



E-PARCC

COLLABORATIVE GOVERNANCE INITIATIVE

Syracuse University

Maxwell School of Citizenship and Public Affairs

Program for the Advancement of Research on Conflict and Collaboration

A “Simple” Network Collaborative Process

Alpha Network, Participant 1 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 1 in the Alpha Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

This simulation was an honorable mention place winner in E-PARCC’s 2012-13 “Collaborative Public Management, Collaborative Governance, and Collaborative Problem Solving” teaching case and simulation competition. It was double-blind peer reviewed by a committee of academics and practitioners. It was written by Julia Carboni of Indiana University-Purdue University Indianapolis. This simulation is intended for classroom discussion and is not intended to suggest either effective or ineffective handling of the situation depicted. It is brought to you by E-PARCC, part of the Maxwell School of Syracuse University’s Collaborative Governance Initiative, a subset of the Program for the Advancement of Research on Conflict and Collaboration (PARCC). This material may be copied as many times as needed as long as the authors are given full credit for their work.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

Alpha Network, Participant 1 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Alpha Network, Participant 2 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 2 in the Alpha Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have two pieces of the puzzle. These pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

Alpha Network, Participant 2 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Alpha Network, Participant 3 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 3 in the Alpha Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have two pieces of the puzzle. These pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

Alpha Network, Participant 3 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Alpha Network, Participant 4 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 4 in the Alpha Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have two pieces of the puzzle. These pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

Alpha Network, Participant 4 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Alpha Network, Participant 5 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 5 in the Alpha Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

Alpha Network, Participant 5 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Alpha Network, Monitor Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Monitor Individual Instructions:

Monitor the group process, but do not participate in putting the puzzle together. You will report to the class about how the grouped worked together. Your report should be 2-3 minutes and focus on the following issues related to the collaborative process:

- How well did the group work together? Were there alliances or did everyone work together?
- Was the process collaborative or contentious? Examples?
- What helped or hindered collaboration?
- Did group members seem happy and/or frustrated with the process? Why?

A “Simple” Network Collaborative Process

Beta Network, Participant 1 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 1 in the Beta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

A “Simple” Network Collaborative Process

Beta Network, Participant 2 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 2 in the Beta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

A “Simple” Network Collaborative Process

Beta Network, Participant 3 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 3 in the Beta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

A “Simple” Network Collaborative Process

Beta Network, Participant 4 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 4 in the Beta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

A “Simple” Network Collaborative Process

Beta Network, Participant 5 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 5 in the Beta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Work as a group to put together the puzzle. Be open to ideas from other network participants about how to accomplish the task.

A “Simple” Network Collaborative Process

Beta Network, Monitor Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Monitor Individual Instructions:

Monitor the group process, but do not participate in putting the puzzle together. You will report to the class about how the grouped worked together. Your report should be 2-3 minutes and focus on the following issues related to the collaborative process:

- How well did the group work together? Were there alliances or did everyone work together?
- Was the process collaborative or contentious? Examples?
- What helped or hindered collaboration?
- Did group members seem happy and/or frustrated with the process? Why?

A “Simple” Network Collaborative Process

Gamma Network, Participant 1 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 1 in the Gamma Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to participate in the building process and form relationships with other organizations. You have a **high level** of commitment to the collaboration and want to see the team succeed.

Strategy:

Other network members will present alternative ways to build the structure. Do not offer your own strategy. Instead, you should side with whoever makes the most compelling argument.

Gamma Network, Participant 1 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Gamma Network, Participant 2 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 2 in the Gamma Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because you want to build strong ties with Organization 3. You have a **medium level** of commitment to the collaboration. You are most concerned with building a relationship with Organization 3.

Strategy:

Other network members will present alternative ways to build the structure. Do not offer your own strategy. Instead, you should agree with whatever Organization 3 wants to do.

Gamma Network, Participant 2 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Gamma Network, Participant 3 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 3 in the Gamma Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization was legally mandated to join this network. You have a **low level** of commitment to the collaboration. You are most concerned with completing the task quickly.

Strategy:

You claim your organization should be in charge of the collaborative effort and that all members should give their puzzle pieces to you so you can put the puzzle together on your own. Once the puzzle is complete, other network members can offer their thoughts or suggestions about whether the puzzle is correct.

