**Collaborating with the Enemy:
How to Work with People
You Don't Agree with or Like or Trust**

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Reos Partners' Offices ⭐ and Selected Projects ●

Education
Climate
Water
Governance
Food
Health
Electricity
Safety
Transparency
Health
Peace
Governance
Rule of law
Entrepreneurship
Drugs
Cities
Corruption
Nutrition
Democracy
Democracy
Peace
Energy
Sustainability
Insurance
Governance
Oceans
Health
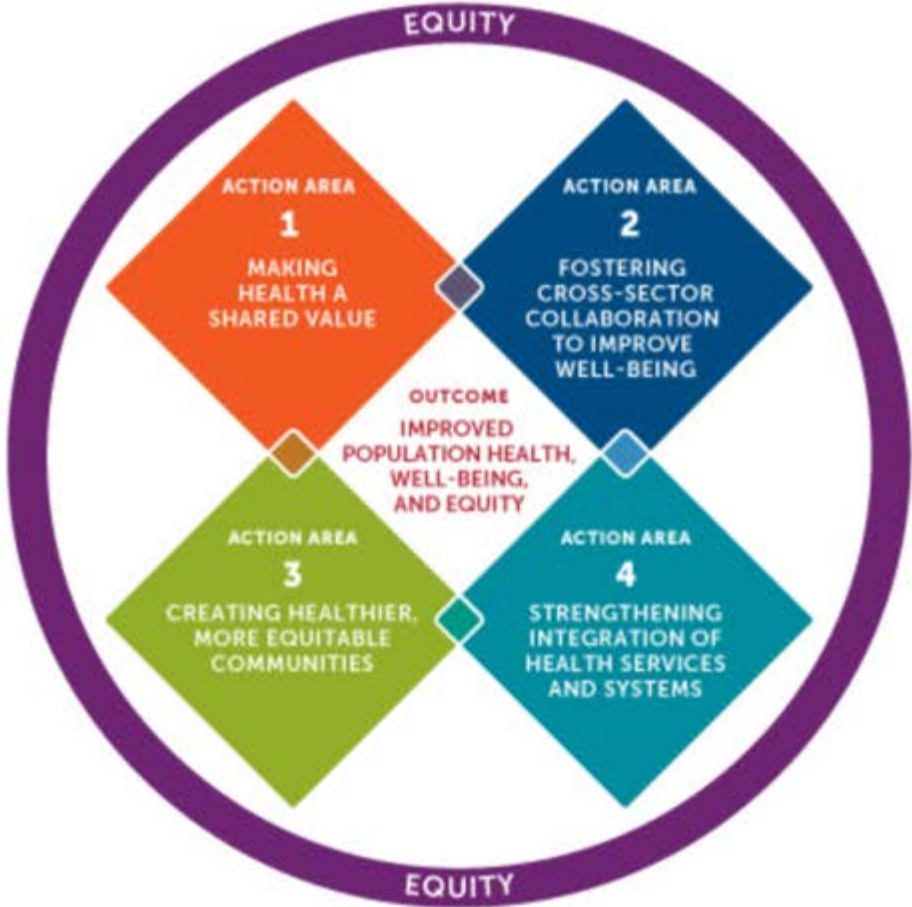Development
Safety
Justice
Land
Economics
Children

Culture of Health Action Framework

The Robert Wood Johnson Foundation has developed an action framework to encompass the principles underlying the vision for a Culture of Health. This action framework will guide the Foundation's grant making and strategic collaborations.

As can be seen in the model, a Culture of Health will not be achieved by focusing on each action area alone, but by recognizing the interdependence of each area. Implementing the framework will take time and involve collaboration across multiple sectors - beyond the traditional public health field.

