

# Building State-Tribal Partnerships & Creating Healthy Communities

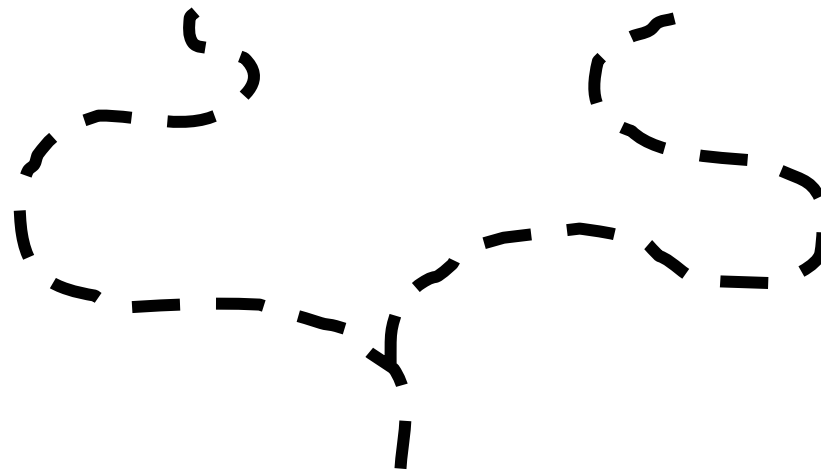
Brown Palace Hotel  
Denver, Colorado  
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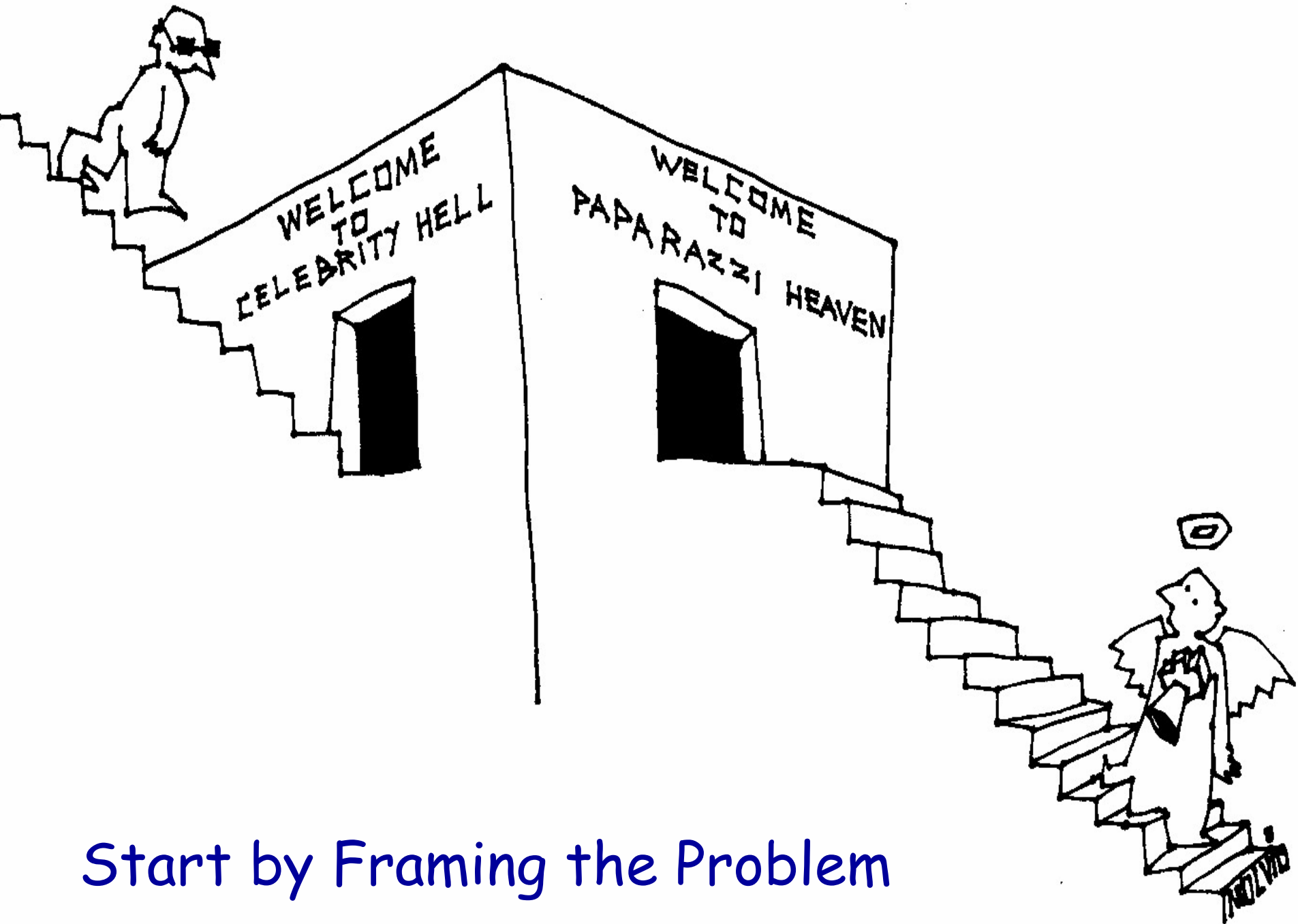
Skills + Processes =

