

Collaboration Skills for IPEDS and Beyond



Deb Mashek
Myco Consulting LLC
www.myco.consulting
deb@myco.consulting
LinkedIn | [debra-mashek](#)
Twitter | [@DebMashek](#)



Plan for Today

- I. Characterize the challenges IPEDS keyholders face when initiating and sustaining collaborative action
- II. Provide frameworks to help stakeholders think relationally
- III. Provide concrete strategies to help stakeholders act relationally
- IV. Q&A



Characterizing the Challenges

- Serving as the hub/owner of IPEDS efforts even as you may lack formal power to compel good behavior among stakeholders
- Individuals or departments that miss deadlines...
- Dismiss or minimize your requests...
- Blame the messenger
- Receiving information that's incomplete or inaccurate
- Turnover among your points of contact
- Data requests coming in from, well, everyone
- New survey requests from, well, everyone
- Non-negotiable deadlines & requirements
- All the other aspects of your position
- Time scarcity

Thinking Relationally

“Valuing relationships as an important resource to invest in, protect, and deploy”

Two frameworks to help:

- Collaboration Continuum (Himmelman)
- Ingredients for Sustainable Change (Knoster)

Collaboration Continuum (Himmelman)



IMMURING

Conducting activities without input from or exchange with other institutions

Collaboration Continuum (Himmelman)



IMMURING

Conducting activities without input from or exchange with other institutions



NETWORKING

Exchanging information for mutual benefit

Collaboration Continuum (Himmelman)



IMMURING

Conducting activities without input from or exchange with other institutions



NETWORKING

Exchanging information for mutual benefit



COORDINATING

In addition, altering activities to achieve a common purpose

Collaboration Continuum (Himmelman)



IMMURING

Conducting activities without input from or exchange with other institutions



NETWORKING

Exchanging information for mutual benefit



COORDINATING

In addition, altering activities to achieve a common purpose



COOPERATING

In addition, sharing resources (e.g., staff, finances, space, instrumentation)

Collaboration Continuum (Himmelman)



IMMURING

Conducting activities without input from or exchange with other institutions



NETWORKING

Exchanging information for mutual benefit



COORDINATING

In addition, altering activities to achieve a common purpose



COOPERATING

In addition, sharing resources (e.g., staff, finances, space, instrumentation)



COLLABORATING

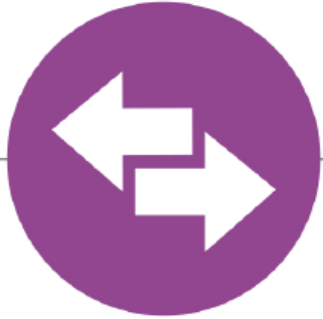
In addition, learning from each other to enhance each other's capacity

Collaboration Continuum (Himmelman)



IMMURING

Conducting activities without input from or exchange with other institutions



NETWORKING

Exchanging information for mutual benefit



COORDINATING

In addition, altering activities to achieve a common purpose



COOPERATING

In addition, sharing resources (e.g., staff, finances, space, instrumentation)



COLLABORATING

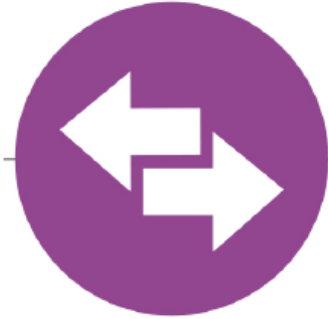
In addition, learning from each other to enhance each other's capacity



INTEGRATING

Completely merging operations, administrative structures, and budgets. The constituent parts are no longer discernable

Collaboration Continuum (Himmelman)



