

Máximo Campos Leyba

**From Participation to Cool-Laboration ... trying to solve complex problems together**

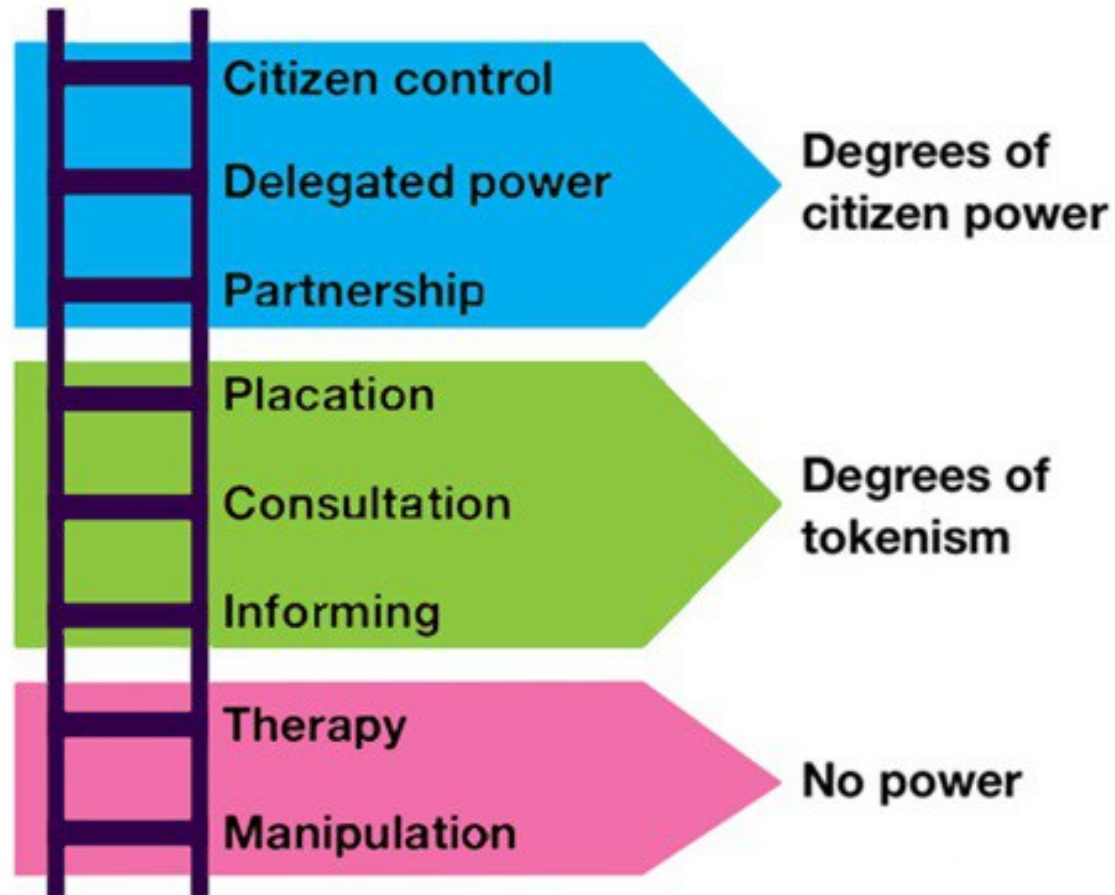
Álvaro Cidrais  
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# Álvaro Cidrais, Geographer, age: 51

- **Consultant and Networking facilitator at ...**
  - Socio-territorial Innovation Lab of Lusíada University of Lisbon (coordinator);
  - Rumo Social and Solidarity Cooperative (technical coordinator)
- **Leader/manager /catalyzer** of employability networks and informal collaborative groups at Barreiro and Oeiras (Lisbon Metropolitan Area)
- Member of informal group GovInt of **Collaborative Approaches** with M<sup>a</sup> João Freitas, Lia Vasconcelos, Helena Farrel, Roberto Falanga and 20 other crazy humans