Skills

Process



Good Public Decisions



Start by Framing the Problem

# Framing Problems Collaboratively

How can we...

while also...

?

# Creating a Common Frame

“How can we...

*improve hunting quality, improve the health of big game populations, and protect and restore existing wildlife habitat*

while also...

*maintaining the viability of local tourist economies and providing a sound revenue base for the Division of Wildlife?”*

# Collaborative Skills

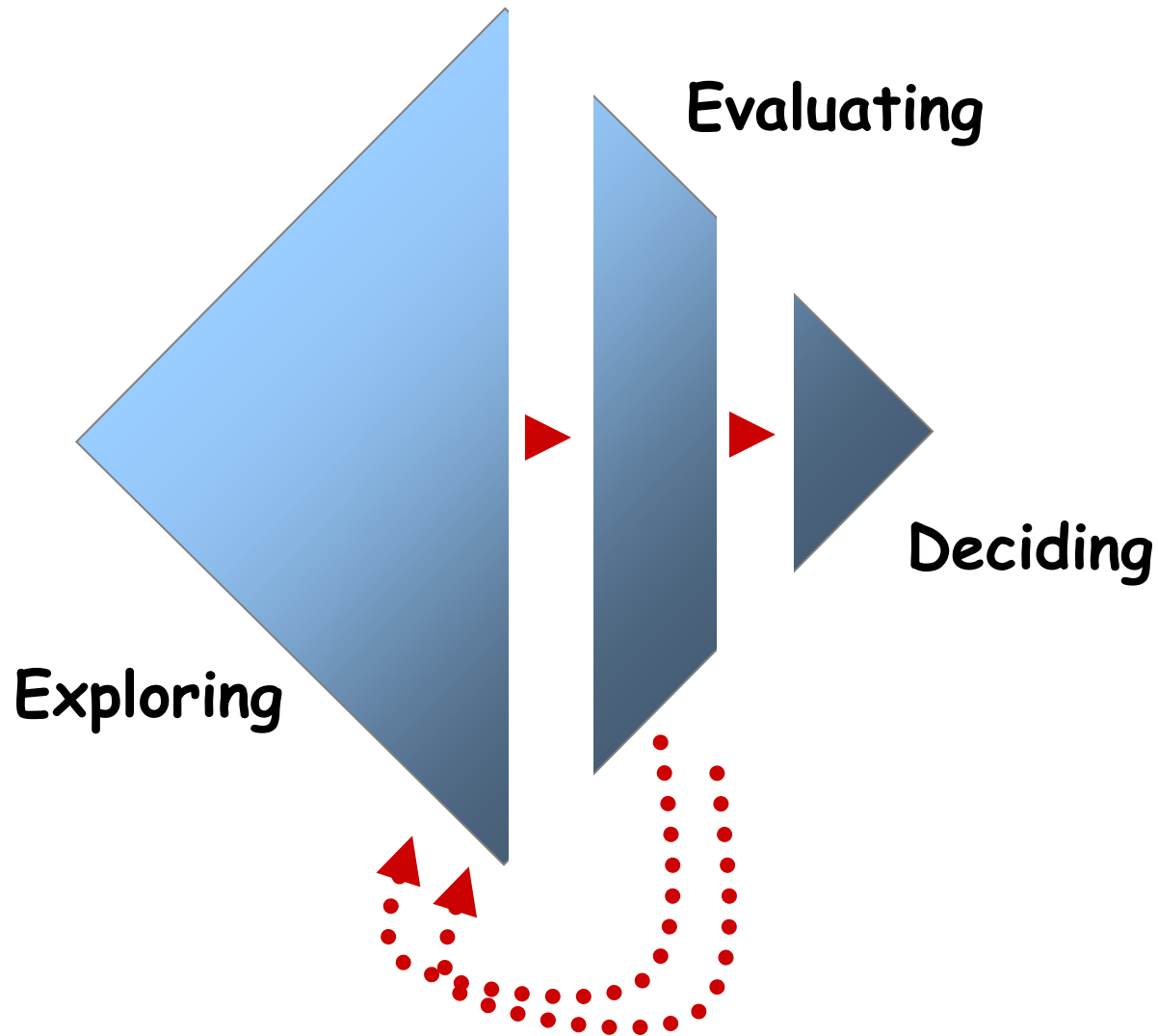
- Separate the people from the problem
- Focus on interests instead of positions
- Invent options for mutual gain
- Search for objective criteria and fair standards to resolve differences.

