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2A: MAKING COLLABORATION WORK: WHAT RESEARCH TELLS US

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FOREST RESOURCES AND ENVIRONMENTAL CONSERVATION
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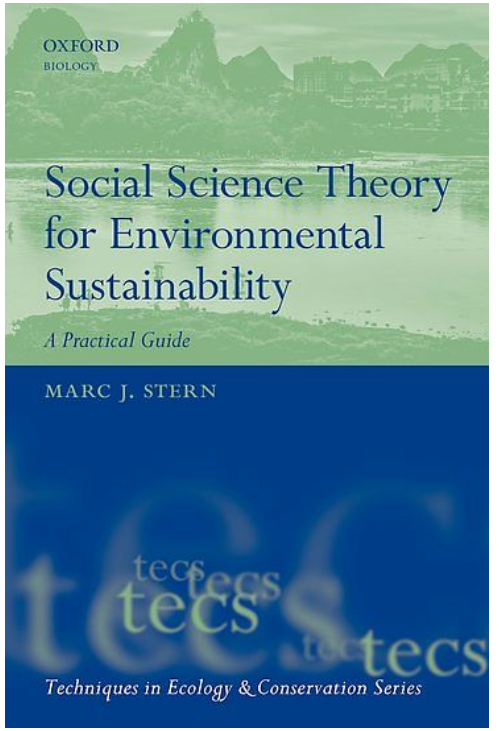
Making collaboration work: What research tells us



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NO
WILDERNESS

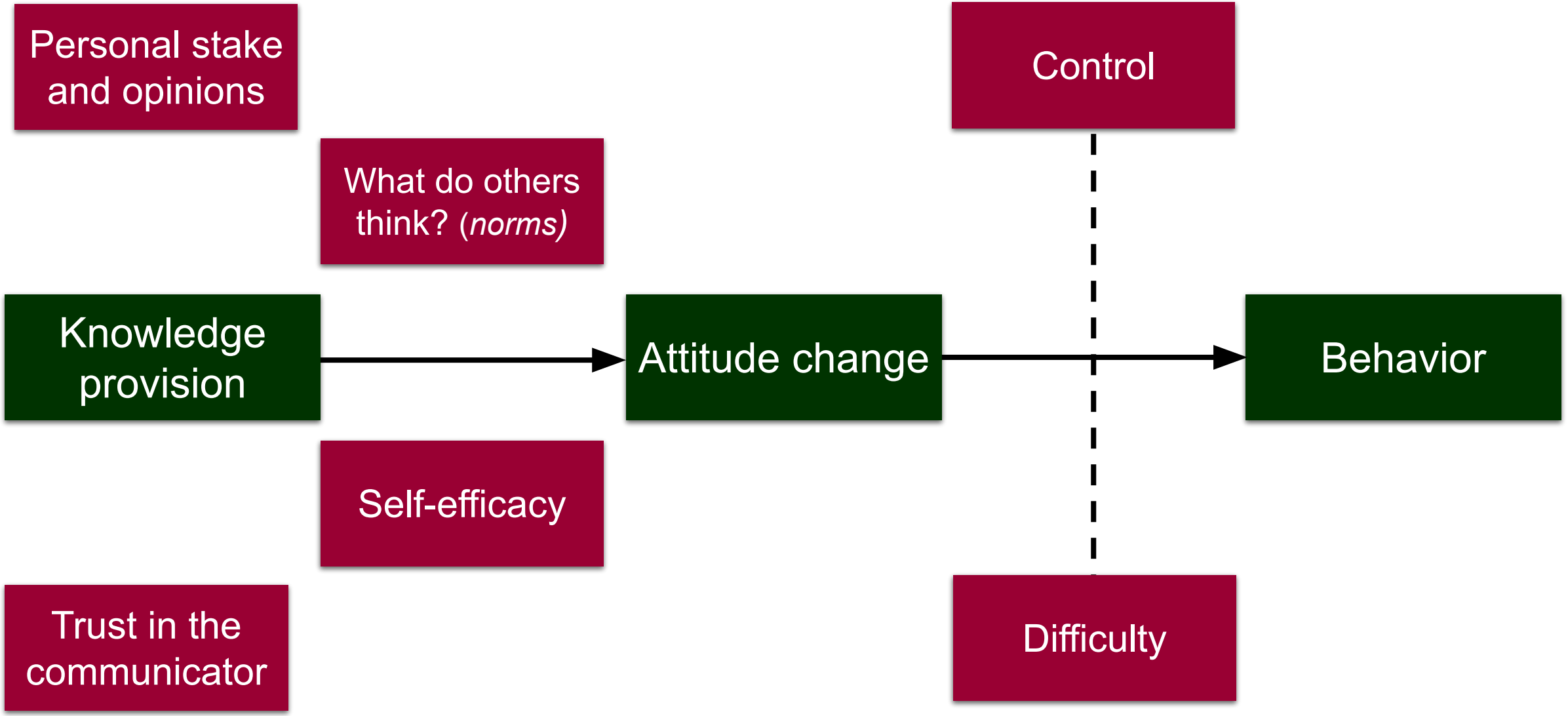
Virgin Islands National Park
Coral Reef National Monument
General Management Plans and
Environmental Impact Statements
for
Virgin Islands National Park
and
Coral Reef National Monument
Public Meetings
July, 2004

