



Strategies for Collaboration

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Long Term Strategic Plans as Wicked Problems

#01

No definitive formulation

#06

Does not have an exhaustively describable set of potential solutions

#02

No stopping rule

#07

Every wicked problem is unique

#03

No single “right” answer

#08

Entwined with other problems

#04

No way to test what is “right”

#09

Multiple participants with different ideas

#05

Every solution has consequences

#10

Planner has no right to be wrong

Managing Wicked Problems

1. Broad collaboration - involve the right people at the right time on the right decisions
2. Stay true to sense of purpose and values
3. Focus on action rather than perfect solution
4. Fail forward – cultivate a culture of continuous improvement

Camillus, John. May 2008. Strategy as a Wicked Problem. Harvard Business Review



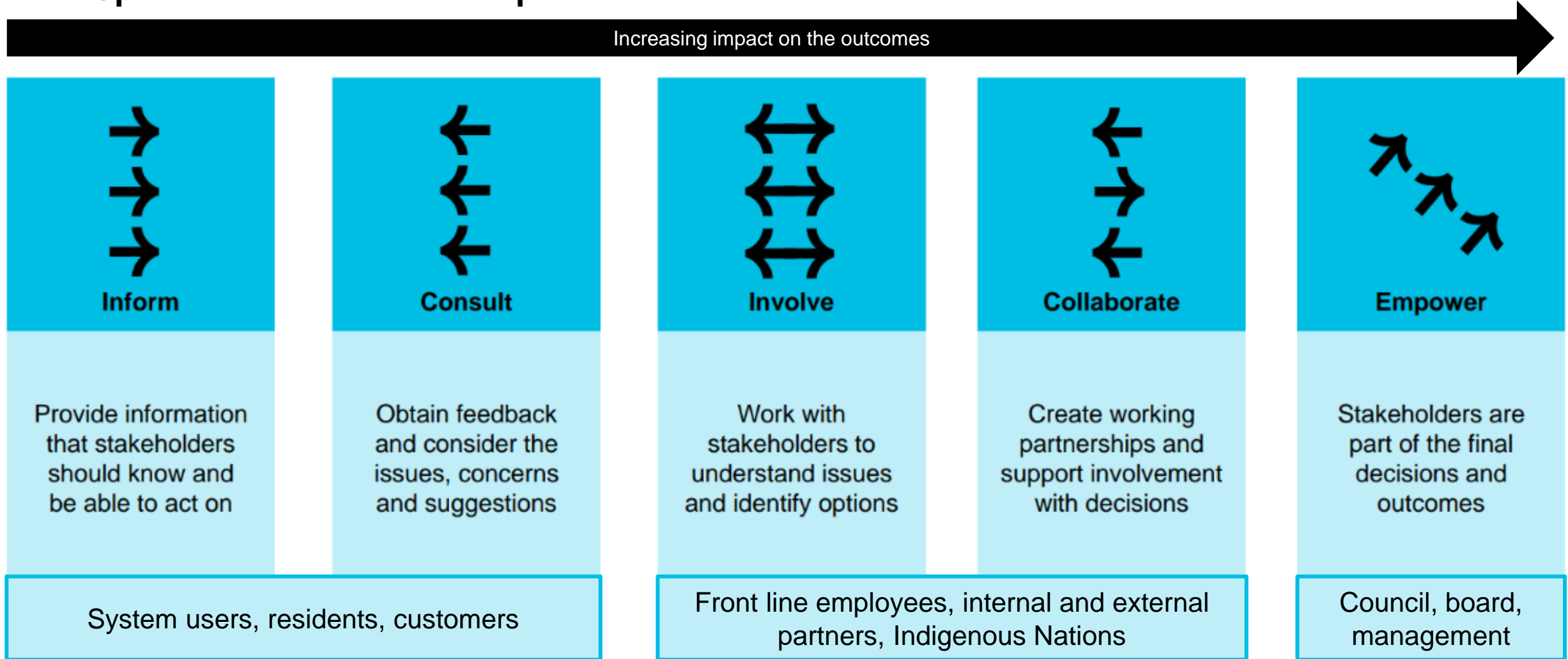
Lessons for Successful Collaboration

1. Involve the right people at the right time in the right decisions
2. Cultivate a culture of psychological safety
3. Consider behavioural psychology in decision-making
4. Find your north star
5. Pick the right tool for the job



