

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

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



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?

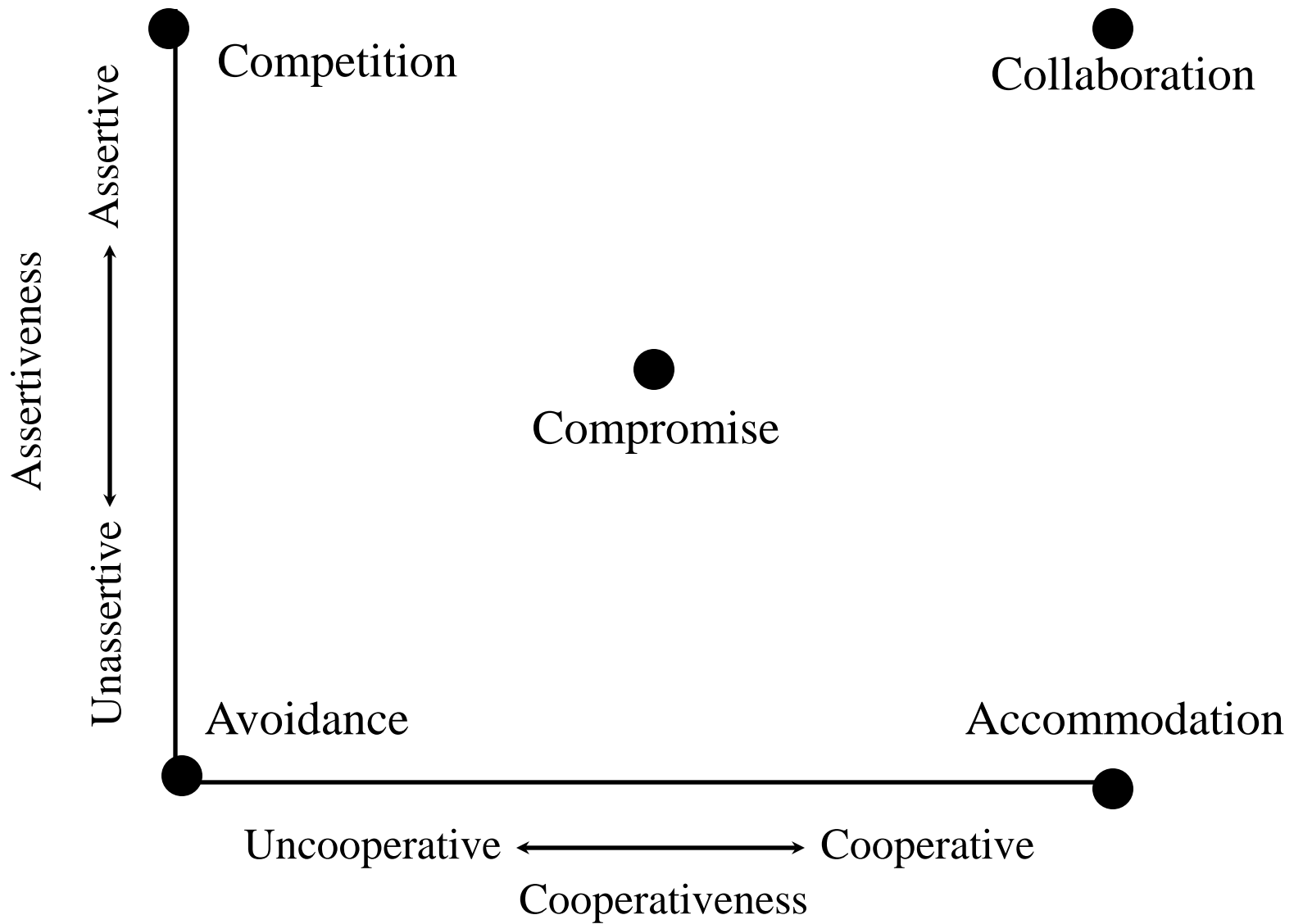
- Individual vs. Individual
- Group vs. Group
- Short-term vs. Long-term Relationship

* * *

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?

