

Contents

<i>List of Figures</i>	<i>ix</i>
<i>List of Tables</i>	<i>x</i>
<i>List of Boxes</i>	<i>xi</i>
<i>List of Abbreviations</i>	<i>xiii</i>
<i>Author Biographies</i>	<i>xv</i>
<i>Foreword</i>	<i>xvii</i>
DAVID H. ROSENBLOOM	
<i>Preface</i>	<i>xix</i>
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

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
5.1	Network Managing Activities	119
5.2	Collaborative Leadership	128
5.3	Governance Networks in Operation	132
5.4	Revisiting and Rhodes's Decentered Theory of Governance	134
5.5	Possible Dimensions of the "Power To" (P2): The Enabling Dimensions in Collaborative Settings	139
5.6	Practical Suggestions on Power Sharing	142
5.7	Seven Common Barriers to Collaboration	143
5.8	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	167
8.1	Waiver of the Rules in North Carolina	192
8.2	The Budget Salem, Indiana, 1976	193
8.3	The "Bat Signal" in River Falls, Wisconsin, Until 1960	195
8.4	Home Rule in Ukraine, 2010	196

Tables

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

1.1	Political Negotiations and Coalitions in the American West	1.1
1.2	Rural Development Councils	1.2
1.3	Reorganization in Indiana Family and Social Services (see Introduction)	1.3
1.4	Administration (FZSA) in Indiana	1.4
1.5	Practice and Law in Collaboration: A Case Study in Indiana	1.5
1.6	Radical Indians	1.6
1.7	Lake Champlain Basin Program: A Case Study in Collaboration	1.7
1.8	Reform in the Middle East	1.8
2.1	Creative Solution Process	2.1
2.2	Essential Features of Networks as Organized Forms	2.2
2.3	Anne-Marie Stangor's Network Power	2.3
2.4	Special Collaborative Bodies: Joint Terrorism Task Force	2.4
2.5	Coordinated Bodies: The Case of Fusion Centers	2.5
2.6	A Typology of Public Networks	2.6
2.7	Steps in Collaboration Assessment Rubric (CoP/AR)	2.7
2.8	Network Managing Activities	2.8
2.9	Collaborative Leadership	2.9
2.10	Governance Networks in Operation	2.10
2.11	Beer and Rhodes's Decentered Theory of Governance	2.11
2.12	Possible Dimensions of the "Power To" (T2): The Linking	2.12
2.13	Dimensions in Collaborative Settings	2.13
2.14	Practical Suggestions on Power Sharing	2.14
2.15	Seven Common Barriers to Collaboration	2.15
2.16	Ten Tips on Playing the Political Game	2.16
2.17	Public Managers' Role in Collaborative Inclusion	2.17
2.18	About "Big P" Politics	2.18
2.19	"Small p" Politics: Experimental Tips	2.19
2.20	From Federalism to Local Problem Resolution	2.20
2.21	Winner of the Rules in North Carolina	2.21
2.22	The Budget Salient, Indiana, 1998	2.22
2.23	The "Bat Signal" in River Falls, Wisconsin, Until 1990	2.23
2.24	Home Rule in Ukraine, 2010	2.24