Virgin Islands National Park
Coral Reef National Monument
When To Expect What?

Trust

Willingness to accept vulnerability
in the face of uncertainty

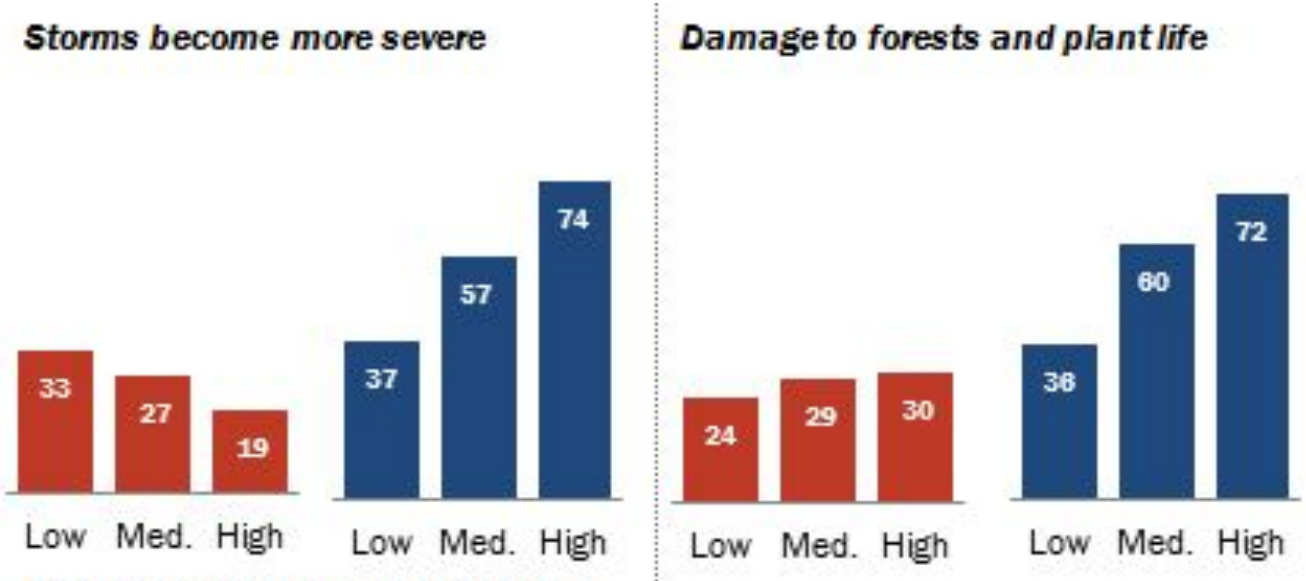
The knowledge deficit model

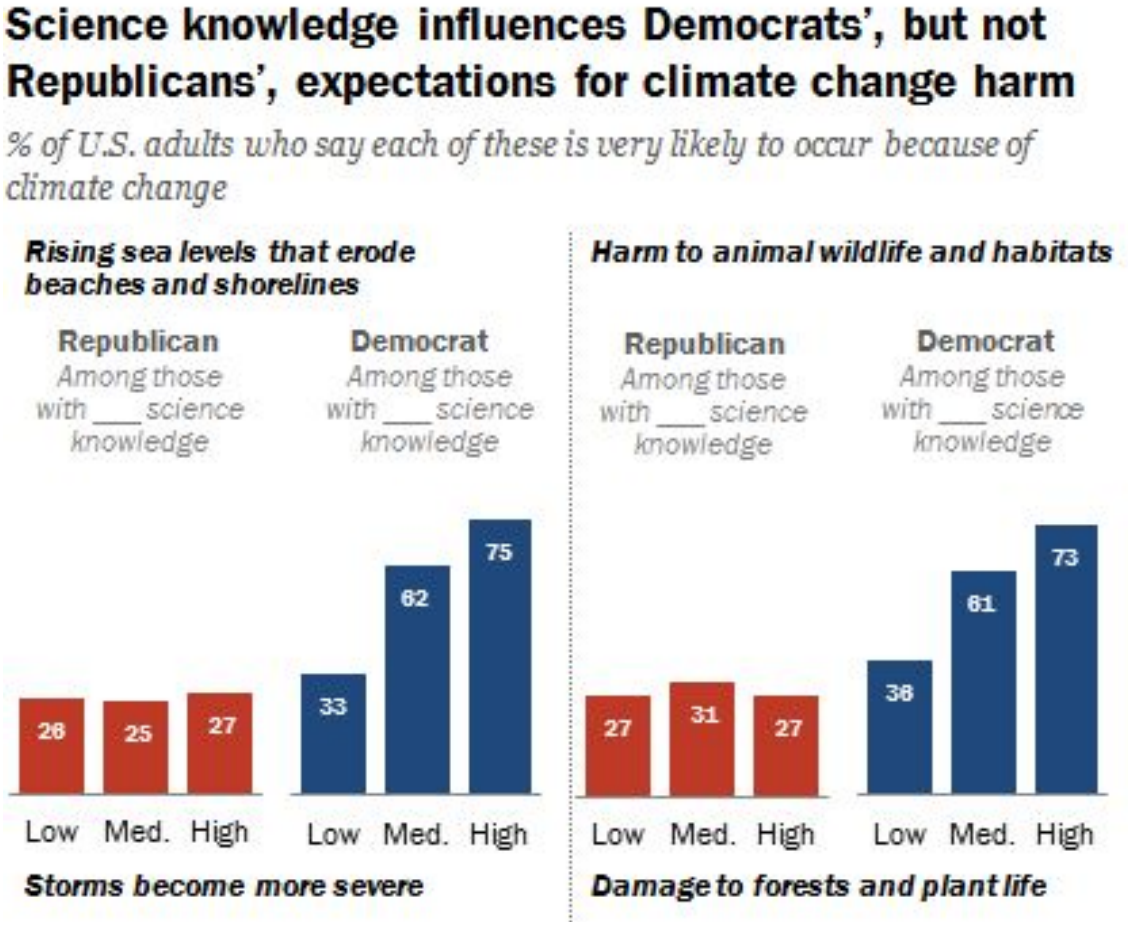


