

Making Collaboration Work

For The

Workshop on Collaborative
Watershed Management and
Research in the Great Basin

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Why Collaboration ?

- “Collaboration can lead to better decisions that are more likely to be implemented and, at the same time, better prepare agencies and communities for future challenges”

Wondolleck & Yaffee, Making Collaboration Work: Lessons from Innovation in Natural Resource Management. Island Press, Washington D.C. 2000, p. 23.

Case Studies

- The Mill Creek Canyon management partnership between Salt Lake County, Utah and the Forest Service.
A partnership built on shared goals.
- Kirkland's warbler management project in Michigan has been active for 20 years.
A partnership continuing to meet partners needs.

Pragmatic Actions

- Problem Commitment
- Coordination Commitment
- Developing Consensus

Problem Commitment

Checklist to Develop Problem Commitment

(Each organization must be committed)

1. Determine the priority objectives for key organizations.
2. To change an organization's priorities, we need to know:
 - A) Decision-makers;
 - B) What communication will have to take place
3. Strategies to change priorities.
 - A) Exploit a crisis.
 - B) Use comparison
 - C) Use basic Education
 - D) Emphasize reciprocal obligations
 - E) Demonstrations and trial
 - F) Evidence based on citizen's preferences
 - G) Point out the costs and benefits

Coordination Commitment Checklist

Organizations may be committed to the problem (step 4) but may not be committed to coordinate with other organizations in helping to solve the problem. A coordinator needs to know why organizations are or are not willing to coordinate. Also, the coordinator needs to be able to use strategies to develop coordination commitment.

	<u>Reasons for Coordination:</u>	<u>Reasons Against Coordination:</u>
Pressure:	<ul style="list-style-type: none"> From government From agencies Public demand Interdependence of programs 	<ul style="list-style-type: none"> Differences in organizational structures Little knowledge of other organizations Adverse member reaction Adverse public reaction Agreements not clearly spelled out Evaluation by other organizations
Funds:	<ul style="list-style-type: none"> Cost sharing Available from state and federal Future benefits 	<ul style="list-style-type: none"> Unequal costs to organizations Too large a proportion of total budget required Difficult to terminate unsuccessful relationships
Autonomy:	<ul style="list-style-type: none"> Autonomy loss only in selected area for limited time 	<ul style="list-style-type: none"> Out of Control Loss of clients Loss of decision-making power Who will get "credit?" Loss of control over funds
Expertise:	<ul style="list-style-type: none"> Have available staff who are experienced 	<ul style="list-style-type: none"> Staff not trained Staff doesn't want to work with para-professionals Too much staff time required
Past Experience:	<ul style="list-style-type: none"> Relevant experience on comparable projects and/or problems 	<ul style="list-style-type: none"> Little knowledge about problem area Organization hasn't participated in coordinated efforts before

Checklist to Develop Consensus

- If a high degree of consensus exists, all the key organizations want to work together. Sometimes, one or more organizations want to 'go it alone' or leave another organization out. Then, a coordinator may have to build consensus among organizations.
- **Reasons organizations may not want to work together:**
 - Disagree on defining the problem
 - Disagree on how to accomplish the tasks
 - Disagree on resources needed
 - Too many resources expected
 - Personality conflict between organizational staffs
 - Bad experience with past coordination efforts
 - Fear of loss of autonomy
- **Checklist of strategies to produce consensus:**
 - Emphasize mutual interdependence between key organizations
 - Spell out the limited areas of cooperation needed and the time period
 - Review all other strategies that can be used to influence decisions

Consensus Strategies

- ***Proportionate Analysis***

- The proportion of an organization's resources needed for coordination may be more important than the absolute amount of resources needed (compared to other organizations).

- The larger the proportion of resources needed, the less likely the organization will wish to participate.

Personal Actions

1) *Separate the Person from the Problem*

- Active listening, paraphrasing
- “I” messages
- “The problem is not you, it’s ...”

2) *Focus on Interests, Not Positions*

- Interest = needs, desires, fears, etc.
- Make your interests specific, clear, look for multiple interests
- Positions = I will, I won’t, you better, you must

Personal Actions - (cont.)

3) Expand the Options for Mutual Gain

- Brainstorm
- Find shared interests → options
- Avoid single right solutions

4) Use Objective Criteria

- Brainstorm objective criteria
- Stay flexible
- Avoid yielding to temporary pressure for unspecified contract

5) Restate Mutual Contract Terms

Techniques for Listening

- **Acknowledge:** Pay Attention
“That sounds like a difficult situation ...”
- **Validate:** Show understanding
“You must be very frustrated ...”
- **Empathize:** Identify with the situation
“It’s hard to feel caught in the middle...”
- **Clarify:** Help with full expression
- **Summarize:** Review Statements
“That is what I’ve heard so far ...”



Blocks to Listening

- ***Derailing:*** The listener throws conversation off track.
- ***Comparing:*** Comparing experiences when they don't add insight.
- ***Filtering:*** Hearing only those parts important to the listener and “tuning out” everything else.
- ***Rehearsing:*** Concentrating on what you are going to say while the other person is talking.
- ***Judging:*** Judging another person's actions prematurely.

Promoting Open Communication

Neutrality: Could you say more about that?
Help me understand your reasoning.

Re-framing: Changing the syntax or wording of message.

Example: “You don’t get it do you? If those snowmobiles continue to use our land, our quality of life will be destroyed!”

Re-framed by you: “It sounds like maintaining a good quality of life in your county is important to you, and that you think that snowmobilers might damage that.”

Thank You

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