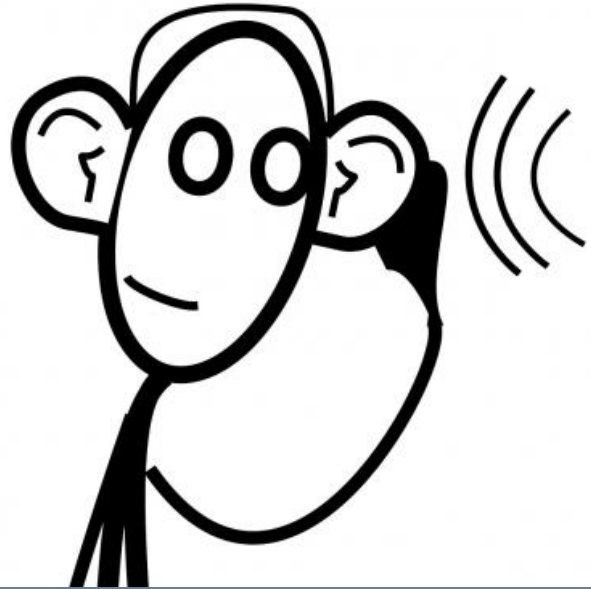




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Haute école spécialisée bernoise
Bern University of Applied Sciences



Skills for Collaborative Governance

TRANSFORM Conference, 12./13.09.2019, Bern, Switzerland

Institute Public Sector Transformation

«We stand for an open, participatory and resilient public sector - in practice-oriented teaching, continuing education and applied research.»



Direct Democracy 4.0

is open, participatory and digital.

Maximising

Public Value

is paramount.

Agenda

- ▶ Collaborative Governance – a short introduction
- ▶ Elements to make collaborative governance work
- ▶ A case for collaborative leadership



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Collaborative Governance – a short introduction

