

# Collaborative Governance and Partnerships

ACE Conference, Wellington

*Vivien Twyford, Twyfords NZ*

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# Twyfords are ....



# ...and you are?

- Introduce each other around the table in terms of what you know about:
  - Collaborative Governance
  - Partnerships
- and ...
  - What you want to know about them (why are you here?)
- Select someone from your table to summarise your conversation to the workshop

# Why Collaborative Governance?

- The environment has changed over recent years
- Addressing the increasing complexity of our world is a key issue
- Business practice, particularly leadership practice, has to change to meet new expectations.

# Approaches to increasing complexity

## Old approach

- leaders need to have all the answers
- the expert model – “we know best – if you knew what I know, you’d agree”
- identifying problems that need fixing
- using rational argument to address values in collision

## Needed approach

- diversity valued
- perspectives shared ,
- leaders saying "I don't have the answer, let's work together to co-create solutions that work”
- building on strengths and on what works

# The new game we must learn

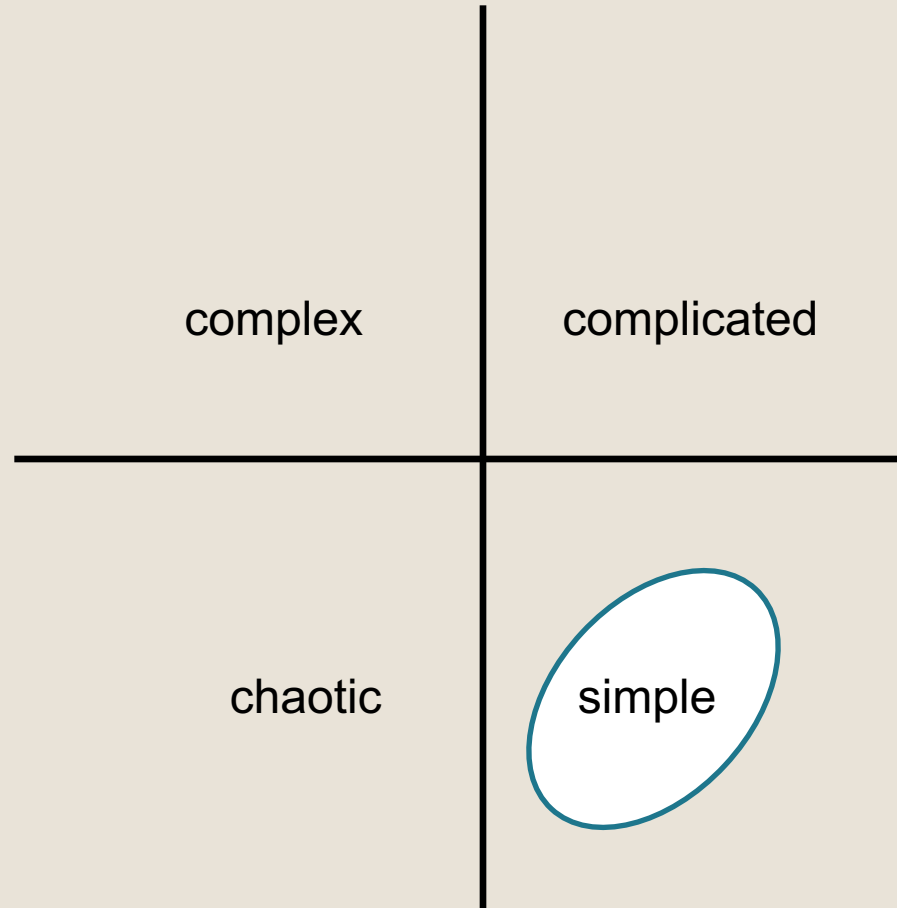
- A new mindset or way of thinking
  - knowing when you don't know
  - recognising and acknowledging what stakeholders can contribute
  - learning how to work with stakeholders
  - inviting stakeholders into the dilemma without trying to control the outcome
  - harnessing positive energy and enthusiasm

## Making a start

- Partnerships, alliances and collaborations are demonstrations of a new mindset about the value of working together
- But ... all too often they break down due to lack of process or lack of understanding of the fundamentals.