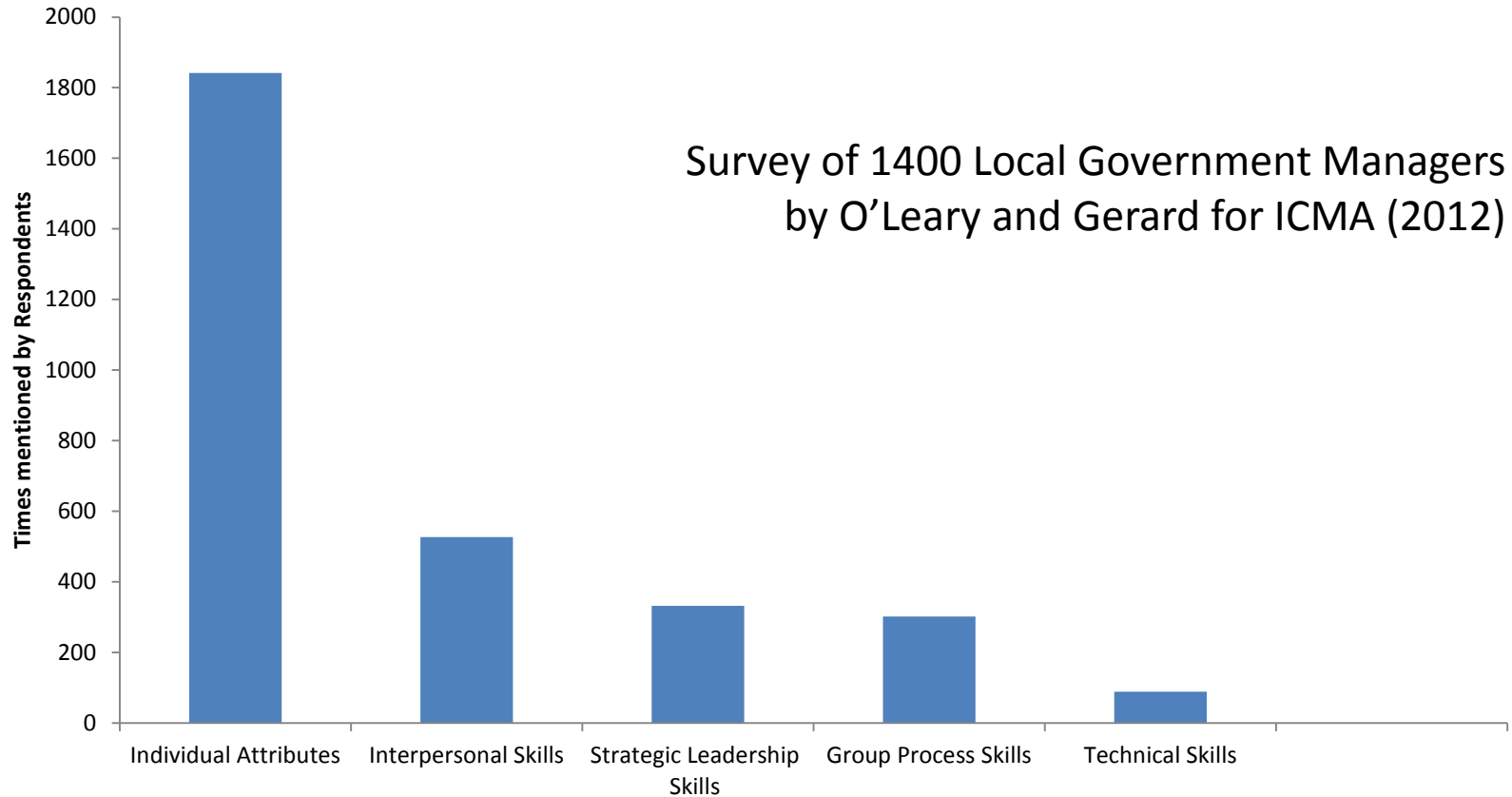
- Is this the right issue, time, and place for a collaborative approach?
- Will this approach accomplish what needs to be accomplished?
- Is the process being proposed or developed likely to be fair and effective?
- Are you and your organization suited for participation (mission, expertise, time)?

