

# Working together better – collaboration in action

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*Te Pūaha o te Ako*

# Presenter

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**Miranda Cassidy-O'Connell**

*Mehemea ka moemoeā ahau,  
Ko ahau anake.  
Mehemea ka moemoeā tātou  
Ka taea e tātou*

***Te Puea Hērangi, CBE***

**If I am to dream, I dream alone.  
If we all dream together then we  
shall achieve**

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## This talk will cover

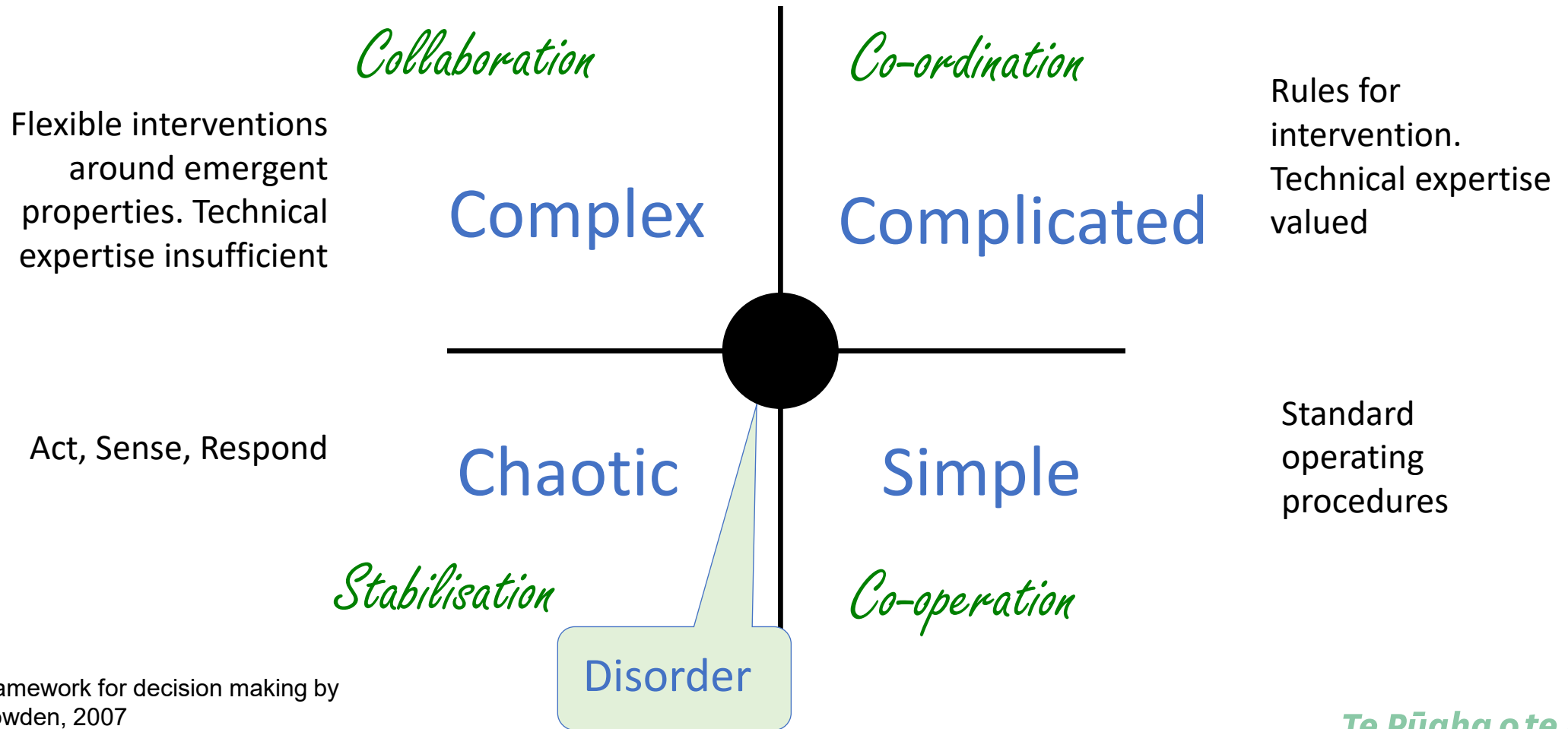
- When to collaborate and what is collaboration
- Developing your collaborative fitness
- Traps and Benefits of collaboration



