

# Collaborative Competencies

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## Water for Agriculture Webinar

FEBRUARY 17, 2022



# Session Objectives:

- 1) *Provide a few thoughts/definitions around collaborative governance.*
- 2) *Review the Collaborative Competencies Framework, an overview of the concrete skills needed to initiate, participate in, or lead collaborative approaches to public (or private) policy.*
- 3) *Consider who might exemplify, or be good at, each competency.*
- 4) *Mention a Self-Assessment Tool, which can be used to identify which skill sets or competencies might be useful to develop for your own collaborative work or leadership.*



*"Sometimes I think the collaborative process would work better without you."*



# Collaborative Governance

- Alternative Dispute Resolution
- Coalition-Building
- Collaboration
- Collaborative Learning
- Collaborative Public Policy/Mgmt.
- Collective Action/Impact
- Community-Based Collaboration
- Consensus Building/Seeking
- Cross-Sector Collaboration
- Deliberative Democracy
- Dialogue and Deliberation
- Envir. Conflict Resolution
- Facilitation
- Interest-Based Negotiation
- Integ. Natural Resource Mgmt.
- Intergovernmental Coop./Coord.
- Mediation
- Networks/Systems/Groups
- Public Involvement/Engagement
- Public-Private Partnerships



# Collaborative Governance

*“Engage non-state stakeholders ... collective decision-making process ... formal, consensus-oriented ... make or implement public policy” -- Ansell and Gash (2008)*

*“Engage ... public agencies, levels of government, ... public, private and civic spheres to carry out a public purpose that could not otherwise be accomplished.” – Emerson and Nabatchi (2012-15)*

*“Engaging participants ... across the ... public, private and civic sectors to leverage the unique attributes and resources of each ... encompasses any method, model, or process that is deliberative and consensual” – University Network for Collaborative Governance (2018)*

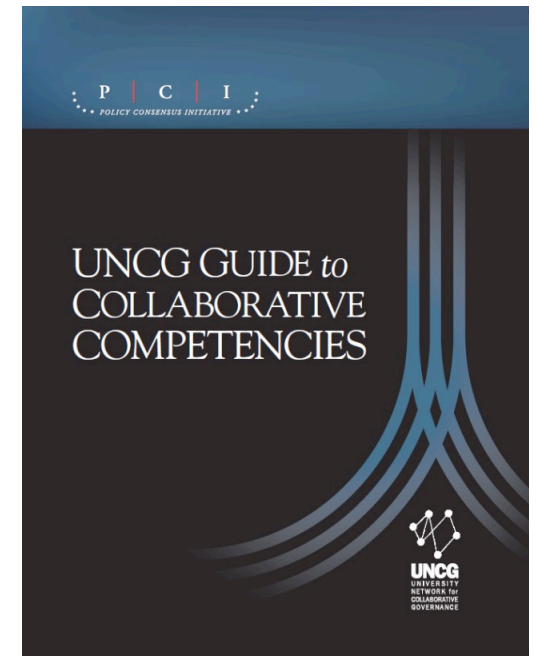
A still from the TV show Game of Thrones featuring Sansa Stark. She is wearing a dark fur cloak and a silver ring necklace. The background is dark and blurry, suggesting an outdoor setting at night. The image is framed by a purple and pink decorative border.

SANSA STARK

NOW, I'M SURE CUTTING OFF HEADS IS VERY SATISFYING,  
BUT THAT'S NOT THE WAY YOU GET PEOPLE TO WORK TOGETHER.

# Collaborative Competencies Framework

- ▶ **Leadership and Management Competency**
- ▶ **Process Competency**
- ▶ **Analytical Competency**
- ▶ **Knowledge Management Competency**
- ▶ **Professional Accountability Competency**



*Kirk Emerson and L. Steven Smutko, Policy Consensus Initiative/University Network for Collaborative Governance, 2011*

# Leadership and Management Competency

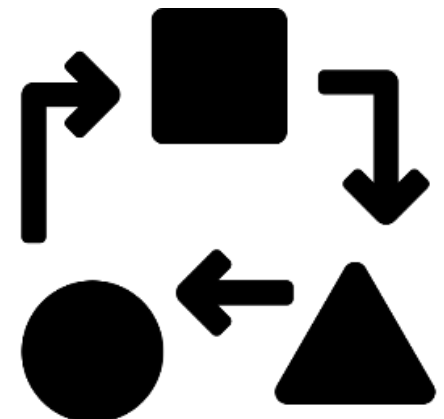
- ▶ **Strengthening Collaborative Leadership**
- ▶ **Planning, Organizing, and Managing for Collaboration**





# Process Competency

- ▶ **Communicating Effectively**
- ▶ **Working in Teams and Facilitating Groups**
- ▶ **Negotiating Agreement and Managing Conflict**



