"Watch-Outs": Collaboration

☐ **External Bias**: Internal collaboration often missing; can send conflicting messages to internal and external participants ['Frame Blindness']

  ■ <u>Treatment</u>: Look for ways to tap internal knowledge and experience without overburdening agency employees

☐ **Power sharing v. Power leveraging**: Participants bring different power bases and strengths; combined and leveraged, that power is available to the community; how you address power is important ['Short-sighted Shortcuts']

  ■ <u>Treatment</u>: Allow 'power sharing' to emerge by focusing on 'power leveraging' first

☐ **Agency capture**: Land management agency may cross from 'responsiveness' to 'patronage' towards participants ['Favoritism']

  ■ <u>Treatment</u>: Establish clear principles and priorities to 'check down on' as process unfolds [i.e., make these are part of explicit 'situation awareness' criteria that you look for during process]

☐ **Lack of Substance**: Good science is as important as good participation; implementation is as important as planning; substance matters ['Vacuousness']

  ■ <u>Treatment</u>: Quality data regarding managerially and decision relevant questions; meaningful products and events throughout

☐ **Infeasibility**: If resources needed to move towards desired outcomes are not feasible, then the desired outcomes likely are unrealistic ['Over-Promising']

  ■ <u>Treatment</u>: Make feasibility and accountability part of dialogue

☐ **Ballistic Behavior**: Assuming actions will produce desired outcomes without unintended or unanticipated consequences ['Creeping Determinism']

  ■ <u>Treatment</u>: Learning, sensemaking, and situation awareness

☐ **Political Ignorance:** A collaborative process that interferes <u>with</u> traditional budgetary and political processes can face serious backlash ['Stepping-In-It']

  ■ <u>Treatment</u>: Conceptual frameworks and collaborative processes that integrate social, political, and ecological aspects and focus on 'Big Picture'

☐ **Technical 'Blinders':** Too much structure early in a process can produce 'nontrivial blind-spots' ['Methodism']

  ■ <u>Treatment</u>: Adaptive design anchored with principles and priorities jointly developed with participants and continuously adjusted to reflect lessons learned