# Cynefin (Kun-eff-in)

## Cynefin Model



Dave Snowden  
<http://www.cognitive-edge.com>

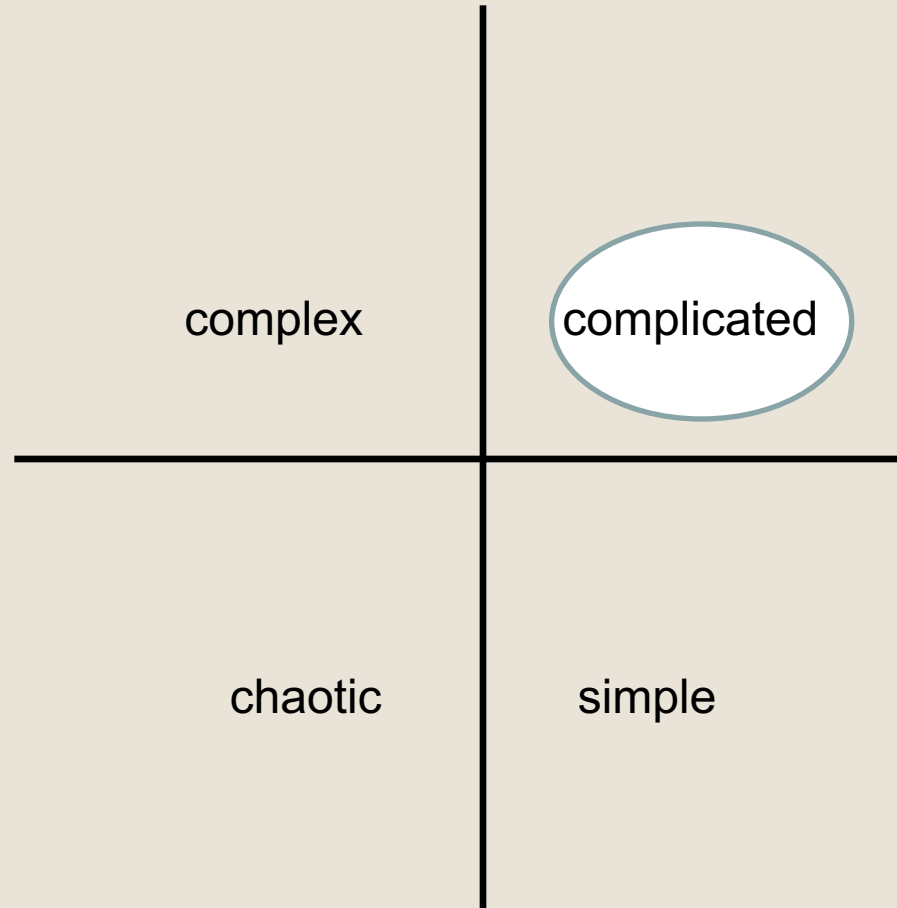


Simple



# Cynefin (Kun-eff-in)

## Cynefin Model



Dave Snowden  
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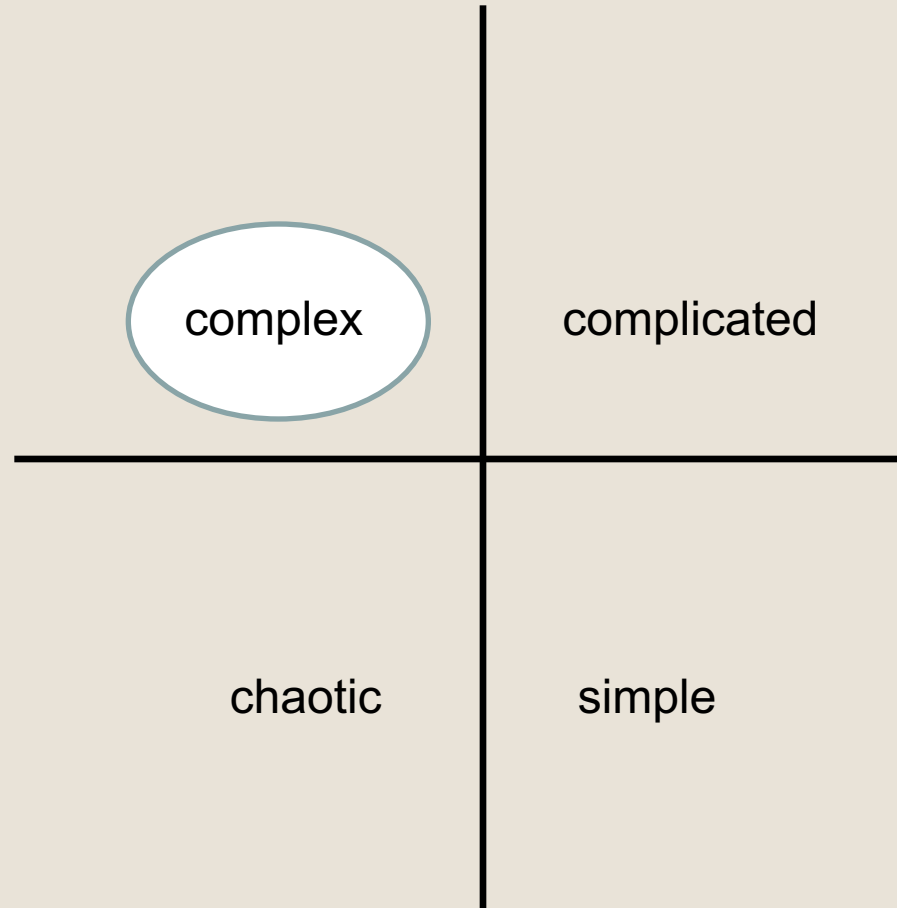


