glu   The what, why and how of collaboration
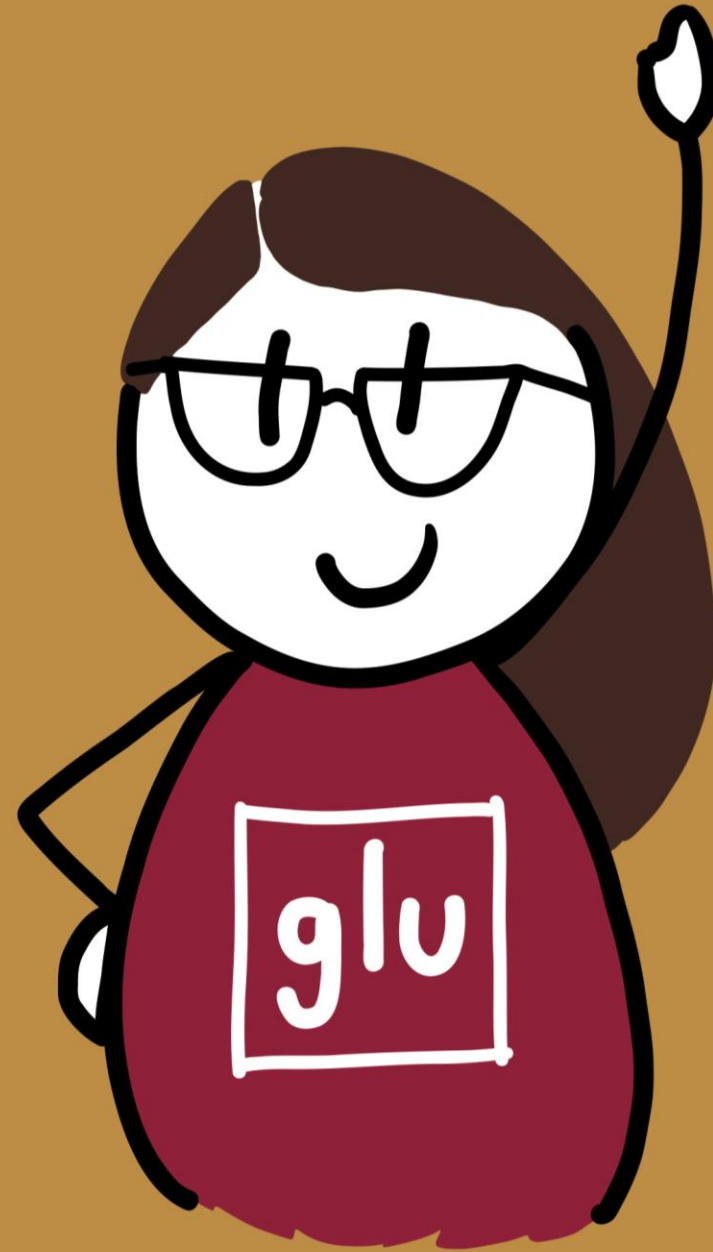
KTP2025 conference

