

**Flourishing? Floundering?
Failing?**

**Collegial Relationship Building
Among Stakeholders in Public Health**

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Overview

- Describe highlights of an integrative literature review on collegial relationship building in nursing development;
- Introduce new working definitions of:
 - ‘collegial relationship’; and
 - ‘collegial relationship building’;
- Apply the concepts identified to stakeholder relationship building in Public Health; and,
- Introduce a potential new practice application of evaluating stakeholder relationships via reflection on the concepts presented

Issues explored in a recently completed integrated literature review*:

What is the extent of knowledge about:

1. Relationship Building (per se);
2. Relationship Building in International Development;
3. Relationship Building in International Nursing Development; and,
4. Relationship Building in Canadian-International Nursing Development

** Smith & Stullenbarger (1991), Broom (1993), Russell (2005)*

Inclusion Criteria

Search Terms:

international; development; relationship; relationship-building; inter-personal; social; professional; nurse-client/patient/individual; leader-follower; inter-group; inter-organizational; nursing; healthcare; theory; and, research

Data Bases:

CINAHL; ERIC; PsychInfo; SSAbstracts; ABI/INFORM

Additionally:

Ancestral searches; Manual searches

Exclusion Criteria

- Over 308 references were initially retrieved
- Literature related to intimate romantic, sexual and spousal inter-personal relationships and relationship building were excluded
- Non-English languages sources were excluded
- Eventually, 134 references were critically reviewed

Summary: IPR Literature

Inter-Personal Relations (IPR) and Relationship Building Literature:

- Psychiatric-/Hospital-/Community-based therapeutic nursing practice (e.g. Peplau's Inter-Personal Relations Theory)
- Social Psychology (e.g. Homans' Social Exchange Theory)
- Leadership Studies (e.g. Graen's Leader-Member Exchange Theory)

Summary: IOR Literature

Inter-Organization Relations (IOR) Literature:

- International business, especially international corporate joint-venture practice (e.g. Parkhe's Inter-Organization Relations Theory)
- Community/Educational/Research development that comprise(s) inter-agency, inter-institutional, inter-governmental, and/or inter-national joint activities

Review Findings:

Multiple Synonyms for 'Relationships':

...collaboration; partnership; network; coalition; alliance; consortium; team; joint-venture; co-ordination; co-operation; power-sharing; and, mutuality...

Two overarching themes highlighting successful relationship building:

1. Attributes Influencing Relationship Building
2. Elements Comprising Relationship Building

Attributes Influencing Relationships:

TRUST

1. Essential prerequisite to establishing relationships (Sharer, 1999)
2. Its perception enhances the evolution of relationships (Lego, 1999)...and its absence leads to their termination (McNaughton, 2000)
3. Defining component of successful relationships (Hennemen et al., 1995)
4. Demonstrated towards others (Cameron & Lart, 2003)
5. Desired outcome of relationship building (Huston & Burgess, 1979)

Attributes Influencing Relationships:

RESPECT

1. Antecedent to entering relationships (Gallant et al, 2002)
2. Its perception enhances the evolution of relationships (Kinnaman & Bleich, 2004)...and its absence leads to their termination (Kanter, 1994)
3. Defining component of successful relationships (Stockman, 2005)
4. Demonstrated towards others (Trojan & Yonge, 2003)
5. Desired outcome of successful relationship building (Scandura, 1999)

Attributes Influencing Relationships:

ENGAGEMENT

1. Demonstrating engagement with others influences the evolution of positive relationships (Gardner, 2005)
2. Being engaged with others is an essential element of successful collaborations and/or partnerships (Liden et al., 1993)

Attributes Influencing Relationships:

SUPPORT

1. Demonstrating support for others enhances evolution of successful relationships (Peplau, 1952, O'Neil & Krauel, 2004)
2. Being supportive of others is a defining attribute of successful joint activities (Breukelen et al., 2006)

Attributes Influencing Relationships:

COOPERATION

1. Demonstrating cooperation for others influences evolution of positive relationships (Robinson, 1996)
2. Being cooperative with others is an essential component of successful collaborations and/or partnerships (Arino & De la Torre, 2001)

Attributes Influencing Relationships:

FLEXIBILITY

1. Demonstrating flexibility with others enhances evolution of successful relationships (Scott et al., 2003)
2. Being flexible of others is a defining element of successful joint efforts (Musil et al., 2004)

