

Collaborating for Successful Economic Development

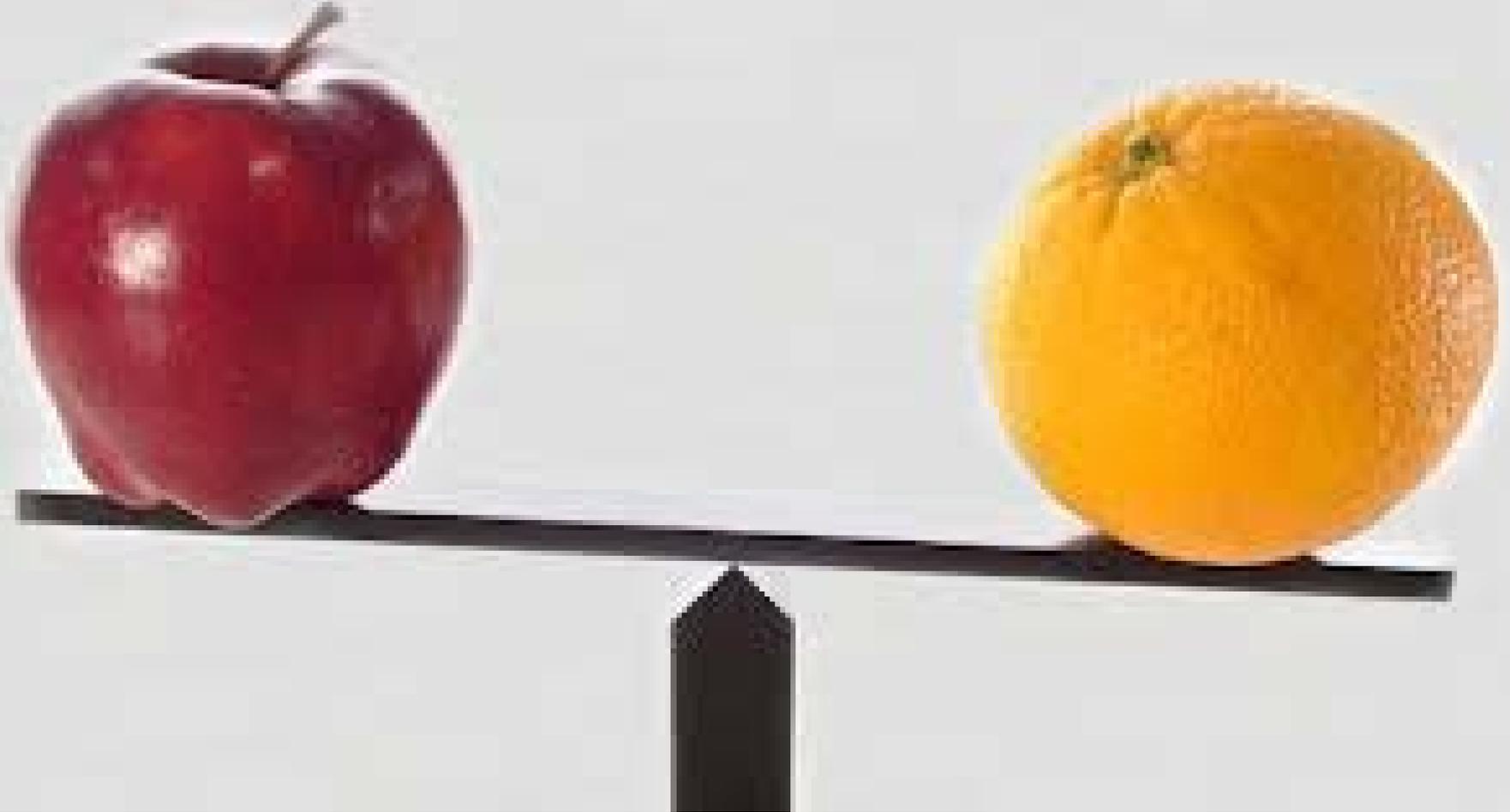
Peg Carlson and Donna Warner
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Collaboration vs. Cooperation



Cooperation

Exchanging relevant
information and resources in
support of each other's goals

Collaboration

Working together to create something new in support of a shared vision

not just coordinating individual efforts

Answer the following

1. What are the issues here?
2. What would success look like to you?



Answer the following

1. Who else has a stake in this?
2. What do the other stakeholders want?

For genuine collaboration to occur:

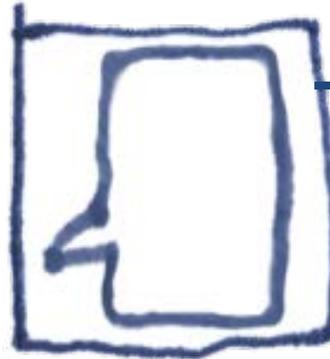
- It begins with mindset
- People must be able to learn with and from each other
- People share responsibility and accountability for achieving results

