



Collaborative Governance

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Discussion



What **Collaborative Governance** questions are you bringing to this workshop?



Sources of Information



Vibrant Communities – Cities Reducing Poverty

- 40 different collaborations in cities across Canada

Other Community Change Efforts

- Waterloo Region Community Safety and Crime Prevention Council
- Thirteen urban Aboriginal groups participating in Urban Aboriginal Strategy
- Healthy Communities

Governance Experts/Practitioners

- Joan Roberts
- Mabel Jean Rawlins
- Eric Leviten-Reid, Jamie Gamble
- Anne Kubisch
- Tonya Surman



Key Governance Concepts



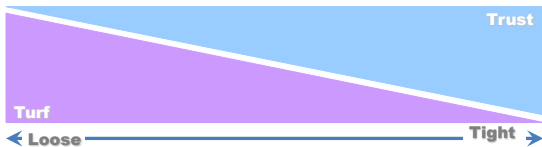
- Collaboration Continuum
- Governance Principles and Models
- Collaboration and Accountability
- The Eco-Cycle of Collaboration





The Collaborative Continuum

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.



Governance

"Governance" is the process by which public ends and means are identified, agreed upon, and pursued. This is different than "government," which relates to the specific jurisdiction in which authority is exercised.

"Governance" is a broader term and encompasses both formal and informal systems of relationships and networks for decision making and problem solving."



Forms of Governance

Organizational governance: the processes, customs, policies, laws and institutions affecting the way people direct, administer or control an organization (e.g. public, non-profit, corporate).

Global governance: making decisions and solving problems that transcend the authority or mandate on any one organization or sector.

Collaborative governance: an (in)formal in which participants (parties, agencies, stakeholders) representing different interests are collectively empowered to make a policy decision or make recommendations to a final decision-maker who will not substantially change consensus recommendations from the group.

Participatory Governance: deepening democratic engagement through the participation of citizens in the processes of governance of public, private or non-profit institutions.



Community Problems are Complex and Interconnected

- Complex problems are difficult to frame
- The cause and effect relationships are unclear
- There are diverse stakeholders
- Each experience of is unique
- The characteristics & dynamics of the issue evolves
- There is no obvious right or wrong set of solutions
- There is no objective measure of success



Complex Problems require Adaptive Leadership

- Convene stakeholders
- Focus public attention on the issue
- Cultivate high aspirations
- Use framing as a tool
- Build a good enough vision, let direction arise
- Chunk and link areas of work
- Go for multiple – sometimes competing – actions
- Court and mediate conflict
- Maintain productive distress
- Acknowledge multiple accountabilities and measures of progress



Collaborative Governance Models



Governance Models

See Handout

	Closed Advisory Body	Inter-Organizational				Open Community System
		Looser			Tighter	
		Network	Coalition	Coordinating	Collaboration	
Purpose						
Members						
Structure & Process						
Authority & Accountability						
Resources & Rewards						



Collaborative Governance Elements

Convener: A person(s)/organization(s) that convene the members of the change effort.

Collaborative: A stakeholder group – with a variety of work groups and committees – with broader participation – that give direction, make decisions, and – usually – ‘do’ the work.

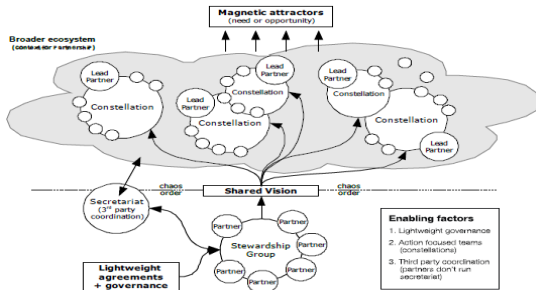
Fiscal Sponsor: A fiscal/legal agent(s) that manages the human resource and financial arrangements to support the change effort.

Staff: A staff support group to support the members carry out their strategic and operational work.

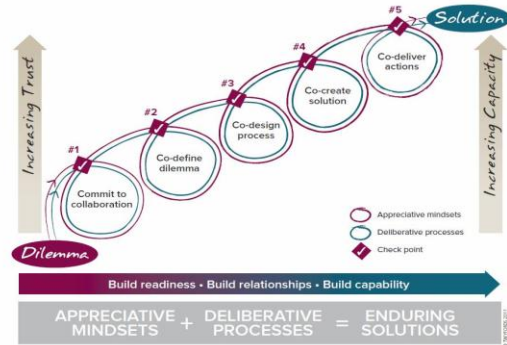
Steering Committee: An executive or coordinating committee that deals with specific issues related to strategy or operations on behalf of the leadership group and fiscal/legal agent.



Constellation Governance



Collaborative Governance



Principles for Collaboratives

Transparency and Accountability

- Decisions take place in the public eye.

Equity and Inclusiveness

- All interests who are needed and willing contribute to solution.

Effectiveness and Efficiency

- Solutions are tested to make sure they make practical sense.

Responsiveness

- Public concerns are authentically addressed.

Forum Neutrality

- Different perspectives are welcome; the process itself has no bias.

Consensus-Based

- Decisions are made through consensus rather than majority rule.



Success Strategies

A good arrangement is one in which:

- the group is making satisfactory progress on the issue;
- the effort and conflict required to make progress is reasonable;
- members are achieving some personal/organizational objectives;
- everyone involved is learning about the issue and how to address it;
- the overall process is self-refueling, leading to greater ambition and capacity.

