

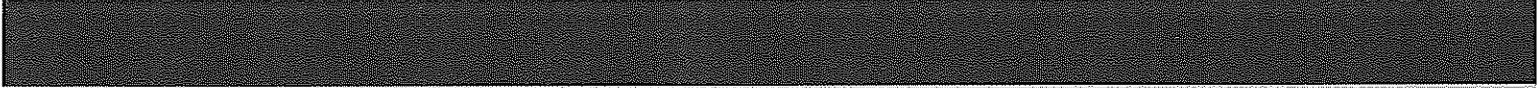
The Human Side of Collaboration: Trust, Accountability and Willingness to Collaborate

Susan Mays, Marilu Goodyear, Rosemary O'Leary
CH2M HILL and University of Kansas

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

Introduction

- Growth of collaborative relationships
- Role of informal accountability and trust
- This session: Mix of interactive exercise, presentation and discussion.
 - Part I: Trust and Accountability
 - Part II: Willingness to Collaborate
 - Part III: The Skillset, Individual Attributes, and Interpersonal Skills



I. The Human Side of Collaboration: Trust and Accountability

Win As Much As You Can
Exercise

“Win As Much as You Can” Instructions

- Prepare cards with “X” and “Y”
- Four people per negotiation
- Simultaneous play – either an “X” or a “Y”
- Must play each of 10 rounds
- Keep score each round
- May negotiate only prior to rounds 5, 8, and 10 (bonus)



Win As Much As You Can

Debrief

Think Strategically

CHOOSING AN "X"

- Lowest short-term risk
- Highest payoff options

But, highest long-term risk if everyone plays an X

CHOOSING A "Y"

- Highest short-term risk
- Lowest long-term risk

What is the value of signaling collaborative intentions?

The “Prisoner’s Dilemma”

	X	Y
X	Lose/lose (negative-sum game)	Win/lose (zero-sum game)
Y	Lose/win (zero-sum game)	Win/win (positive-sum game)

Agreements allow you to choose which game you are in.

Be Clear About Your Objectives

What does winning mean?

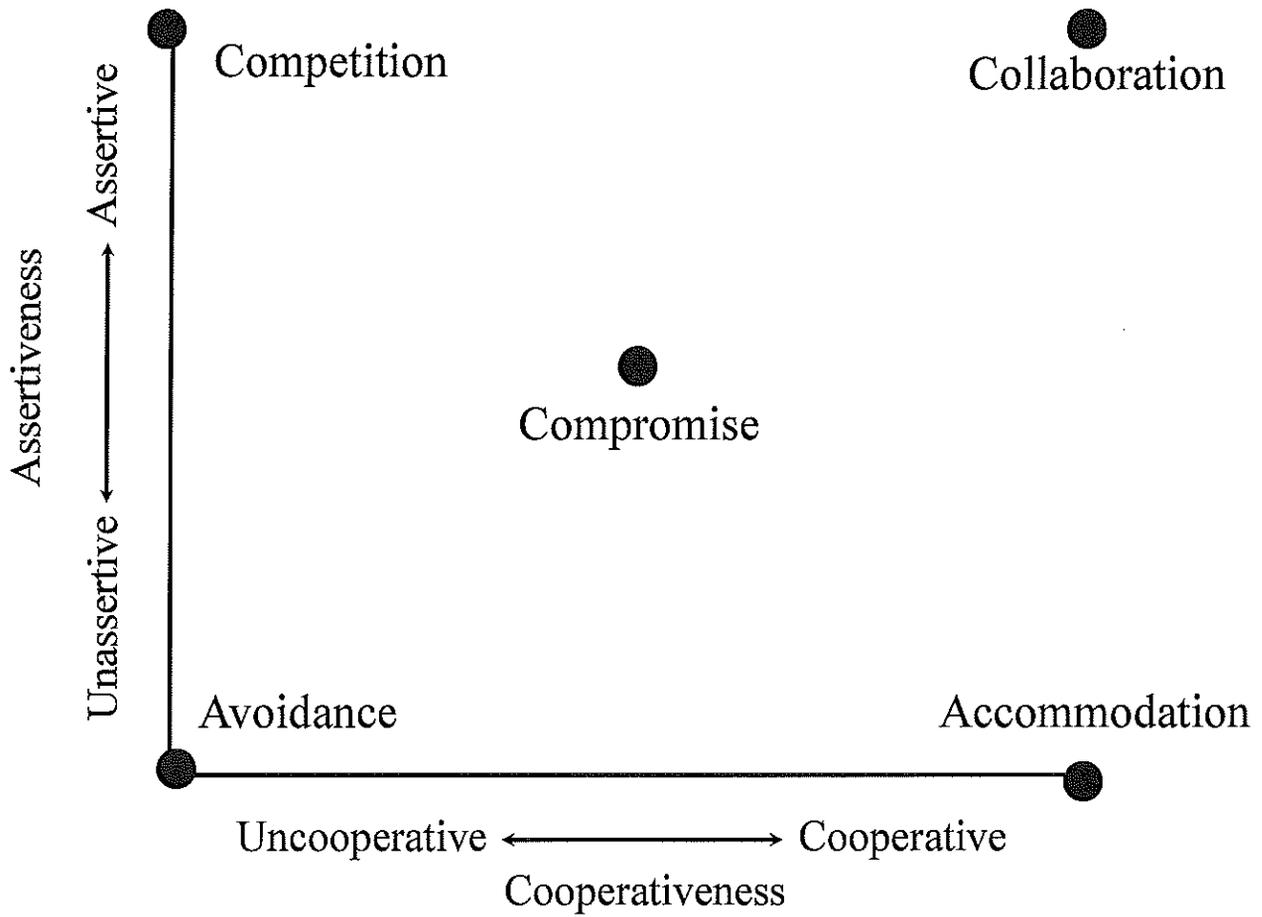
- Individual vs. Individual
- Group vs. Group
- Short-term vs. Long-term Relationship

* * *

What are your measures of success?