Collegial Relationship

“... an ongoing interaction wherein participants value, experience , and demonstrate: trust; respect; engagement; support; cooperation; and, flexibility”*

**Sochan (2009)*

Elements of Relationship Building:

Relationship Building is a PROCESS

1. Static Models (Ganley et al., 2004)
2. Linear Process Models comprising:
 - Two Stages (Blumstein & Kollack, 1988)
 - Three Stages (Desantis, 1995)
 - Four Stages (Maznevski & Di Stefano, 2000)
 - Five stages (Stuteley & Cohen, 2004)
3. Cyclical Models (Orchard et al., 2005)
4. Spiral Models (McWilliam et al, 1997)

Elements of Relationship Building:

Relationship Building Requires Time

1. Relationships evolve over time (Hollander, 1980; Doz, 1996)
2. Time is a resource within relationships that must be allocated for relationships to evolve, grow, develop (Kelley et al., 2002; Rolfe et al., 2004)

Elements of Relationship Building:

Relationship Building Takes Place within a 'Cultural Context'

1. Cultural context enhances the efforts of colleagues to build successful relationships (Thurston et al, 2003)
2. Immediate cultural surroundings influence inter-personal relationship building (Emerson, 1976)
3. Differing organizational cultures shape inter-organizational relationship building (Marshall, 2004)
4. Society's cultural context impinges on the development of inter-personal, inter-organizational, and trans-national relationships (Zheng et al., 2001)

Elements of Relationship Building:

Relationship Building Takes Place within a 'Political Context'

1. Political context enhances, or inhibits the efforts of colleagues to build successful relationships (El Ansari et al, 2004)
2. Immediate political surroundings influence inter-personal relationship building (Beattie et al., 1996)
3. Differing organizational politics shape inter-organizational relationship building (Beamish, 1985)
4. Societal political context influences the development of inter-personal, inter-organizational, and trans-national relationships (Riner & Becklenberg, 2001)

Elements of Relationship Building:

Relationship Builders

Share Decision Making

1. Agreeing to share decision making is often seen as a prerequisite for entering into relationships (Berkowitz, 2000)
2. Shared decision making is a defining element of relationship building (Cox, 1982)
3. Shared decision making influences the evolution of successful relationships (Armitage, 1983, Hook, 2006)

Elements of Relationship Building:

Relationship Building Requires Commitment

1. Committing human, physical, financial and/or administrative resources is an essential prerequisite for entering into collaborations and/or partnerships (Lancaster, 1984)
2. Continued commitment to the goals & objectives of joint activities is seen as a defining element of relationship building (Dowling & Glendinning, 2004)

Elements of Relationship Building:

Relationship Builders Benefit Mutually from the Relationship

1. Perceived mutual benefit among stakeholders is viewed as an essential prerequisite for entering into relationships (Nalle et al, 2001)
2. Mutual benefit is seen by all participants as an essential element of relationship building (Molzhan & Purkis, 2004)
3. Mutual benefit is *continually evaluated* by all participants, thereby determining if continuing to develop the relationship is worthwhile (Khanna, 1998)

Elements of Relationship Building:

Relationship Builders Believe They Contribute Equitably

1. Is an essential element of relationship building (Dinesh & Liden, 1986, Larson, 2003); and,
2. Equitable contribution is *continually evaluated* by participants in order to determine if the relationship is worth continuing (Bell & Stokes, 2001)

Collegial Relationship Building

“... a process occurring over time in particular political and cultural contexts wherein there exist common understandings of decision making, commitment, mutual benefit, and equitable contribution among participants”*

** Sochan (2009)*

Stakeholder Relationship Building in Public Health?

If we can accept “Stakeholder”* (one who is involved in, or affected by, a course of action)

As a Synonym for “Colleague”* (one who is an associate in a professional/positional capacity)

Then the concepts identified in collegial relationship building could be applied to stakeholder relationships in Public Health