NETWORKING

Exchanging information for mutual benefit



COORDINATING

In addition, altering activities to achieve a common purpose



COOPERATING

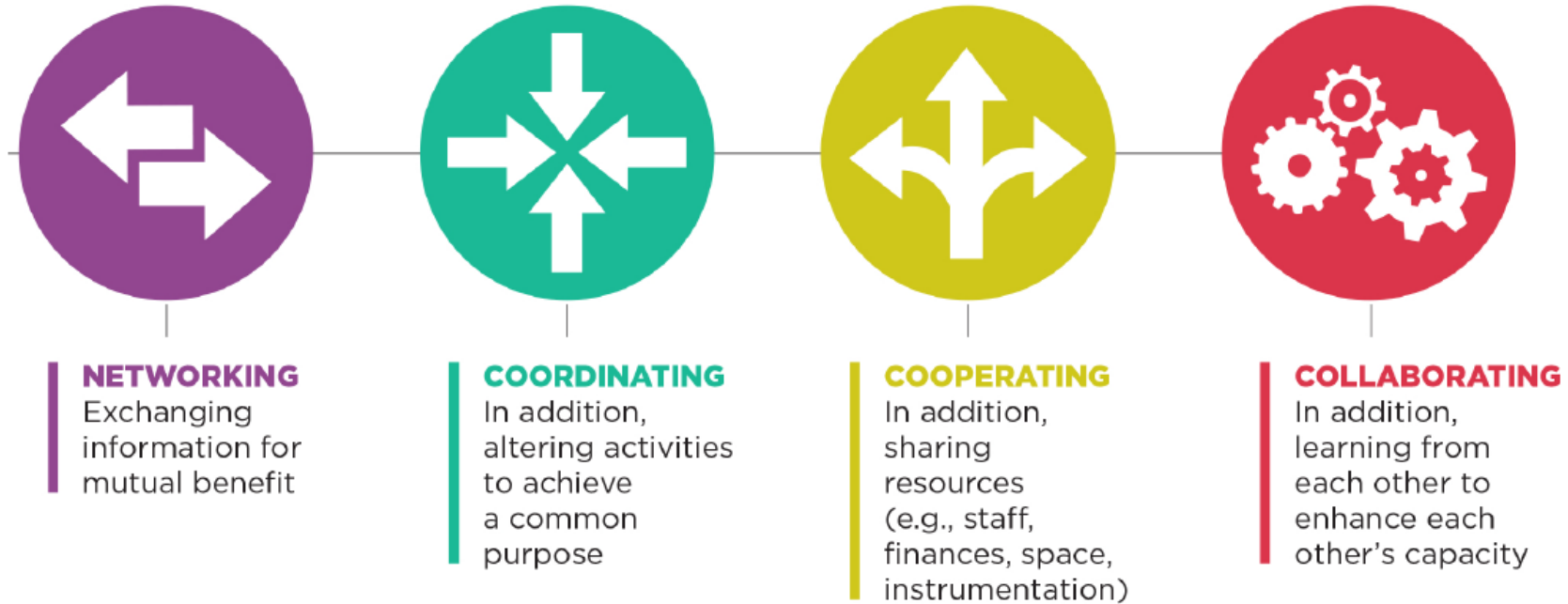
In addition, sharing resources (e.g., staff, finances, space, instrumentation)



