

Chapter 8 Summary

- The key to nurturing change in a system is to improve the ability of key actors to address important structural and attitudinal factors. In turn, the ability of key actors to work for change depends on their willingness and ability to negotiate or work together collaboratively.
- Three components shape key actors' willingness and ability to work together:
 - Their negotiation frame, or how they think about the situation and their relationships with other key actors
 - How they perceive the value of talking (working collaboratively with others to pursue their goals) versus not talking (pursuing their goals unilaterally)
 - Whether they have the means to work collaboratively
- There are structured approaches to assessing each of these three variables that affect a key person's willingness and ability to work collaboratively. However, gathering this information means that an analyst needs to come in contact with the system he or she is trying to assess. This means that in assessing the willingness and ability of key people to collaborate, the analyst is already making an intervention and has to plan and implement that intervention with care.