Various forms of collaboration in E-Government in Switzerland

egovernment
schweiz · suisse · svizzera

ehealthsuisse
Kompetenz- und Koordinationsstelle
von Bund und Kantonen

digital**switzerland**

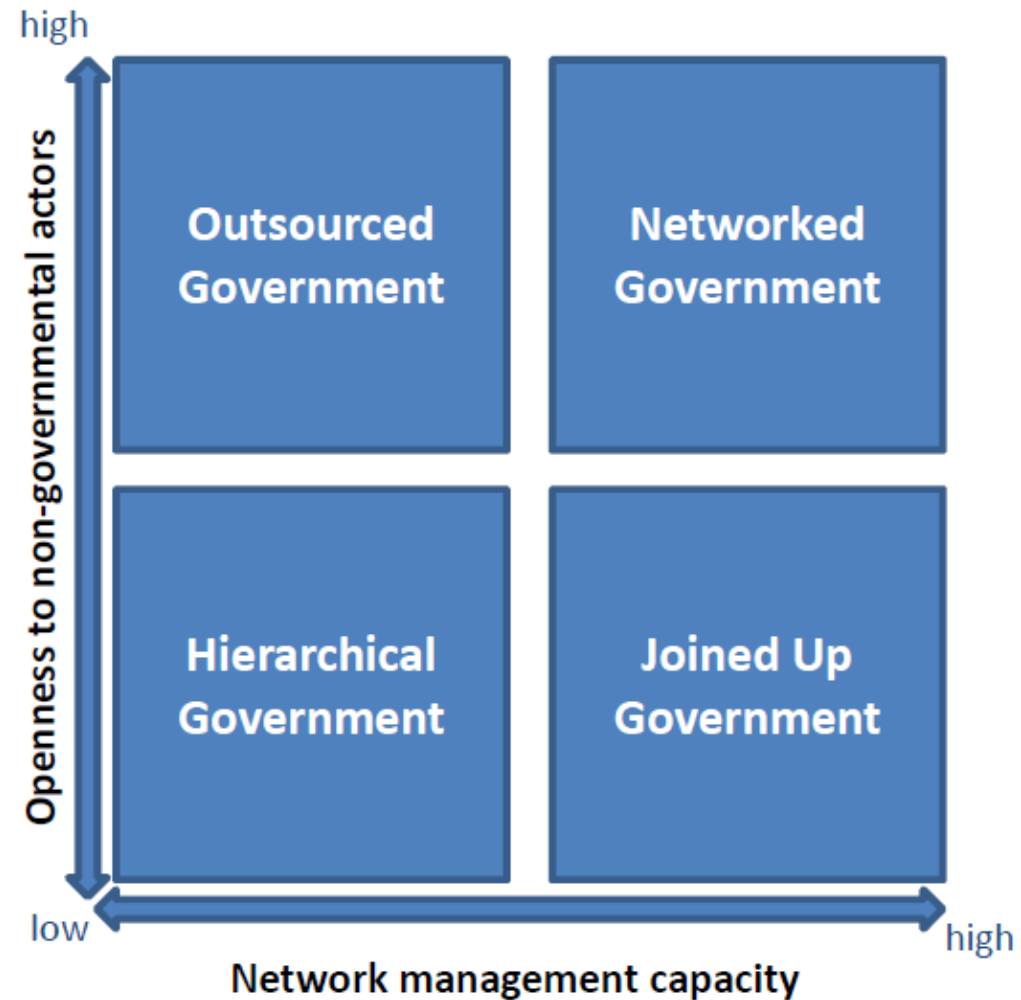
 **SwissID**

 **Zugang für alle**
Accès pour tous
Accesso per tutti
Access for all

 **eCH** E-Government Standards

KOST Koordinationsstelle für die dauerhafte Archivierung
elektronischer Unterlagen

Changing boundaries of the public sector



From Government to Governance

Government
(core public sector)

New Public Management

New Public Governance
Network Governance / Metagovernance /
Collaborative Governance



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Collaborative Governance Definitions

*«A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to **make or implement public policy or manage public programs or assets.**»*

(Ansell and Gash 2008:544)

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«[...] the processes and structures of public policy decision making and management that *engage people constructively* across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished.»

(Emerson, Nabatchi, and Balogh 2012:2)

Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18 (4), 543-571. Oxford Academic. <https://doi.org/10.1093/jopart/mum032>

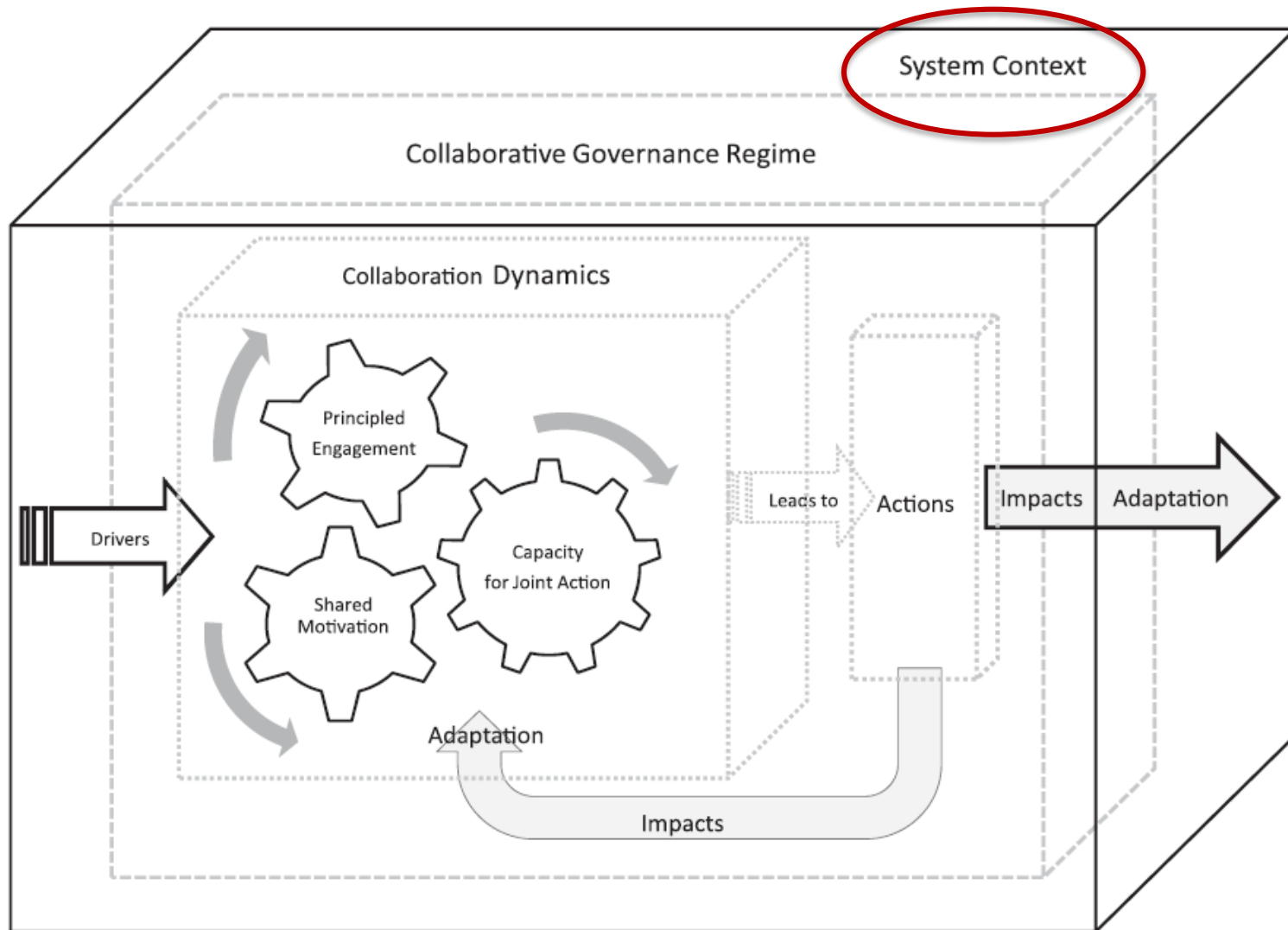
Emerson, K., Nabatchi, T., Balogh, S. (2012). An Integrative Framework for Collaborative Governance. *Journal of Public Administration Research and Theory*, 22 (1), p. 1-29. <https://doi.org/10.1093/jopart/mur011>