Managing partner expectations: how to get on the right track once you've started your KTP
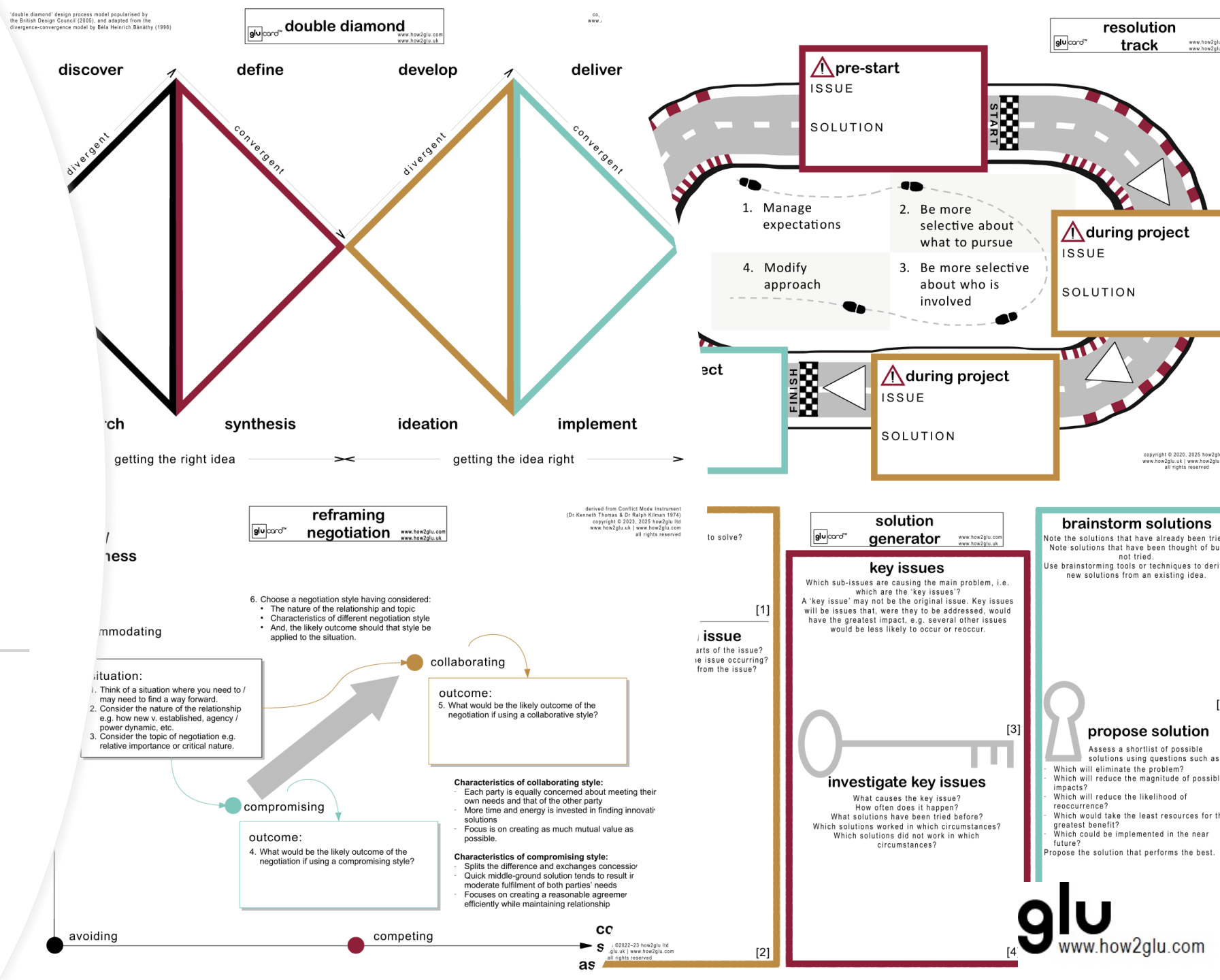
