Learning & Action Alliances for Innovation and Active Learning in a European Context.
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Context

Water professionals have always worked in partnership, but the form & function of these have changed due to complex or even 'wicked' problems.

From structural 'solutions' to innovation.....
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to innovation...
LAAs

Learning alliances typically consist of a series of structured platforms, at different institutional levels (city, river basin, national, international), designed to break down barriers to both horizontal and vertical information sharing, and thus to speed up the process of identification, adaptation, and uptake of new innovation.
Are decisions “fit for purpose?”

"Those organisations who were believed to be risk averse were found to be significantly correlated with poorer innovation performance.” Forbes Insights, 2011

"A dynamic and interrelated unity of pre-decision, decision and post-decision stages” Zeleny 1982
Establishment

- Aim
- Context
- Stakeholders
- Culture
- Vision
- Focus

Functioning
- Legitimacy
- Trust
- Innovation
- Leadership
- Decision-Making

Sustainability
- Achieving
- Characterisation
- Communication
- Innovation
- Change-making
Functioning

Legitimacy

Trust

Innovation

Leadership

Decision Makers
Institutional trust has eroded – alliances are a vehicle to build a new form of trust

Cuts down interaction costs

Supports the development of ‘individual personalities’

Trust can reduce the level of risk perceived – Gambette 1988
Sustainability

Active Learning

Characteristics

Communication

Facilitation

Clear rewards
"LAAs that had mixed groups of participants, who were both risk takers & risk averse, were those more likely to successfully innovate. The members who had most strongly expressed their concerns that LAA involvement could be time-wasting were predominantly those who were also risk averse." Dudley et al, 2013
Conclusions

- Communication
- Shared Vision
- Specialist support

- Varying outcomes
- Collaborative working
- No single model
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