# Back to basics

## Arnstein's Ladder of Public Participation



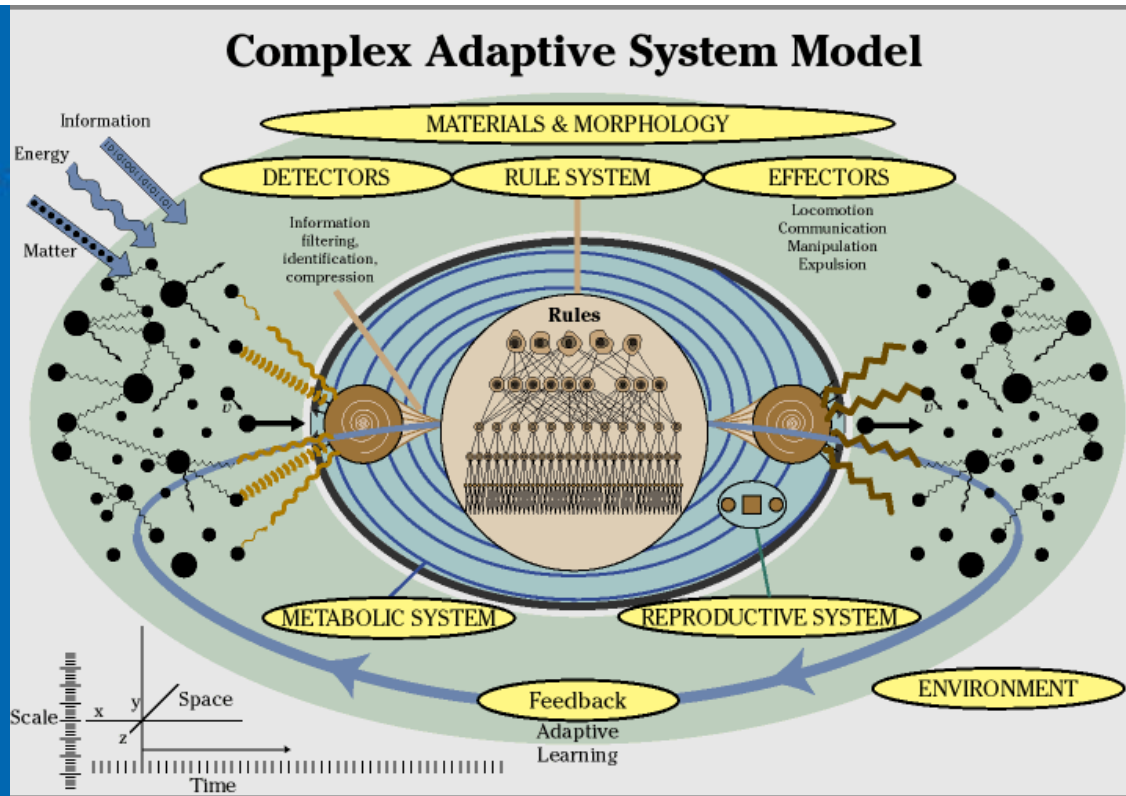
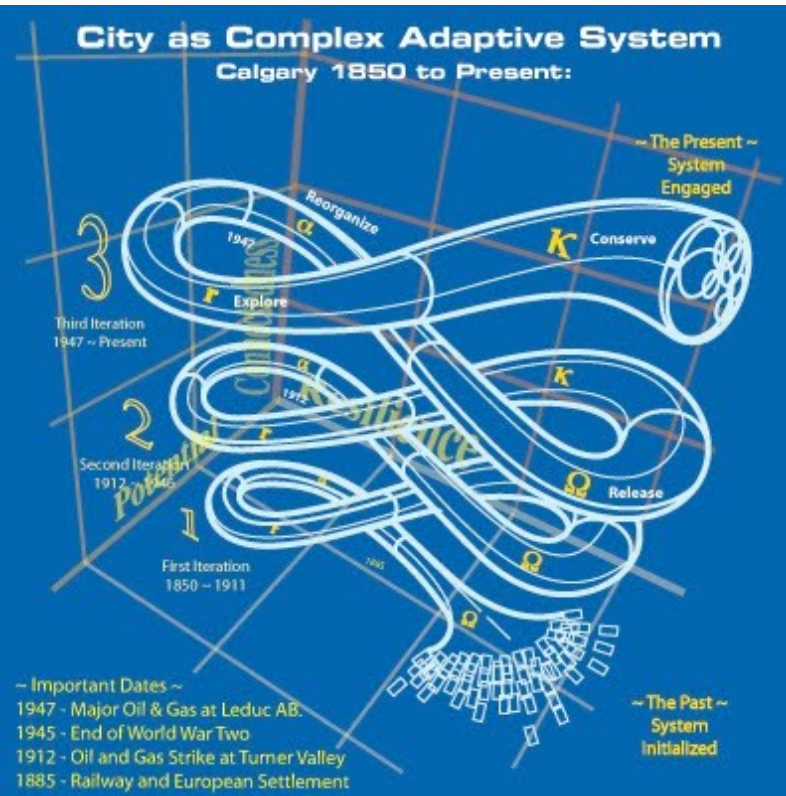
# Facing a new world ... with new and old challenges