dr sabina strachan | 29 october 2025
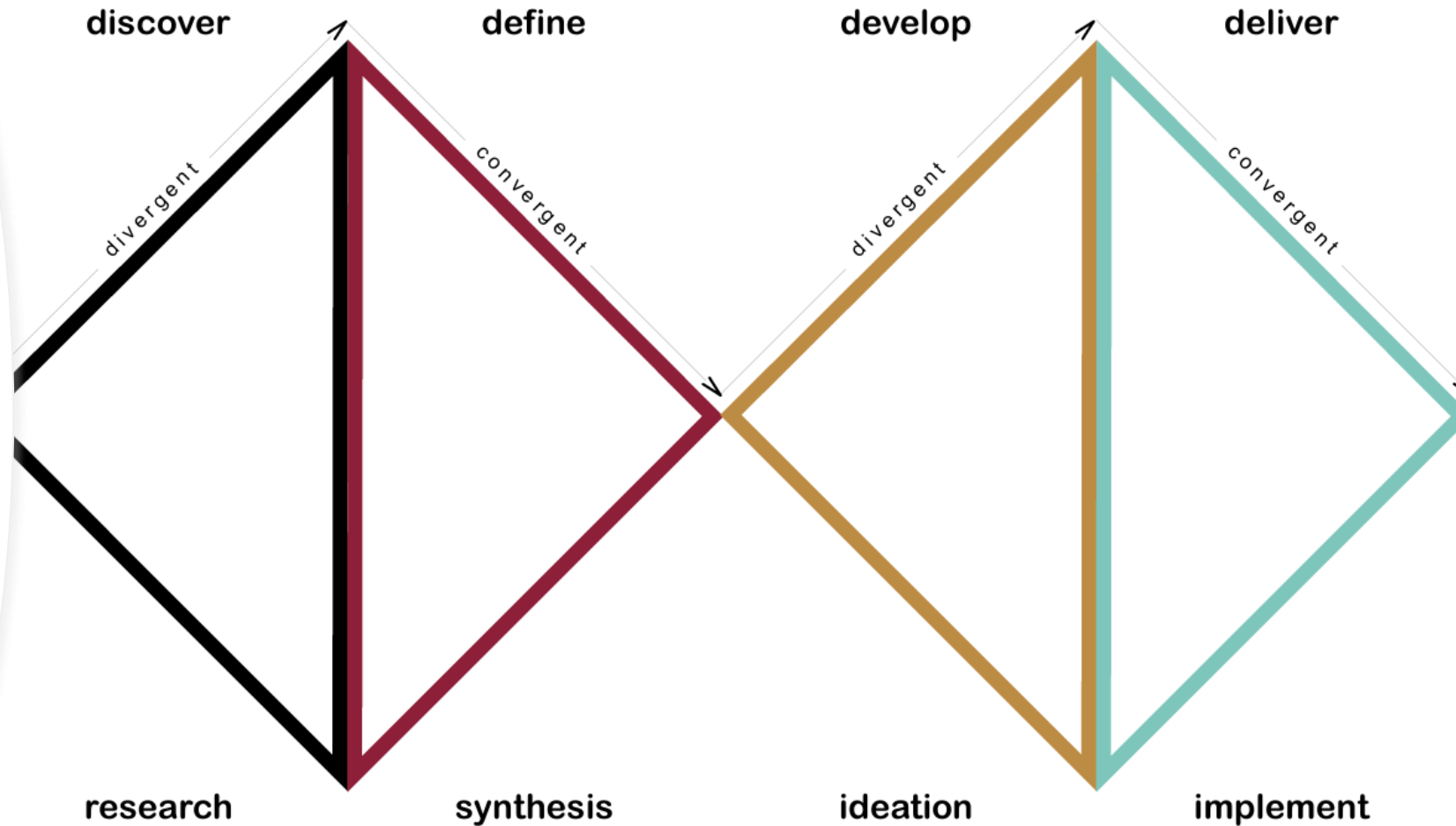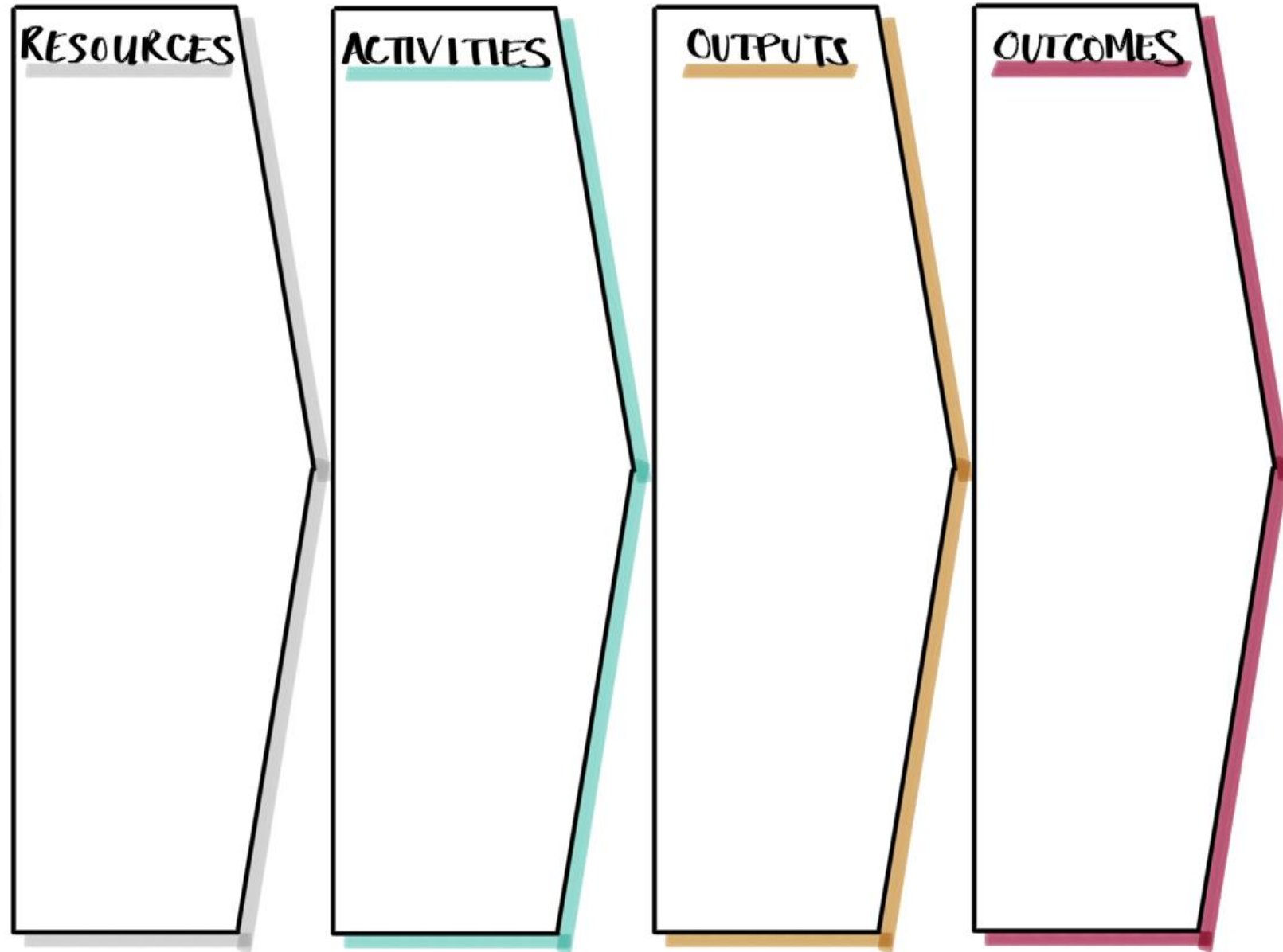
about me