Gamma Network, Participant 3 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Gamma Network, Participant 4 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 4 in the Gamma Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because it wants to form relationships with other organizations. You have a **medium level** of commitment to the collaboration. You want to complete the project quickly.

Strategy:

You think organizations should work in groups of 2-3 to assemble figure out where their pieces go and then regroup to put the entire puzzle together. You strongly believe this should be a collaborative process but due to time constraints think it will be faster if organizations work in pairs.

Gamma Network, Participant 4 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Gamma Network, Participant 5 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 5 in the Gamma Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together the puzzle in the picture provided on the next page. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization joined the network because it wants to form relationships with other organizations. You have a **high level** of commitment to the collaboration.

Strategy:

You think organizations work collaboratively to solve the entire puzzle together. You strongly believe this should be a collaborative process.

Gamma Network, Participant 5 Role Sheet

The finished puzzle should look like this:

C O L L A B O R A T I O N B S J I V T L Y W D Y Q K B Z N B J J I S H H B
P X U R P L V P U K Q S J A U H R F H U L L I X N Z N D Q N K G L X A H X
C A R U N T P P M W R Q A T U F W T H I U H I P Y E P B W O D U I S J F Q
G U F D P J Y B T K J K F X R I B S G P P K P J X Y W E W Z F G L C U A X
P T W T K O C O L L A B O R A T I O N J P W Q K S Z X T F B E Q T F Y B P
L V S Z L U H F E Q V N B Y J U J T E Y P D P A Q Q T A L W D U S U P A F
T O W U D L I H C J J A O D X H M K F E K D S R E K R Z Y D L D O M V S Y
I T B W T B O C E W F L O Q J N S D A I F D Y J E N H U M X O D I Z N V W
R P J F C L P L B W B J O Q Y A W F A Q N X Z X V B T J J V M F A T L C Y
F K N F G Z A G S M F S M A L T D P E L V T J E E I D U T J V Q R C D Y H
J P M I N F K J I N M C F T M M C O L L A B O R A T I O N S A O F O O S P
K T O A T A Z J Z T T G U D M V J Y U S G T F K S E T P A S A F E L R C B
P Y O I A H U B W T N M W E G U S Q I M G M N R I J W Z O L P I M L J D B
R W X D S O V K Y S T Q I P L Z M A X O X E F O L O L A Q G V R Q A F F K
N T I W E A V M T Z E I D N U V Q G I J A J M S V V Q V V X K C V B K M Q
O P G J N P S W C O L L A B O R A T I O N Z V N W Y W C E K N D F O U W N
B I H S G K B L I Q M E F B A J T K K B E X W L E Q R Y W H W H H R K C B
K C K C G P W B R S S L D T I J I P Y L L J P Y V X H D S G N X J A V U L
I Z Y L E Z P S W P T J W C A Q D D S P L Y I U W W E M N C E U R T D N Y
P A U T V R C F I Q W C K K U B P R S G D B X Z P A A T A X C O Y I Z L V
J T D A D U G J I M H S X D M D W U H U C U M U O H N K T Z Y P D O F O G
A P X U Y R R X R C O L L A B O R A T I O N J W D C A G H X K U H N Y A F
R X J Z O D L O P V D L G I Q D S L W B R W Z N V X O E D J J N X U B T L
X S U R L Q R H X P D Z U G K X G Q G L N G K J B B A W S W P H C B C T K
N B F C O K T Y P E C Z N R I Q T O Y Z J V C D L F C P T Q I A O F Y F V
B O G O B H Y V W Z Q T J X A P D C L R G Y H B O Y T N V P T Q H X D F R
N C Y L Z Y D L G B B B K A H J V C G B D Z E N F T H G I Z C R V H B L U
Z O M L A Z U P H B E U Y Q H L E J A T E B B J G Z S F M M B Z D X C J V
R N D A V K V S M J K C O L L A B O R A T I O N O D C U X Y D I L I P N H
Q B H B M O W I X V R D Z L Q E Q J K M V Q K J S M N M K N H H O K Q Q U
J F R O L Q Y J O N Y U F Z O G D J B B J F E X L K P W Z Q O K L D Q S D
P B G R K Y Q G D C Q D B T P W K T Z V F Z D U E A N H Z Z W X L R U M T
X U O A J B E X G A Z X M U H E G C W E K I K E O S W D C E K Y Q Y D W Q
S U I T Y T S R M I R D J F O X X K D C O L L A B O R A T I O N W I S S C
F R P E L C L Q X F V L S H I D I N N Z U K M W H X I I V L G B L S N F E