**Complicated**



# Cynefin (Kun-eff-in)

## Cynefin Model



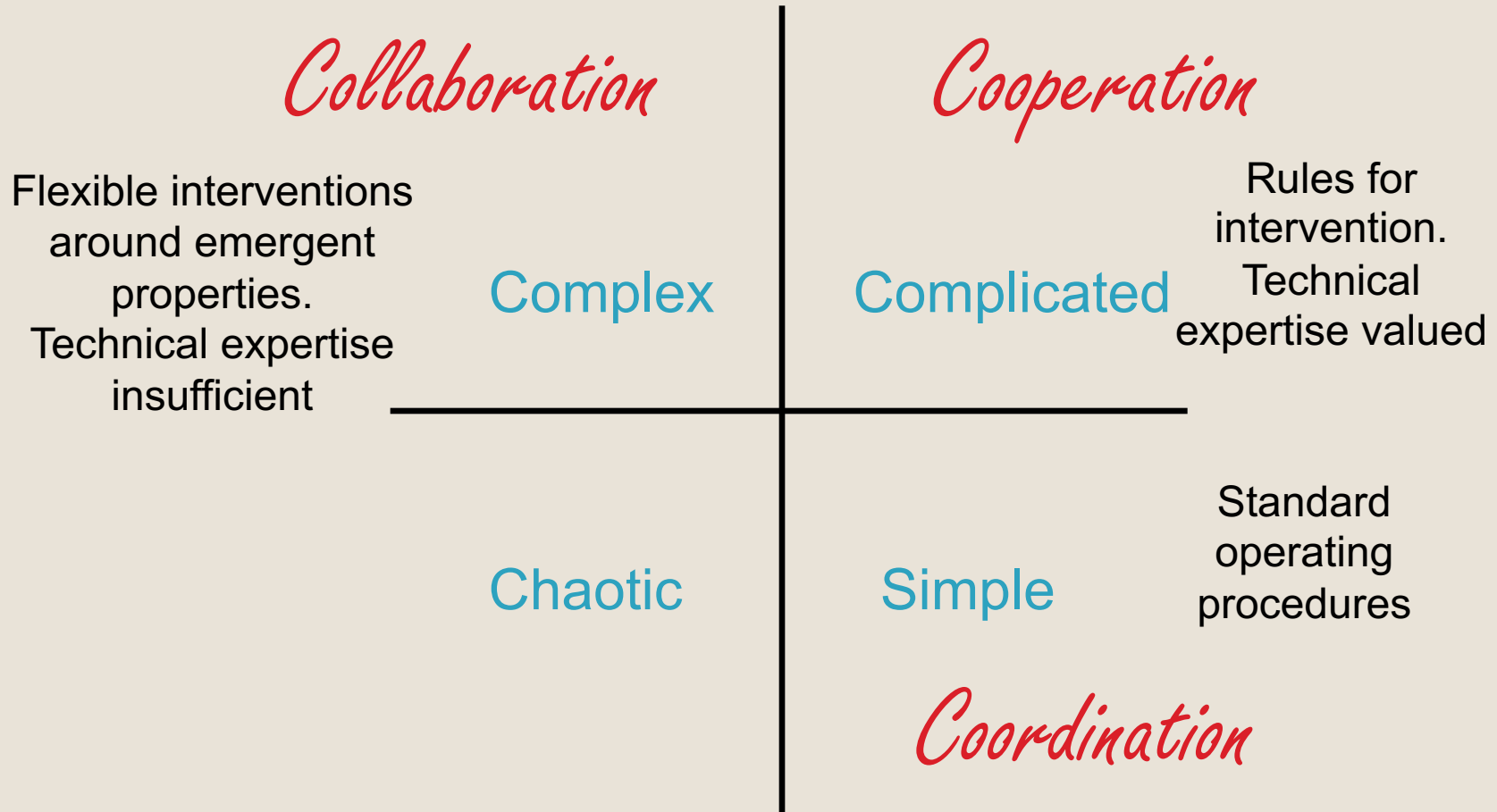
Dave Snowden  
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**Complex**

