



# COLLABORATION WORKSHOP COLLABORATION COMPONENTS

2014

Types of Collaboration, Adaptive Leadership,  
Leadership Roles  
Jessica Clement, Ph.D.  
Ruckelshaus Institute, University of Wyoming



# Types of Collaboration

- Depends on Considerations of Equity, Resources, and Objectives.
- Equal Access to Everyone, all the time. Complete Unbounded process.
  - Complete access is provided. High level of collaborative legitimacy.
  - Less time efficient, more resources needed.
  - Considerations: If stakeholders “stack the deck” in decision making.
- Representative Collaboration: Bounded process with representatives for each stakeholder group.
  - More efficiency. More formality (sometimes necessary). If everyone agrees all stakeholders are represented, high level of legitimacy.
  - Need to be sure that a. all groups are represented, b. the representatives have the support of their group.

# Types of Collaboration

- Combination of both unbounded and bounded processes. E.g. a taskforce that does the bulk of the work (e.g. joint fact finding) and makes decisions, but all information and decisions are discussed, reported with unbounded group.
- Situation Assessment is tool to ensure all stakeholders are identified and invited, helps avoid “the usual suspects” and ensuing group think.
- Fairness in decision making: the decision-making rule (e.g. thumbs, five fingers, and related meanings) is another tool for ensuring legitimacy of agreements.

# Landscape Scale Collaboration Considerations

- Issue-based Collaboration.
- Place-based Collaboration.
- Decision-making space: excellent learning material, requires honesty and transparency. However, fine line between agency decision-making space and unwillingness to try something new.
- Requires the use of legal and regulatory language.
- Public incomprehension and agency differences but with large landscape and ecosystemic approaches, creation of boundary organizations and other factors, new possibilities.
- Acknowledgement of decision-making space in itself allows agency reps to go further.
- Sometimes still comes down to personalities: patience is essential.

# Adaptive Leadership

“Adaptive Leadership is the practice of mobilizing people to tackle tough challenges and thrive.”

From: “Adaptive Leadership” (Heifetz et al. 2009) and  
“Leadership without Easy Answers” (Heifetz, 1994)

“Thriving” is drawn from evolutionary biology.

# Important Components of AL

1. Adaptive leadership is specifically about change that enables the capacity to thrive.
2. Successful adaptive changes build on the past rather than jettison it.
3. Organizational adaptation occurs through experimentation.
4. Adaptation relies on diversity.
5. New adaptations significantly displace, reregulate and rearrange old DNA.
6. Adaptation takes time.

# Adaptive Change involves loss.

- The common factor generating adaptive failure is resistance to loss. The goal is progress, but there will be loss along the way.
- Have compassion for that pain. Progress can be a tough collective challenge.
- When we take people out of their comfort zone, the heat is turned up – tricky.
- Goal should be to keep the temperature within the Productive Zone of Disequilibrium (PZD).

# Observe, Interpret and Intervene

- Take a “balcony view”. Ask someone to observe or do it yourself.
- Hypothesize based on observations” – there will be different hypotheses to work through.
- Design an intervention: provide context, make it relevant, consider your persuasive toolkit, practice getting out of your comfort zone.
- Consider PZD: as in evolution, change happens iteratively.



# Leadership as a Convener

- Can the situation progress if collaborative approaches are used?
- Consider FACA – find a third party to convene.
- Situation Assessment is key.
- Help define the decision-making space.
- Consider possible outcomes and be able to commit implementation.
- Implement and if necessary, find ways to continue the “table”.

# Leadership as a Participant

- Time Commitment
- As options emerge, consider what you and your stakeholder group can realistically commit to, agree with or otherwise support, and what not.
- Be able and willing to articulate why and why not something is in your interest.
- Make it about the issue, not the people.
- Be open, transparent and committed to progress.