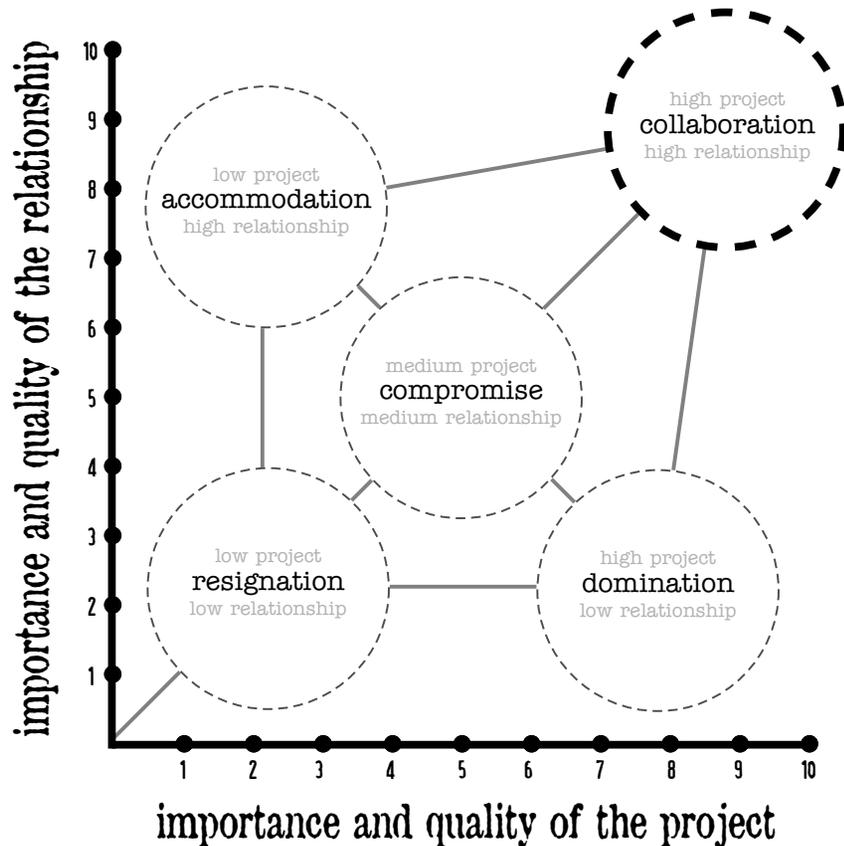


# nautilus

music-theater

## Interactive Strategies:



### collaboration:

equal emphasis is placed on the task or goals and the relationship between members of a conflict situation – the two sets of task goals are not seen as mutually exclusive – in fact, the approach taken is that the only acceptable problem solution is one that completely accomplishes both sets of goals because the relationship is important to both parties – a problem-solving orientation is used to confront differences

appropriate uses:

- to gain commitment from others
- to learn more about other's point-of-view
- to obtain input into best solution
- when neither set of goals can be compromised
- to work through bad feelings which have been interfering with a relationship

### compromise:

again, equal emphasis is placed on the task or goals and the relationships of the members of a conflict situation – now, however, rather than both sets of goals being completely achieved, each party will win a little and lose a little

appropriate uses:

- to gain commitment from others
- to achieve temporary settlements to complex issues
- to achieve quick solutions under time pressure

### accommodation:

greater emphasis is placed on the relationship than the task goals – the accommodation style involves giving in and submitting oneself to the goals of another in order to protect the relationship at the cost of personal objectives

appropriate uses:

- when the issue is much more important to the other person than yourself
- to build up credits for later issues which are important to you.
- when you realize you're wrong, to allow a better position to be heard
- to show that you're reasonable
- when continued competition would damage your cause when you're losing
- when preserving harmony is especially important
- to develop team members by allowing them to experiment and learn from mistakes

### domination:

greater emphasis is placed on the task or goal than relationships – winning at all costs becomes the most important consideration

appropriate uses:

- when quick decisive action is vital (such as emergencies)
- on important issues where unpopular courses of action are needed
- on issues vital to company welfare when you know you're right

### resignation:

emphasis is placed neither on the task nor the relationship – using this style, one gives up on both in return for non-involvement

appropriate uses:

- when the issue is trivial or when other issues are more pressing
- to let people cool down, to regain perspective and composure
- when there is absolutely no chance of satisfying your concerns and the potential damage of confronting a conflict outweigh the benefits of its resolution

## Seven Collaborative Principles:

- Develop trust and respect
  - Come to a common understanding of the task
  - Create a shared space
  - Be clear about intention, roles, and agendas
  - Expand your capacity for making decisions
  - Generate and manipulate models
  - Use outside resources and strategies
- 

- **Develop trust and respect:**

Inspired collaborations require a high level of trust and respect between participants. Some key elements of trust-building include: consistently meeting commitments and keeping agreements; disclosing to others where you stand; listening carefully; and being open with your actions and intentions.

Skilled collaborators have implicit trust in their partner's ABILITY, INTEGRITY, CHARACTER, and TRUTH. They can be vulnerable (acknowledging their need for their partner) and cooperative (attending to their partner's concerns).

