

# ***MATURATION OF WATERHSED PARTNERSHIPS***

**John Tharp/Dan Downing**

**Community Development/Water Quality  
Program**

**University of Missouri Extension**



# Question For Consideration:

Why is it so difficult for local watershed planning & management groups to develop and implement watershed management strategies?

# Possible Answers:

- Most agencies operate under the premise “we know best”
- Agency Technocratic Model driving Local watershed management processes - “Tell us your problem and we will develop a solution”.
- Including local community groups takes more staff time and equates into increased costs
- Group facilitation - group maturity not allowed to occur!

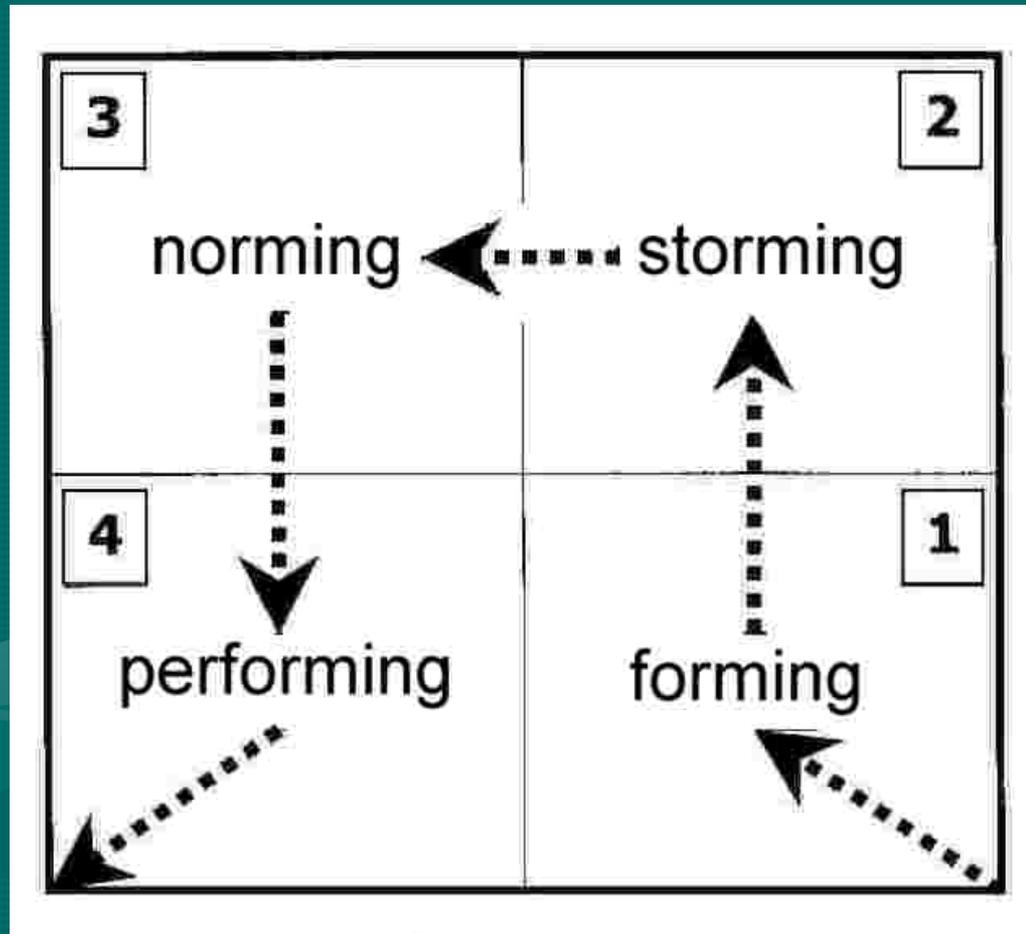
# Forming – Storming – Norming - Performing

Dr Bruce Tuckman published the Forming-Storming-Norming-Performing model of group develop in 1965.

This model has become the platform for the emergence of subsequent models of group process and team development.

The model has become the basis of *experiential education*, being used in many environmental educational activities striving for leadership and group development.

# Tuckman's forming storming norming performing model



# Forming – Group Pulled Together

- Little agreement on team aims other than received from leader , and a high dependence on leader for guidance and direction.
- Individual roles and responsibilities are unclear.
- Leader must be prepared to answer questions about the team's purpose, objectives and external relationships.
- Processes are often ignored.
- Members test tolerance of leader and system.

# Storming - Conflict

- Decisions don't come easily within group – differing opinions surface
- Team members vie for position to establish themselves in relation to each other and the leader
- Clarity of purpose increases but plenty of uncertainties persist
- Cliques and factions may form resulting in power struggles
- The team needs to focus on its goals to avoid becoming distracted by emotional issues & relationships
- Compromises may be required to enable progress.

# Norming - Conflict Mediation

- Different opinions are put aside & individuals become one group
- Group responds to leadership facilitation
- Roles and responsibilities are clear and accepted
- Big decisions are made by group agreement, with smaller decisions being delegated to individuals or small teams
- Agreement and consensus forms among team members
- The team discusses and develops its processes and working style with some of leadership being shared by the team.

# Performing - Action

- Purpose becomes visible (Mission Statement)
- Plan-of-Action, Actions and practices are taken
- Funding secured
- A “permanent” structure is developed
- Collaborative partnerships become an important and necessary part of the watershed planning & management efforts
- Accomplishments are realized.

# From Planning To Action

**Groups are now more affective in developing effective local watershed management efforts by:**

- 1. Understand the science-based information & ideas by fostering exchange of information & resources among agencies, organizations, and local residents, while providing a mechanism for addressing uncertainty.**
- 2. Providing a mechanism for effective decision-making through a process focusing on common issues and builds support for decisions.**
- 3. Means for getting work done by coordinating cross-boundary activities, fostering joint management activities, and mobilizing an expanded set of resources.**
- 4. Develop the capacity of agencies, organizations, and local communities to address the challenges of the future.**

# Outcomes

1. **Build on common ground established by a sense of community or place, mutual goals, fears, or shared vision.**
2. **Create new opportunities among diverse groups.**
3. **Employ a meaningful effective collaborative process.**
4. **Focus on a problem in a new and different way by fostering a more flexible, and holistic mindset.**
5. **Fosters a sense of responsibility, ownership, and commitment.**
6. **Assists in recognizing that partnerships are made up of people not agencies or institutions.**
7. **Move forward through proactive and entrepreneurial behavior.**
8. **Mobilizes support & resources from numerous sources.**