The knowledge deficit model

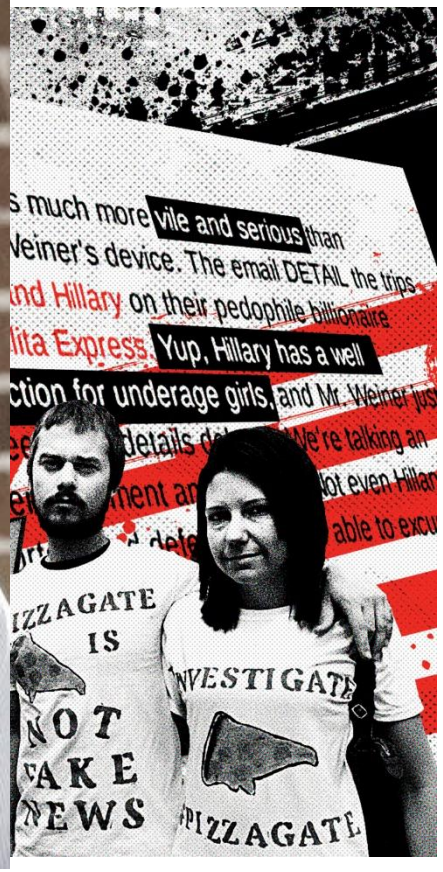
If they only understood . . .

. . . if they only knew what we knew . . .





When we receive new information



Must I believe it?

Can I believe it?