Assess Opportunities for Gains

- Collaboration vs. Competition
- Creating Value vs. Claiming Value



Reach Agreements That Stick

What can you do to make sure that agreements are implemented?

- Be Explicit
- Satisfy Interests
- Create Self-Enforcing Agreements
 - Procedures
 - Incentives

Trust

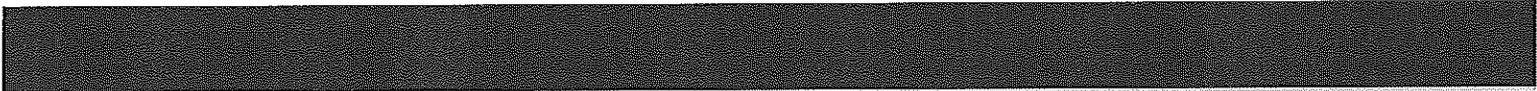
- How does trust (or distrust) affect negotiations?
- How can one build (or rebuild) trust?
 - Low risk
 - Small steps
 - Consistent action
- Can I negotiate in the absence of trust?
 - Self-enforcing agreements

Collaborating When Trust is Low

Insist on:

- Commitment of all parties
- Balanced representation
- Group autonomy (you govern the process)
- Informed process (access to information)
- Accountability for stakeholders – good faith participation
- Transparency
- Timeliness
- Implementation of agreements

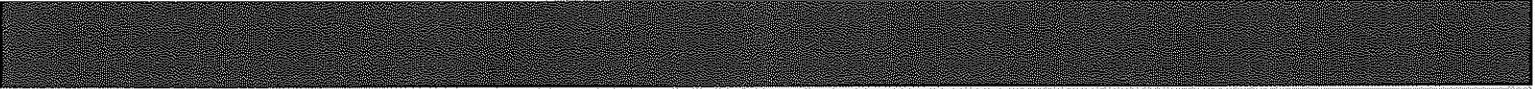
U.S. Institute for Environmental Conflict Resolution (USIECR)



II. The Human Side of Collaboration: Willingness to Collaborate

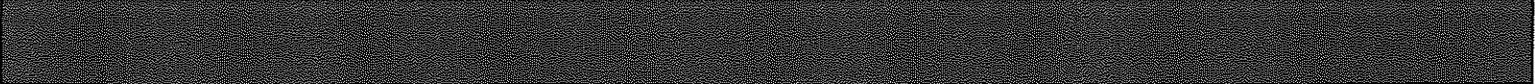
Expansion of Aqualand

Exercise (Nabatchi)



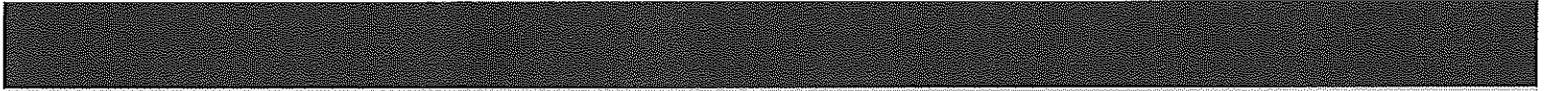
Background Information on Proposed Collaboration

- Town of Riverberg (government)
- Village of Tinyville (government)
- Aqualand (private corporation)
- Environmental group (NGO)
- Hotel Owners' Association (private)
- Members of the Public (citizens)



Break into small groups

- Read your confidential information
- Discuss whether you will collaborate . . .
or not . . .
- Have one person ready to report for your table



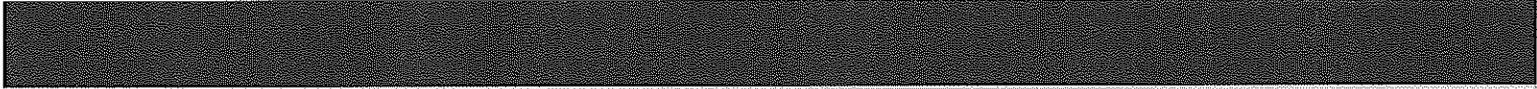
Expansion of Aqualand

Debrief

To Collaborate or Not?

- Is this the right issue, time, and place for a collaborative approach?
- Will this approach accomplish what needs to be accomplished?
- Is the process being proposed or developed likely to be fair and effective?
- Are you and your organization suited for participation (mission, expertise, time)?

