

The Collaboration Specialists

Our Mission

Our mission is to support organisations to work collaboratively to find enduring solutions to their most complex dilemmas. We help leaders make the commitment to collaborative governance and to support their team to understand and confidently adopt a collaborative culture. We use appreciative processes to co-design and co-deliver processes that allow the creation of enduring solutions.

Our early history

Since our beginnings in the early 1990s we have been developing our expertise and experience in helping organisations to engage internal and external stakeholders in decisions that affect their lives.

In 2010, while our belief in the potential for genuine engagement to enhance society was stronger than ever, we identified our collective frustration with what we saw in practice.

We saw organisations producing consultation documents, running public meetings, maintaining advisory groups and receiving written submissions all in the name of stakeholder engagement or community consultation. These limited activities were often mandated through legislation or regulations or simply undertaken as a matter of habit. We decided to change the game.

Building Organisational Capacity to Collaborate

Twyfords has developed a range of tools and interventions to build the capacity of organisations, including their leaders, to collaborate effectively. Importantly we work with these organisations collaboratively to jointly determine the best way for us to offer our support. Our services, which are informed by a 'strengths-based approach' include:

- Facilitating executive workshops on collaboration
- Delivering collaborative practice skills workshops
- Assessing readiness to collaborate
- Co-designing a collaborative process for complex issues to achieve enduring solutions
- Mentoring and coaching services
- Peer review
- Facilitation services for a range of contexts.

Appreciative Inquiry as a method to drive change

After seeing the benefits of Appreciative Inquiry as a method for driving change, we pooled our positive experiences through conversations about when engagement processes were done well and achieved outstanding outcomes. We drew from those conversations the essential elements of “good practice” which include:

Appreciative mindset – believing that stakeholders can add genuine value to problem-solving and decision-making

Shared learning – learning together so that all participants have the same information on which to base decisions

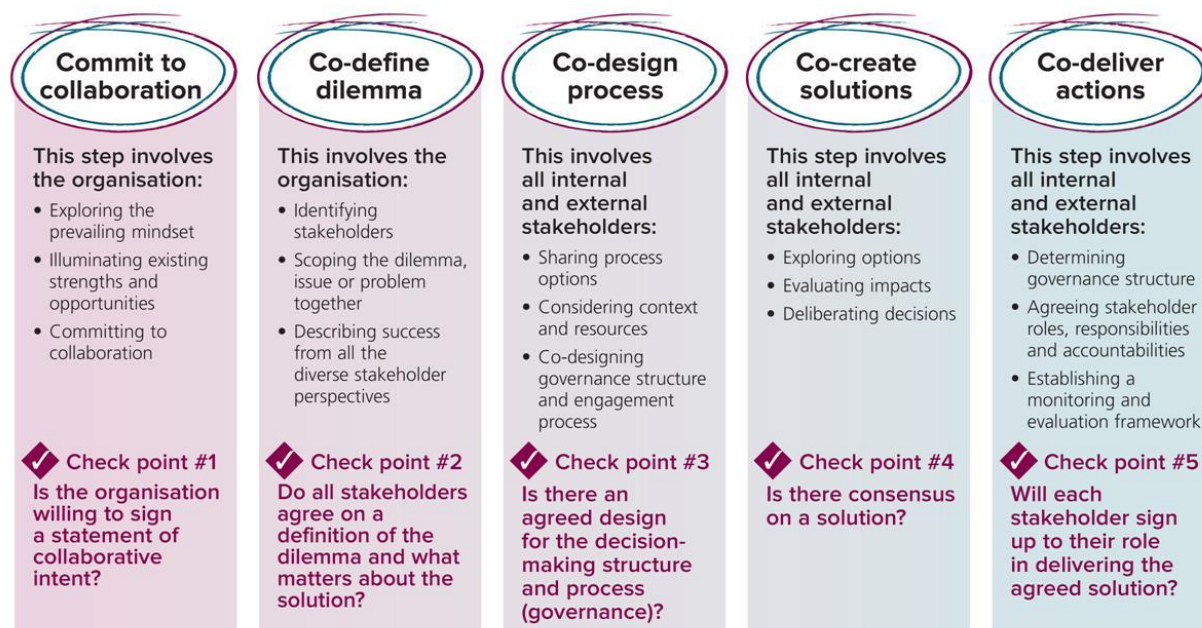
Trustful relationships – recognising that trust is an essential ingredient of positive engagement and needs to be built early through transparency, shared activities and kept promises.

Sophisticated conversations – establishing an environment in which a genuine exchange of ideas and perspectives can be achieved

Thoughtful deliberation – providing time for dialogue so that participants engage in a range of views prior to providing input to decision-making.

From this work we have developed the model we have called “Collaborative Governance” – now the focus of our work. **Collaborative governance** is a way of working with diverse stakeholders to co-create enduring solutions to our most complex issues, problems and dilemmas.

Our model of collaborative governance consists of 5 steps



Capacity building

Organisations that successfully adopt the Collaborative Governance approach see it as good practice and choose to make it work. They know that adopting a sophisticated way of working with stakeholders requires new knowledge, skills and practices. They know that:

Mindset – drives the development of a new culture throughout the organisation, and provides the commitment to make it work.

Policy – guides consistent practice.

Capacity Building – provides the support that people need to confidently apply new knowledge.

Results –reward and sustain the shift to a collaborative culture.

For more information on Twyfords and the highly experienced Twyfords team please go to www.twyfords.com.au

Relevant Experience with regard to Primary Health Care Partnerships

Twyfords works across a range of industries and with different types of private and public organisations. With regard to Primary Health Care, Max Hardy was engaged between 2010 and 2011 by Queensland Health, along with Ian Dixon of [Dixon Partnering Solutions](#) to build the capacity of Primary Health Partnership Councils as part of the 'Connecting Healthcare in Communities (CHIC) initiative'. The intent of the program was to establish partnerships to minimise duplication, improve integration and services coordination and to potentially increase the capacity of the health system.

We provided a range of partnering support activities to the Partnership Councils including strategic review and skills development programs including a tailored training program called **Partnering Above and Below the Line** – a 2 day skills program conducted in association with [Ian Dixon](#). This program contains elements of Ian Dixon's Partnering Essentials™ program, coupled with exercises based on Appreciative Inquiry approaches. Over 300 people throughout Queensland have participated in this program during the last 12 months with excellent reviews.

For more information: http://www.health.qld.gov.au/maternity/chic/chic_home.asp