- We have always collaborated, but today we try to do it in a more systematic and integrated way
- The collaboration today is different:
  - We are millions and millions
  - In all world
  - With new technologies
  - With much more information
  - With much more power ... Distributed
  - With more anxiety

# Facing complex challenges

- Dynamic and chaotic / organic issues
- With multiple variables, interconnected, and multiple stakeholders
- Which can only be addressed in an approach of **COMPLEX ADAPTIVE SYSTEMS**
- When you act, you create a new each others context ... and you have to recreate a new proposal solution

# Non linear and co-creative systems ... with empowered multiperspectives



<https://www.leanagiletraining.com/innovation/complex-adaptive-systems/>

<http://integral-options.blogspot.pt/2012/06/what-im-reading-part-one-complex.html>

# What's new?

- We have more complex, dynamic and interdependent problems that we want to solve ... but we can only do it together, acting in an articulated and joyful way
- In all kind of situation We want joy, fun, entertainment ... and efectiveness
- We are linked, interdependent
- We are more ambitious
- We are not satisfied with the participation ... we want the commitment

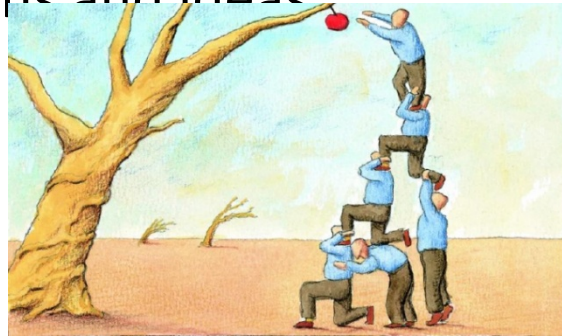
# Above all, an attitude

- Participation - an action ... to defend a position
- Collaboration - a shared action and decision to achieve a common goal
- It requires moving from an individualistic perspective to a shared, mutual purpose



A new (learning) development cycle  
... a process with ... a new attitude

- A departure challenge
- Some Intentions
- Mutual Respect
- Sharing expectations and ideas
- Co-Decision
- Co-Planning
- Co-llaboration
- Co-Evaluation



- I care about helping you to achieve a joined goal ... that We can't achieve without mutual effort and mutual assistance

Yes ... we have to decide, plan, make and  
miss ... together

- We get closer
- Causes discoveries / learning
- Develops new skills
- Creates new features
- Change US
- Make US stronger
- Create the sense of US
- Commit to US
- Causes the continuous appropriation of the process

# The key: Facilitation

- We have a suitcase full of techniques and facilitation tools
- Each moment is an opportunity for growth
- Diversity of points of view generates creativity
- A process of building trust with transparency and parity
- The challenge of active listening
- The Principle of Humility to Learn and Change
- Variable geometries
- Flexibility is the standard
- Interests are the energy of action

# No patterns

- There is no a singular response pattern
- The solutions are not linear ... and are **always contextual**
- Depend on available emotions and relationships
- The immaterial resources (information, knowledge, organization and relationship) determine the use of material resources

# Constants of the process

- (Re) Negotiation of goals, perspectives and resources
- Learning spiral
- Discontinuous change
- Process of discomfort -> comfort
- Short planning, guided by renegotiated purposes
- Mutual (re)trust and informal complicity
- Institutional commitments

# Final statement

- We know where We started and what purpose We have ... but We don't know where We will arrive
- So, let's negotiate along the way
- We want to be stimulated and surprised, so the process has to be fun
- Only in this way do We remain committed
- So, let's dream, plan, act and celebrate ... the achievements, the new conscience, the new understandings



**Thank you**  
**Get together**

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