Adapted from: Dukes & Firehock

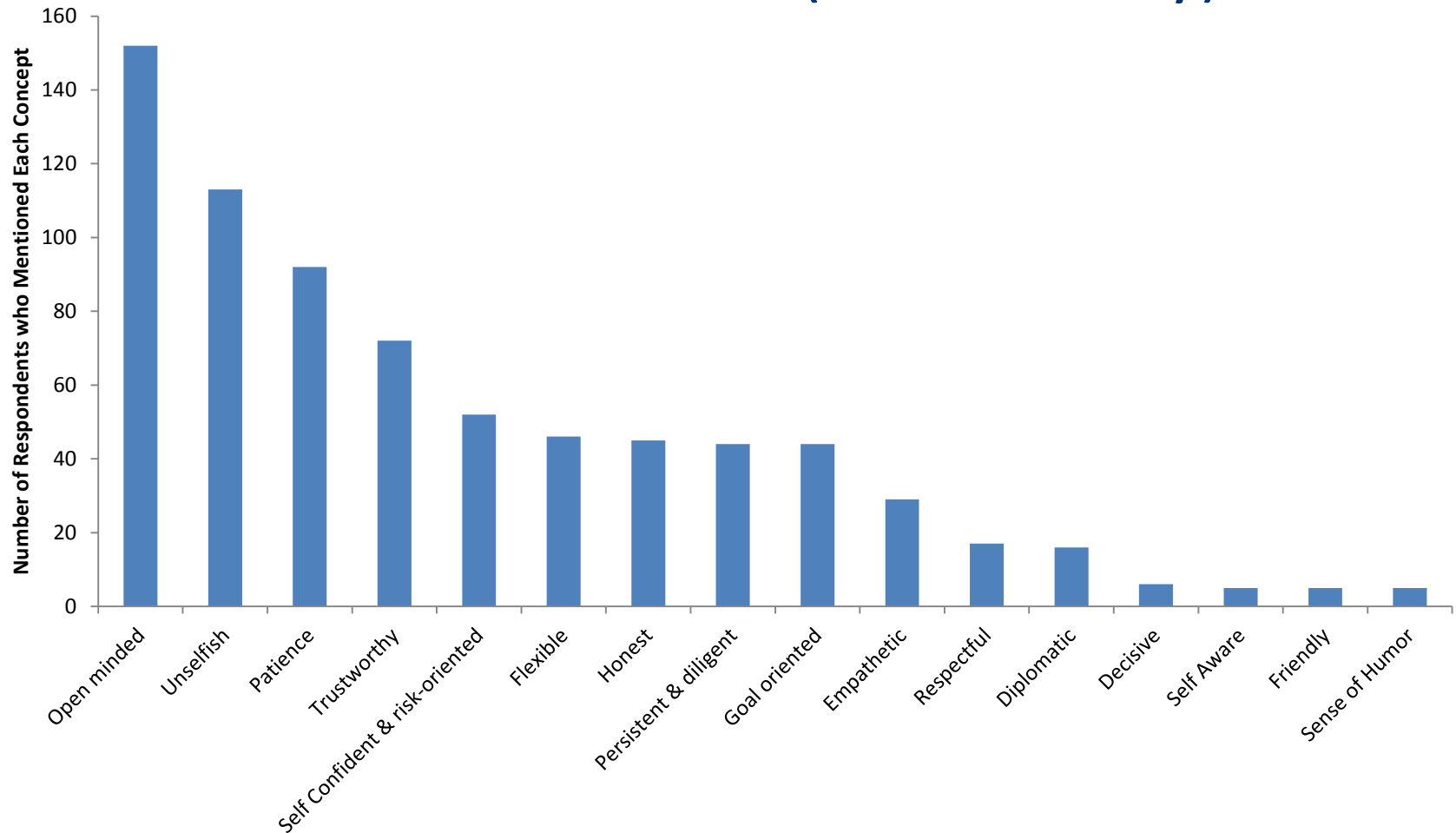
III. The Human Side of Collaboration

The Skillset, Individual Attributes,
and Interpersonal Skills