Cultural cognition

Identity-protective reasoning

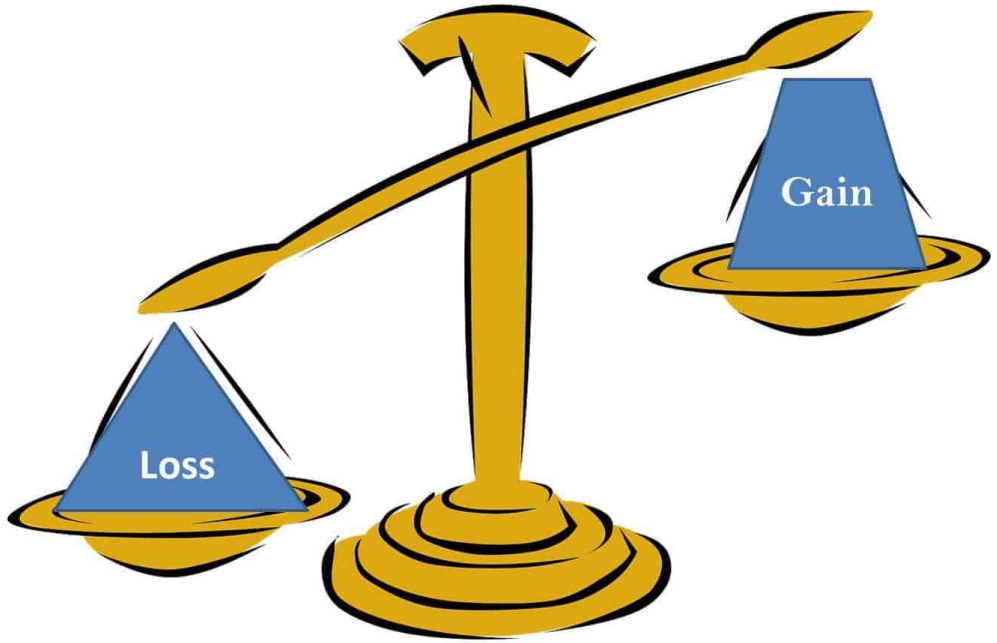
We endorse whatever position reinforces our connection to other people with whom we share important cultural commitments.

In politically charged debates, facts alone don't win arguments.

How we frame our story

How shall we communicate?

- Focus on the horrible things that are happening
- Describe a bright new future
- Describe how we can avoid losing things that we hold dear



We have a better chance at persuading people if . . .

We can agree that they are right, rather than convince them they are wrong.

Keeping the elephant from leaning away

Moral Foundations Theory

- Jonathan Haidt and colleagues

*Are we really **<u>that</u>** different?*

Moral foundations theory

Harm/care

Moral foundations theory

Harm/care

Fairness/cheating

Moral foundations theory

Harm/care

Fairness/cheating

Loyalty/betrayal

Moral foundations theory

Harm/care

Fairness/cheating

Loyalty/betrayal

Authority/subversion

Moral foundations theory

Harm/care

Fairness/cheating

Loyalty/betrayal

Authority/subversion

Sanctity/degradation

Moral foundations theory

Harm/care

Fairness/cheating

Loyalty/betrayal

Authority/subversion

Sanctity/degradation

Liberty/oppression

What can we do with this?

- Facts and figures matter, but they rarely sway identity-based arguments.

- We all share common ***moral foundations***
  - We can see and express merit in others' ideas if we can see them as moral people.
  - We can avoid triggering language.
  - We can learn to speak others' moral languages.

Trust

Willingness to accept vulnerability
in the face of uncertainty

Why do we trust?