How you think is how you lead



Mindset

Values and assumptions that guide your behavior



Behavior

What you say and do

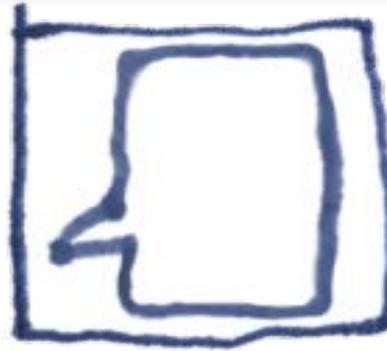


Results

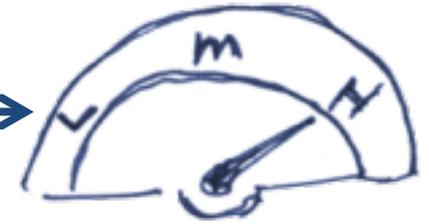
Applications and operating systems



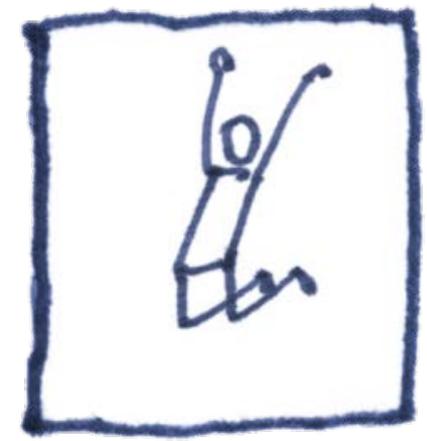
Mindset



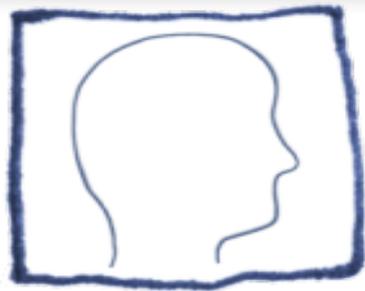
Behavior



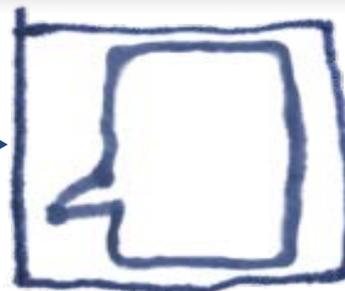
Results



Applications and operating systems



Mindset



Behavior



Results



QuickTime



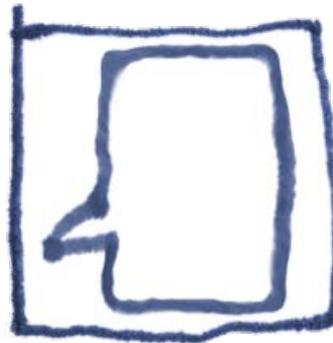
In Challenging Situations . . .



High-Stakes
Emotional
Strong Views



**Unilateral
Control**



**Ineffective
Behaviors**



**Poor
Results**

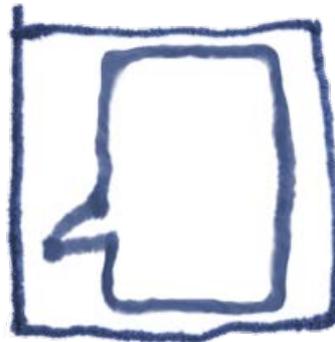
A Different Mindset . . .



High-Stakes
Emotional
Strong Views



~~Unilateral~~
~~Centering~~



~~Ineffective~~
Behaviors



~~Weak~~
Results

The Essence of Unilateral Control

**I understand, you don't. I'm right, you're wrong.
I will win.**

Unilateral Control values

- Win, don't lose
- Be right
- Minimize expression of negative feelings

Source: Schwarz, Roger, *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results*. Jossey-Bass, 2013.

Unilateral Control assumptions

- I understand the situation, those who disagree don't
- I have pure motives, those who disagree have questionable motives
- My feelings and behavior are justified
- I am not contributing to the problem

Source: Schwarz, Roger, *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results*. Jossey-Bass, 2013.

The Essence of Mutual Learning

**I understand some things. So do you.
Let's learn and move forward together.**

Mutual Learning values

- Transparency
- Curiosity
- Informed Choice
- Accountability
- Compassion

Source: Schwarz, Roger, *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results*. Jossey-Bass, 2013