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Elements to make collaborative governance work

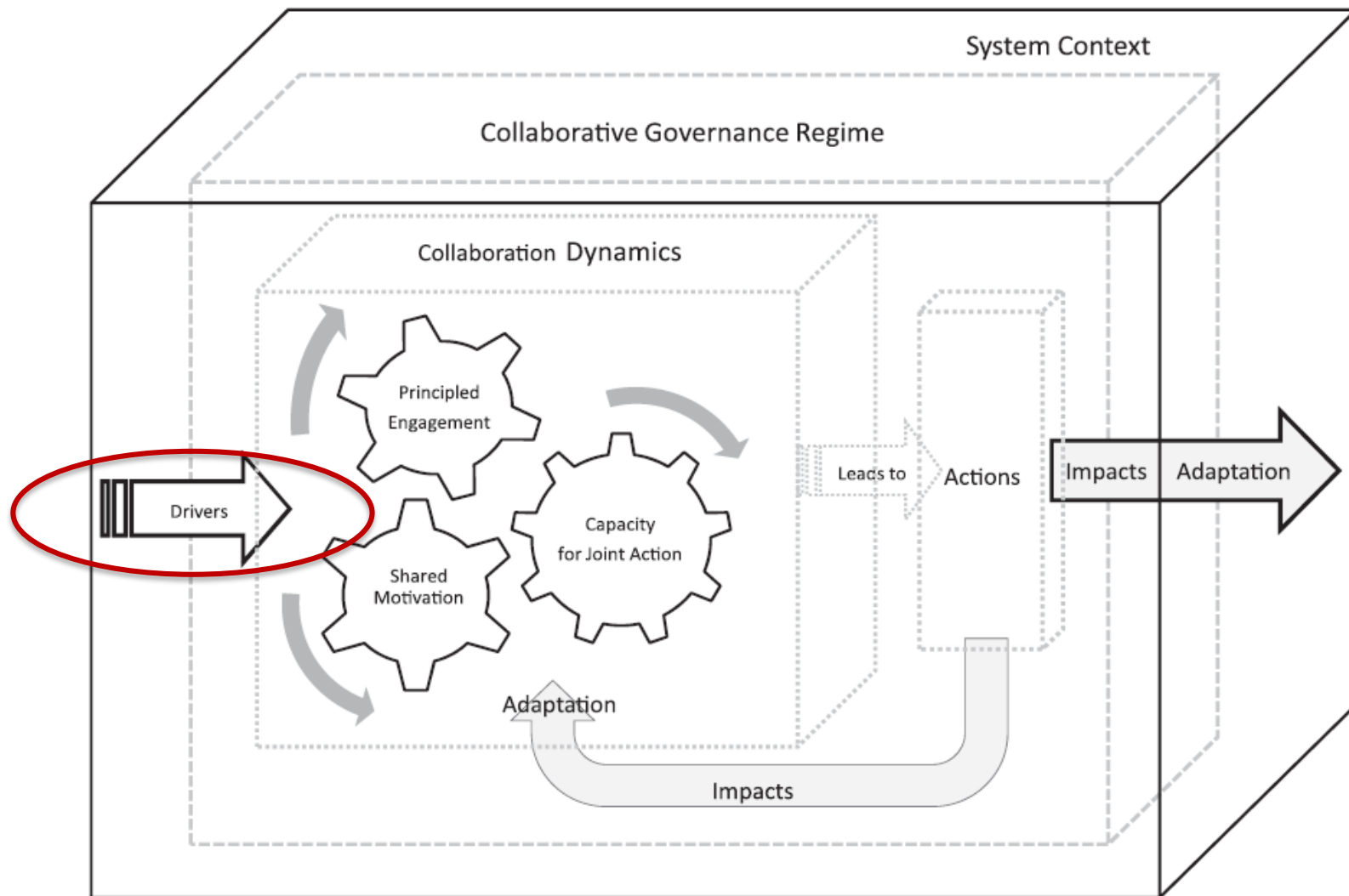
Integrative Framework for Collaborative Governance



