

Phases of Collaboration*



Questions for Leadership

<ul style="list-style-type: none"> ➤ Is collaboration necessary? ➤ Are preconditions in place? ➤ Who are the stakeholders? ➤ Who might fill key roles (sponsor, convener, and facilitator)? 	<ul style="list-style-type: none"> ➤ How to frame the issue? ➤ Who needs to be at the table? ➤ How to convene key stakeholders? ➤ Who/what else is needed? ➤ What kind of process? 	<ul style="list-style-type: none"> ➤ How to develop effective working group? ➤ What ground rules? ➤ How to invent options and decide? ➤ How to facilitate mutual learning? 	<ul style="list-style-type: none"> ➤ Who will do what? ➤ How to broaden support? ➤ What kind of governance structure? ➤ How to monitor progress?
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Functions/Competencies

<ul style="list-style-type: none"> ❖ Issue analysis ❖ Systems thinking ❖ Stakeholder analysis 	<ul style="list-style-type: none"> ❖ Issue framing ❖ Convening ❖ Process design 	<ul style="list-style-type: none"> ❖ Facilitation ❖ Conflict management ❖ Team building and group dynamics 	<ul style="list-style-type: none"> ❖ Action planning ❖ Network design ❖ Network management ❖ Community engagement
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*Source: Morse, Ricardo S., and John B. Stephens. "Teaching collaborative governance: Phases, competencies, and case-based learning." *Journal of Public Affairs Education* (2012): 565-583.