how2glu tools

double diamond

'double diamond' design process model popularised by the British Design Council (2005), and adapted from the divergence-convergence model by Béla Heinrich Bánáthy (1996)

discover — **define** — **develop** — **deliver**

divergent / convergent / divergent / convergent

search — synthesis — ideation — implement

getting the right idea ⟶ getting the idea right

resolution track

⚠ **pre-start**
ISSUE
SOLUTION

1. Manage expectations
2. Be more selective about what to pursue
4. Modify approach
3. Be more selective about who is involved

⚠ **during project**
ISSUE
SOLUTION

START · FINISH

⚠ **during project**
ISSUE
SOLUTION

reframing negotiation

derived from Conflict Mode Instrument (Dr Kenneth Thomas & Dr Ralph Kilman 1974)
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6. Choose a negotiation style having considered:
   • The nature of the relationship and topic
   • Characteristics of different negotiation style
   • And, the likely outcome should that style be applied to the situation.

accommodating

collaborating

situation:
1. Think of a situation where you need to / may need to find a way forward.
2. Consider the nature of the relationship e.g. how new v. established, agency / power dynamic, etc.
3. Consider the topic of negotiation e.g. relative importance or critical nature.

outcome:
5. What would be the likely outcome of the negotiation if using a collaborative style?

compromising

outcome:
4. What would be the likely outcome of the negotiation if using a compromising style?

Characteristics of collaborating style:
- Each party is equally concerned about meeting their own needs and that of the other party
- More time and energy is invested in finding innovati solutions
- Focus is on creating as much mutual value as possible.

Characteristics of compromising style:
- Splits the difference and exchanges concessio
- Quick middle-ground solution tends to result in moderate fulfilment of both parties' needs
- Focuses on creating a reasonable agreemen efficiently while maintaining relationship

avoiding — competing

solution generator

key issues
Which sub-issues are causing the main problem, i.e. which are the 'key issues'?
A 'key issue' may not be the original issue. Key issues will be issues that, were they to be addressed, would have the greatest impact, e.g. several other issues would be less likely to occur or reoccur.

[1]

issue
arts of the issue?
e issue occurring?
from the issue?

investigate key issues
What causes the key issue?
How often does it happen?
What solutions have been tried before?
Which solutions worked in which circumstances?
Which solutions did not work in which circumstances?

[3]

[2]

brainstorm solutions

Note the solutions that have already been trie
Note solutions that have been thought of bu not tried.
Use brainstorming tools or techniques to deri new solutions from an existing idea.

propose solution
Assess a shortlist of possible solutions using questions such as
- Which will eliminate the problem?
- Which will reduce the magnitude of possibl impacts?
- Which will reduce the likelihood of reoccurrence?
- Which would take the least resources for th greatest benefit?
- Which could be implemented in the near future?
Propose the solution that performs the best.