Mutual Learning assumptions

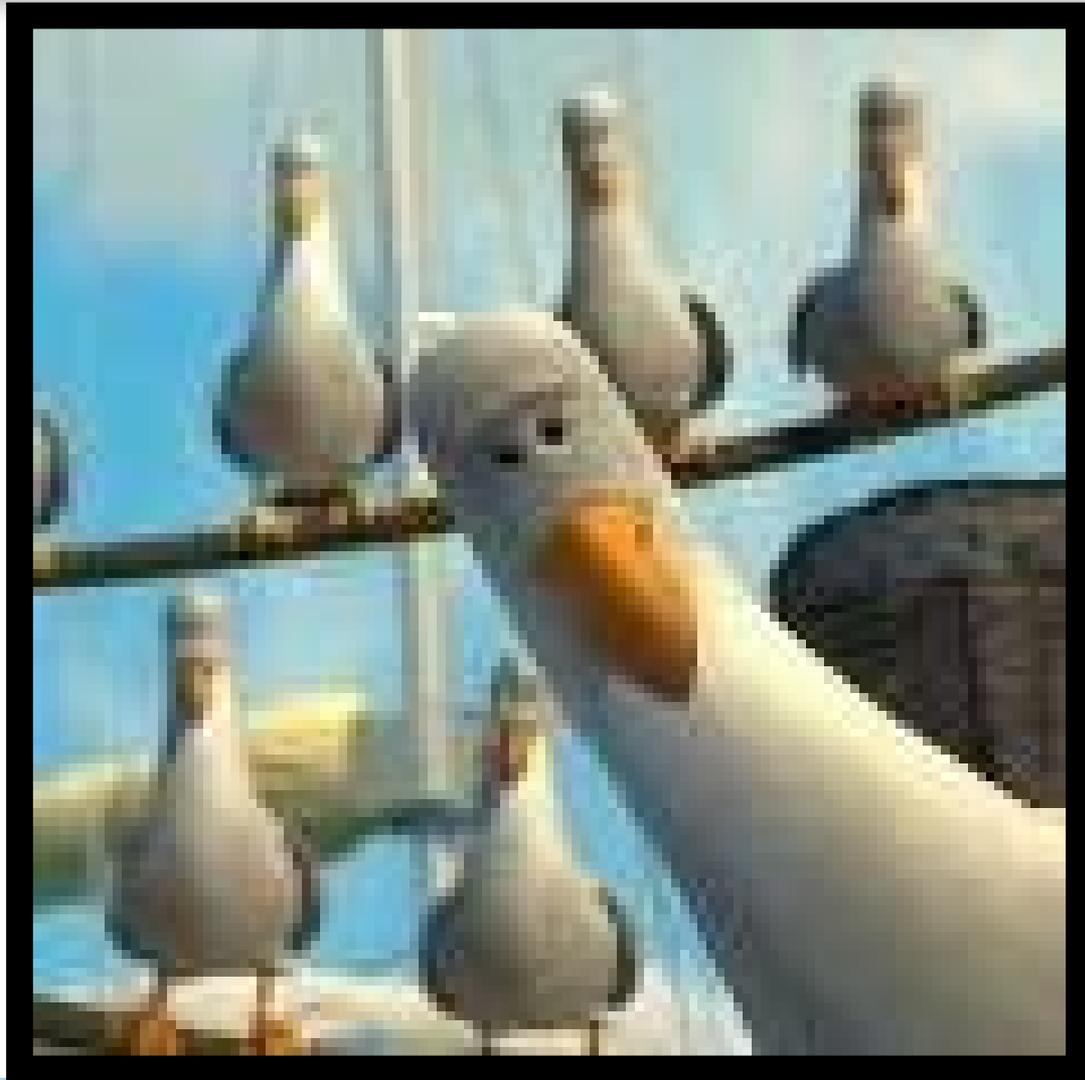
- I have some information, so do other people
- Each of us sees things others don't
- People may disagree with me and still have pure motives
- I may be contributing to the problem

Source: Schwarz, Roger, *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results*. Jossey-Bass, 2013

Time



Turf: Mine! Mine!



Trust



LUNCH



Collaboration Tools

- Ask genuine questions
- Focus on interests before taking positions



Do you think it would be a good idea to . . . ?

Why didn't you . . . ?

A group of people are gathered around a table in a meeting. A woman with glasses and a grey top is leaning over, pointing at a tablet held by a man in a blue sweater. The man is gesturing with his hands as if explaining something. There are papers and a notebook on the table. The background is slightly blurred, showing an office environment.

Don't you think it would be a good idea if. . . ?

Why didn't you . . . ?

The “You Idiot” Test

- Imagine adding “you idiot” to the end of your question.
- If the meaning stays the same, chances are it’s not a genuine question.



Asking genuine questions:

- Form a new small group with people you have not yet worked with.
- Looking at list of stakeholders, pick one group and write one genuine open-ended question you would like to ask this stakeholder to learn more about what they want or need.

Positions and Interests:

- A **position** is a solution. It is something you can do or not do, you can vote up or down
- An **interest** is a need, a desire, or a goal. It is what leads you to favor one position over another
- ❖ Interests are often compatible even when positions are not!

Questions to help you focus on interests

- “What is it about X that makes it a good solution, in your view?”
- “Can you say some more about why X is important to you?”
- “Can you say more about the needs X would address?”

Answer the following:

- Look at your original definition of success from this morning.
- Did your definition focus on a solution (position)?
- If so, revise success definition to include interests that would need to be met.