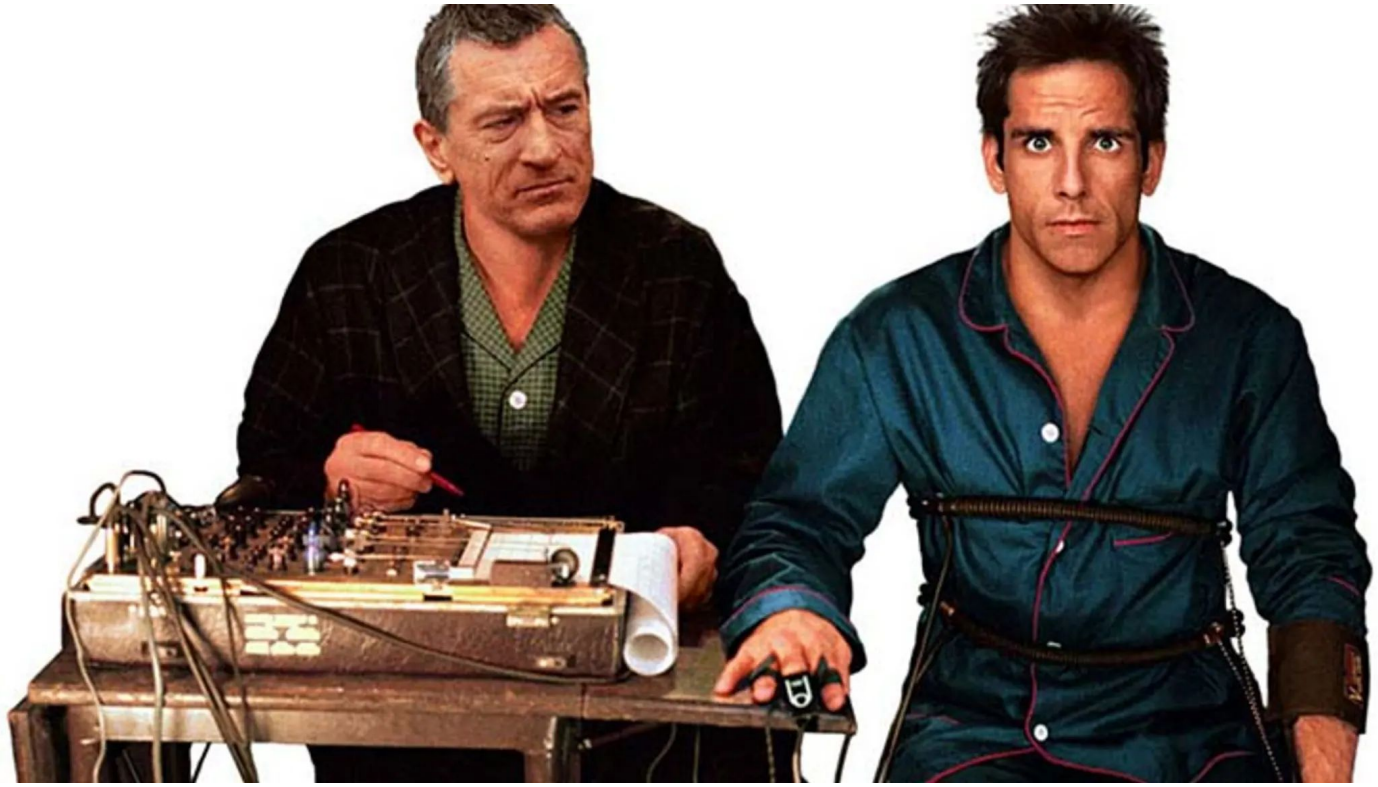
Dispositional trust

Are some of us more trusting than others?

What is the baseline?

- Trust, distrust, or lack of trust?

Rational trust



- Calculus-based
- Predictions of outcomes of likely behaviors
- Performance

Rational trust

- Consistent performance
- Keeping promises
- Demonstrating competence – being good at what we do

Affinitive trust

"You had me at hello."

- Emotional connections
- Assumptions of similar values
- Shared positive social experiences
- Response to charisma

Affinitive trust

- Active listening, responsiveness, and explicit caring
- Social interaction
- Exposing shared values

"Most people do not listen with the intent to understand; they listen with the intent to reply."

- Stephen R. Covey

Systems-based trust

- Trust in procedures or the system to protect us
- Lessens the need for interpersonal trust

Trust-building systems

- Jointly developed and maintained procedures
- Interests, not positions
- Shared criteria for evaluating decisions
- Consequences (and second chances)
- Safe space for dissent

Trust ecology

Dispositional trust

- What is the baseline?