Photo by Miranda Cassidy-O'Connell, 2013

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# Cynefin framework – making sense of your situation



A leader's framework for decision making by David J. Snowden, 2007

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## ‘Typical’ Complex Scenarios

- Many perspectives and ways to look at the issues
- Have multiple root causes
- Involve multiple stakeholders
- Are difficult to frame with no agreement on the scope of the problem
- Lots of uncertainty, disagreement around the data
- No obvious or agreed path forward or clear solution
- ‘Competing futures’
- Political leaders are very anxious
- Values and ethical considerations are important



Photo by Lin-An Lim on Unsplash

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## Collaboration

Latin: collabōrāre

*To labour together*

A trusting, working relationship between two or more equal participants involved in shared thinking, shared planning and shared creation.



Photo by Shane Rounce on Unsplash

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# The Collaboration Continuum

**Trust**

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systematic connection between agencies	Inter-agency information sharing (e.g. networking)	As needed often informal, interaction, on discrete activates or projects	Organisations systematically adjust and align work with each other for greater outcomes	Longer term interactions based on shared mission, goals, shared decision-making and resources.	Fully integrated programmes, planning and funding

**Turf**

Model courtesy of Tamarack Institute for Community Engagement

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## What is distinctive about collaboration....

- **Communication** is about exchanging information. Collaboration is about using information to create something new.
- Unlike **co-operation**, collaboration thrives on differences and requires the sparks of dissent.
- Unlike **co-ordination**, collaboration seeks divergent insight and spontaneity, not structural harmony.



**Collaborative fitness** is about developing the combination of mindset and practice to navigate complexity.

Miranda Cassidy-O'Connell



Photo by Ann Sullivan on Unsplash

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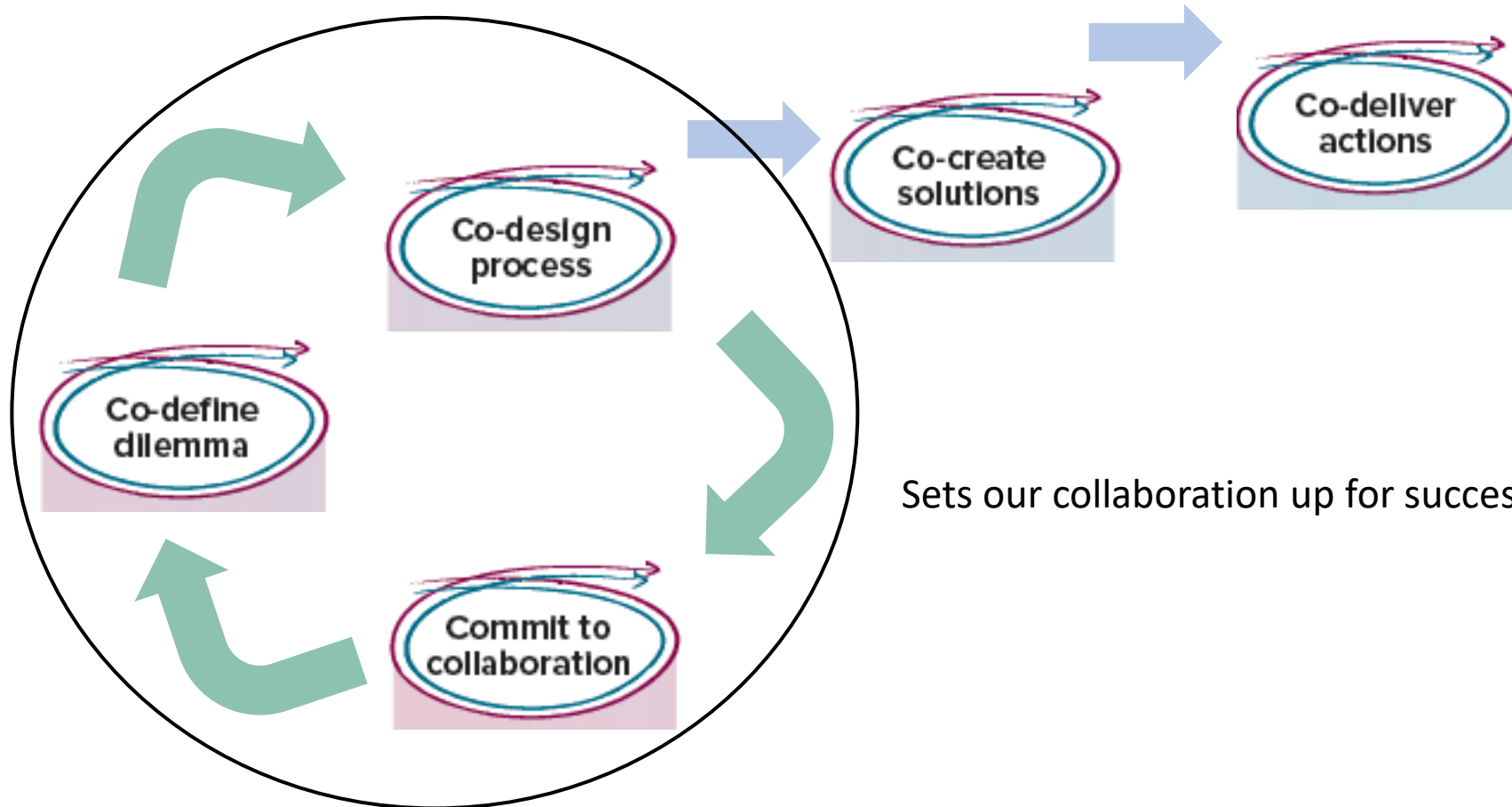
**Appreciative mindsets**  
**+**  
**Deliberative practices**  
**=**  
**ENDURING SOLUTIONS**