COLLABORATING

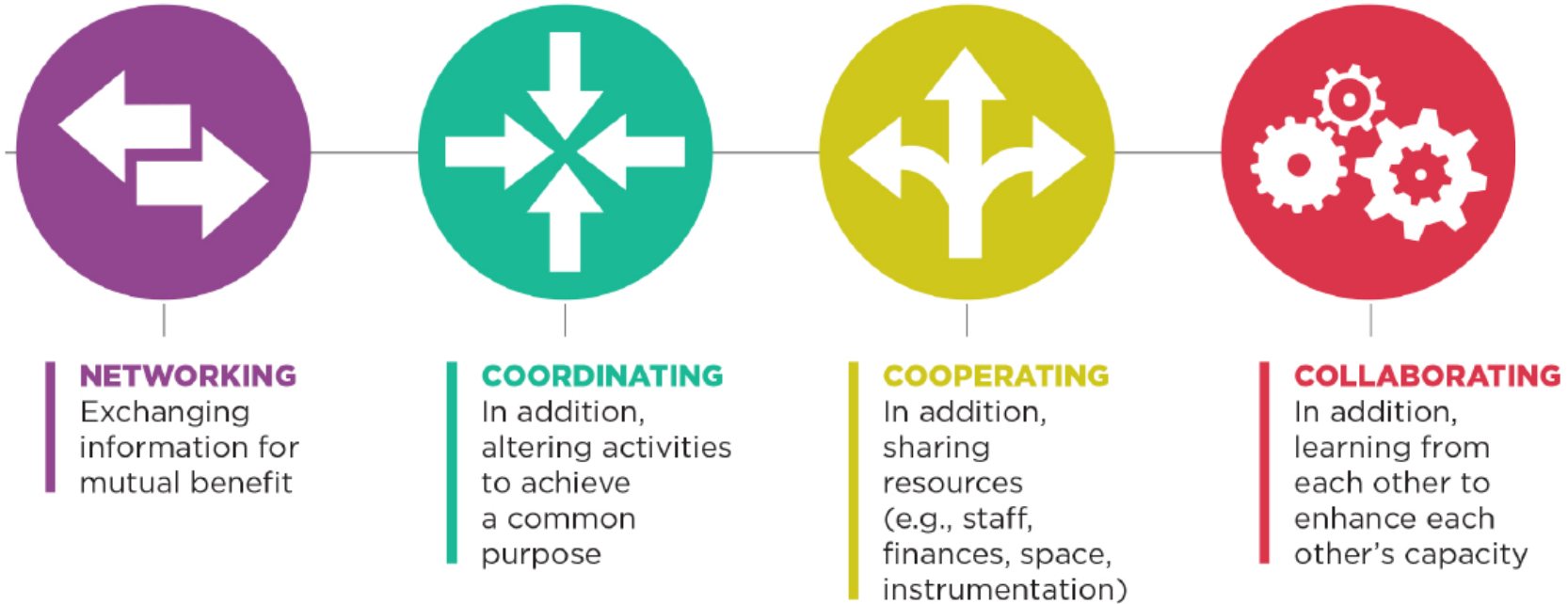
In addition, learning from each other to enhance each other's capacity

Collaboration Continuum (Himmelman)



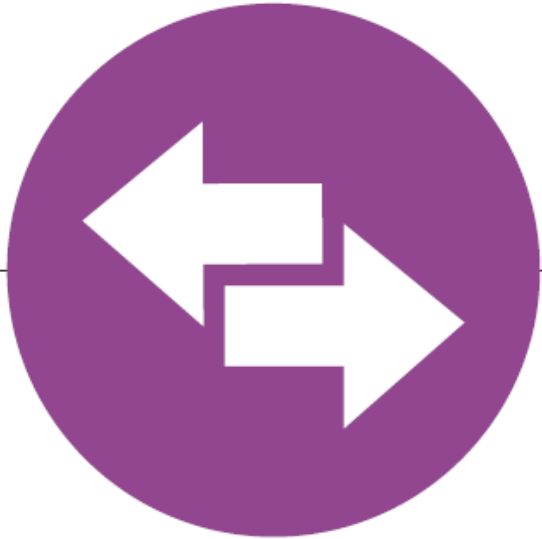
- Magnitude of what's possible increases
- More sharing of risks & rewards
- More sharing time, turf, trust

Collaboration Continuum (Himmelman)



AND: Different capacities & inter-departmental supports needed at each station. For example...

If we are Networking, we need...

