

Making Collaboration Common



Summary

In May 2020, a capacity development programme was launched to transform collaboration within the Lasallian network. This programme was facilitated by [Caplor Horizons](#), a non-profit organisation. The programme brought together a group of 42 people across 5 different geographies and 18 time zones.

This report provides an insight into the progress made by April 2021. This includes consideration of the strategy for collaboration that was created, which centred on five key practical actions. This highly distinctive programme brought people together in ways that had not happened before.

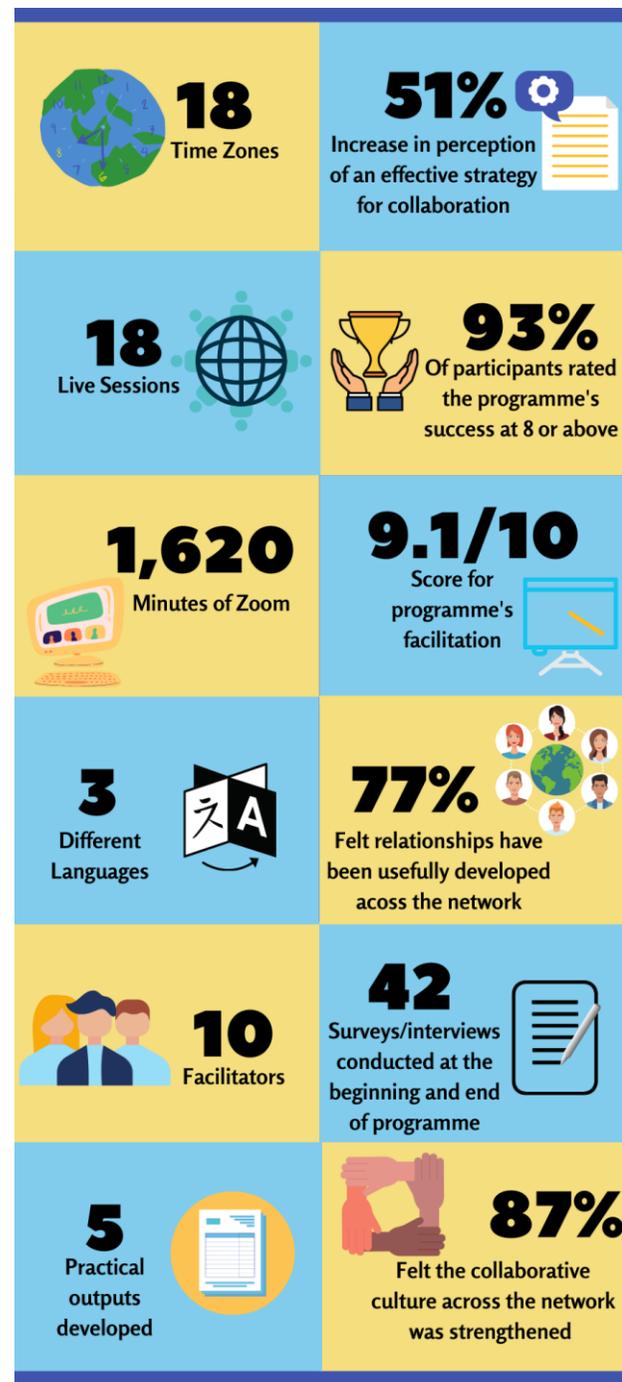
The intent was to strengthen the culture of collaboration. Key findings from this review are highly encouraging. Some highlights are featured in the infographic. One of the most important is that 87% of participants felt that the collaborative culture across the network has been strengthened.



A Viral-borne Opportunity

When the coronavirus pandemic struck in early 2020, it was clear that the work of the Lasallian network would be highly affected. Given the opportunities for increased collaboration at this time, a very important idea emerged: this was to start – in parallel to the humanitarian response – a highly novel programme to strengthen our collaborative culture. This is how the *Making Collaboration Common* programme was established.

Facilitated by Caplor Horizons, a highly diverse group of 42 Lasallian leaders began a series of twice monthly online sessions. The people participating represented different facets of the network. Near the beginning, one-to-one interviews with participants also took place; these interviews provided a very helpful 'baseline' for this review; furthermore, a rigorous programme of review took place after every fortnightly session. After generating a strategy for collaboration, allied with relevant learning on important topics, the focus of the programme moved to defining five priority actions. The plans emerging from this are the five practical 'outputs' of the programme. As a result of the first year, a second year, from May 2022, has been designed to extend the collaborative journey; whilst it involves different people in new ways, it has the same underlying objective.



