



**CHRISTOPHER WILSON  
& ASSOCIATES**

**STEWARDSHIP &  
COLLABORATIVE LEADERSHIP  
SERIES**

## **Description**

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This course is intended for students seeking a greater appreciation of how organizations cooperate in an increasingly interdependent world. The growing complexity of decision-making, and interdependence of economic, political and social interests, have continually depreciated the value of “go it alone” strategies. Increasingly, effective managers are required to have a solid understanding of the principles and practices that enable strategies for collective problem solving and collaborative action. Consultation and multi-stakeholder negotiation, are two such strategies, that are employed to seek: cooperation on issues in common; or acquiescence to the actions taken by others.

As a starting point, the workshop assumes certain problems can not be resolved by a single stakeholder and therefore begins by exploring the requirements for collective action. The course looks at the fundamentals of cooperation, consultation and the challenge of *social traps*, the pitfalls created when individuals and organizations work together. The course then examines the principles and practices of effective collaboration. Working together inevitably implies both action and collective learning, in effect “learning while doing”, and therefore the courses explores this concept in academic research and case studies to reveal mechanisms to can assist practitioners.

It has been observed that leading collaborative change is more about stewardship than traditional leadership approaches, and so Lesson 5 looks at the leadership implications of multiple stakeholders working together. Finally, the course looks at the consequences of shared ownership and decision making in multi-stakeholder cooperative ventures in terms of emerging models of collaborative governance.

### **Pedagogy**

The course relies on a practical handbook for facilitating collaboration and a series of key readings to challenge students and provide a basis for classroom activities. Participants are expected to read the designated materials before each session to be able to participate in discussions. In the workshop, the course will utilize a combination of approaches including: lectures, group discussions, case analyses, and

guest speakers. It is essential that participants attend all sessions to ensure an understanding of concepts and materials.

## Workshop Objectives

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[1] to provide students with an overview of the concepts of multi-stakeholder cooperation and collaboration in use in business, government and voluntary sector environments that facilitate joint action and distributed governance;

[2] to outline the principles and practices which facilitate cooperation and collaboration among individuals and organizations;

[3] to examine the notion of collaborative leadership or stewardship and how it differs from traditional leadership in its characteristics, skills and abilities

[4] to provide students with an understanding of the tools to reach collective understanding and agreement, build consensus, solve collective problems, share resources and undertake joint action.

## Approach

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This workshop is instructor led and is presented through a series of six workshop presentations, lectures, and discussions over three days. However, the sessions will attempt to model the behaviours and practices being discussed. The primary reading materials will be provided at the beginning of the workshop and will be organized according to each session.

## Assignment

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During the workshop each participant should consider how collaborative or team initiatives in their organization have been implemented in his/her organization and be prepared to discuss in the final session. Do those experiences meet the test of stewardship and collaborative leadership? How might those collaborative experiences be enriched and made more effective? Participants should prepare an outline of their *collaborative process* and include activities used to build relationships and develop trust; the processes for social learning; and how contingent cooperation is addressed.

## Schedule

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### Session / Topic

#### 1. Introduction: Cooperation, Consultation & Social Traps

##### Reading:

*Text: Intro & chpt 1*

*Beyond Consultation*, Svendsen & Labarge

*The Promise and Paradox of Community*, Wheatley & Kellner-Rogers

## **Session / Topic**

### **2. Principles of Collaboration**

#### **Reading:**

*Text: chpt 2 & 3*

*Facilitating Contingent Cooperation, Wilson*

**Case Study:** Dee Hock & VISA

### **3. Collaborative Practices**

#### **Reading:**

*Text: Chpt. 4-6*

**Case Study:** *Co-Creative Power: Engaging Stakeholder Networks*, Svendsen & Labarge

### **4. Working Together: Learning While Doing**

#### **Reading:**

*Social Learning and Water Resources Management*, Pahl-Wostl, et al.

**Case Study:** Toronto Waterfront Regeneration Trust

#### **Additional reading:**

*P3s and the 'porcupine problem'* Hubbard & Paquet

*Collective Action and the Evolution of Social Norms*, Elinor Ostrom

### **5. Stewardship & Collaborative Leadership**

#### **Reading:**

*Text: Chpt 7*

*Creating New Futures Through Community Conversation*, Schubert and Baker

*The Practice of Stewardship*, Alliance for Regional Stewardship

**Case Study:** Joint Venture Silicon Valley

#### **Additional reading:**

*A conversation with Peter Block*, Roger Breisch

### **6. Collaborative Governance / Review & Wrap Up**

#### **Reading:**

*Text: Chpt. 8 & 9*

#### **Additional reading:**

*Toward a Baroque Governance in 21st Century Canada*, Gilles Paquet

*Place-based Public Policy: Towards a New Urban and Community Agenda for Canada*, Neal Bradford

## **Text & Course Package**

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The text for the course is *How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve problems and Make Decisions* by David Straus (2002). In addition to the text, a course package consisting of required and recommended readings will be made available by the first session.

## Other Resources

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The following sources can provide useful information and perspectives on the issues discussed:

- Optimum Online ([www.optimumonline.ca](http://www.optimumonline.ca))
- Canadian Public Administration
- Canadian Public Policy
- Harvard Business Review
- The Economist

(c) A few useful reference books:

Peter Block, *Community: The Structure of Belonging*, Berrett-Koehler, San Francisco, 2008

Frances Westley, Brenda Zimmerman and Michael Quinn Patton, *Getting to Maybe: How the World Has Changed*, Random House Canada, Toronto, 2006

Gilles Paquet, *The New Geo-Governance*, University of Ottawa Press 2005

David Chrislip ed., *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*, Jossey-Bass, San Francisco, 2002

Hank Rubin, *Collaborative Leadership: Developing Effective Partnerships in Communities and Schools*, Corwin Press, Thousand Oaks, CA, 2002

Harlan Cleveland, *Nobody in Charge*, Jossey-Bass, San Francisco, 2002

Heath, Joseph. *The Efficient Society: Why Canada is as Close to Utopia as it Gets*, Penguin Canada, Toronto, 2001

Sue Goss, *Making Local Governance Work: Networks, Relationships and the Management of Change*, Palgrave, 2001

R.S. Zander and B. Zander, *The Art of Possibility*, Harvard Business school Press, Boston, MA 2000

Dee Hock, *Birth of a Chaordic Age*, Berrett-Koehler Publishers, San Francisco, 1999

William Isaacs, *Dialogue and the Art of Thinking Together*, Currency Books, 1999

Kevin Cashman, *Leadership from the Inside Out*, TCLG , Minneapolis, MN 1998

Block, Peter. *Stewardship: Choosing Service Over Self-Interest*, Berrett-Koehler, San Francisco, 1993

## Important Administrative Information

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Website: <http://www.christopherwilson.ca>

Readings: A text is suggested and a package of suggested readings will be provided online at the beginning of the workshop

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