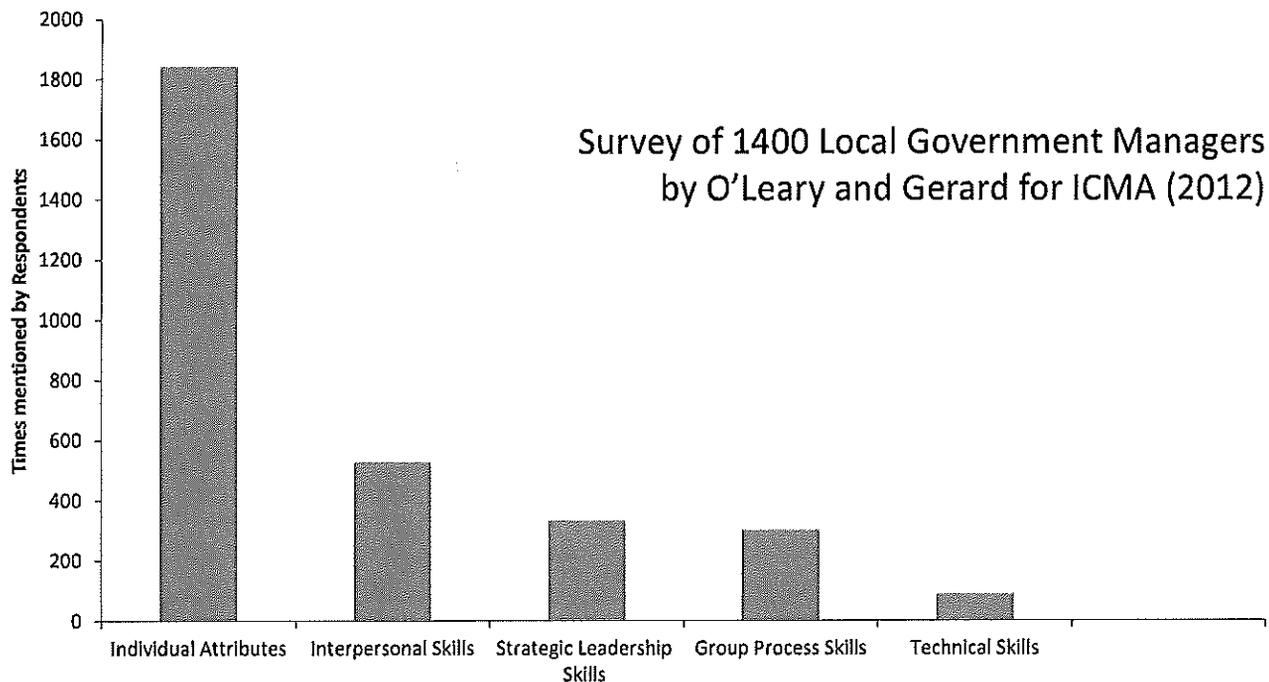
Adapted from: Dukes & Firehock



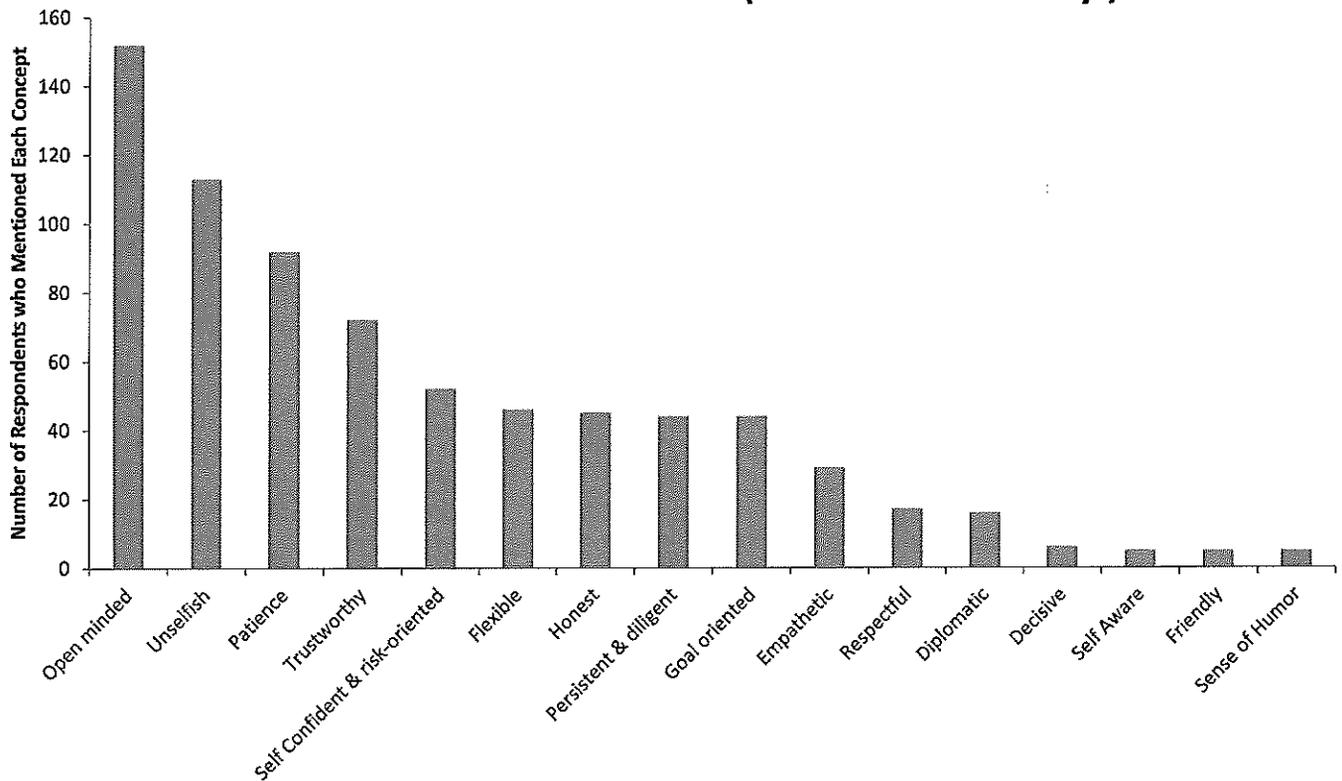
III. The Human Side of Collaboration

The Skillset, Individual Attributes,
and Interpersonal Skills

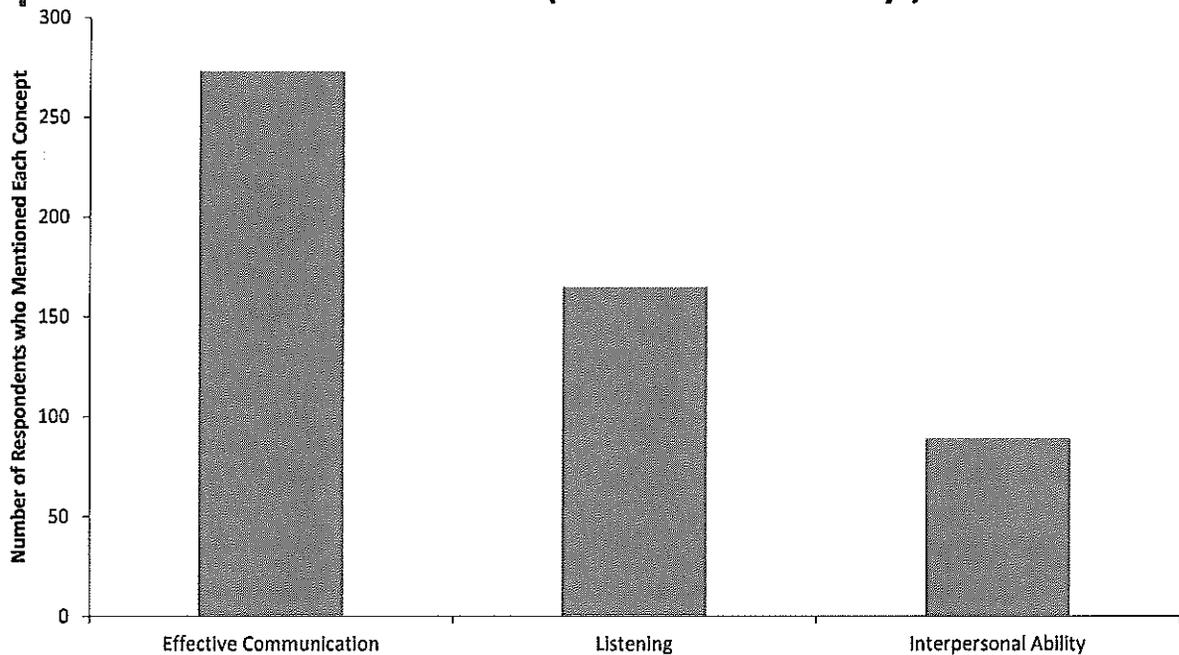
The Human Side of Collaboration: The Skillset of the Successful Collaborator

