



Building Capacity for Collaboration in Hawaii

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Project Origins

- Omidyar family [e-Bay] initiates Hawaii sustainability initiatives: waste, energy and agriculture
- Views capacity for cross-sector collaboration as key impediment to effective sustainability efforts
- Consultant hired to develop collaboration capacity building project

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CSC Project Development

- Kaner interviews 50 Hawaii process specialists
- Invites six specialists to participate in process
- Group meets with Kaner in August, 2008
- Group has met for two days each month since then

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Key Project Assumptions

- Hawaii has unique cultural and historical factors that shape effective collaborative practice
- No one model of effective collaborative practice
- Hence, need to identify the collaborative "strategy maps" of experienced Hawaii practitioners

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Participants

- Tusi Failautusi Avegalio
- Linda Colburn
- Robbie Alm
- Diane Zachary
- Peter Adler
- Kem Lowry

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Mining Practitioner Wisdom & Experience

- Practice stories
- Lists of competencies
- Practice “tools”
- Case studies/analysis
- Generic model of cross-sector collaboration
- Micro-analyses of individual cases

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Mining Practitioner Wisdom/ Experience II

- Development of individual strategies for cross sector collaboration
- Data warehousing/strategy “maps”
- Editing and website development
- Testing sector leaders
- Development of a larger ‘community of practice’

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Practice Stories

- National Health Dialogue [Adler]
- Kaka’ako Makai Vision & Guidelines [Lowry]
- Inter-Island Ferry [Colburn]
- Samoa wireless [Tusi]
- Kauai Sustainability [Zachary]
- Etceteras

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Examples of Competencies

- Background assessment
- Process design
- Writing group charters
- Problem clarification
- Developing and assessing options, etc.
- Decision-making

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A Toolbox



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A Short List of Tools

- Force field analysis
- Facts and Opinions
- Givens and changeable features of problem
- Structured debate
- Classic brainstorm
- SWOT analysis
- Delphi technique
- Cause and effect fishbone
- Historical analysis (timelines, epochs)
- Preferencing Techniques
 - Straw Polling For Top Favorite
 - Eliminating and consolidating
 - Each person chooses one.
 - Probabilistic predictions
 - "N" Over 3 (Spread or Clumped)
 - Paired Comparisons
 - Criteria/Option Matrices
 - Fist-of-Five

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Case Study Analysis

- Written accounts of specific Hawaii cross-sector collaboration cases
- Analysis of key features: protocols, cultural issues, stages, tools, dilemmas, etc.
- In-depth questioning and comparison of cases

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Stages of a Generic Collaboration Strategy

1. Clarifying the purpose
2. Assessing viability
3. Designing the process
4. Launching the process
5. Defining the problem/gathering a rich mix of information
6. Reaching Conclusions
7. Appropriate Closure
8. Setting Implementation in Motion

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Key Features of Each Stage

1. Overview of Stage
2. Intended outcome of stage
3. Outputs of stage
4. Participants
5. Key assumptions
6. Key activities
7. Possible questions to be addressed
8. Relevant competencies
9. Dilemmas

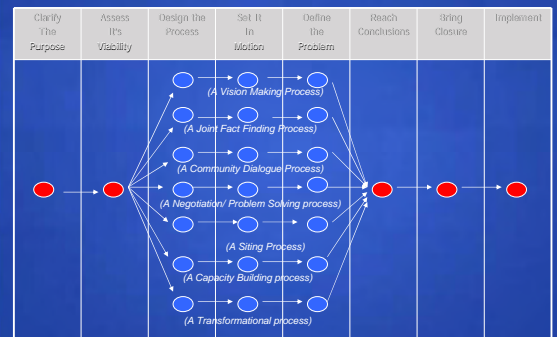
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Adaptations & Variations on Theme


- A "Negotiation" Focused Process. A convener sponsors a collaboration process to further its own core aims through a proposal. (The HECO Kahe Power Plant Meetings)
- A Vision Making Process. A convener or group of conveners sponsors a larger vision setting process. (The Maui Smart Growth Vision)
- A Joint Fact Finding Process. A convener sponsors a process designed to reduce factual disagreements on a given policy problem. (The Keystone Nuclear "JFF")
- A Community Dialogue Process. A convener, or group of conveners, sponsors a process focused on more public discussion of a sensitive issue. (The Sovereignty Dialogues)
- A Community Planning Process. A convener, usually government but could be a large landowner, sponsors a process to create a land use or development plan.
- An Issue Centered Capacity Building Process. A convener, or group of conveners, gathers stakeholders to think together about a coming issues. ("Is There a Better Way Workshop")

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Adaptations & Variations



● = Non-Contingent Strategic Moves¹⁶ ○ = Contingent Strategic Moves



Collaboration as Polynesian Voyaging

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Hokule'a Voyage
Hawaii to Tahiti
1975

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A Polynesian Roadmap

- I. Conceive the voyage (*Clarify the Purpose*). What propels us? Ask others, ask *akua*.
- II. Study the Conditions Needed for Success (*Assess It's Viability*). Timing. Alignment with *akua*. Seasons. Seas. Skies. People. Costs.
- III. Chart the Course (*Design the Process*). Build the boat. Gather and align a crew. Seek help from *akua*.
- IV. Launch the voyage (*Set It in Motion*). Affirm purposes, destinations, commitments, blessing of *akua*.
- V. Take Readings, bearings and Soundings. (*Define the Problem and Gather a Rich Mix of Information*). Taste the water. Watch the sky. Read the currents. Secure the blessings of *akua*.
- VI. Establish the Truest Course (*Reach Conclusions*). Pick the best direction. Tack to windward and leeward. Maintain morale. Seek blessings of *akua*.
- VII. Raise Landfall (*Bring Appropriate Closure*). Thank the *akua*.
- VIII. End the Journey. Implement New Beginnings. (*Ensure Implementation*). Celebrate. Organize. Plant. Thank the *akua* and seek their blessings for the new journey.



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Transition to Individual Strategies

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Shift to Individual CS Collaboration Strategies

- Detailed micro-analysis of each individual's practice and cases
- Identification of stages, practices associated with individual strategies
- Development of individual strategy "maps"
- Entering practice data for each stage on a web-based "data storehouse"

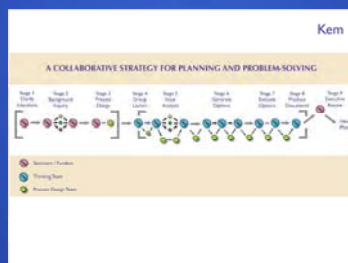
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Features of Each Stage

1. Goals/outcomes
2. Rationale
3. Objectives/activities
4. Outputs
5. Key participants
6. Authority
7. Feedback loops [to executives, funders, etc.]
8. Process design
9. Practical wisdom [vignettes, dilemmas, common situations]

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Problem Solving Map



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Community Transformation Map



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Next Steps

- Completion of maps and documentation of individual strategies
- Data review, analysis for completion
- Editing and development of project website
- Outreach to sectors in Hawaii
- Development of a 'community of practice'

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"To teach people how to build a ship, first make them yearn for the open sea."

- Polynesian Proverb

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