

Collaboration and *Closure* ...



... the secret to surviving group process in record time!



Three “T” ‘s for success !

- ◆ TIME ... hard deadline in our future
- ◆ TIRED ... ready to try a different approach
- ◆ TOGETHER ... realization that any one party can't do it alone



COLLABORATION

A group of individuals, working together, focusing on an issue of mutual concern, making a series of agreements, and willing to manage their own disappointment...

... in order to achieve *closure*.



Closure

A group decision that is clear to all and can be implemented without dissent.

Note: Conventional wisdom states that any group can only agree on about 80% of any issue.



Groups resist closure because:

Fear of subordination of their position

Fear of conflict with others, with their values

Fear of presuming leadership

**“Groups are fundamentally incapable of closure on their own!”
Sue Dicile**



Collaboration premises ...

- ◆ “Good of the group” prevails
- ◆ Reason to collaborate
- ◆ Agreeable process in place
- ◆ Fair, Open, Honest ethical standard



Ethical Foundation

- ◆ FAIR Opportunity / Same Info – Same time
Safe Environment / All affected parties?
- ◆ OPEN Listening/Clear roles /Understandable?
- ◆ HONEST Time / All Info / Hidden Agendas?



Long Term Public Policy Goal :

Trust

Ethics = Respect = Trust



Collaboration

... is the losers bracket of public decision-making!

AJF, 2000

Remember:

If any member could get what they want any other way...
(lawsuit, political support, funding, etc.)... they'd do it!



Challenging the *MYTHS* of Collaboration

Myth

Reality

Consensus

vs

Consent

Casual Many

vs

Critical Few

Expansion

vs

Reduction

Positions

vs

Solutions

Facilitation

vs

Brokering

Time Eternal

vs

Deadline



Consent *not* Consensus

- ◆ Consensus is an elusive term... too many definitions.
- ◆ Consent means they won't sue you!
- ◆ True consensus takes time ...
...and the result is usually not definitive.
- ◆ Consent allows for movement and adjustment.
- ◆ Consent: participants manage their own disappointment.



Critical Few *not* Casual Many

- ◆ There are always identifiable “key players”
(if you don’t know who they are ... ask!)
- ◆ Non-participation is a *tactic* for some
- ◆ “Public Involvement” sessions often seen as a cruel joke
- ◆ Hold decision-makers accountable to the process



Reduction *not* Expansion

- ◆ Trained to be all inclusive.
- ◆ Illusion of accommodation.
- ◆ Expansion results in too big an elephant.
- ◆ No real resolution to problems.
- ◆ *Reduction* is essential in order to achieve **closure**.



Solution *not* Position

- ◆ Everyone brings a position.
- ◆ Collaboration means you're willing to be flexible.
- ◆ “Position defending” not allowed.
- ◆ Proposals the group might accept are encouraged, but ...endless “concerns” are not.

Facilitator is always seeking Momentum.



Brokering *not* Facilitating

- ◆ Classic facilitation leads to expansion.
- ◆ You are essentially “cutting a deal” ...
... brokering a solution.
- ◆ Facilitator must both *challenge* a tactic ...
and *encourage* momentum.
- ◆ Requires aggressive action by facilitator.



Time Critical *not* Eternity

- ◆ Effort must have definitive deadline!!!
- ◆ Clock is broker/facilitator's best tool.
- ◆ “Term paper” syndrome often in effect.
- ◆ Issue resolution often a series of issue/task steps... take them one at a time.
- ◆ *Momentum* is the key to resolution.



All Things Considered

Collaboration participants must be responsible
for

**... “managing the depths of their own
disappointment.”**



Successful Collaboration Principles

- ◆ Ethics
- ◆ Momentum
- ◆ Closure



It's a whole new ballgame!

For the last 25 years we have taught our publics how to play this game ...

... it's time for some new rules!

For them *and* for us!



Collaborative *REALITY CHECK*

With your neighbor(s)

Discuss how the collaborative principles of

Ethics ... Momentum ... Closure ...
were applied [or not] to a situation you are familiar
with

Take 10 minutes ... share your results w/group



Collaboration ... and closure!

Sue Dicile,
Management Resources

Tony Faast,
U.S. Fish and Wildlife Service