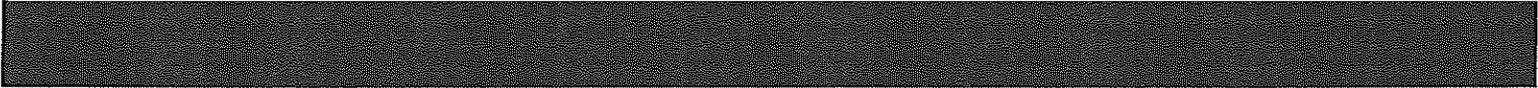


The Human Side of Collaboration: Individual Attributes (ICMA survey)



The Human Side of Collaboration: Interpersonal Skills (ICMA survey)





Observations of the Day

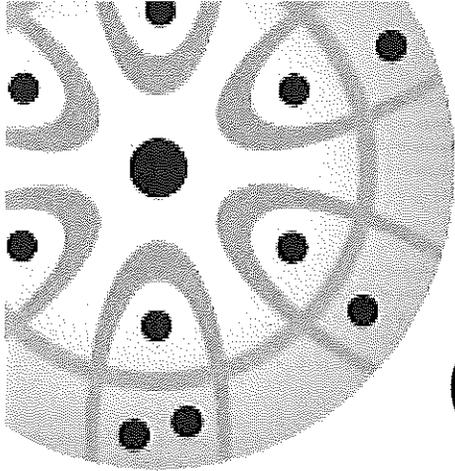
For more information, contact

Susan Mays
Susan.mays@ch2m.com

Marilu Goodyear
goodyear@ku.edu

Rosemary O'Leary
oleary@ku.edu

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013



CLA

Leading in Challenging Times: New Skills for Managers

ICMA Annual Conference
September 23, 2013
Marty Linsky
Co-founder and Principal

www.cambridge-leadership.com

- Uncertain future
- Inadequate information
- Change as a constant

How do you prepare? What skills are necessary?

- Capacity to meet new realities
- Courage to take responsibility for inventing the future

Hunker Down

Or

Adapt?