A “Simple” Network Collaborative Process

Gamma Network, Monitor Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Monitor Individual Instructions:

Monitor the group process, but do not participate in putting the puzzle together. You will report to the class about how the group worked together. Your report should be 2-3 minutes and focus on the following issues related to the collaborative process:

- How well did the group work together? Were there alliances or did everyone work together?
- Was the process collaborative or contentious? Examples?
- What helped or hindered collaboration?
- Did group members seem happy and/or frustrated with the process? Why?

A “Simple” Network Collaborative Process

Delta Network, Participant 1 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 1 in the Delta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization was legally mandated to join this network. You have a **low level** of commitment to the collaboration. You are most concerned with completing the task quickly.

Strategy:

You claim your organization should be in charge of the collaborative effort and that all members should give their puzzle pieces to you so you can put the puzzle together on your own. Once the puzzle is complete, other network members can offer their thoughts or suggestions about whether the puzzle is correct.

A “Simple” Network Collaborative Process

Delta Network, Participant 2 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 2 in the Delta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization was legally mandated to join this network. You have a **low level** of commitment to the collaboration. You are most concerned with completing the task quickly.

Strategy:

Because you are not very committed to this network and want the task to be completed quickly, you should agree with the strategy of another network participant that creates the least amount of work for you as possible.

A “Simple” Network Collaborative Process

Delta Network, Participant 3 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 3 in the Delta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization was legally mandated to join this network. You have a **low level** of commitment to the collaboration.

Strategy:

Even though you are not very committed to this network, you strongly believe the work should be done collaboratively. You think working collaboratively will force everyone to be involved and will prevent free riders.

A “Simple” Network Collaborative Process

Delta Network, Participant 4 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 4 in the Delta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have two pieces of the puzzle. Your pieces are not adjacent in the completed puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization was legally mandated to join this network. You have a **low level** of commitment to the collaboration. You are most concerned with doing as little work as possible.

Strategy:

Collaborate as little as possible – you want to be a free rider. Do not reveal that you want to be a free rider to other network participants.

A “Simple” Network Collaborative Process

Delta Network, Participant 5 Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Individual Instructions: You represent Organization 5 in the Delta Network. There are five organizations in this collaborative network. Because this is a collaborative network of independent organizations with a shared governance structure, no single organization in the network is in charge.

In this exercise, your team will put together a rectangular puzzle that is approximately 8”x11”. You have one piece of the puzzle. Each role in your team has specific instructions. You may share information about your role with group members unless otherwise stated. However, do not show group members your role sheet instructions.

Motivation and Commitment to Collaboration:

Your organization was legally mandated to join this network. You have a **low level** of commitment to the collaboration. You are most concerned with doing as little work as possible.

Strategy:

Collaborate as little as possible – you want to be a free rider. Do not reveal that you want to be a free rider to other network participants.

A “Simple” Network Collaborative Process

Delta Network, Monitor Role Sheet

General Information: This simulation includes a simple network with a shared governance structure (See Provan and Kenis 2008). Networks are groups of three or more autonomous organizations working together toward some goal. Each team also includes a monitor to observe and report on the group’s collaborative process.

The purpose of this simulation is for students to experience a collaborative network process and to discuss rewards and challenges of the collaborative process in networks. Network members must complete a simple task – putting together an 8-piece puzzle. Unlike “wicked problems” that are difficult to solve, this task is easy. However, like “wicked problems”, simulation participants cannot solve the simulation on their own because they do not hold all pieces of the puzzle. Following the simulation, the monitor will report observations of the group process to the class and then the entire class will discuss the benefits and challenges of the collaborative process.

The sheet provides instructions and information for your network and simulation role.

Monitor Individual Instructions:

Monitor the group process, but do not participate in putting the puzzle together. You will report to the class about how the group worked together. Your report should be 2-3 minutes and focus on the following issues related to the collaborative process:

- How well did the group work together? Were there alliances or did everyone work together?
- Was the process collaborative or contentious? Examples?
- What helped or hindered collaboration?
- Did group members seem happy and/or frustrated with the process? Why?