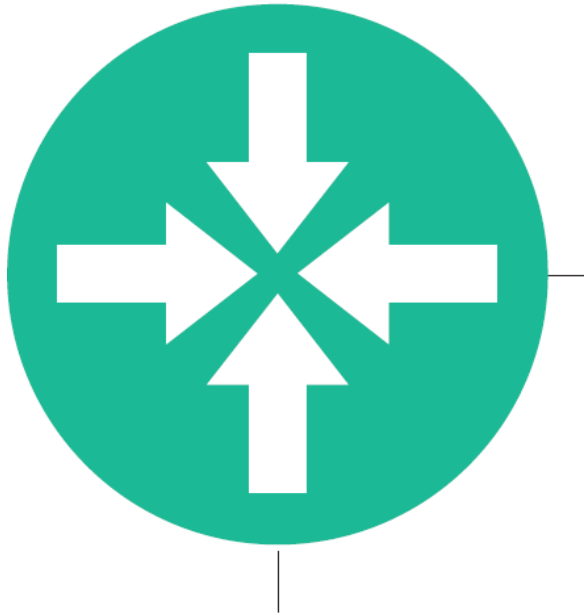


NETWORKING

Exchanging
information for
mutual benefit

- Strategies to identify who the relevant point people are
- Tools for connecting people
- Clear communication channels across departments
- Clear deadlines

If we are Coordinating, we ALSO need...

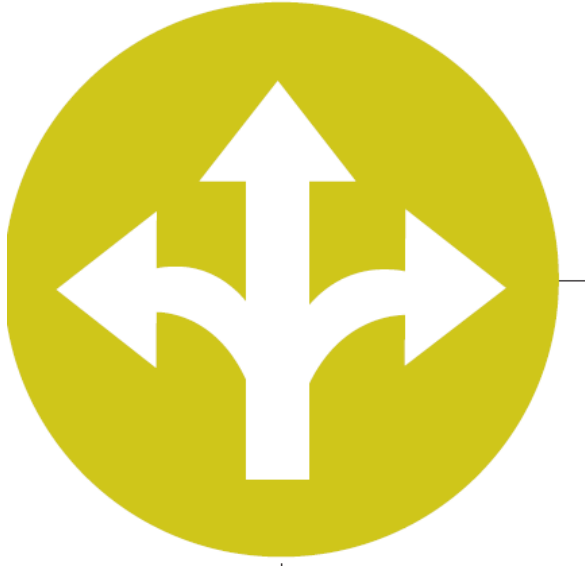


COORDINATING

In addition,
altering activities
to achieve
a common
purpose

- Stated objectives
- Known leadership structure to manage activities and alterations
- Known timeline
- Dedicated time (e.g., onboarding meetings)
- Evaluation plan to assess progress
- Professional development on topics like what is IPEDS, why does IPEDS matter to the institution, what cool things do these data allow us to do or to know
- Incentives for participants (e.g., how might these data benefit you and your department?)

If we are Cooperating, we ALSO need...



COOPERATING

In addition,
sharing
resources
(e.g., staff,
finances, space,
instrumentation)

- Stated processes for managing resources
- Written agreements
- Access to decision-making bodies
- Professional development on topics like budget development, managing staff, compliance
- Templates
- Explicit pathways for drafting, vetting, approving, archiving documents and decisions

If we are Collaborating, we ALSO need...



COLLABORATING

In addition,
learning from
each other to
enhance each
other's capacity

- Regular opportunities to come together for reciprocal learning
- Additional resources to support programming

Thinking Relationally

Applying the Collaboration Continuum:

- Is there a shared understanding about what form of working together we are trying to do?
- Do we have the capacities and inter-departmental supports in place to do so well?
- In what ways could senior leadership sponsor and champion the work, or help onboard the needed capacities and supports?

Ingredients for Sustainable Change (Knoster)

Vision



Incentives



Skills



Resources



Plan



Vision



Knowing what we're doing and why;
clear understanding of what
success looks like

Incentives



The advantages—to each individual and org— for working together

Skills



Know how;
expertise

Resources



Tools, money,
time, capacity

Plan



Knowing how will we move
from A to Z

Vision



Incentives



Skills



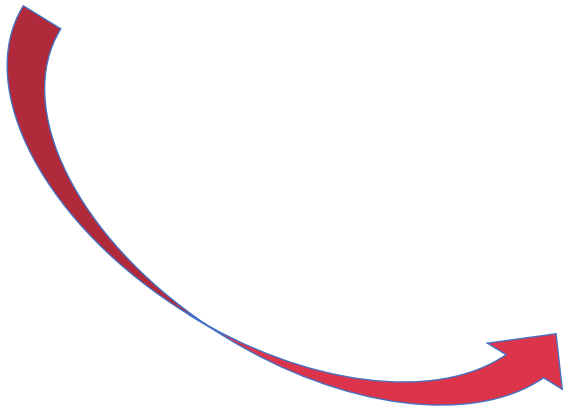
Resources



Plan



CONFUSION



Vision



Incentives



Skills



Resources



Plan



RESISTANCE



Vision



Incentives



Skills



Resources



Plan



ANXIETY

A red curved arrow originates from the bottom of the Skills icon and points towards the word ANXIETY.