Adaptive Leadership™

THE FIRST CLASSIC ERROR

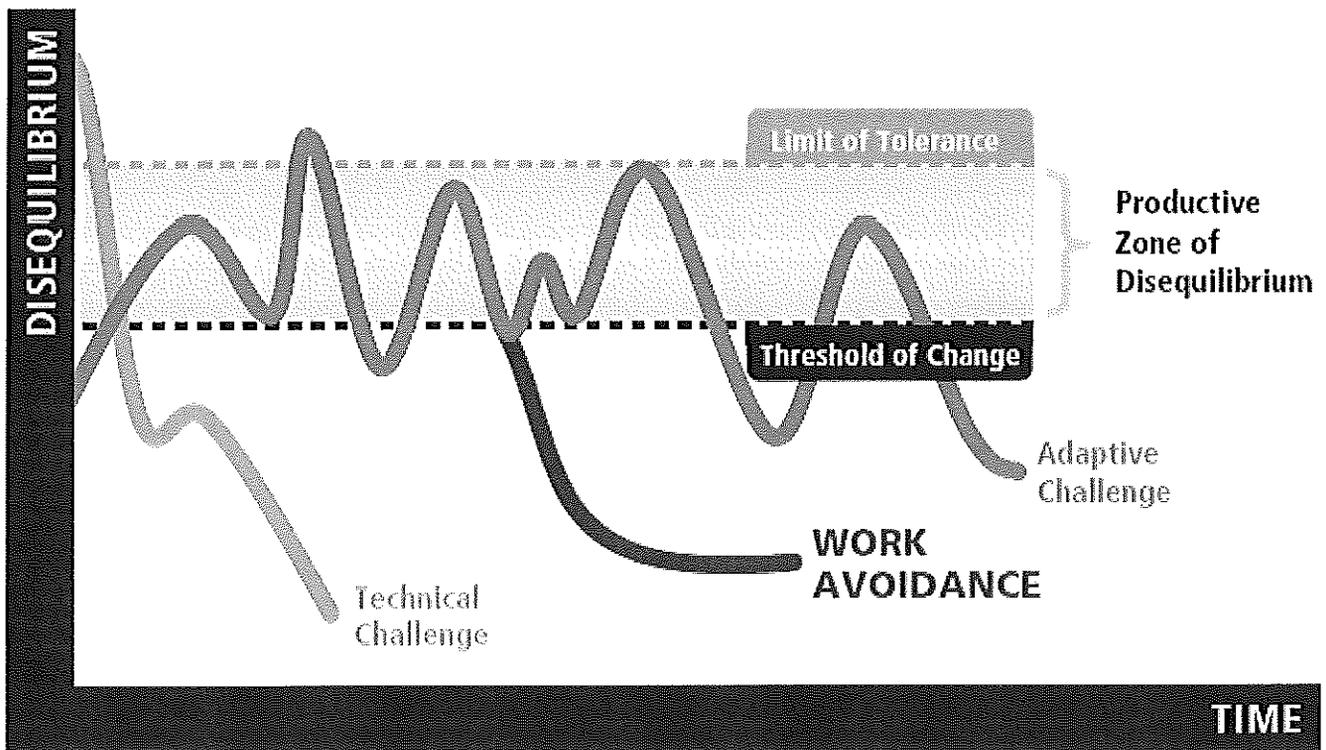
**Treating
Adaptive Challenges**

as if they were

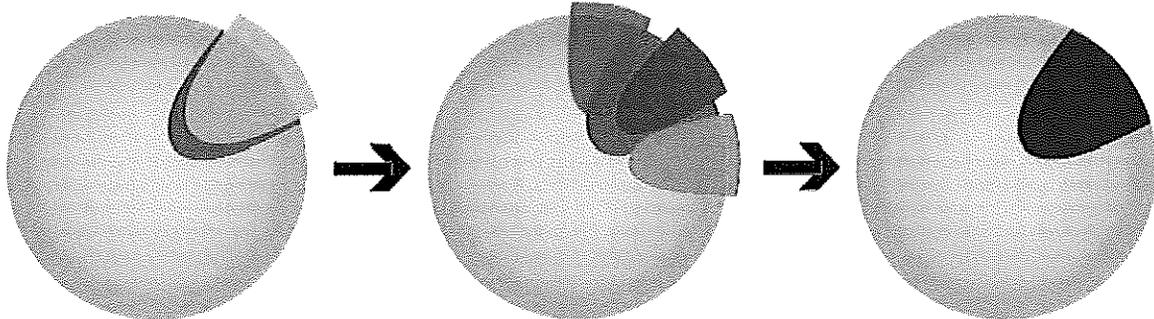
Technical Problems

Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear	Authority	Optimize Execution
Technical & Adaptive			
Adaptive	Requires Learning	Stakeholders	Experiments & Smart Risks

● CLA | Work Avoidance and Disequilibrium



Management is the efficient oversight of the “Essential”
Leadership is the experimental space where the expendable is
abandoned and innovation occurs.



**Determining what
practices are core to
the future and what are
obstacles to the future**

**Testing new
practices**

**Integrating the
new practices**



CLA

Adaptive Leadership

THE SECOND CLASSIC ERROR

The Leap To Action

 **CLA** | **New Leadership Strategy**

OII

Observe - Get on the Balcony

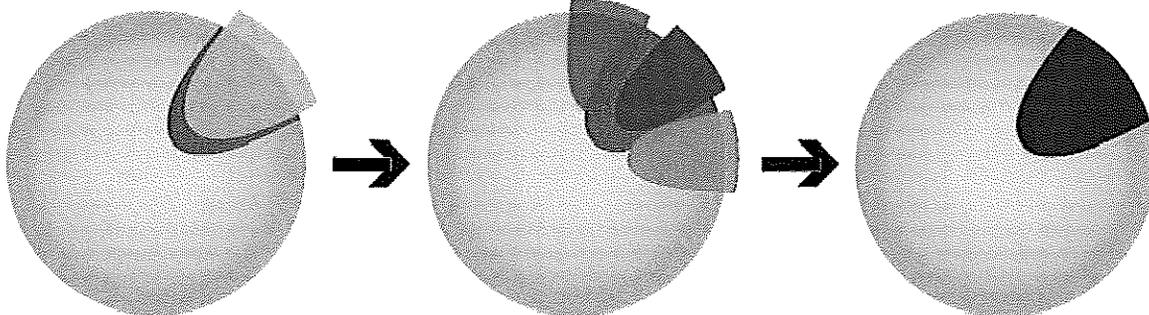
Interpret – Look for the Systemic and Adaptive

Only then,

Intervene – Customize and Turn Up the Heat

What parts of your current repertoire do you need to retain –
Which skills, values, beliefs?

What parts of your repertoire do they need to give up to thrive
in the current reality?