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## With an appreciative mindset, I am willing to:

- **trust** people with my problem even though I'm not sure I trust them
- **invite** them in when I am least sure about what to do
- **resist** the urge to do things FOR them
- **reveal** information that might highlight mistakes I've made
- **share** decision making with those on the other side of the ideological divide
- **seek** a mutual gain with competitors
- **acknowledge** that 'they' have information that I don't and that I really need their help
- **accept** a solution that's different to the one I want

# Deliberative practice of building a 'container' to collaborate



Twyfords: <https://www.twyfords.com.au/the-power-of-co/>

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## Traps to be aware of when collaborating

- Human ego and heroism
- Not creating the time for whanaungatanga and learning
- Trauma and getting stuck in survival
- Staying in paradigms that don't serve us, Doing what you have always done
- Re-colonising instead of decolonising and not nourishing the collective

## Benefits of collaboration

- Achieving collective results that the participants would be incapable of accomplishing alone.
- These can be innovative and extraordinary breakthroughs.
- Accelerates identification and agreement on the common ground and actions to take.
- Can be liberating to share responsibility.
- Formation of deep relationships that can endure for the ongoing navigation of complexity



Photo by Milo Inglis for the Waiheke Marine Project, 2020

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# Resources

Explore the many resources available as you build your collaborative fitness.

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# Resources to explore

- Australia Collaboration for impact: <https://collaborationforimpact.com/>
- FOLKUS Ltd <https://folkus.co.nz/why-collaborate/>
- Future search network: <https://futuresearch.net/>  
A specific approach to 'whole system in the room' collaboration for strategic action.
- [Future Search Aotearoa](#): Case studies and insights into Future Search in Aotearoa/NZ
- Inner development: [Framework – Inner Development Goals](#)
- Network weaver: [Social change needs a new leadership style – NetworkWeaver](#)
- Regenerative thinking: <https://regenesishgroup.com/>
- Reos Partners: <https://reospartners.com/>
- Tamarack Institute <https://www.tamarackcommunity.ca/resource-hub-home>
- Theory U: <https://www.ottoscharmer.com/theoryu>
- Twyfords: <https://www.twyfords.com.au/the-power-of-co/>

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# Questions and answers

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## Thank you