Rational trust

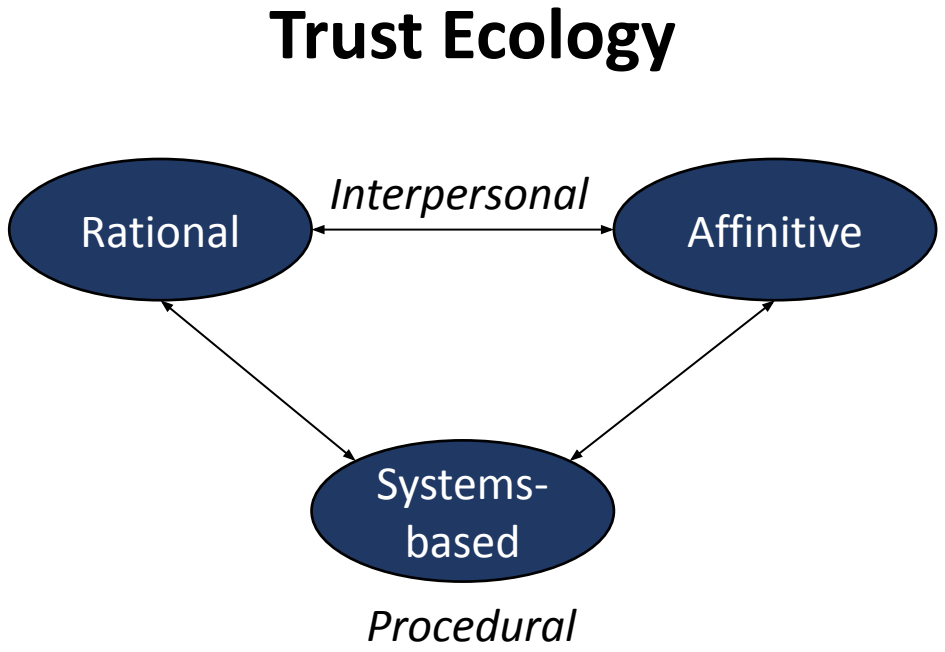
- Build an expectation of positive outcomes
  - Competence, consistency, costs and benefits

Affinitive trust

- Build positive social relationships
  - Genuine interaction, exposing common values or similarity, finding and expressing merit in the arguments of others

Systems-based trust

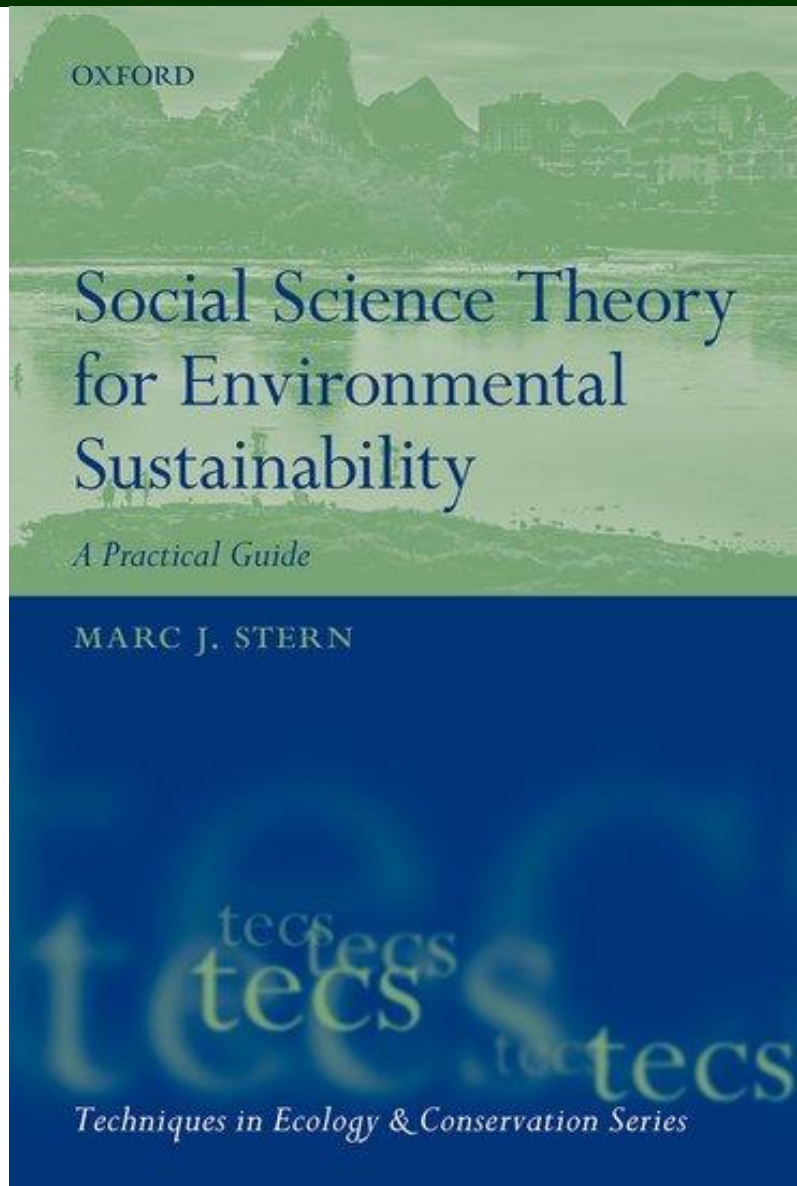
- Set up a structure to reduce risks
  - Consensus rules, transparency, fairness, accountability



