

# BENEFITS OF COLLABORATION

- Collaboration can result in better, more effective management of natural resources and environmental quality

## Generates Wiser Decisions

- Builds understanding of complex, cross-boundary problems through shared information
- Builds a richer understanding of the values at stake by enabling stakeholders to articulate and discuss them
- Promotes problem solving rather than procedural decision making
- Creates the potential to achieve joint gains, rather than minimally satisfying decisions
- Can promote proactive decision making rather than reactive

## Produces More Durable Decisions

- Builds support for decisions so that they are not appealed endlessly

## Fosters Action

- Enables action across boundaries defined by geography, authority, values & perceptions
- Fosters action by mobilizing shared resources (people, information, authority, funding, expertise) to get work done

## Promotes Change

- Promotes learning and adaptation in management agencies by encouraging conflict at margins and developing an appreciation for multiple sources of expertise
- Enables agencies and others to be better at dealing with future situations

- Collaboration reinforces democratic values and can improve the health of communities

## Builds Social Capital

- Can channel conflict into productive interaction and reduce conflict over time
- Builds relationships and understanding
- Fosters trust

## Fosters Ownership of Collective Problems/Resources

- Promotes real participation
- Fosters ownership of problems, responsibility and stewardship
- Empowers and shifts power downward

## Promotes Change

- Fosters transformation through change in understanding and values

# COLLABORATION: NEEDED TO RESPOND TO CHANGING TIMES

## *Changing Nature of Science and Resource Management Problems*

- Expanded scale: cross-boundary problems – space and time
- Enhanced complexity: need for more information
- Recognition of uncertainty: need to manage adaptively over longer time periods

## *Changes in American Society*

- Broader and more diverse values
- Fragmented political power
- Increased availability of information
- Greater opportunities to challenge decisions
  - Increased tendencies toward gridlock and impasse

## *Changing Roles of Resource Management Agencies*

- Skepticism/mistrust by the public
- Resource constraints
- Shift from Industrial era to Information age
- Multiple complex roles
- Need to change more rapidly

## Traditional vs. Collaborative Processes

### Traditional processes:

- focus on carrying out procedures, not solving problems
- are adversarial (win-lose)

### Collaborative processes:

- focus on solving problems
- can achieve joint gains (win-win)

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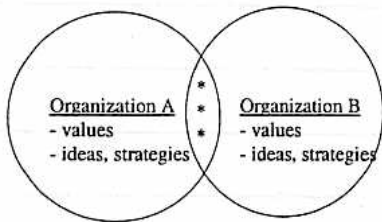
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Much significant change/learning comes from conflict at interfaces



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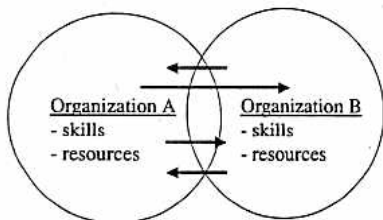
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Change is facilitated by exchange of capabilities



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Collaboration promotes ownership of problems and solutions

Resistance → Reluctant → Willing → Ownership of  
Compliance Compliance Problem & Solution

Regulation →

Collaboration →

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Collaboration as a paradigm shift

*From:*

- Win-lose
- Competition
- One correct view
- One right answer
- Carry out isolated authorities & directions
- Reactive
- Avoiding uncertainty
- Fragmentation
- Them (=their fault/problem)

*To:*

- Win-win possibilities
- Cooperation & consensus
- Multiple legitimate views
- Multiple potential solutions
- Solving shared problems; pursuing shared objectives
- Proactive & reactive
- Acknowledging uncertainty; managing adaptively
- Integration across boundaries
- Us (=Ownership)

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