There is no best arrangement. They tend to reflect the following:

- local context (e.g. public interest, civic culture);
- member attributes (e.g. diversity, commitment, influence, authority, insight, etc.);
- the magnitude and pace of change desired by members;
- leadership style & spirit;
- framework for change (working definition of issue, strategies, roles, etc.);
- credibility/preferences/orientation of conveners and fiscal agents;
- flexibility & adaptability.



Governance Traps

- Membership
 - Membership Contributions – Play your Position
 - Members not clear about the problem
 - Member organizations not engaged
- Decision Making
 - Unclear decision making processes
 - Not sticking to decision making process
 - Collaborative does not know what decisions they can make
- Governance
 - Governance is not defined
 - No governance or operational policies
 - Levels of accountability not defined



The Complexity of Accountability

Type	Accountability
Advisory Group	Primary accountability to the host organization's board of directors.
Inter-organizational	Dual accountability to member's home organizations and between collaboration members: increases with the intensity of collaboration arrangement.
Fiscal Sponsor Powerful host	Triple accountability to home organizations, collaboration members, collaboration hosts.
Broader Community	Quadruple accountability to home organizations, collaboration members, collaboration hosts, and broader community.



Your Turn

Draw an accountable flow chart for a collaborative partnership with which you are involved. How does information and decision making flow?

Pair and share.

What are your observations?



The Eco-Cycle of Organizational Change

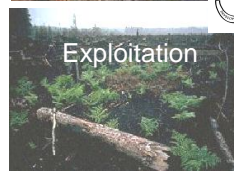




A forest fire: **good**, **bad**, or **good & bad**?

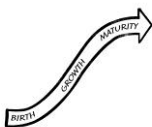


The birth, growth, destruction and renewal of a forest



Re-thinking Organizations

The Performance Loop



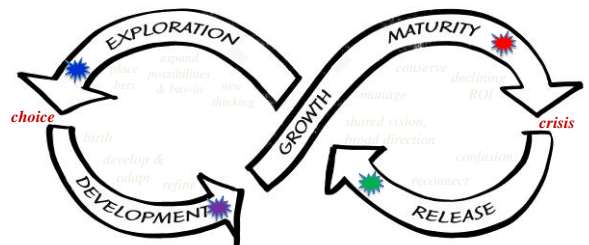
The Renewal Loop



Source: http://www.plexusinstitute.org/edgeware/archive/think/main_aides9.html

New Ideas: Creative * Messy * Uncertain*
First hand insights * Outside ideas * Multiple Perspectives * Flat structure & process * Probes & Little Experiments * Options

Productivity: Efficiency * Certainty * Stability * Conservation * Hierarchical structure & process * Rules, Policies & Procedures * Standardization * Specialists * Fast Returns * Low Risk Tolerance

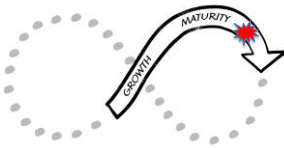


Effectiveness: Entrepreneurial * Generalists * Roles * Adaptive structure and process * Prototypes & Pilot Projects * Variation * Lag times * Flexible funding * Flexible rules * Tolerance for *Risk * Dead ends * Emerging Practice

Vision: Charismatic * Unraveling * Chaotic * Loss, Anger, Blame, Conflict * Little structure or process * Reflection * Relationships * Essence * Values * Principles * New Energy & Urgency



Responses to a declining ROI ...



Responses

1. Incremental Innovation
2. Work harder
3. Seek new resources
4. Excessive accountability measures

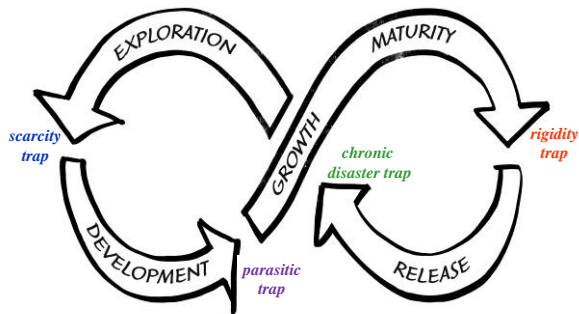


Small Group: Personal Preferences



1. *What part of the eco-cycle do you feel most helpful and energized? Least helpful and energized?*
2. *What are the implications – if any – for being a productive member of your team?*

ECO-CYCLE TRAPS



crisis



Transitional Traps



Traps	Description	Typical Challenges
SCARCITY	People struggle to 'birth' something likely to lead to outcomes and garner the support it requires to thrive.	The ideas are not compelling. Underdeveloped decision-making process & criteria. Members disagree on which options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.
PARASITIC	People seem unable to sustain or grow their work because it is 'parasitic' on the host(s) that gave it birth.	Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.
RIGIDITY	People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate.	Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. 'too big to fail').
CHRONIC DISASTER	People find themselves 'spinning' and unable to get traction on a compelling new vision, values and intent for moving forward.	Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.



Key Ideas ... Again



1. **Crisis & creative destruction precedes renewal:** the unraveling of old patterns & structures releases energy & resources and creates the space for new ideas and approaches.
2. **Situational leadership & management:** different aims, cultures, structures & processes and resources for different stages of the work.
3. **Patch dynamics & “firebreaks”:** resilient and responsive systems enable performance and renewal concurrently.
4. **Transitional Traps:** there are internal and external barriers that prevent a group or system moving through change.
5. **Nested Eco-Cycles:** the dynamics of performance and renewal occur at cross cutting scales.



Reflection Questions



What insights from the plenary speaker of the day (or previous) apply to this topic? How?	What particularly resonated for me in this workshop?
What seemed “off” in this workshop – what didn’t work for me?	Have any new questions emerged for me?