

Development of Tailored Metrics to Measure Health of Collaboration

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Purpose

This paper evaluates the health of collaboration between a public sector organisation and its strategic alliances and provides deeper insight into central principals of collaboration theory. This research seeks to focus on synergistic power of collaborative efforts and measures the mutual understanding of the parties in relation to the integration level of collaboration.

The purpose of this paper is to explore two fundamental research questions: (1) What Strategic Alliance Formative Assessment Rubric (SAFAR) (Gajda, 2004) areas of collaboration are found as key improvement areas to strengthen the collaborative endeavour of the organisation over time? (2) What other factors are critical in order to develop tailored metrics to measure the health of strategic collaboration?

Method

Data was obtained from a public sector organisation in Australia. A qualitative approach was employed in this research. The Strategic Alliance Formative Assessment Rubric (SAFAR) (Gajda, 2004) has been adapted to structure the interview questions. Qualitative data was gathered through twenty in-depth, semi-structured interviews. An inductive qualitative research design was employed to analyse the qualitative data and to identify the theoretical categories including major themes, first-order codes and second-order codes with the use of Nvivo.

Results and key findings

A simultaneous review of the literature and theories on collaboration along with first-order coding has led to emergence of organizational culture fit as the main contributing factor to reach the ideal level of integration. The ideal level of integration was measured through gauging the mutual understanding of the parties engaged in each strategic alliance.

By categorising the themes during second-order coding, this research has indicated key factors in measuring the health of the collaboration which subsequently has resulted in the development of tailored metrics.

Research implications

Building on the works of scholars in the area of collaboration evaluation (Al-Tabba&Ankrah, 2016; Cunningham & Link, 2015; Rondinelli& London, 2003; Woodland & Hutton, 2012), this research offers a more analytical approach in exploring tailored factors. This study argues that the evaluation of organisational culture fit increases the chance of reaching the ideal level of collaboration integration with strategic alliances.

Practical and social implications

This research contributes to the literature on collaboration, evaluation of collaboration and strategic alliances by helping clarify the processes through which tailored metrics are developed and collaboration integration level is measured, through gauging the level of mutual understanding.

References

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