**Determining what
practices are core to
the future and what are
obstacles to the future**

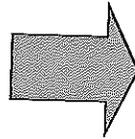
**Testing new
practices and
behaviors**

**Integrating the
new practices
into a new way of
leading**

 **CLA | Reframing–Problem Interpretations**

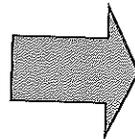
Interpretation Possibilities

Individual



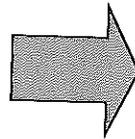
Systemic

Technical



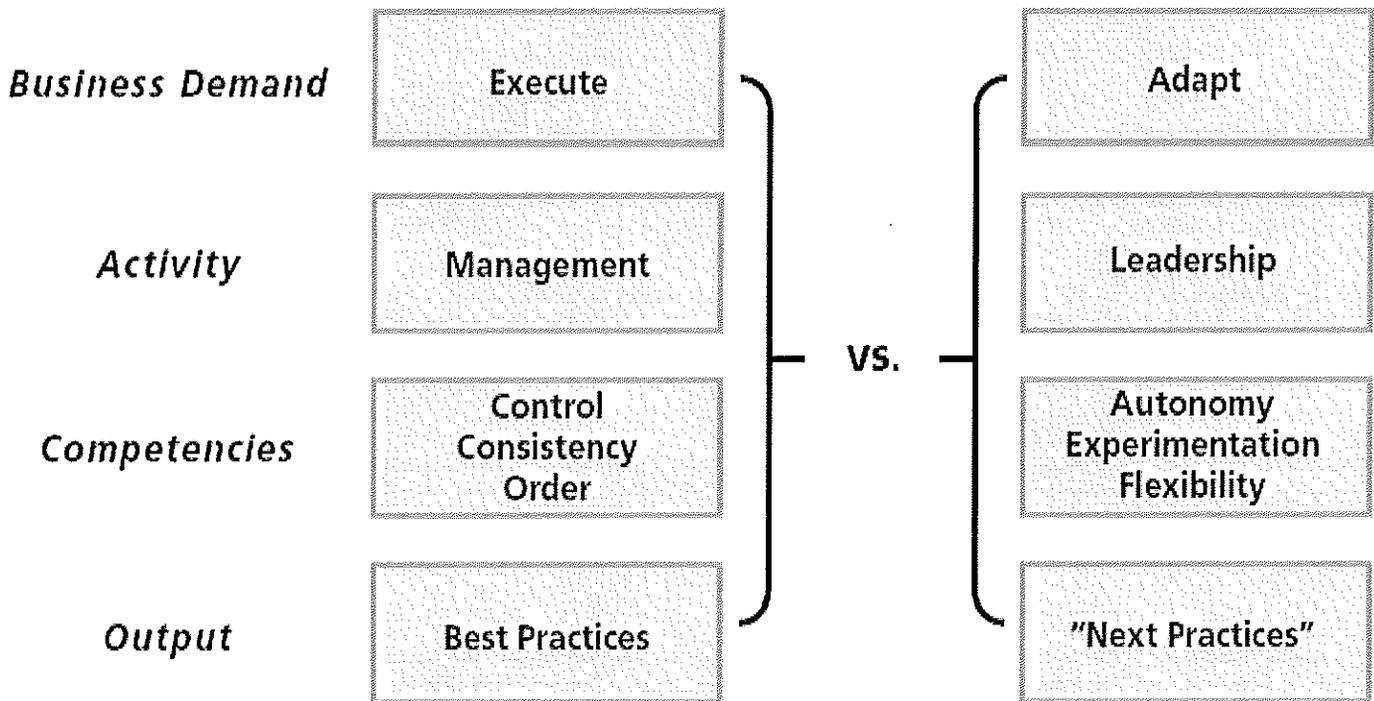
Adaptive

Benign



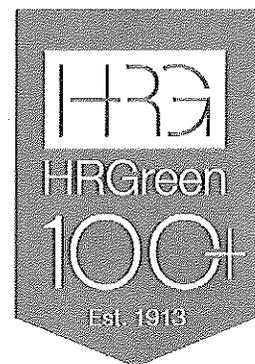
Conflictual

	Diagnosing	Acting
System	<ul style="list-style-type: none"> - Thinking Systemically - Distinguishing Technical From Adaptive Challenges - Thinking Politically 	<ul style="list-style-type: none"> - Using Interpretations - Acting Politically - Orchestrating Conflict
Self	<ul style="list-style-type: none"> - Knowing Your Defaults - Knowing Your Role in the System - Knowing Your Purpose 	<ul style="list-style-type: none"> - Willing to Exceed Your Authority - Owning Your Piece of the Mess - Staying in the Game and Staying Alive



Are You Ready for Alternative Service Delivery ?

Russ Loebe – HR Green
Professor Kurt Thurmaier
Mr. Craig Rapp
Northern Illinois University



Are you ready for ASD?



Simple question... Complex answer

As a national provider of Alternative Service
Delivery HR Green asks our communities that
question routinely...

the answer is often... yes but...?

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

The ASD Project

- **Demands for Guidance**
 - Confusing terms for alternative service delivery options
 - What do we know from other attempts?
 - Where do we start our organizational process?



The ASD Project

- **Using a National-Local Focus for Answers**
 - NIU MPA Local Government Expertise
 - NIU CGS Field Experience
 - HR Green Sponsorship
- Research on national experiences



The ASD Project

- Focus group sessions of northern Illinois communities
 - Success stories
 - Less than success stories
- Recapitulation
 - Practitioner review of major findings
- Project: Field Guide to ASD Options



The Challenge

Limited Resources

Political Environment

Organizational Culture

Measuring/defining LOS

Private Competition

IGMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

The Challenge

Latest Concept/Trend

Ready-Fire-Aim

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

It's about **Reinventing, Continuously
Improving and Optimizing**

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

Two Mandates-
-often seen as mutually exclusive

Build great communities

Deliver efficient and effective services

IGMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

Purpose &
Direction

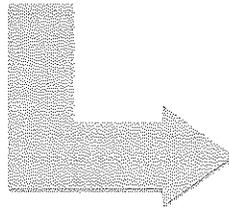
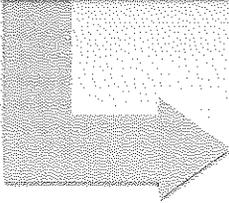
• Start with Why

