

# Leading .... in a Power Shared World

*Civil Society, Civic Capacity and Collaborative Governance*

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# Our Power Shared World

- ▶ Our Power Shared World : – By Design
  - ▶ American Political Philosophy: –
  - ▶ Mixed Political Economy
  - ▶ The Nature of Public Problems today
  - ▶ Governance and Polity Leadership
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# *Designing in Power Sharing*

- ▶ American Constitutional Tensions
  - *Foundations of Public Service* -- Morgan et al 2013
- ▶ American Federalism
  - Layer cakes or marbled cake
- ▶ The Paradox of Power
  - Power *over* and power *to do work* ---

# American Political Philosophy

- ▶ Individualism and Community
- ▶ Procedural and Civic Republic Tradition
- ▶ Hyper-pluralism & Radical Individualism
- ▶ The unencumbered and encumbered self
- ▶ Plurality of Tools for Policy Implementation
- ▶ Toward New Public Governance
  - “Boutiqueing” and Consolidation

# American Political Economy

*A Mixed Political Economy --*

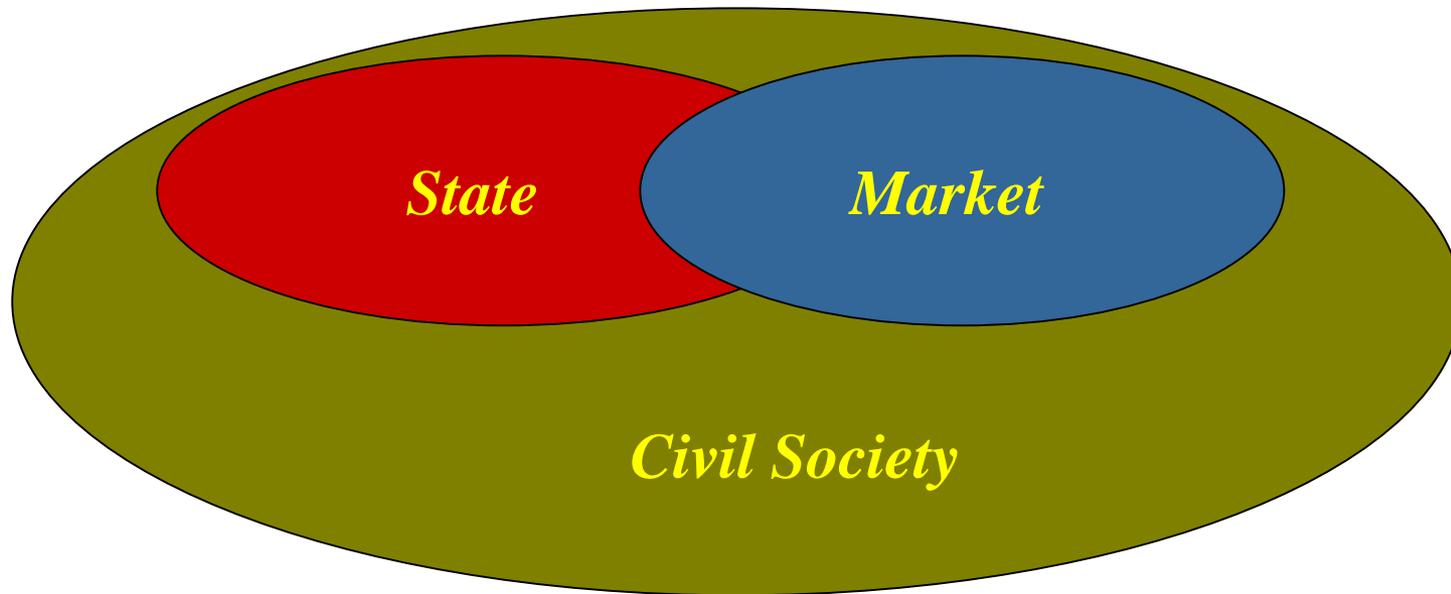
*-- meaning we arbitrate value differences in both the market place and the political arena.*

# American Political Economy

## *The Nature of Economic Goods*

Consumption Tenure	Individual Consumption (Rival)	Joint Consumption (Non Rival)
Feasible Exclusion (Property Rights)	<b>Private Goods</b>	<b>Toll Goods</b>
Infeasible Exclusion (No Property Rights)	<b>Common Pool Goods</b>	<b>Public Goods</b>