Vision



Incentives



Skills



Resources



Plan



FRUSTRATION



Vision



Incentives



Skills



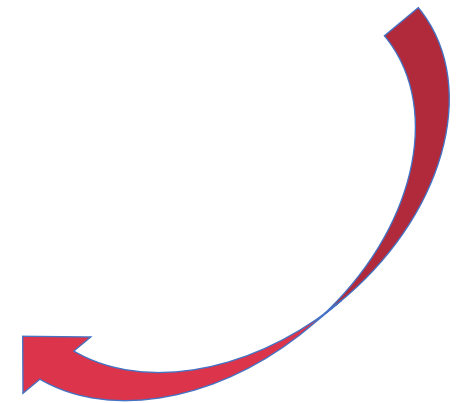
Resources



Plan



TREADMILL





SUSTAINABLE COLLABORATION

Vision



Incentives



Skills



Resources



Plan



Thinking Relationally

Applying Ingredients for Sustainable Change:

- Have we—and our senior-level sponsors and champions—communicated the vision, articulated the incentives, provided critical resources, developed the skills, and laid out the plan?
- How can we protect the well-being of self and others by onboarding the requisite ingredients?
- What can we learn about the presence or absence of the requisite ingredients by observing the psychological reactions of self and others?



Acting Relationally

“Designing shared work in a way that builds and sustains healthy relationships and intervening constructively if/when relationships begin to degrade”

Three strategies to help:

- Conversations to have
- General practices to put in place
- Meeting practices to put in place



Conversations to Have

In what ways are our respective goals aligned?

What's at stake if we do this and it goes smashingly well?

What's at stake if we do this and it totally flops?

What is the cost of inaction?

What do we stand to learn as a result of working together?

What about this undertaking feels exciting, resonant, important, or worthwhile?

What are my biggest worries or hesitations?

Practices to Put in Place

Identify a single channel to use for team communication

Set an expected response time

Decide where to store shared documents

Decide when to hold standing meetings and where to meet



Improving Meetings

Know the meeting's purpose

Start every agenda item with a verb

Treat agenda creation as a collaborative process

Distribute the agenda and pre-work in advance

Respect people and their time

Document key decisions

Make sure everyone knows what to do next



Leveraging Self-Disclosure

Monitor for reciprocal disclosure

Emotional disclosures can be especially useful

Go slow

Be responsive

Closing Thoughts

Let's Discuss!

Deb Mashek
Myco Consulting LLC
www.myco.consulting
deb@myco.consulting
LinkedIn | [debra-mashek](#)
Twitter | [@DebMashek](#)



Resources

People, tools, and processes that build collaborative capacity | Myco Consulting LLC [[LINK](#)]

Himmelman's Collaboration Continuum | Myco Consulting LLC [[LINK](#)]

Knoster's Ingredients for Sustainable Change | Myco Consulting LLC [[LINK](#)]

10 Questions to cultivate a collaborative mindset | *Psychology Today* [[LINK](#)]

10 Questions to ask before beginning a collaboration | *Psychology Today* [[LINK](#)]

9 Ways to improve your collaborative meetings | *Psychology Today* [[LINK](#)]

Want to Nudge the Collaborative Spirit? Talk About Yourself | *Psychology Today* [[LINK](#)]

20 Suggestions for Strengthening Campus Committees | *Psychology Today* [[LINK](#)]

Honest Conversations in Relationships: How to say what we mean and mean what we say | *Psychology Today* [[LINK](#)]

Thank you!