Needs &
Expectations

• VOC

Deliver
Results

• Fix the
Pipes

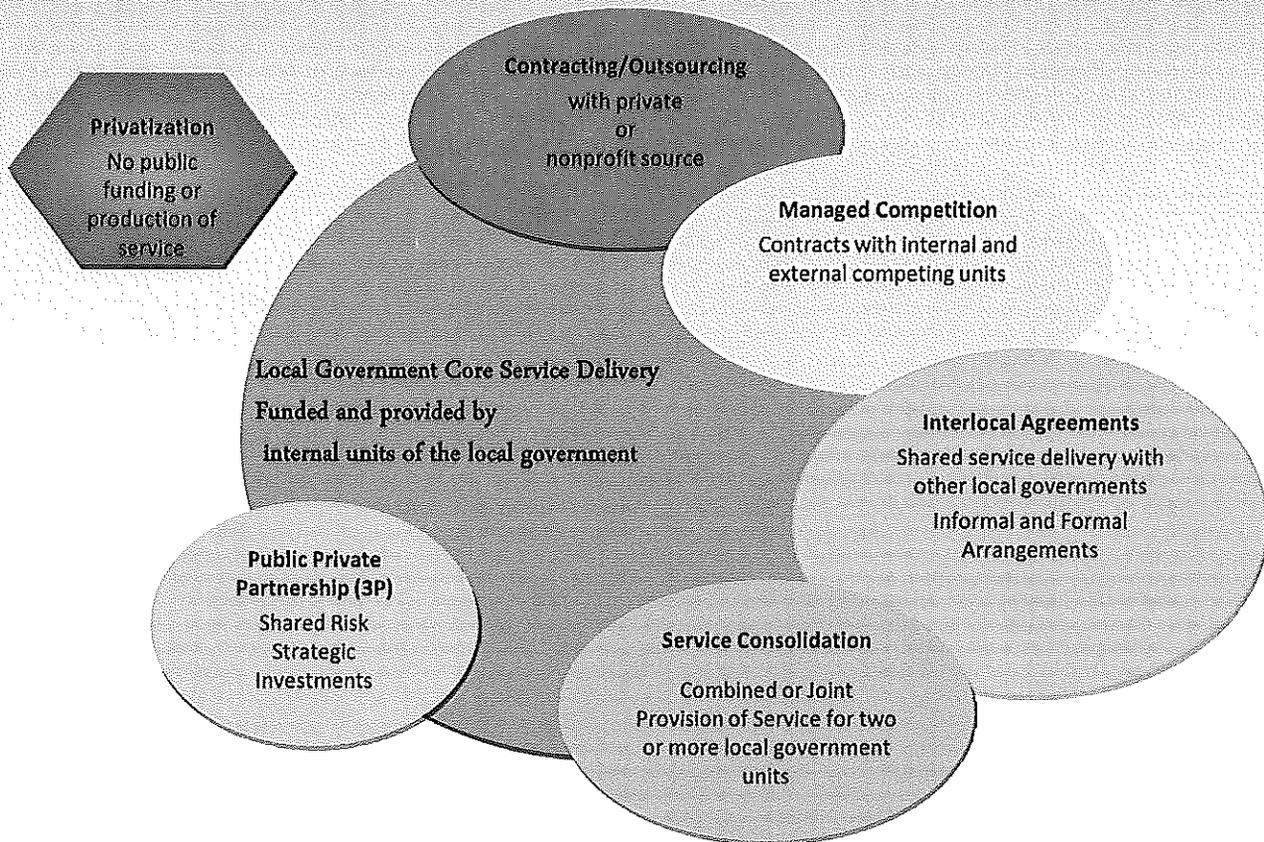


Optimizing

If you know Why- lots of ways to get to How

- Make vs. Buy Analysis
- Leading Practices/Benchmarking
- Enterprise-wide approach
- Service level approach
- Cooperate, Collaborate, Consolidate
- Managed Competition
- Privatize, PPP

Alternative Service Delivery Options



Outsourcing-Contracting Out

Outsourcing - taking internal organizational functions and paying an outside firm to handle them.

- done to save money, improve quality, obtain specialized services/expertise, free organizational resources
- Some services more common, but nearly every service area has been outsourced

Managed Competition

Managed competition- a public-sector agency competes with private-sector firms to provide public-sector functions or services under a controlled or managed process.

- This process clearly defines the steps to be taken by government employees in preparing their own approach to performing an activity.
- The agency's proposal for providing the service, which includes a bid proposal for cost-estimation purposes, is useful in competing directly with private-sector bids.

Interlocal Agreements

Interlocal agreement (ILA) - a contract between governmental entities that enables them to work with each other in the interest of cooperatively sharing resources for their mutual benefit.

- many forms, ranging from an informal handshake agreement to elaborate contracts structured according to statutory requirements and filed with a state agency and local county or city recorder.
- exist between cities, counties, a city and a county, cities and school districts, school districts- many other combinations.
- often increase the effectiveness and efficiency of services.

Service Consolidation

- **Service consolidation-** agreements between governments to merge existing departments into one unit which is overseen by representatives from both governments.
 - Excludes arrangements in which one government contracts with another in order to receive a specific service (e.g., regional dispatch).
 - One department administrator who oversees the department and answers to both communities equally.
 - Often an oversight board comprised of representatives from both governments is established to oversee the consolidated department.

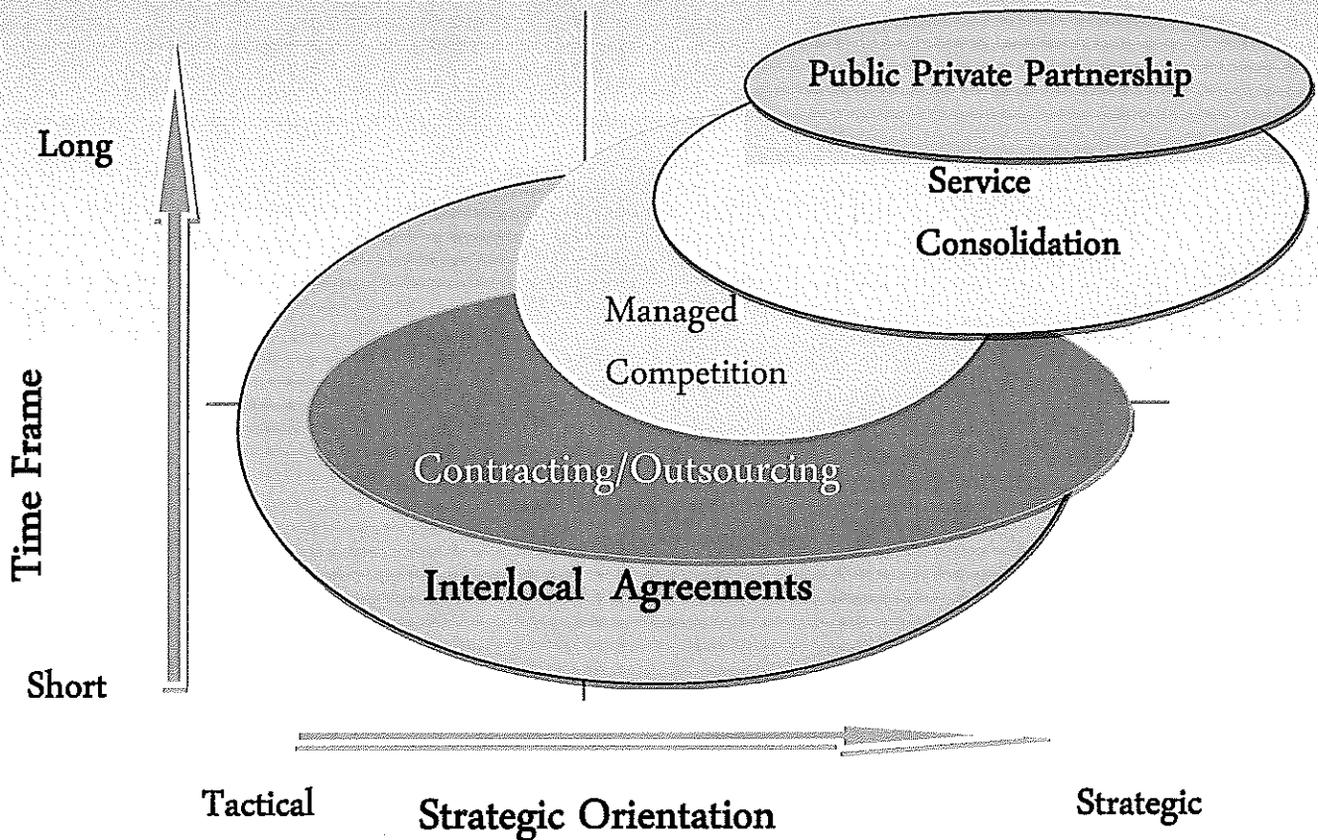
Public-Private Partnerships (3P)