# *Deep Structure of American Society*



*What about Civil Society?*

# DISCUSSION

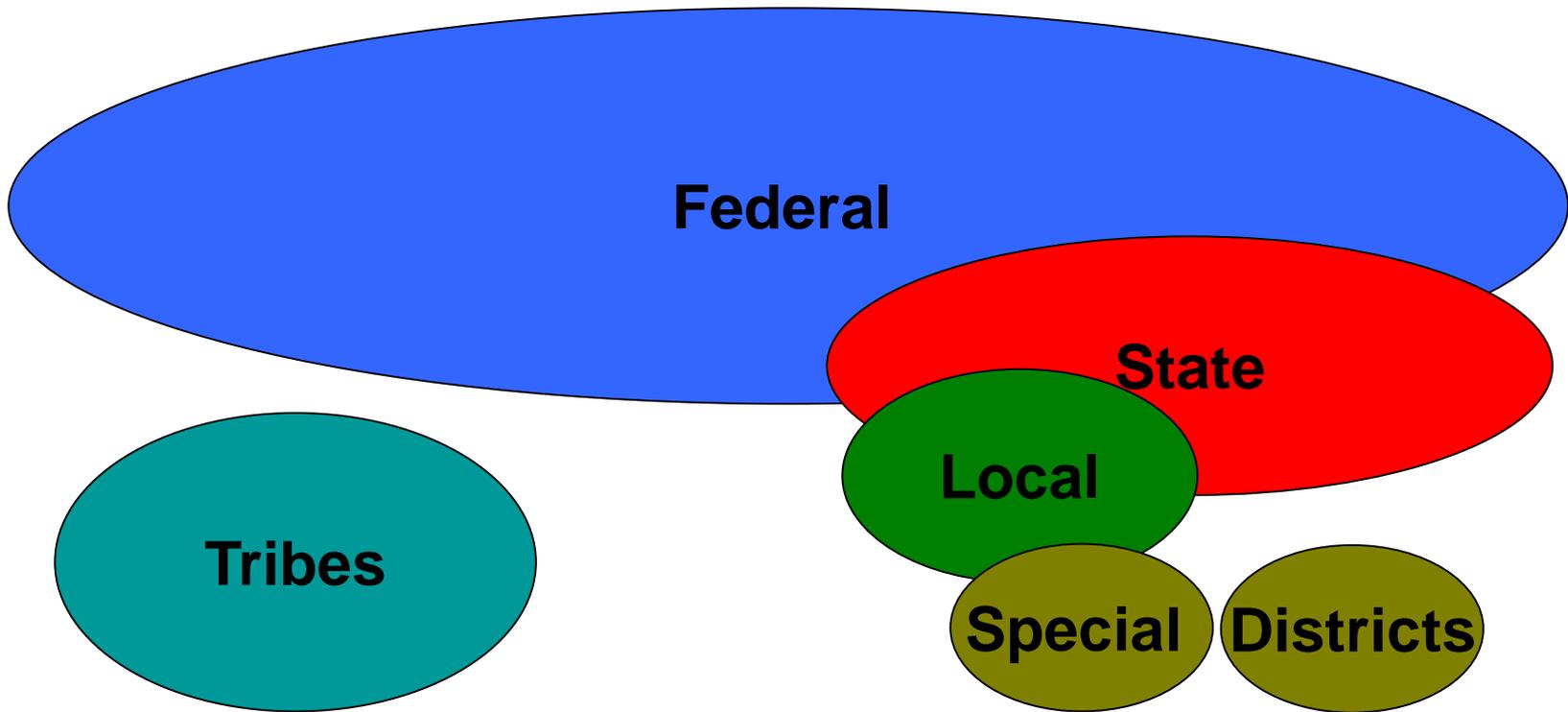
And how is this space in society filled?

# The Nature of American Political Economy

## *Institutional Forms*

Interests Arbitration	Parochial	Common
Market Place	<b>Private</b>	<b>Non Profits</b>
Political Arena	<b>Special Districts</b>	<b>Public</b>

*90,657 Governments  
in the United States*



# The Nature of Public Problems Today

- *Ambiguity, Complexity, Indeterminacy and **UNCERTAINTY*** –
- *Scope* (more embedded issues at once) and *Scale* (landscapes, watersheds, ecoregions)
- *Telescoping* of time (balancing the urgent present and the optimal long term run)
  - *RESILIENCE AND SUSTAINABILITY*