- Resource conditions
- Policy / Legal Frameworks
- Prior Failure to Address Issues
- Political Dynamics / Power Relations
- Network connectedness
- Levels of conflict / Trust
- Diversity

Emerson et al. 2012

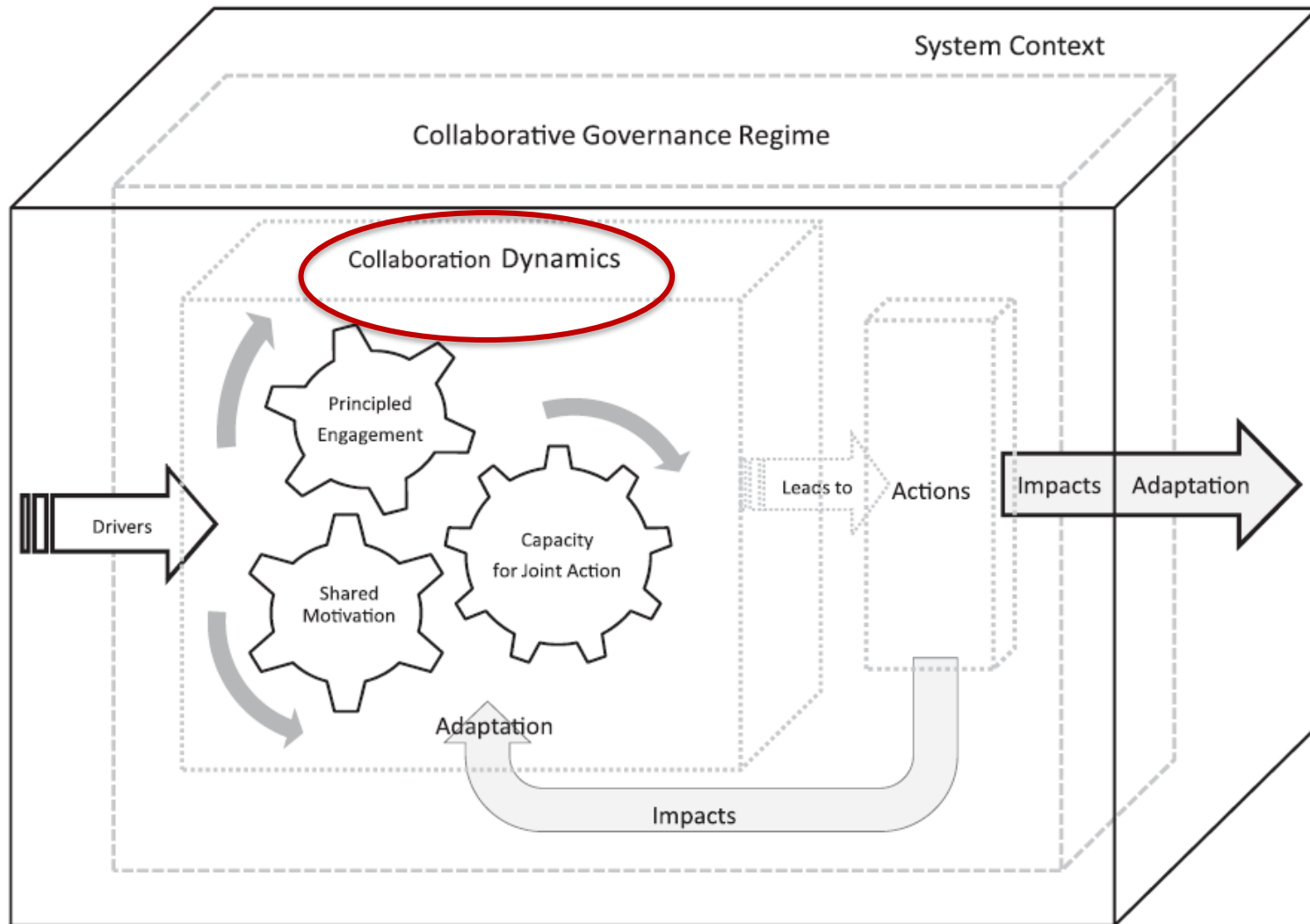
Integrative Framework for Collaborative Governance