** Merriam-Webster (2009)*

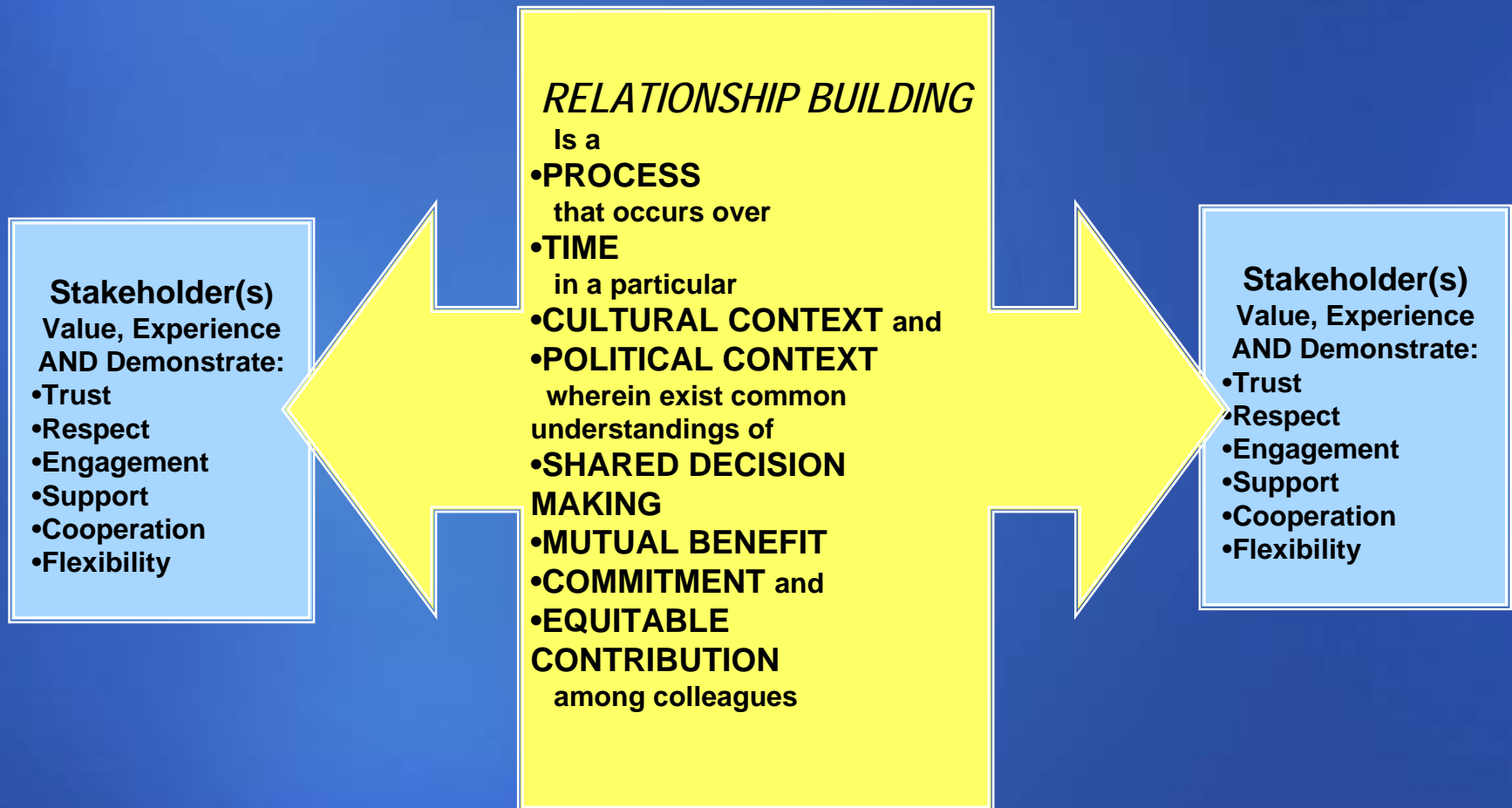
Collegial Relationship in Public Health?

“... an ongoing interaction wherein **stakeholders** value, experience , and demonstrate trust, respect, engagement, support, cooperation and flexibility”

Collegial Relationship Building in Public Health?

“... a process occurring over time in particular political and cultural contexts wherein there exist common understandings of decision making, commitment, mutual benefit, and equitable contribution among **stakeholders**”

Relationship Building Among Stakeholders in Public Health* (Sochan, 2009)



Assessing Stakeholder Relationship Building in Public Health?

Reflecting on their stakeholder relationships
AND

Reflecting on their experiences in relationship building with their stakeholder colleagues

ALL Public Health Stakeholders can evaluate their relational practices in their day-to-day collegial workforce practices on their units

Assessing Stakeholder Relationships in Public Health?

Are stakeholder relationships:

FLOURISHING?

FLOUNDERING?

FAILING?

Thank You

Questionnaire...Please consider completing

For more information about Collegial
Relationship Building among Public Health
Stakeholders, please contact me at:

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