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from Noun Project

# Analytical Competency

- ▶ **Applying Analytic Skills and Strategic Thinking**
- ▶ **Evaluating and Adapting Processes**



Created by Sumit Saengthong  
from Noun Project

# Knowledge Management Competency

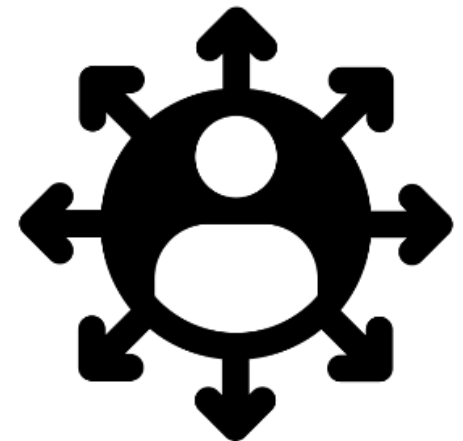
- ▶ **Integrating Technical and Scientific Information**
- ▶ **Using Information and Communication Technology**



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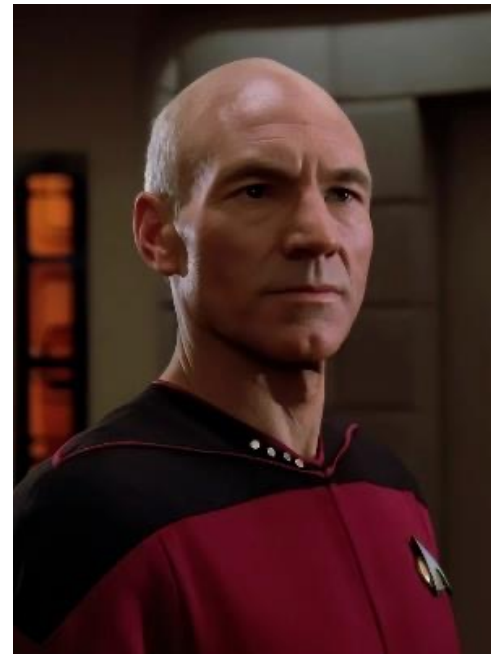
# Professional Accountability Competency

- ▶ **Maintaining Personal Integrity and Professional Ethics**



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# Who Best Exemplifies Leadership and Management Competency?



# Who Best Exemplifies Process Competency?



# Who Best Exemplifies Analytical Competency?



# Who Best Exemplifies Knowledge Management Competency?





# Who Best Exemplifies Professional Accountability Competency?



# Collaborative Competencies: Self-Assessment

- ▶ **Can use Self-Assessment Tool on pp. 24-25 of Guide to identify which skill sets or particular competencies might be useful to develop for your own collaborative work.**
- ▶ **Recommend discussing with a friend or colleague.**

**COLLABORATIVE COMPETENCY SELF-ASSESSMENT TOOL**

Another way to help identify which skill sets or particular competencies might be useful to develop further is to ask yourself about your own past experience with collaborative work. Rather than think about this very generally, focus the question on a specific experience or upcoming challenge. Recall a recent experience where your collaborative competencies were called on:

Name the experience: \_\_\_\_\_

*Place a check mark (✓) in the box next to each skill that characterizes your skill level.*

LEADERSHIP AND MANAGEMENT COMPETENCY			
	I was proficient in this skill	I lacked confidence in this skill	Not Applicable
<b>1. Strengthening Collaborative Leadership, e.g.:</b>			
Effective leadership roles			
Collaborative leadership styles and skills			
Political and entrepreneurial skills			
<b>2. Planning, Organizing and Managing for Collaboration, e.g.:</b>			
Designing and managing collaborative problem solving and conflict resolution processes			
Planning and building collaborative networks, partnerships, and cross-sector institutions			
Designing and sustaining deliberative civic engagement and public participation			
PROCESS COMPETENCY			
	I was proficient in this skill	I lacked confidence in this skill	Not Applicable
<b>3. Communicating Effectively, e.g.:</b>			
Listening skills			
Presentation, persuasion and assertiveness			
Communicating in different modes and media to different and mixed groups			
Cross-cultural communication skills			
<b>4. Working in Teams and Facilitating Groups, e.g.:</b>			
Understanding group dynamics and building working relationships			
Facilitating group deliberation and decision making			
Participating in teams effectively			
<b>5. Negotiating Agreement and Managing Conflict, e.g.:</b>			
Two-party negotiations and conflict management styles			
Interest-based negotiation and conflict resolution in multi-party settings			
Managing conflict constructively in groups			



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*Questions? Clarifications?*

*What do you think about this framework?*

*Do you think the self-assessment will be useful to you?*

*What other questions do you have?*

# Discussion

COLLABORATION COMPETENCIES

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