

Key Success Factors For Collaboration

1. Select Board representatives who are consensus builders, team players, strategic and system thinkers, and who are prepared to commit the time necessary to fulfill their responsibilities.
2. Take the time to get to know one another as individuals.
3. Take the time to learn about the other's integration goals and expectations for the dialogue (from the Board's perspective).
4. Recognize each other's concerns, fears and vulnerabilities, which might relate to the mission/mandate, history, size and profile of the organization, differences in organizational culture and priorities or differences in perceived or real organizational resources and authority. Open and candid discussion of these concerns will facilitate an environment of transparency and trust and enhance the participants' ability to assess the feasibility and appropriateness of proceeding with a voluntary integration initiative.
5. Where a joint Board Task Force is established:
 - (a) develop clear guidelines/ground rules¹ for the working relationship within the Joint Board Task Force that will foster a level playing field, bring the interests together and build trust between the participants and their organizations, and
 - (b) develop clear Terms of Reference for the Joint Board Task Force² that define the roles of the Board representatives and their CEO/Executive Director/management teams for the specific voluntary integration initiative and that clearly identify membership, deliverables and timelines for approval by the Boards.
6. Provide for staff and other resources to support Board interaction and, if necessary, retain an external facilitator to enable Board representatives to participate fully and equally.
7. Develop a shared vision of the outcome to be achieved by the integration to give focus and unity of purpose.
8. Consider developing a partnering agreement³ that reflects the specific undertakings of the participants to the voluntary integration initiative for approval by the Boards.
9. Consider establishing a mutually agreed process for joint communication to the Boards and others as appropriate at key stages of the process.

¹ See page **Error! Bookmark not defined.** for sample guidelines.

² See page **Error! Bookmark not defined.** for sample terms of reference.

³ See **Error! Reference source not found., Error! Reference source not found..**