A 3P venture is a *long-term, strategic* contractual agreement between a local government and a private sector entity

- where the *skills and assets of each sector are shared* in delivering a service or facility for the use of the general public,
- *and*
- where *each party shares in the risks and rewards* in the delivery of the service and/or facility.

IGMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

Strategic Orientation of ASD Options



Is Your Organization Ready?

Why are you considering this?

Political

Economic

Internal/External motivations

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

What outcome are you seeking?

Reduced Cost?

Efficiency?

Political Accountability?

Public Approval?

IGMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

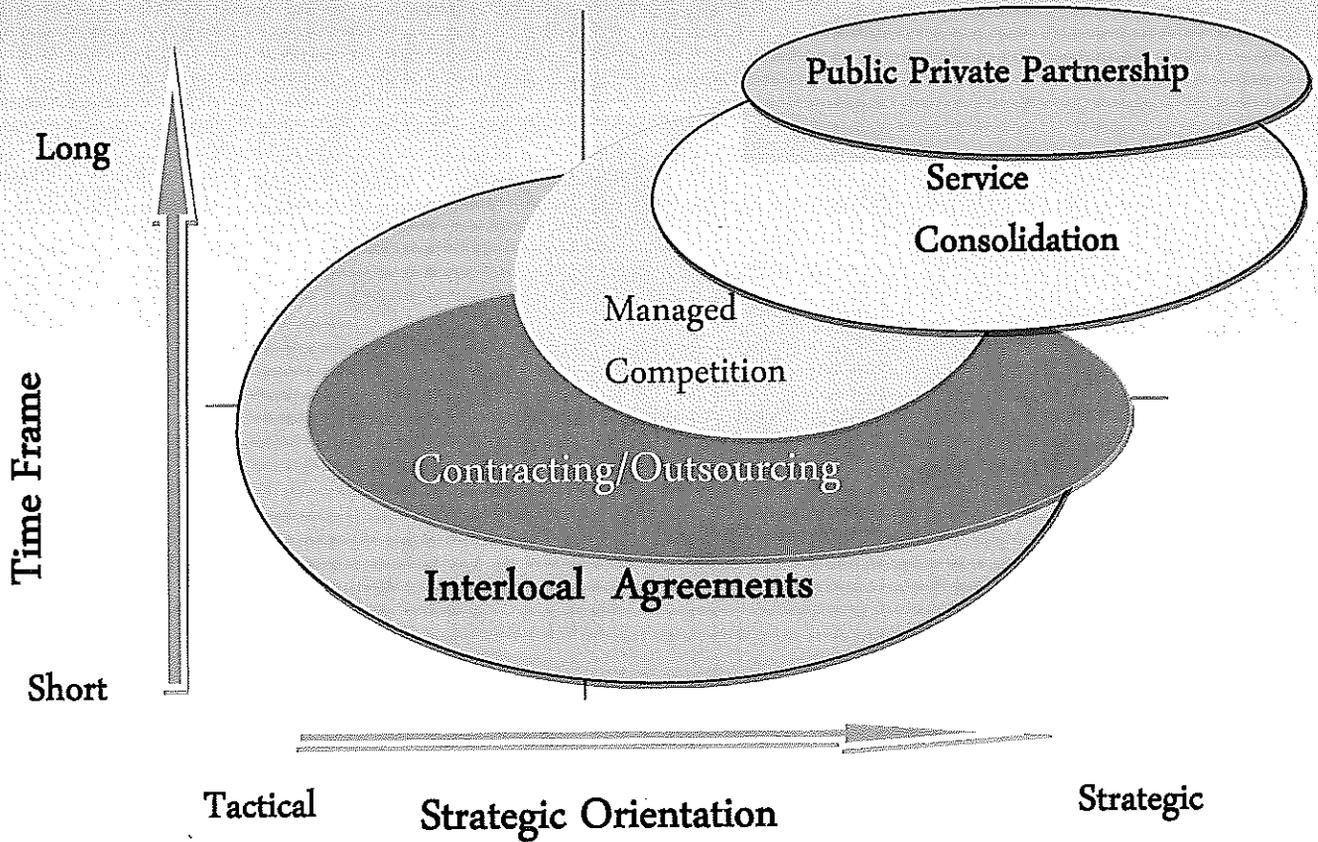
**How will you achieve
(and measure) results?**

IGMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

Political & Cultural Readiness

- How ready are you?
- How do you know?
- Matching outcomes w/ approaches
- Timeframe
- Strategic vs. Tactical
 - Outcomes expected
 - Board/Council
 - Staff

Strategic Orientation of ASD Options



Questions/Comments?

Additional Information...

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013

ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 
September 22-25, 2013