

Contents

<i>List of Figures</i>	ix
<i>List of Tables</i>	x
<i>List of Boxes</i>	xi
<i>List of Abbreviations</i>	xiii
<i>Author Biographies</i>	xv
<i>Foreword</i>	xvii
DAVID H. ROSENBLOOM	
<i>Preface</i>	xix
1 From Bureaucracy to the Politics and Organization for Collaborative Management	1
2 Development of Collaborative Enterprises	28
3 Organizing Government to Meet Collaboration Challenges	65
4 The Processes of Reaching Agreement	98
5 On Power and Operations in Collaboration	126
6 The Politics of It All	149
7 Academic Studies of Collaborative Politics and Management	167
8 Stories in Collaborative Politics	191
9 The Process Challenges and Struggles of Joint Undertakings	205

10 Assessing and Improving Collaborative Performance	223
11 The Future Politics of Public Bureaucracy in a Connected Era	249
12 Conclusion: Administering Collaborative Affairs in the Digital Era	276
<i>Index</i>	295

Figures

Tables

1.1	Four Approaches to Intergovernmental Relations	13
2.1	Agency-to-Agency Connections—Acts of Networking:	
	Public-to-Public and NGO—Agency Collaborating Model	33
2.2	New River: Governance in River Management: A Study of	
	Collaboration-Based Work Plans	42
2.3	Fifteen Principles of Collaborative Groups	43
3.1	Hypothetical Collaborative Public Agency	73
3.2	Typical Collaborative State Economic and Community	
	Development Department	75
3.3	U.S. Department of Homeland Security	80
3.4	Maine Department of Health and Human Services	83
3.5	Metro School Network Structure	90
4.1	Ten Propositions in Negotiations: How to Negotiate	100
4.2	Internal Collaborative Skills	101
4.3	Network Collaborative Interactive Outcomes	120

Tables

1.1	From Bureaucracy to the Politics and Organization for Collaborative Management	11
2.1	Hierarchical and Collaborative Processes Compared	15
2.2	Collaborative Tools	29
7.1	Explicit Knowledge Management Activities	37
7.2	Tacit Knowledge Management Activities	177
9.1	Challenges of Collaborative Governance	178
11.1	Features of 1.0 and 2.0 Organizations	206
		251

Boxes

1.1	Political Negotiations in Cincinnati	5
1.2	Rural Development Councils	6
1.3	Reorganization in Indiana Family and Social Services Administration (FSSA) in Indiana	6
1.4	Practice and Law in Collaboration	17
2.1	Radius Indiana	29
2.2	Lake Champlain Basin Program	51
2.3	EcoPeace Middle East	52
2.4	Creative Solution Process	53
2.5	Essential Features of Networks as Organized Forms	57
2.6	Anne-Marie Slaughter's Network Power	58
3.1	Special Collaborative Bodies: Joint Terrorism Task Forces	71
3.2	Coordinated Bodies: The Case of Fusion Centers	76
3.3	A Typology of Public Networks	86
4.1	Steps in Collaboration Assessment Rubric (CoPCAR)	116
4.2	Network Managing Activities	119
5.1	Collaborative Leadership	128
5.2	Governance Networks in Operation	132
5.3	Bevir and Rhodes's Decentered Theory of Governance	134
5.4	Possible Dimensions of the "Power To" (P2): The Enabling Dimensions in Collaborative Settings	139
5.5	Practical Suggestions on Power Sharing	142
5.6	Seven Common Barriers to Collaboration	143
5.7	Ten Tips on Playing the Political Game	145
6.1	Public Managers' Role in Collaborative Inclusion	154
6.2	About "big P" Politics	157
6.3	"Small p" Politics Experiential Tips	159
7.1	From Federalism to Local Problem Resolution	187
8.1	Waiver of the Rules in North Carolina	192
8.2	The Budget: Salem, Indiana, 1998	193
8.3	The "Bat Signal" in River Falls, Wisconsin, Until 1960	195
8.4	Home Rule in Ukraine, 2010	196

10.1 Contract Management Connections in Human Service Do Matter	233
10.2 Building Collaboration Into Performance Management	242
11.1 The Future of Bureaucracy/Transformation	269
12.1 CERN: The Importance of Connection	276
12.2 Case Study: Civic Level Connecting—The Automated City	278