# Cynefin (Kun-eff-in)



# What does complex look like?

- No agreement on the problem to be solved
- Lots of uncertainty around the data
- No clear solution
- ‘Competing futures’
- Values and ethical considerations are involved
- No clear path forward

# TABLE ACTIVITY - Reflection on Mayor Dale Williams keynote

- What did you hear and see from Dale? What was the high note ... the low note?
- What was your emotional response? Did Dale surprise you? Inspire you?
- What sense did you make of it – what relevance did it have for your work?
- What do you still want to know?



# COMMUNITY OWNERSHIP AND LEADERSHIP

Schools Training Employers Youth MSD/Agencies

Others relevant to your community – e.g. MTfJ..Iwi..Faith..Sports..

MAYORS TASKFORCE FOR JOBS **COMMUNITY YOUTH EMPLOYMENT STRATEGY (C-YES!)**

## Develop your own Community Goal

(MTfJ Vision 'Zero Waste of Youth')

**Stock-take Community employment opportunities for youth**

**Community celebrates youth achievement**  
(Graduation Ceremonies, Awards, Scholarships...)

**Identify employers needs** (Relationships...)

**Community supports youth employees and employers** (Apprentice and Training, Pastoral and Study Support, Mentors, Subsidies...)

**Connect with, transition and support all school leavers** (YTS, Connections, Careers, Schools, Whanau ...)

**Employers support employment opportunities for Community's youth**  
(Work Experience, Flexible, Full/Part Time, Gateway, Apprenticeships...)

**Educate, train youth to employment needs**  
(Schools, Techs, PTE's, ITO's, Apprenticeships...)

# What's the difference?

## **Collaborative Governance**

- A way of working with diverse stakeholders to create enduring solutions to our most complex challenges, problems and dilemmas