# Today's Challenges are --

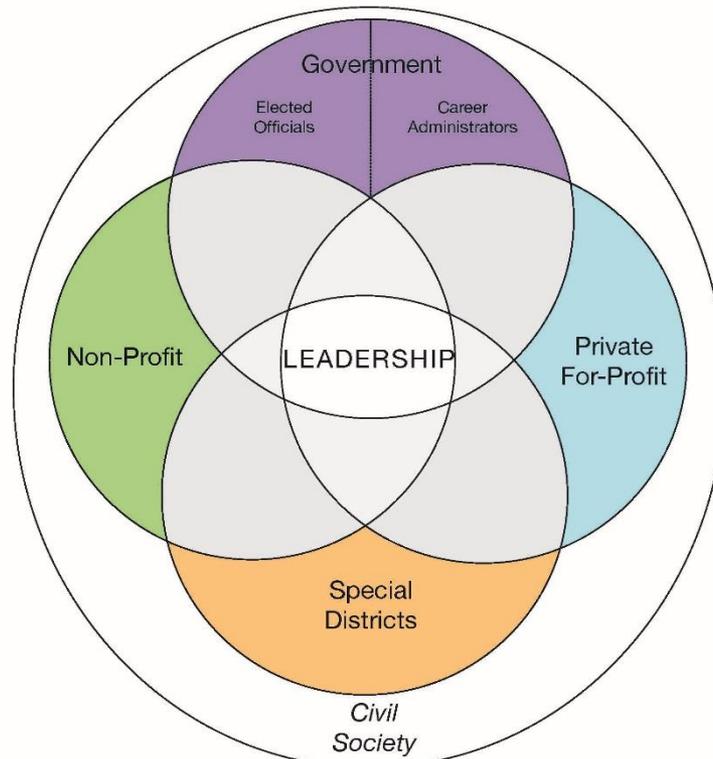
▶ Wicked Problems

# Leading Today Means

Leading as  
Solution finding

# Leadership & Governance

LEADERSHIP FOR HIGH-PERFORMANCE GOVERNANCE



Alignment of Partners;  
Co-Production of the Public Good

# *Leading in a power shared world*

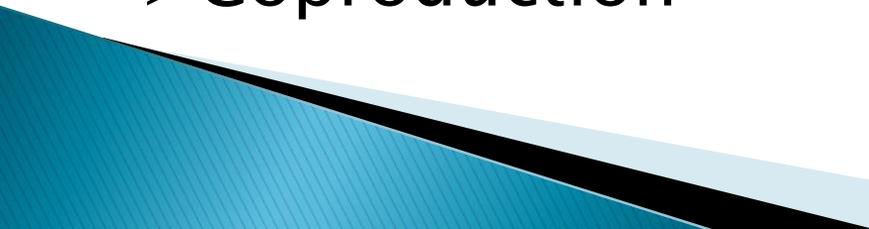
- ▶ **Leading from where you sit**
  - *hard and soft power*
- ▶ ***Leading in your roles***
  - agency, professional, etc.
- ▶ **Working *through* and *with* others**
- ▶ **Seeking *better* rather than *best* solutions**
- ▶ ***Polity leaders track***
  - *ends, means and residuals*

# *Leading from where you sit*

## Leading Within Organizations

- > Leading from the front line
- > Middle Managers as innovative leaders
- > Executive function as leadership

## Leading Among Organizations

- > Networks
  - > Collaborations
  - > Coproduction
- 

# *Leading from where you sit*

## Polity Leadership -

- Leading for the commonweal

- > Residual effects to the health of civil society
  - > Strengthening legitimate institutions
  - > Banking social capital; Building civic capacity
- 

# Governance & Civic Capacity

## Research takes ~

*High social capital (bonding and bridging) facilitates decision making (Whitall, 2007)*

High civic capacity has a positive impact on resolving ESA - H2O conflicts (Dent, 2008)

*Collaborative processes facilitate ENR markets by increasing trust (Cochran, 2008)*

# Governance

*Research takes cont ~*

- ▶ *Matching ecological and governance scope improves environmental restoration results for stationary resources (Halima, 2008)*
- ▶ **In complex local political economies, hybrid organizations reduce policy implementation transaction costs. (Crumpton, 2008)**
- ▶ *Governing in constrained federalism requires substantive collaboration for success. (Larsen, 2008)*

# Governance

*Research takes cont ~*

- ▶ *Civic infrastructure varies by community and impacts governance. (Banyan, 2006)*
- ▶ **Community resilience can be measured and managed. That is, what we do in resolving public problems impacts civic capacity. (Magis, 2010)**
- ▶ *People engaged in policy processes act as agents of the institutions of which they are a part. (Mogren, 2011)*

# Leadership Call

*All we need to do to ...  
leave a ruined world to our  
children & grandchildren is to  
keep doing exactly what we are  
doing today .... ~*

James Gustave Speth, Dean,  
Yale School of Forestry and Environmental Studies  
*from The Bridge at the Edge of the World, 2008*