- Leadership
- Consequential incentives
- Interdependence
- Uncertainty

Emerson et al. 2012

Integrative Framework for Collaborative Governance



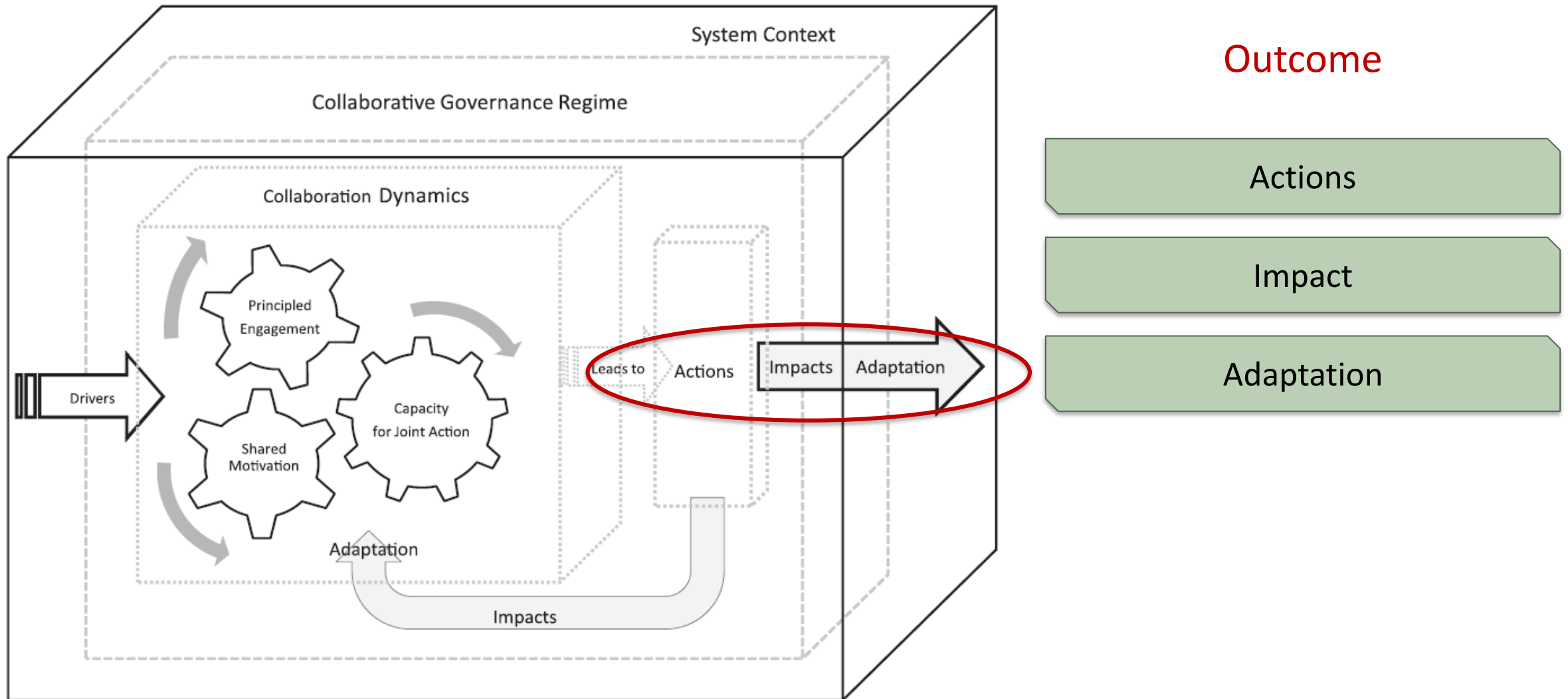
Principled engagement
(«principles», participants,
collaborative learning phases)

