

THE COLUMBUS WAY: COLLABORATION BY DESIGN

Mastering the Principles and Practices of Community Collaboration

Attribute	Principles	Leadership Focus	Living Laboratory Practices	Lessons Learned
Systems-Building	<p>How do you solve a complex social problem?</p> <p>↳ You dissolve it by redesigning the underlying system that's causing the problem</p>	<p>Systemness: It's a systems thing, not a single thing</p>	<p><i>J. Irwin Miller writings and speeches:</i></p> <p>"Mastering the ability to work for and with others is the cement of our society."</p> <p>"The American systems, private and public, were designed for a world which no longer exists...Yet it is our normal preference to rehabilitate the damaged products of our systems, rather than to reform the systems themselves." (1970)</p>	<ul style="list-style-type: none"> - Systems-building is a creative process, not a problem-solving approach - It's better to dissolve a problem than solve it - Making the parts of a system better doesn't guarantee that the system as a whole will be better - What matters is not the components alone but how they interact with one another - Fix systems, not people - If we don't address a problem systemically, then we end up solving the same problem, over and over again
Stakeholder Concept	<p>How do you redesign a system?</p> <p>↳ By transforming relationships among those people who shape the system</p>	<p>Relationships: Transforming a system is about transforming relationships</p>	<p>"A leader must responsibly and judiciously balance the relationships among shareholders, customers, suppliers, employees, government, community, and society." (1956)</p>	<ul style="list-style-type: none"> - Many societal problems could be solved by the redesign of the fundamental institutions with the support and interaction of the stakeholders in the system - The stakeholder concept expands the scope and diversity of people typically engaged in addressing a problem - To transform a social system, change how people relate to one another; show them they are part of something bigger - It's the relationships among the stakeholders that are causing the current results, and only by changing their own interactions can the outcomes be improved - The fundamental creator of value in collaborative work is stakeholder relationships
Engagement Process	<p>How do you transform relationships?</p> <p>↳ Through well-structured processes that help people work together in new ways</p>	<p>Process: With community collaboration, the process is the product</p>	<p>"Architecture is something you can see. You can't see a spirit or a temperament or a character, though, and there's an invisible part of this community that I'm very proud of because, in a democracy, I think that the process is more important than the product." (1986)</p>	<ul style="list-style-type: none"> - With community collaboration, the process is the product; the outcomes are only as good as the process - A well-structured process shapes relationships among stakeholders and helps people work together in new ways - Addressing a complex problem is fundamentally a social process: the relational is as important as the rational
Collective Leadership	<p>What kind of leadership is needed?</p> <p>↳ Complex systems demand two complementary styles of leadership that act in concert: organizational leadership and collective leadership</p>	<p>Leadership: Complex systems demand a different approach to leadership</p>	<p>"Improvements must come from within, not from above. A leader ought to have a lively, natural curiosity about all parts of society—where it is heading, what the role of each sector is, and where their specific organization fits." (1975)</p>	<ul style="list-style-type: none"> - Because it is a human institution, a social system must be led; systems can't be controlled, but they can be designed and redesigned - Communities are structured as networks (and not as hierarchies), and so leadership must be rooted in service and trust, not formal power and control - All governance practices foster either fear or trust: there are high-trust/low-defense practices (relational) and low-trust/high-defense practices (transactional) - Who decides and how they decide often determines what gets decided