

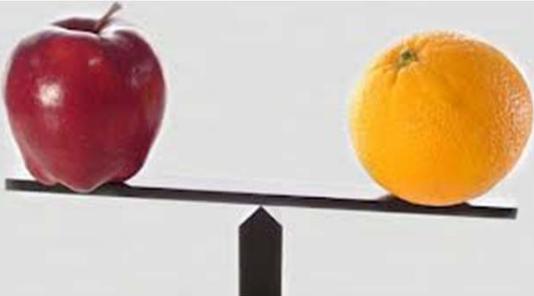
Collaborating for Successful Economic Development

Peg Carlson and Donna Warner
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www.sog.unc.edu

Collaboration vs. Cooperation



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Cooperation

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

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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

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How you think is how you lead

Mindset
Values and assumptions that guide your behavior

Behavior
What you say and do

Results

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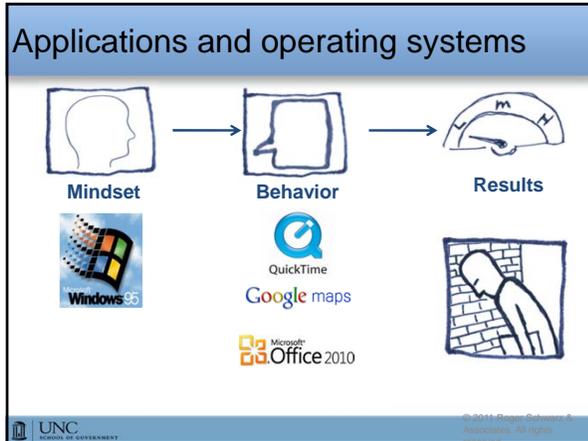
Applications and operating systems

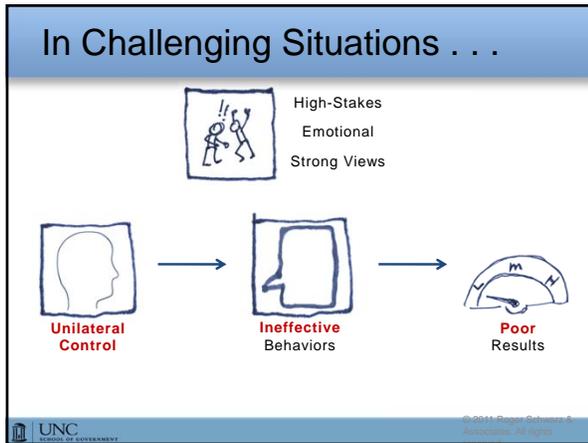
Mindset
Windows 7

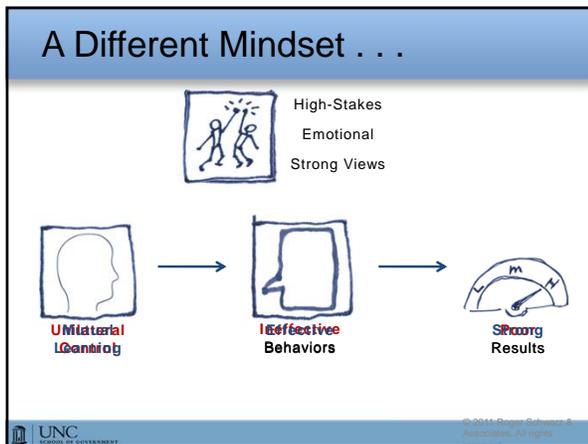
Behavior
QuickTime
Google maps
Microsoft Office 2010

Results

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The Essence of Unilateral Control

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

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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.

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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.

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The Essence of Mutual Learning

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

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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

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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

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Time



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Turf: Mine! Mine!

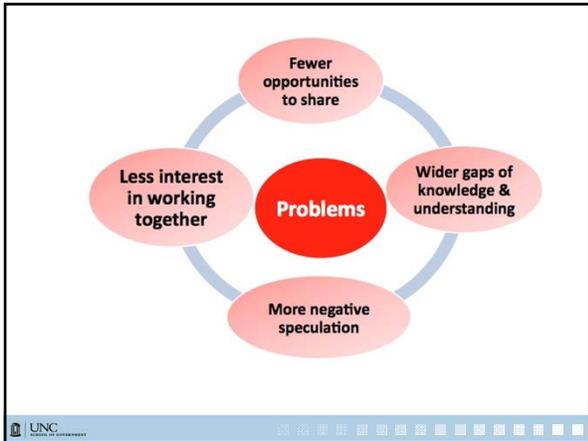


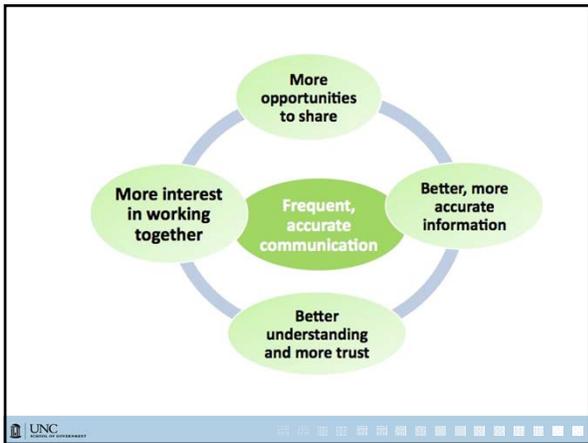
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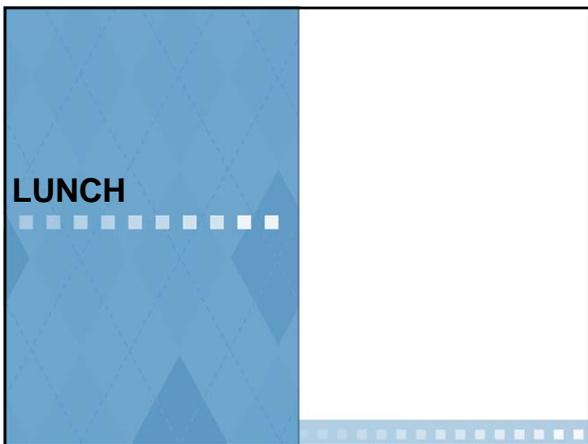
Trust



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Collaboration Tools

- Ask genuine questions
- Focus on interests before taking positions

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

Why didn't you . . . ?

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.



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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.

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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!

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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.