

# Collaborative Decision Making: What, When, Why, How?



## Old Paradigm:

- Multi-disciplinary
- Short-term outcomes linked to provision of specific values
- Little cross-boundary coordination
- Litigation, legislation and regulation

## New Paradigm:

- Interdisciplinary
- Long-term goals and objectives relating to ecosystem health
- Landscape scale, cross-boundary
- Collaborative decision making

# What is collaboration?



**BUZZWORD!**

- ✓ win-win solutions
- ✓ encourages innovation
  - ✓ lowest common denominator
  - ✓ conspiring with the enemy



“The pooling of resources by two or more stakeholders to solve a set of resource problems which neither can solve individually.”



# When use collaboration?

- ✓ Problems ill-defined
- ✓ Interdependent stakeholders
- ✓ Stakeholders not organized in advance
- ✓ Differences in power and resources
- ✓ Different levels of expertise
- ✓ Technical complexity, scientific uncertainty
- ✓ Adversarial relationships
- ✓ Existing processes unsuccessful

# Why use collaboration?

## Expert-Based Decision Making:

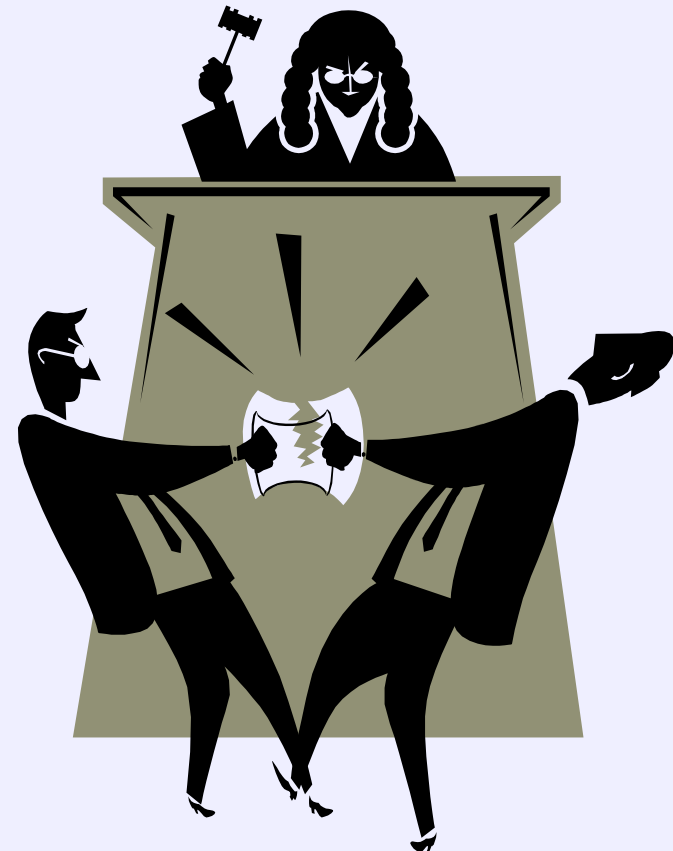
- Technical problems to be resolved by unbiased scientific experts
- Public challenges led to legislatively mandated changes in agency planning



# Why use collaboration?

## NEPA-Based Decision Making:

- Opportunity for public input and larger range of social values considered
- Decide, announce, defend approach led to increased conflict and gridlock





# If you bring together the right people, in constructive ways, with good information, they will produce:

- Better decisions
- Improved relationships
- Sustainable communities and landscapes



# Characteristics of success

- ✓ No cookie-cutter approach
- ✓ Bottom-up, place-based
- ✓ Up-front participation of all stakeholders
- ✓ Durable, practical and flexible decisions
- ✓ Neutral sponsor and facilitator
- ✓ Impact versus input



# How to?

- Understand the situation
- Secure up-front involvement of all stakeholders
- Build ownership in and commitment
- Create opportunities for relationship building and mutual learning

# Understand the situation

## Nature of conflict

- ✓ Information-based, value-based, or both

## Scale of issue

- ✓ Local vs. regional and/or national

## Stakeholders

- ✓ Has interest or concern (self-identified)
- ✓ Needed to implement solution
- ✓ May try to undermine effort

# Secure the Up-Front Participation of Diverse Stakeholders



State of knowledge	Agreement on values	
	HIGH	LOW
<b>Well-Developed</b>	Routine analysis with periodic stakeholder review	Emphasis on stakeholder deliberation with periodic expert review
<b>Tentative/Gaps Disagreements/ Research Needed</b>	Emphasis on expert deliberation with stakeholder review	Emphasis on both stakeholder and expert deliberation

# Wicked Problems and The Role of Interdisciplinary Teams



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# Build ownership and commitment





# Ownership

## Voluntary decision-making

- » Personal importance
- » Assessment of benefits and barriers
- » Breadth of perspective
- » Openness to innovation



Encourage  
Mutual  
Learning

Establish  
Relationships

# Integrating Science



✓ Structure the dialogue



✓ Joint fact-finding

# Building Capacity for Collaborative Stewardship

- Dealing with conflict
- Promoting understanding
- Advocating joint fact-finding
- Promoting learning
- Building trust
- Encouraging collaborative relationships
- Fostering ownership and commitment
- Enhancing capabilities

# Questions?