Trust type	Basis	Assessment (strength, distribution)	Why is it this way?	What can we do about it?
Dispositional trust	Pre-dispositions of individuals to trust or distrust. Based on personal histories, culture, general hearsay, and innate tendencies.			
Rational trust	Based on evaluations of likely outcomes of predicted behavior. Based largely on assessments of prior performance, consistency, and competence.			
Affinitive trust	Based on perceptions of shared values or other affinities. Often through positive direct interactions in which responsiveness and active listening have been demonstrated.			
Systems-based (procedural) trust	Fair, transparent, and reliable procedures buffer individuals' degree of risk in potential trust relationships.			

Take home points

- Facts and figures matter, but they rarely sway identity-based arguments.
- We can empower people to believe they can avoid meaningful losses.
- We all share common ***moral foundations***
  - We can see and express merit in others' ideas if we can see them as moral people.
  - We can avoid triggers.
  - We can learn to speak others' moral languages.
- We can build rational, affinitive, and systems-based trust.



What do you think?
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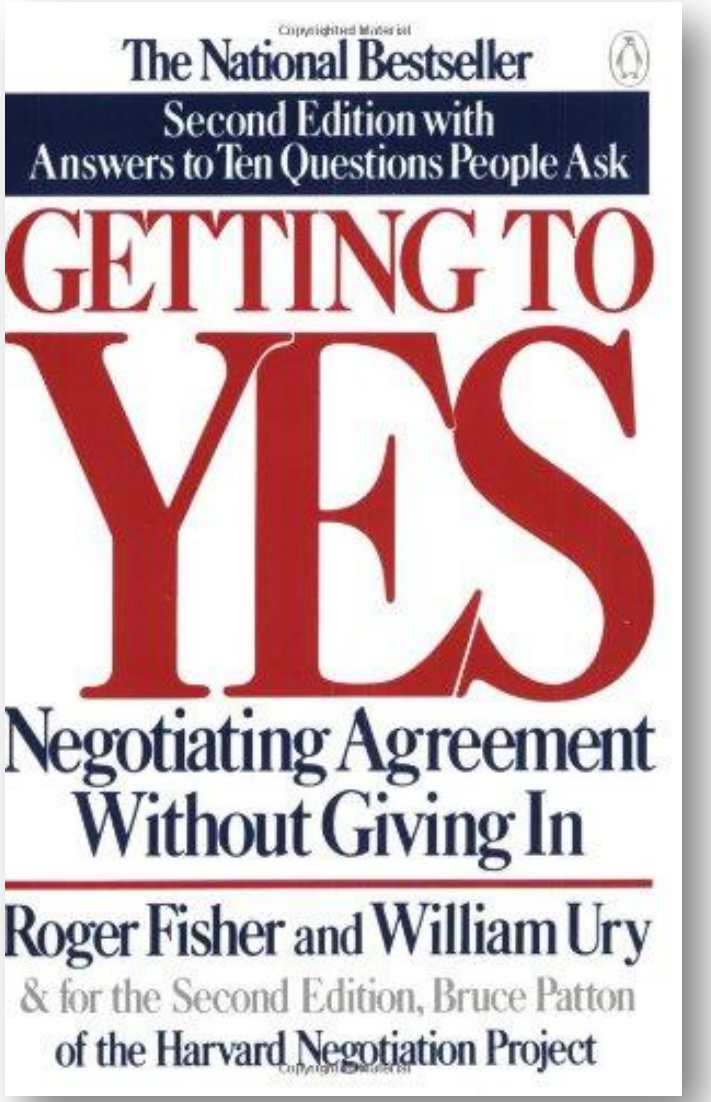
Interest-based negotiation

- Separate people from the problem
- Focus on interests, not positions
- Established shared criteria for evaluating options
- Look for win-win possibilities



We are wired for stories

- **What makes a good story?**
  - There is a problem
  - There is a hero
  - The hero makes a realization
  - They overcome the problem
  - The world changes