



Huxham and Vangen

Huxham and Vangen discuss **six themes** that have arisen consistently in work across public and not-for-profit agencies.

Among these are '**Democracy And Equality.**' They have observed strong feelings about democracy and equality in the process of collaboration, particularly within community organisations. 'People ...argue that everyone with a stake in the issue should be involved. '

(Huxham and Vangen 1996 page 12.)

However, they suggest that it is important to consider carefully and explicitly who should be part, rather than letting membership evolve.

This should include considering which individuals and organisations can give help and who will sabotage the project.

It is helpful to separate internal and external stakeholders: internal stakeholders need to be involved, but be kept few. External stakeholders need, they suggest, to be 'managed'.

They note that **two things** are important, which may be in conflict: ensuring that no one is allowed to take over; and strong leadership to help the group process.

What is also important is 'recognising the value of everyone's contribution and ensuring that everyone gets credit for joint action.'

Notes by Marsh and Macalpine.

from Working together: Key themes in the management of relationship between public and non-profit organisations

C. Huxham and S. Vangen 1996, in International Journal of Public Sector Management Vol 9 No 7

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