

Collaborative Process: Model of Informality-Formality

	# OF PARTIES	# OF PARTICIPANTS	REPRESENTATION	FORM OF DISCUSSION	LINK TO REGULATIONS	ISSUES	CONTROVERSY AND CONFLICT	APPROACH	3RD PARTY ASSISTANCE	GOAL	COST
“Over-the-Fence” Collaboration	Small Usually two or three	Small to Medium May be extra people since there is not formal representation.	Not applicable	Very Informal Usually in the context of other meetings, settings, or events. May not last long in this form.	Usually none at beginning	Few Additional issues will likely be added as discussions move toward solutions of a problem, or other participants join.	Variable; often none at beginning Difficult to avoid some when attempting to move to problem solving.	Proactive Not certain what to do, but know there is an issue or problem.	None	Fix Problem To simply get something done; often vague beyond this.	Very small at start
Informal Consensus-Building Collaboration	Small to medium Depends on the issues; resources of parties; politics	Small to medium Depends on the issues, access by observers, potential for new participants to join; probably fluctuates during life of collaborative group	Variable / not stable / not able to commit to decisions Groups may not have determined decision making process or cannot authorized people attending collaboration meetings to commit to decisions	Informal Meetings may be ad hoc less written down (until some parties do not implement previous agreements); interactions with press less controlled.	Variable; often not direct Parties may seek collaboration in an effort to avoid regulatory effects.	Variable / ongoing Depends on local politics, resources, time and interests of participants.	Low at beginning Parties seek just to build working relationship; may become controversial depending on issues undertaken.	Proactive Issues not yet known or well-understood; positions not formed.	Facilitation or none Group may simply seek to use facilitative skills and behaviors	Working relationship Negotiated agreements may be needed as relationship continues	Small to large, depending on group and scale of effort
Formal Consensus-Building	Large to small Depends on the issues; resources of parties; politics	May be large Depends on the number of groups; will tend to stabilize once negotiations are underway	Single individuals / stable / able to commit to decisions Groups / agencies send representatives who are or report directly to decision makers	Formal Rules of procedure, agreements, etc are written; interactions with press common and controlled	Usually Direct Regulations may even require negotiations.	Usually few/bounded Negotiations start with an issue needing a decision; may incorporate other issues in attempt to get agreement.	May be high at beginning Often why negotiations are called for; will tend to reduce as (if) negotiations are successful.	Reactive Issue already in public arena; positions taken.	Mediation or facilitation Usually needed to make progress	Specific Written Agreement May need ratification by parties	Usually large