Making Collaboration Common LaSalle

What did we do?

Through virtual conferencing and online simultaneous interpretation, frank discussions transcending geographic, linguistic, and cultural differences, were able to take place. These spaces led to the creation of two main streams:

- **Nine learning forums.** These provided opportunities for participants to develop their individual skills, nurture relationships and to prepare the foundations for enhanced collaboration. They focussed on strengthening individual and team effectiveness; effective communication; strategic change; the development of a gender balanced mindset; cross-cultural communication; good governance; and engaged leadership. Click [here](#) to read the reports from each of the learning forums.
- **Nine programme development activities.** These focussed on the generating and developing a strategy for enhanced collaboration across the international Lasallian network (see below), with particular attention given to five practical actions (see right). The major outputs from these were developed through working groups.

What was in the Strategy?

The opportunity was to take steps towards achieving the unrealised potential of the global Lasallian network.

To help bring this about, a strategy was developed. This is summarised here in the image of a house.

Having developed clarity about overarching vision, purpose, mission and values, 3 strategic goals and 5 practical actions were identified.

Time was then devoted in working groups to define outputs which would set out...

- Why we would focus on these practical actions, including why they were a priority across the Lasallian network
- How we would enable progress to happen
- What needed to be done to inspire and enable success



Our five outputs

To get more detail about how these 5 actions will manifest, click [here](#)

GROWING THE EDUCATIONAL MISSION



Increasing the supply of qualified teachers in the RELAF region as the focus of an overarching global initiative

TELLING OUR STORY



Developing a unified identity statement about the International Lasallian Mission, inspiring and motivating people to be part of the Lasallian family

UNDERSTANDING THE NETWORK



Creating processes and tools to enable greater clarity of the organisations involved within the global Lasallian network

FORMALISING OUR COLLABORATION



Transforming the group involved with the collaborative programme into a more formal structure in order to strengthen the network

DEVELOPING OUR LEADERS



Creating a leadership development programme to build the capacity of current and future leaders within the Lasallian network

How was the analysis undertaken?

The 42 members of the capacity development programme were interviewed and/or surveyed at the beginning and the end of the programme.

Using a combination of numeric ratings and free-form comments on 32 questions, Caplor Horizons gathered participants views on the impact of the programme.

How was impact measured?

To measure the impact of the programme, a range of quantitative and qualitative surveys were developed. Notably, individuals were asked to evaluate the conviction, culture, strategy, structure, and communication of the Lasallian network at multiple levels, locally and globally. To ensure an inclusive approach, surveys were conducted in Spanish, English, and French.

What were the results?

As a result of the programme, all factors measured increased, often very significantly. The perceptions about strategy and structure were the components that saw the largest increases, 51% and 47.2%, respectively. To view the detailed survey results, click [here](#).

A photo of one of the fortnightly sessions...



What does the Lasallian community say?

Beyond the quantitative impact, people described the strengthening of the network, expressed by one participant as a: *“multicultural family where, despite our differences, we all share the same purpose”*.

The use of a concrete, highly participative, and appropriately paced methodology allowed the programme to: *“create bridges between different realities that would normally not come together”*. It *“improved communication beyond imagined borders”*.

Despite its challenges, the pandemic was turned into an opportunity, demonstrating that it is possible to strengthen culture, conviction, strategy, communication, and collaboration; including in an online world. As one person said: *“it helped overcome fears related to online collaboration”*.

The programme showed the power of working together to create a transformative and more collaborative future: *For instance: “the programme allowed us to identify our strengths and skills, as well as our weaknesses. Being aware of these factors will allow us to work better together, towards an effective collaboration. I am very grateful for the opportunity to contribute to such a project”*. Some illustrations of other comments, that support this, are cited below...

“The programme showed us the power that working together as a network has to produce something valuable”

“(We are) feeling more encouraged to reach out to colleagues across the international Lasallian network”

“(There is) A greater sense of solidarity and awareness of interdependence of the network. Highlights the importance of truly working together”

“The programme gathered people from all over the world, creating a sense of diversity by engaging with different cultures, perspectives and ways of working”

“(We are) recognising it is possible to bring together diverse stakeholders to have real input in crafting strategy”

“(We are) Feeling part of a bigger Lasallian family”