[4]

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challenges

logic modelling

- Resources
- Activities
- Outputs
- Outcomes

RESOURCES

ACTIVITIES

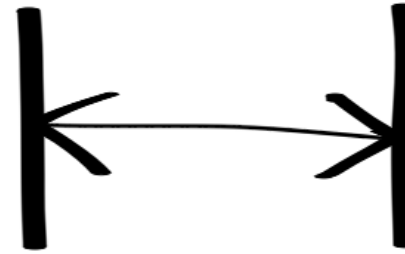**OUTPUTS**

OUTCOMES

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reviewing outcomes

Direction
+ Measure
+ Object
(+ Clarifier)
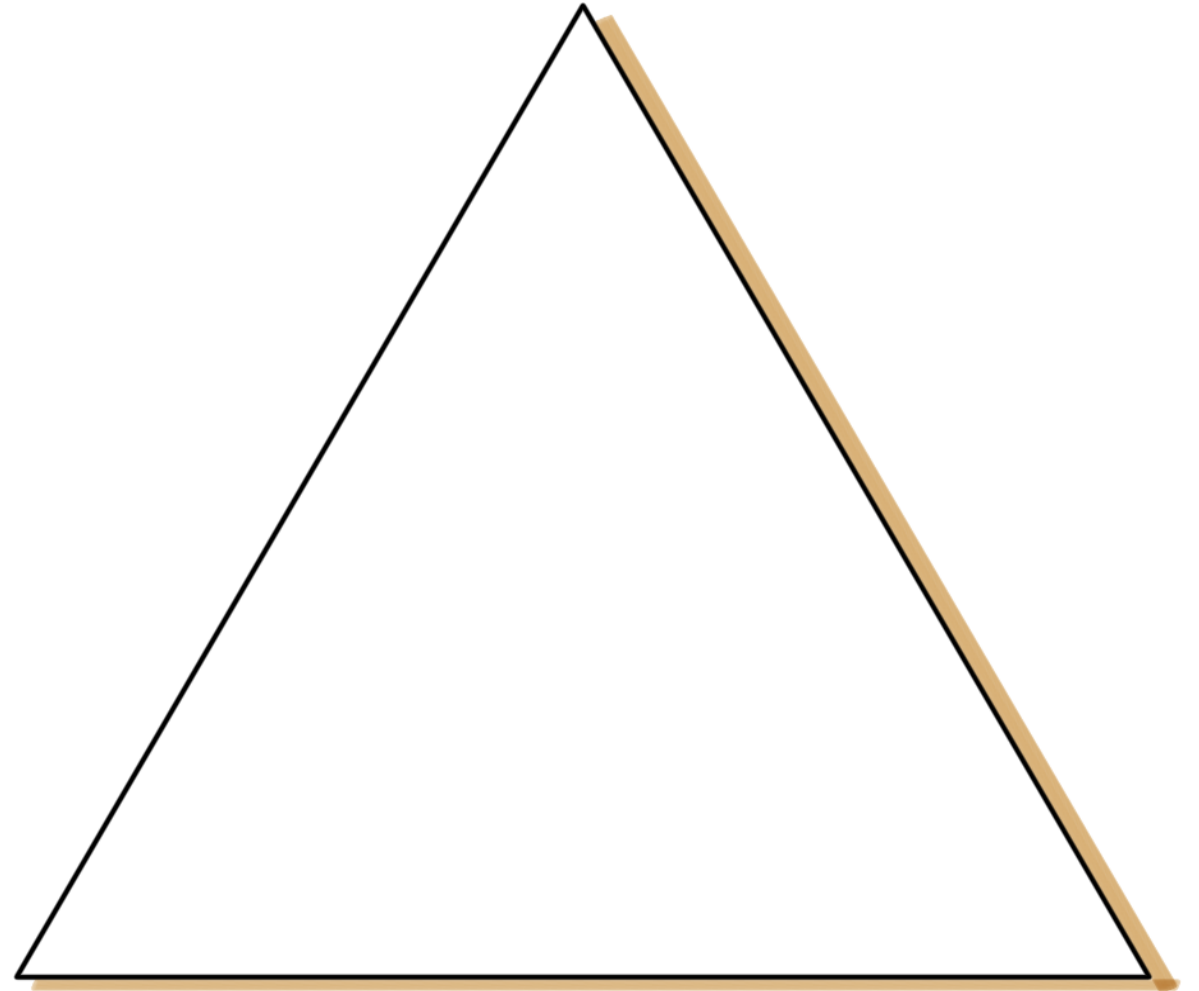
DIRECTION

