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CTG Briefing Highlights Success Factors for Government Collaborations

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Albany, NY - The Center for Technology in Government (CTG) this week released an executive briefing designed to support increasing efforts to deliver government services through multi-organizational collaborations. *New Models of Collaboration: An Overview*, is one of twelve resources CTG developed in 2004 to support the work of government managers and researchers

"This *Overview* offers a sample of what we learned about government partnerships in two years of research that spanned more than a dozen projects distributed across two continents, four countries, and three different languages. It previews a comprehensive online guide on our Web site," said Center Director Sharon Dawes. The *Overview* can be downloaded at http://www.ctg.albany.edu/publications/reports/new_models_exec.

New Models of Collaboration discusses four key management factors that the investigators found transcend both specific projects and national boundaries: leadership, trust, risk management, and communication.

- Leadership -- All of the innovative projects studied were initiated by public sector leaders who had a vision of better government and were committed to developing innovative working relationships. They were also characterized by individual and situational leadership among the members of the project teams
- Trust -- Two kinds of trust relationships were critical: (1) public trust that the projects would produce services that treat citizens fairly; and (2) professional trust among the collaborators that gave them confidence in one another's motives and performance.
- Risk management - All the cases faced important risks. External risks came from the socio-economic, political, and technological environments and internal risks stemmed from the nature of the projects, the participants, and their relationships.
- Communication and coordination -- Several common approaches were taken to ensure a high-level of communication and coordination among partners including formal roles and structures as well as informal problem-solving mechanisms.

All of these critical success factors are further developed as comparative essays in the *New Models* online guide, available at www.ctg.albany.edu/publications/online/new_models/. The guide also presents the story of each individual project as a case study.

The guide is based on a multinational research project designed to understand how these collaborative relationships work inside government and between government and the private and nonprofit sectors. It includes case studies, critical success factors, and lessons learned compiled by a network of field researchers working in Canada, the US, and Europe.

The U.S. portion of this collaborative research project was funded by the National Science Foundation and conducted in partnership with the Centre Francophone d'Informatisation des Organisations (CEFRIO), a Canadian research organization based in Quebec. It included researchers from the University of Quebec at Montreal, the University of Maryland Baltimore County, Syracuse University, the University of Bremen in Germany, and the Cellule Interfacultaire Technology Assessment in Belgium.

The Center for Technology in Government is an applied research center devoted to improving government and public services through policy, management and technology innovation. The Center for Technology in Government (CTG) works with government to develop information strategies that foster innovation and enhance the quality and coordination of public services.

Established in 1844 and designated a center of the State University of New York in 1962, the University at Albany's broad mission of excellence in undergraduate and graduate education, research and public service engages 17,000 diverse students in eight degree-granting schools and colleges. For more information about this

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