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Steering Committee
Submitted by Mary
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COLLABORATIVE COMPETENCIES FRAMEWORK

The framework below presents an overview of the five collaborative competencies: leadership and management, process dynamics, analytic skills, knowledge management, and professional accountability. Each competency is described in more detail below with reference to other frameworks and related research. These descriptions highlight the associated skills sets and the bulleted items in the table, which are not intended to be all-inclusive, but rather to provide some of the basic building blocks for the competencies that many trainers and researchers have focused on in their work.

Collaborative Competencies

LEADERSHIP AND MANAGEMENT COMPETENCY

(1) Strengthening Collaborative Leadership, e.g.:

- Effective leadership roles
- Collaborative leadership styles and skills
- Political and entrepreneurial skills

(2) Planning, Organizing and Managing for Collaboration, e.g.:

- Designing and managing collaborative problem solving and conflict resolution processes
- Planning and building collaborative networks, partnerships, and cross-sector institutions
- Designing and sustaining deliberative civic engagement and public participation

PROCESS COMPETENCY

(3) Communicating Effectively, e.g.:

- Listening skills
- Presentation, persuasion and assertiveness
- Communicating in different modes and media to different kinds of groups
- Cross-cultural communication skills

(4) Working in Teams and Facilitating Groups, e.g.:

- Understanding group dynamics and building working relationships
- Facilitating group deliberation and decision making
- Participating in teams effectively

(5) Negotiating Agreement and Managing Conflict, e.g.:

- Two-party negotiation and conflict management styles
- Interest-based negotiation and conflict resolution in multi-party settings
- Managing conflict constructively in groups in different roles

ANALYTICAL COMPETENCY

(6) Applying Analytic Skills and Strategic Thinking, e.g.:

- Situation assessment and issue analysis
- Understanding political, legal and regulatory context for collaboration
- Decision analysis for negotiation and agreement seeking

(7) Evaluating and Adapting Processes, e.g.:

- Measuring outcomes and impacts of collaborative processes
- Setting group goals and indicators of success for performance evaluation
- Assessing and adapting ongoing progress

KNOWLEDGE MANAGEMENT COMPETENCY

(8) Integrating Technical and Scientific Information, e.g.:

- Assessing information requirements for informed decision making
- Developing methods and standards for collecting and analyzing information

(9) Using Information and Communication Technology, e.g.:

- Using computer-based decision support and spatial analysis tools
- Using web-based communications and social networking tools

PROFESSIONAL ACCOUNTABILITY COMPETENCY

(10) Maintaining Personal Integrity and Professional Ethics, e.g.:

- Enacting/enforcing principles of fairness, transparency and inclusive engagement
- Reflecting on personal and professional effectiveness and seeking feedback
- Balancing own personal, professional and institutional obligations with group or cross-sector organizational requirements

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