MEASURE

OBJECT

CLARIFER

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quality triangle

- Cost
- Time
- Scope
- Quality

managing risk

- Knowns
- Unknowns
- Controls
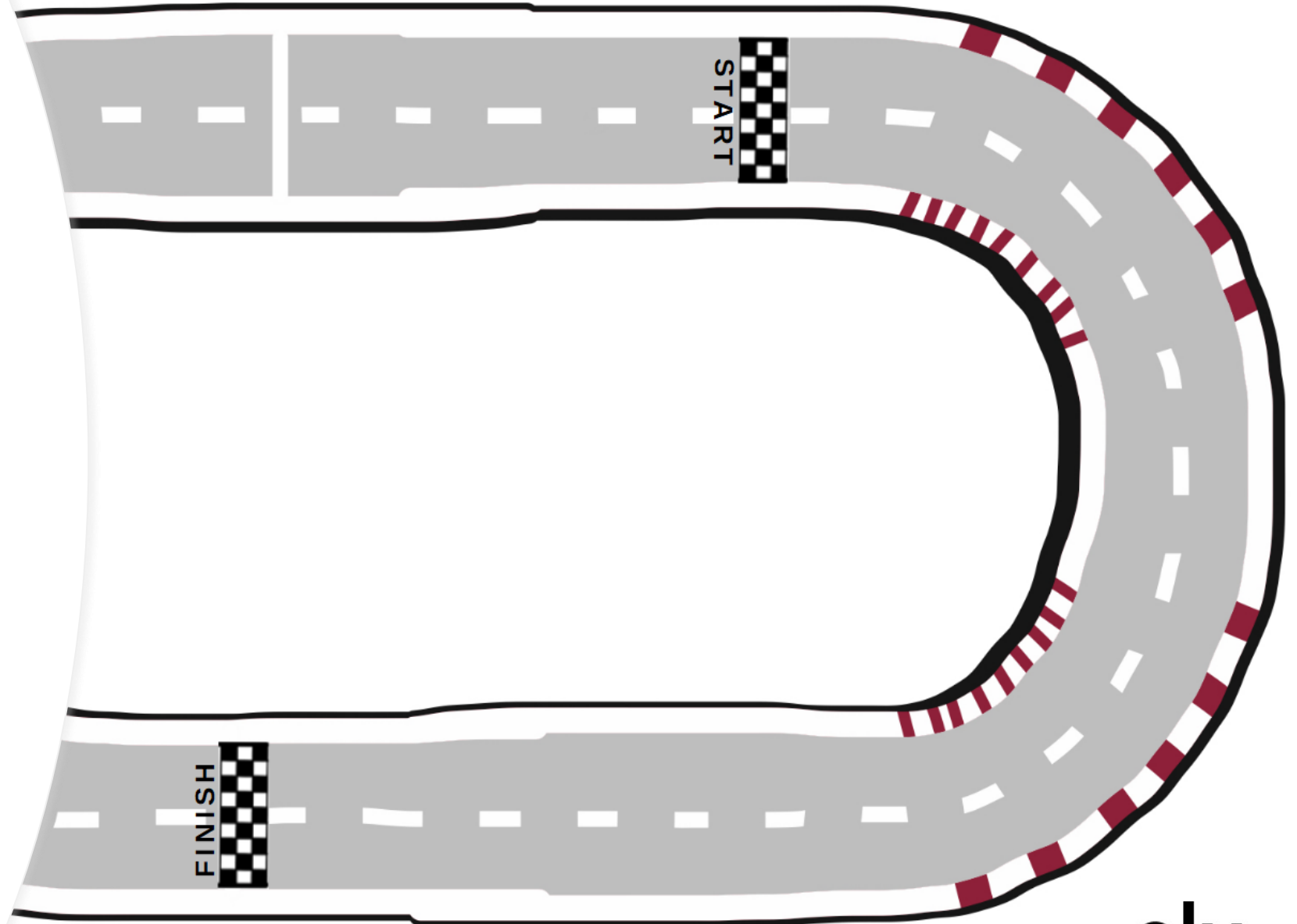- Mitigation

risk :

LIKELIHOOD :

IMPACT :

controls :

MANAGED IMPACT :

actions :

issue resolution strategies

1. Test assumptions
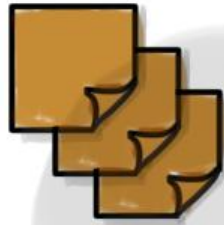2. Modify scope
3. Modify team
4. Modify approach

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collaborative problem-solving

BREAKDOWN ISSUE

IDENTIFY KEY ISSUE(S)

INVESTIGATE

PROPOSE SOLUTION

BRAINSTORM

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feedback