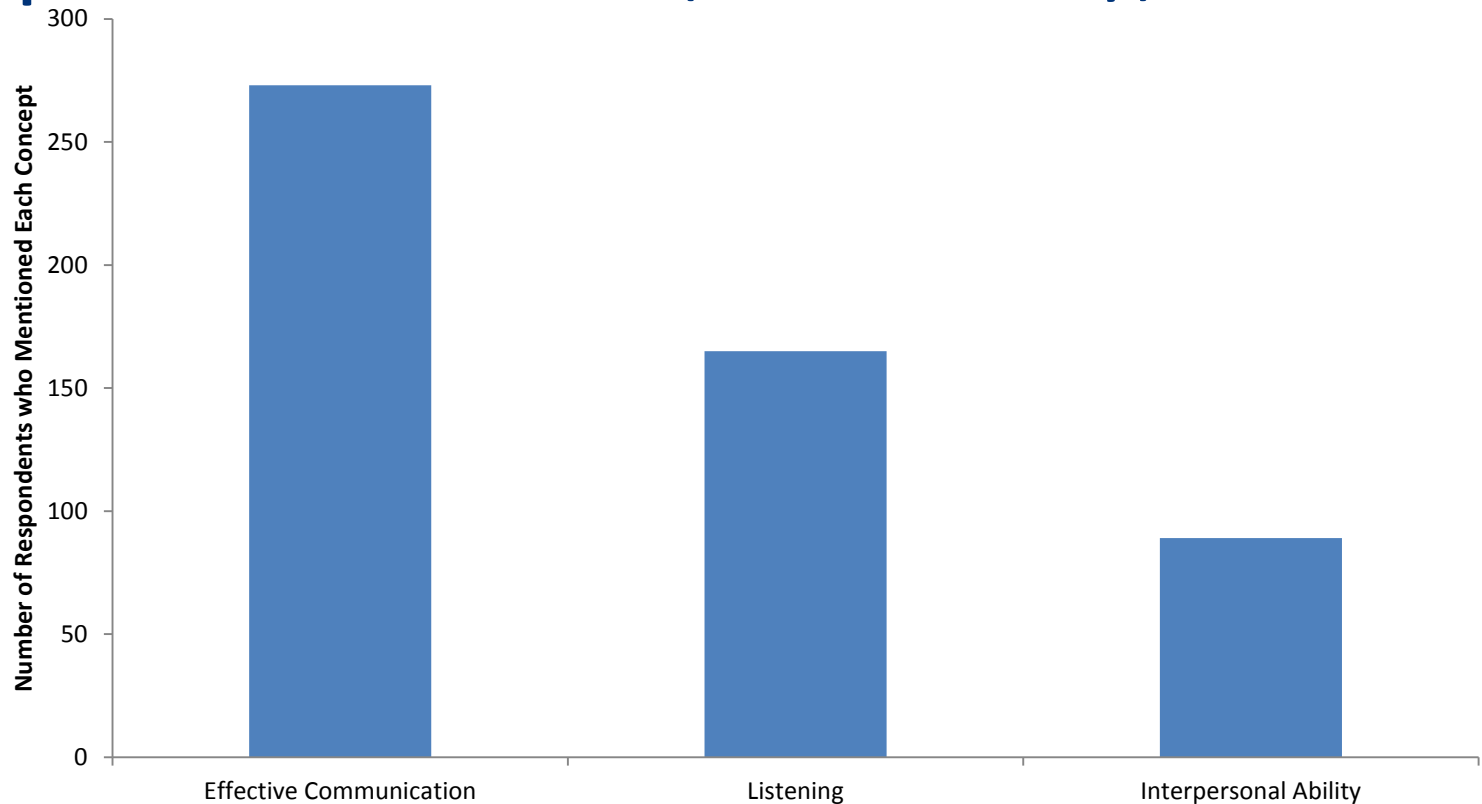
The Human Side of Collaboration: The Skillset of the Successful Collaborator



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