Shared motivation
(trust, mutual understanding,
legitimacy, commitment)

(New) Capacity for joint action
(Procedural and institutional
arrangements, Leadership, Knowledge
(«currency» of collaboration), Resources)

Emerson et al. 2012

Integrative Framework for Collaborative Governance



Emerson et al. 2012



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A case for collaborative leadership



A Critical Element in Collaborative Governance

Collaborative Leadership

«[...] a leader has to be one who likes to plant seeds and see it grow and to see the benefits of your contribution germinate in a way that makes the system better – that has to be enough of a reward [...].»

(Ansell 2018:164)

Necessary Skills in Collaboration Dynamics

- ▶ Skillful advocacy of represented interests
 - ▶ Leading hard conversations
 - ▶ constructive self-assertion
 - ▶ asking and answering challenging questions
 - ▶ expressing honest disagreements
- ▶ Leadership for building capacity for joint action
- ▶ Quality of deliberation depends highly on
 - ▶ Conflict resolution strategies and interventions
 - ▶ Creation of a “safe” space for deliberation

Deliberation

(Emerson et al. 2012:12)

A person taking on the leadership role needs to ..

«helping others to make things happen»

(Ansell 2018:159)

... drive collaboration

... create a safe space for
deliberation

... resolve conflicts and
mediate

... of Champions (and Sponsors ...)

- ▶ The leader may, by virtue of her own stature, be a member of one of the parties or the deciding official or may be located within a trusted boundary organization.

Collaboration takes place in shared power world

- ▶ Regardless, she should possess
 - ▶ a commitment to collaborative problem solving,
 - ▶ a willingness not to advocate for a particular solution, and
 - ▶ exhibit impartiality with respect to the preferences of participants.

... a move away from «command-oriented» view of leadership to ...

- ▶ willingness to absorb the high (and potentially constraining) transaction costs of initiating a collaborative effort (staffing, technologies, and other resources)

... distributed leadership

Contingent Roles of a Collaborative Leader

Stewards

facilitate collaboration by helping to convene collaboration and maintain its integrity

Mediators

facilitate collaboration by managing conflict and arbitrating exchange between stakeholders

Catalysts

facilitate collaboration by helping to identify and realize value-creating opportunities

Ansell, C. (2018). Stewards, Mediators, and Catalysts: Toward a Model of Collaborative Leadership. In: Glor, E.D. (ed.). Leading-Edge Research in Public Sector Innovation. Structure, Dynamics, Values and Outcomes (pp 153-178). Oxford, UK: Peter Lang Ltd.

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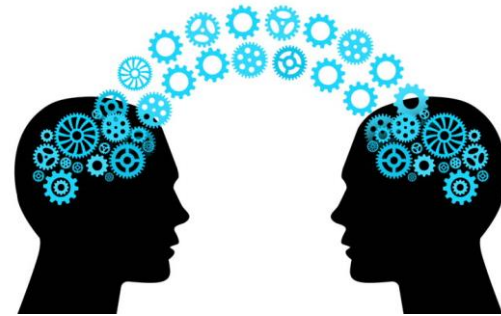
What it takes ... some examples



Translate perspectives and mediate conflicts



Listen, instead of talking



Ensure knowledge sharing and the flow of information

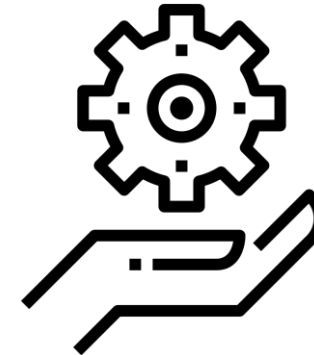


Systems thinking

By Mallory Haack@dribbble



Balance power relations



Maintain integrity of the process



Promote shared ownership of the process



Build trust



Act, don't just talk

Conclusion and further activities

- ▶ Cross-boundary collaboration becomes increasingly important in tackling «wicked» challenges
- ▶ Collaborative governance (or working in networks) could help leverage from a wide range of assets to design and implement a solution, and create public value
- ▶ To make a collaborative governance strategy work, many elements need to align, having individuals with collaborative leadership skills, amongst others

Let's collaborate!



**Institute for Public Sector
Transformation**

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