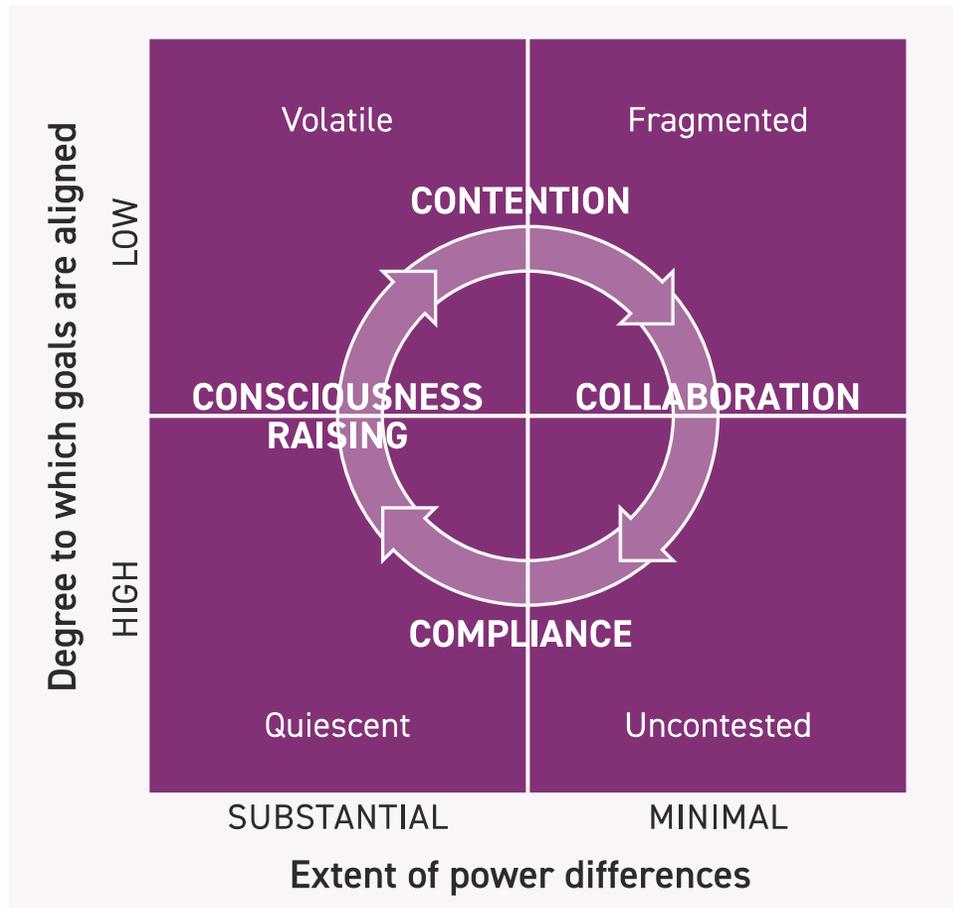
Each 'play' is a recommendation

18 Plays across the themes

Plays



| Structure choice | Trust levels | Number of participants | Goal alignment | Need for collaboration-level competencies |
|-------------------------------------|--------------|------------------------|----------------|---|
| Self-governed | ● High | ◐ Low | ● High | ◐ Low |
| Lead organisation | ◐ Low | ◑ Moderate | ◐ Low | ◑ Moderate |
| Network administrative organisation | ◐ Moderate | ● High | ◐ Moderate | ● High |



There are four proposed ‘early-warning’ indicators that might suggest a collaboration’s power dynamics have become unfavourable:

1. Are the views of stakeholders/critics excluded from collaborative deliberations?
2. Are powerful stakeholders/partners exempted from compliance with any agreements reached?
3. Are the discussion forums of the collaboration restricting the participation of low-power stakeholders (especially if this reinforces inequalities)?
4. Are low-power stakeholders disproportionately bearing the costs of implementing whatever agreements are reached by the collaboration?

Case studies



To examine the insights from research in action and to convey the way collaboration plays work we conducted 4 case studies, involving interviews with practitioners involved

These examined successful UK based collaborative initiatives (indexed with 8 different characteristics) in themes of: mental wellbeing, social marginalisation, climate change & economic inequality

Case studies



UK industrial decarbonisation clusters

Scottish Net Zero Roadmap (SNZR)

2040 and UK model to be emulated

Plays:

Collaborative approach vs siloed
Structure and Governance

Next step

- The playbook contains referencing to enable readers to explore important areas in more depth
- We will learn more as people use the playbook and use common language/taxonomy
- There is much potential to use the plays as frameworks for experimentation, data gathering, and developing ‘best practice’ on the different aspects of collaboration

Panel Discussion



Paul Morrison
Planning
Inspectorate



Mike Adamson
British Red Cross



Cathy Butler
Whitehall &
Industry Group



Anna Keeling
Former Boeing
Defence UK



Nigel Ball
Social Purpose Lab



Ian Taylor
GO Lab

Part II - Panel discussion: wider learning for the sector

The speakers, joined on a panel by three leaders from each sector (public, private & civil society) who are experienced in collaboration from their sectors perspective, will discuss wider learning and relevance of the collaboration playbook.

Engaging with
Evidence
Webinar series

Stay tuned for upcoming sessions...



Sign up to our monthly newsletter



For the next edition of Engaging with Evidence

Understanding the DIB effect. Insights from the evaluation of the FCDO Development Impact Bonds Pilot Programmes



2 November 2023. 1 pm - 2.00 pm GMT

Engaging with
Evidence
Webinar series