

## ***DRAFT COLLABORATIVE COMPETENCIES FOR PUBLIC MANAGERS AND PLANNERS***

### **LEADERSHIP AND MANAGEMENT SKILLS**

(1) Collaborative Leadership & Decision Making, e.g.:

- Effective leadership roles - in convening, funding, chairing, facilitating, advocating
- Collaborative leadership styles and skills
- Political and entrepreneurial skills
- Project management skills for collaborative efforts

(2) Cross-Sector Design, Organization & Management, e.g.:

- Designing deliberative/conflict resolution processes and cross-sector institutions
- Building networks, partnerships, alliances, coalitions
- Managing interagency, intergovernmental, public-private collaboration

(3) Effective and Inclusive Participation, e.g.:

- Designing public involvement strategies and processes
- Integrating public input and deliberation into stakeholder driven processes or cross-sector networks
- Building and sustaining public involvement over time

### **PROCESS SKILLS**

(4) Effective Communication, e.g.:

- Listening skills
- Presentation, persuasion and assertiveness
- Communicating in different modes and media to different and mixed audiences
- Cross-cultural communication skills
- 

(5) Working in Teams & Group Facilitation, e.g.:

- Building working relationships within teams
- Understanding and managing group dynamics
- Facilitating group discussion and tasks
- Participating in teams effectively
- Familiarity with tools and methods for group processes and decision making

(6) Negotiation & Conflict Management, e.g.:

- Interest-based negotiating in two-party and multi-party settings
- Managing conflict constructively in groups in different roles
- Referring participants to third-party mediators as appropriate

### **ANALYTIC SKILLS**

(7) Analytic & Strategic Thinking in and for Collaborations, e.g.:

- Issue analysis and framing for public engagement and deliberation

- Situation/conflict assessment
  - Analysis for negotiation and management of group processes
  - Understanding political, legal and regulatory context for collaboration
  - Familiarity with group prioritizing methods, scenario planning, conflict mapping
  -
- (8) Evaluating and Adapting Processes, e.g.:
- Setting group goals and indicators of success for performance evaluation
  - Assessing ongoing progress
  - Making mid-course corrections or structural changes

### **TECHNICAL SKILLS AND TOOLS**

(9) Integrating Technical & Scientific Information, e.g.:

- Assessing information requirements for informed decision making
- Assessing need for expertise and participant training on technical issues/analysis
- Familiarity with methods and standards for collecting and analyzing information

(10) Using Information and Communication Technology in Collaborative Processes, e.g.:

- Familiarity with meeting management and group communication and information management tools
- Familiarity with Web 2.0 social networking tools
- Familiarity with decision support tools and techniques
- Familiarity with spatial display and analysis tools
- Choosing appropriate technologies for improving effective and efficient processes

### **PROFESSIONAL ACCOUNTABILITY**

(11) Personal Integrity & Professional Ethics, e.g.:

- Balancing own personal, professional and institutional obligations with group or cross-sector organizational requirements
- Enacting/enforcing principles of fairness, transparency, and inclusive engagement

(12) Self-Knowledge & Reflective Practice, e.g.;

- Reflecting on personal and professional effectiveness
- Seeking feedback on personal and professional behavior in group