They create a non-threatening respectful environment through language, behavior, and inquiry oriented toward seeking the truth of the moment, valuing both the project and the relationship.

- **Come to a common understanding of the task:**

Often, collaborative interactions flounder because partners are trying to do different things or solve different problems. Problem definitions are assumed to be obvious and shared by both parties, and therefore not checked out.

Skilled collaborators frequently ask: Are we trying to solve different problems? Do we both understand the situation in similar ways? Do we both have access to the same information? Do we both accept and embrace the challenge ahead? Do we agree on measurements of success?

- Create a shared space:

Collaboration begins with a problem to be solved or an opportunity to be addressed, but the act of collaboration often actually begins within a shared space -- a clear explicit place where individuals can jointly create value.

These shared spaces usually permit real-time access by all the collaborators. They serve as both a model and a map for what the collaborators are trying to accomplish. A blackboard with equations; a rehearsal room where actors, director, and crew gather; and a rough prototype of an invention all serve as shared spaces for collaborative interaction.

Shared space is essential as a technique to manage conversational ambiguity. It increases the likelihood that collaborators will truly understand what their partner is envisioning, allowing them to view their project side-by-side rather than confronting each other:



- Be clear about intentions, roles, and agendas:

Although related to the clarity required for defining the problem to be solved, clarity around intentions, roles, and agendas serves to address “bigger picture” issues. It lays the groundwork for accepting the challenge and nurturing the relationship.

Skilled collaborators frequently ask: Who initiated the collaboration and why? What role in the partnership will each participant play? How do we communicate the values that are important to us? What ideas, pre-conceptions, needs, baggage, and issues do participants bring to the relationship? How do we identify and talk about these points before and during the collaboration?

Individually, skilled collaborators demonstrate personal mastery by asking themselves such questions as: What values are important to me? What are my intentions? What do I really care about? What do I want to accomplish? How do I want to feel in this relationship? How do I want us to treat one another? Am I clear about what business we’re in? What are my core values, and am I leading a life in alignment with them?

- **Expand your capacity for making decisions:**

Skilled collaborators explore different ways of making decisions: Majority rule (through voting); Assignment (control through agreement); Unilateral Mandate (control by one or more, sometimes with input); Avoidance (by deciding not to decide); Consensus (choosing win/win).

Consensus is NOT “everyone agrees that this is the best decision.” Consensus is a group decision which some members may not feel is the best decision, but which they can all live with, support, and commit not to undermine. It is frequently inefficient but usually highly effective, because it allows everyone to air their concerns (which takes time). It requires a clear understand of what issues are important to each collaborator, and what issues can be released, leading to open-hearted compromise.

- **Generate and manipulate models:**

A collaborative conversation involves playing with or looking for ways to creatively connect different views or perspectives with an eye toward creating dramatically new, surprising, even delightful solutions

Collaboration is predicated on the assumption that successful solutions to the challenge may require unusual, unexpected, or unique explorations. A sense of play, coupled with raw creativity, allows collaborators to explore “What if...” and “Perhaps we could...” and “Maybe this way...” and “Let’s try...”

Successful collaboration requires participants to allow their vision to be explored, expanded, altered, improved, or destroyed. Such exploration broadens the creative palette and increases the chance of hitting upon a solution that works for all.

- **Use outside resources and strategies:**

By definitions, skilled collaborators seek ideas, opinions, and evaluations from others; if not, they wouldn’t be collaborating. Preliminary solutions can be tested by those who are familiar with either the technical aspects of the problem, the personality of the collaborators, or both. Outsiders are not an intrinsic part of the ongoing collaboration (the partners themselves are still the decision-makers), but they often play crucial roles in the evaluation and revision process.

# Resources

(Some of the preceding ideas were drawn from these and other sources)

- NO MORE TEAMS by Michael Schlage  
(Collaboration and technology)
- GETTING TO YES by Roger Fisher and William Ury  
(A classic book on negotiation -- important!)
- ACHIEVING CONSENSUS by Jon Scott and Eileen Flanigan  
(Simple but effective)
- COLLABORATIVE CREATIVITY by Jack Ricchiuto  
(Also simple but effective)
- MASTERING THE ART OF CREATIVE COLLABORATION by Robert Hargrove  
(In-depth discussion)
- WHY TEAMS DON'T WORK by Harvey Robbins and Michael Finley  
(Avoiding team shortcomings)
- THE RSVP CYCLES by Lawrence Halprin  
(Graphic and visual ideas on communal creativity)
- A DIFFERENT DRUM by M. Scott Peck  
(Community-building)
- THE UNIVERSAL TRAVELER by Dan Kolberg and Jim Bagnel  
(An important classic)
- ORBITING THE GIANT HAIRBALL by Gordon MacKenzie  
(A gorgeous little fun book)
- THE LITTLE BOOK OF APPRECIATIVE INQUIRY by Sue Annis Hammond  
(How to ask questions)
- THE CHALICE AND THE BLADE by Riane Eisler  
(Gender partnership)

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