# Consensus...

**"Managing the tension between the tyranny of the majority and the tyranny of the minority."**

**TB**

# Reaching Consensus



# Cultural Barriers to Collaboration

<u>Characteristic</u>	<u>Low</u>	<u>Med.</u>	<u>High</u>
<b>Directness</b>	<b>Native</b>		<b>Anglo</b>
<b>Concern with clock time</b>	<b>Native</b>		<b>Anglo</b>
<b>Hierarchical membership in group</b>	<b>Native</b>	<b>Anglo</b>	
<b>Task focus</b>	<b>Native</b>		<b>Anglo</b>
<b>Relationship focus</b>	<b>Anglo</b>		<b>Native</b>
<b>Written Communication</b>	<b>Native</b>		<b>Anglo</b>
<b>Verbal Communication</b>	<b>Anglo</b>		<b>Native</b>
<b>History between groups is important</b>	<b>Anglo</b>		<b>Native</b>

# Cultural Barriers to Collaboration

<u>Characteristic</u>	<u>Low</u>	<u>Med.</u>	<u>High</u>
Perceived right to speak	Native		Anglo
Perceived right to represent group	Native		Anglo
Authority to collaborate	Native		Anglo
Taking "turns"		Anglo	Native
Spiritual elements included	Anglo		Native
Defer to older members	Anglo	Native	
Speed of response	Native		Anglo
Respect and support from community	Anglo		Native

# My Own Insights

- Accept the sovereignty of each government. You may respectfully challenge their decisions but not their right to make decisions.
- Learn what sovereignty means in context
- Respect differences - diversity *does* lead to better decisions
- Resist opportunities to take advantage of others' good intentions - don't exploit blind spots
- Take advantage of opportunities to learn from each other - in the field
- A partnership requires sharing power (not authority)
- Respect silence. It doesn't mean indifference or acquiescence
- Be aware of divide and conquer strategies
- Take the time to listen hard
- Respect stories and allow time for stories

# MUDDLE AMERICA

BY BOB GORRELL & GARY BROOKINS

AS FACILITATORS  
GO, SHE'S  
PRETTY DARN  
EFFECTIVE!

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