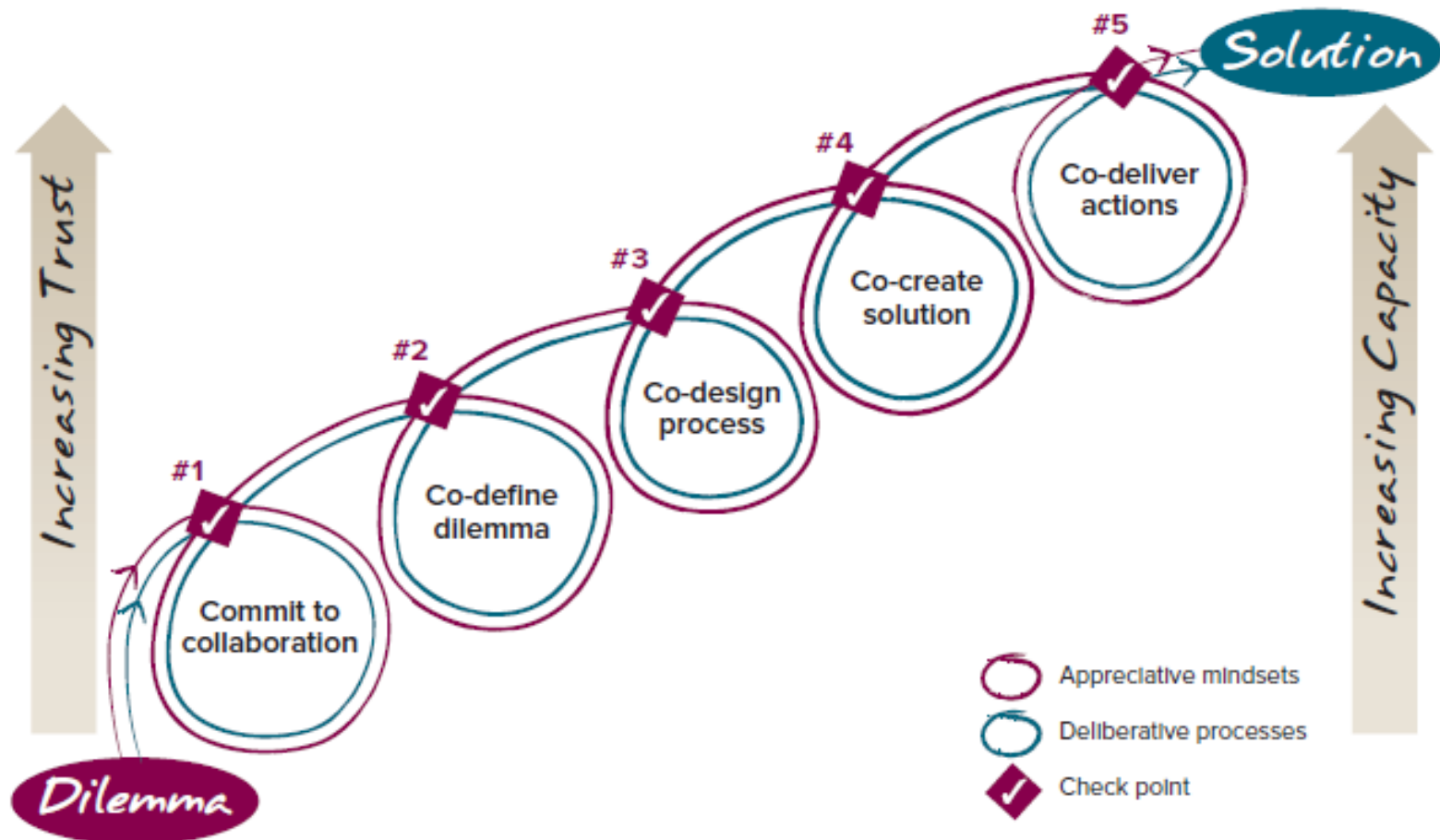
## **Partnerships**

- Cross-sector partnerships are a form of strategic alliance between organisations drawn from the business, government, education or community sectors who commit to working collaboratively on a project, program or complex issue to pursue a common purpose.

# Key characteristics of Collaborative Governance

- Appreciative mindset
- Shared learning
- Trustful relationships
- Sophisticated conversations
- Thoughtful deliberation
- Finding and implementing enduring solutions to complex dilemmas

# Collaborative Governance



Build readiness • Build relationships • Build capability

APPRECIATIVE MINDSETS + DELIBERATIVE PROCESSES = ENDURING SOLUTIONS

# Key characteristics of cross-sector partnerships

- Organisations working together to achieve mutual objectives
- Sharing risks and benefits
- Principles of
  - equity,
  - transparency,
  - mutual benefit



**Both are about....**  
**building TRUST**



# The value of trust



Trust

# An alternative view of trust





# TABLE ACTIVITY – Opportunities for Collaborative Governance and Partnerships

- 10 minute Table conversation:
- What opportunities do you see for you to use either of these concepts in your work in Adult Community Education?
- What challenges do you see?
- What support might you need?
- 1 minute report back on your conversation

# Questions

- What questions do you still have about using Collaborative Governance in your work?

# The Power of Co

## The smart leaders' guide to Collaborative Governance.

- Off the presses only last week
- Copies at the back of the room.
- \$AU29.95
- \$NZ 38.95

# Partnering Solutions – how to build effective partnerships

- Article available on [www.iandixon.com.au](http://www.iandixon.com.au)
- DIXON Partnership Solutions