Involve the right people at the right time

IAP2 Spectrum of Public Participation



Cultivate a Culture of Psychological Safety

Psychological safety is a condition in which employees feel

1. Included
2. Safe to learn
3. Safe to contribute
4. Safe to challenge the status quo

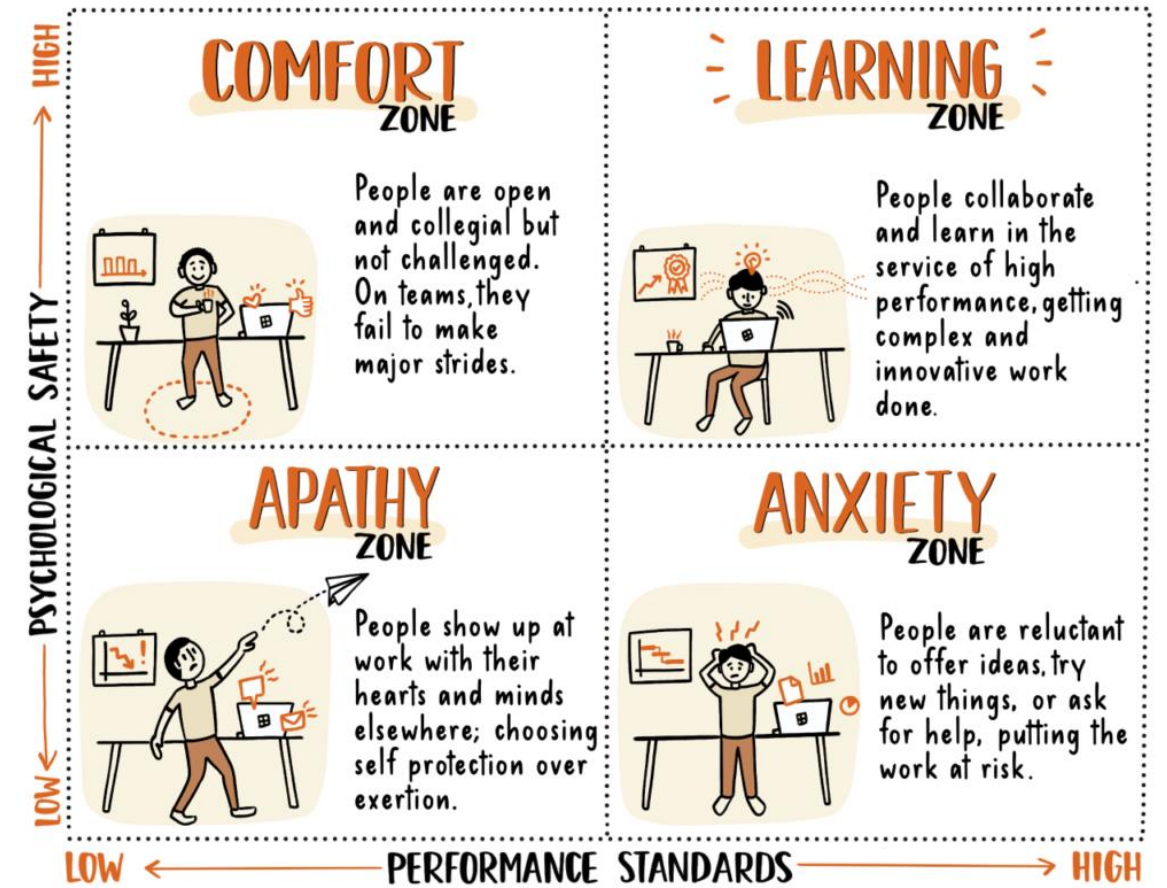
Hopes and Fears Activity

1. What is one thing you are excited about?
2. What is one thing you are worried about?
3. What is one question you have?



HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON



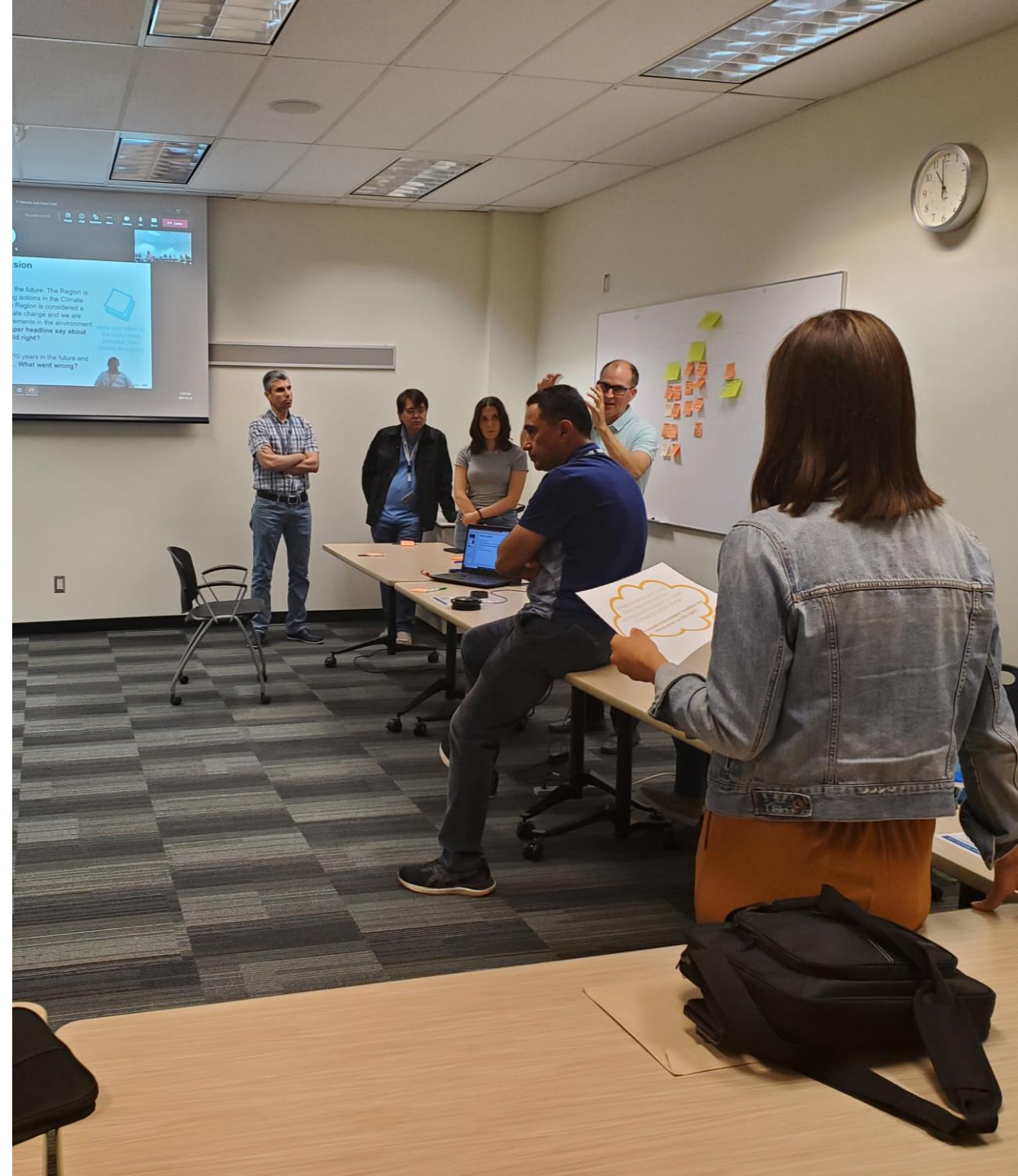
Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com

Consider Behavioural Psychology in Decision-Making


All human decision-making is influenced by behavioural psychology. Effective collaboration recognizes and accounts for this impact

- How many people are involved? One-on-one vs. group setting?
- What is the relationship dynamic of the group? Who is included/excluded?
- What are the cultural 'ways of working' norms
- What is the level of trust?
- What cognitive biases will influence our input?
- What impact will the strategy have on participants and how do we manage that change?



Find Your North Star

- A shared vision of motivates a team around a common purpose.
- Exploring what we value and how we define success
- The more fundamental the vision is, the more solutions we can generate



10 years from now
what would a
newspaper headline say
about our work? What
impact did we have?

Five Whys Activity

Write down what your strategy objective is then keeping asking ‘why is that important’? You may find that diverse positions end in common core values.

Pick the Right Tool for the Job

- Dizzying array of workshop techniques
- In-person, virtual or hybrid?
- Overwhelming choice of tools that support digital collaboration – Mural, Miro, Menti, Teams, Zoom, etc,

1. What are you trying to achieve through collaboration?
2. How will participants show up?
3. How much structure does this group need?
4. Are they willing participants?

Setting Priorities

18. You have **\$100** to spend to increase energy recovery and reduce greenhouse gasses.

Spend your money based on what you think will have the greatest impact.

Renewable Natural Gas



Composting



Recycling



Anaerobic Digestion



Non-Processing Activities like Collection & Transportation



Landfill Gas Capture



Energy from Waste



Waste Reduction



Answer individually, then answer as small group

When is Collaboration Appropriate?

- When there is no single right answer
- When the problem can be defined in different ways
- When you need to define what success looks like
- When others will be impacted by the strategy
- When you need others to buy-in or help implement the strategy



Thank You!

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