It will call for new norms and expectations, knowledge and capacities, and practices and behaviors. It will require a commitment to equity and multi-cultural perspectives, and force hard choices about how to allocate limited resources in new ways.
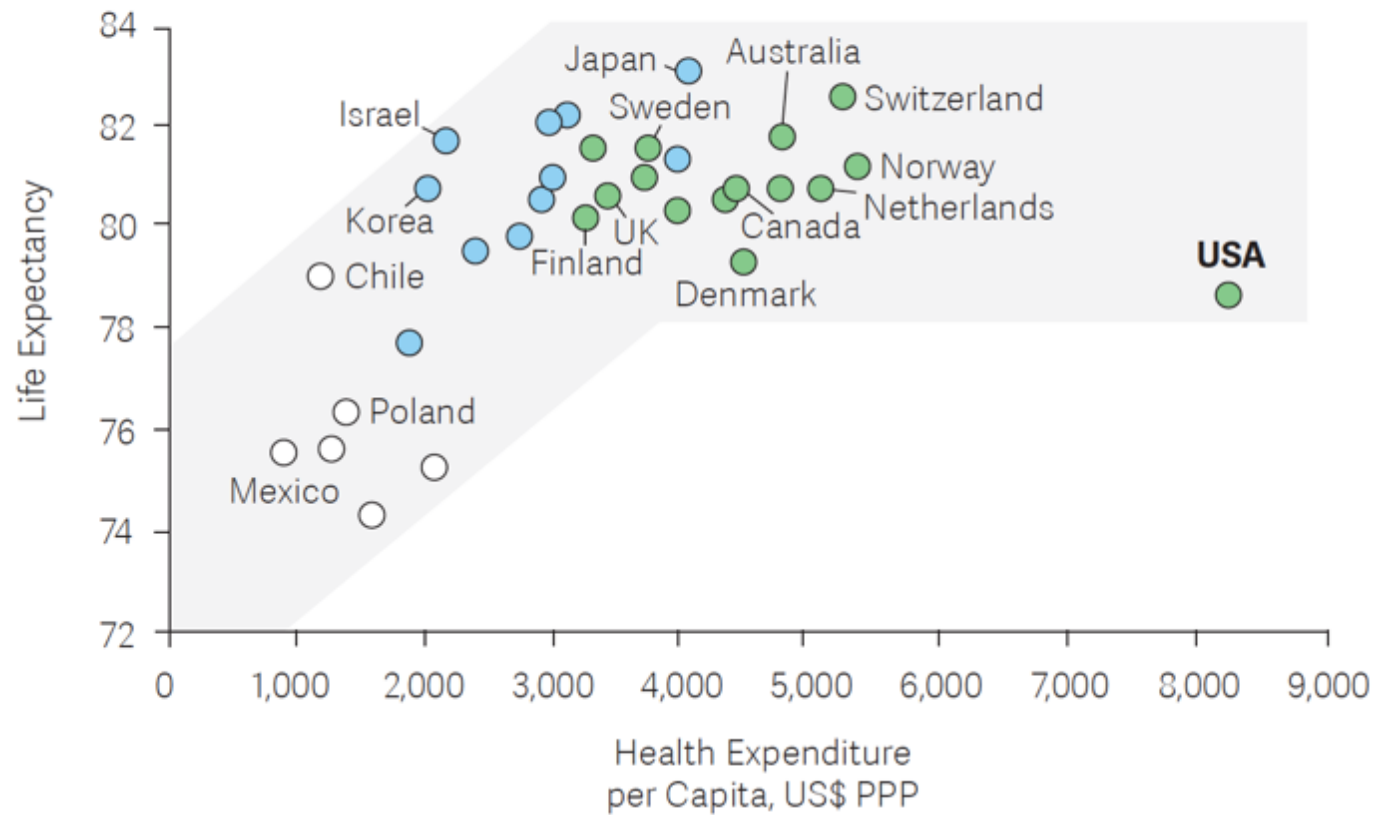

EQUITY

ACTION AREA 1
MAKING HEALTH A SHARED VALUE

ACTION AREA 2
FOSTERING CROSS-SECTOR COLLABORATION TO IMPROVE WELL-BEING

OUTCOME
IMPROVED POPULATION HEALTH, WELL-BEING, AND EQUITY

ACTION AREA 3
CREATING HEALTHIER, MORE EQUITABLE COMMUNITIES

ACTION AREA 4
STRENGTHENING INTEGRATION OF HEALTH SERVICES AND SYSTEMS

EQUITY

Robert Wood Johnson Foundation

Life Expectancy vs. Health Expenditure (2010)

Health expenditure does not necessarily lead to improved health outcomes

GDP per Capita at US$ PPP

- Greater than US$35k
- US$25k - US$35k
- Less than US$25k

Life Expectancy

Japan   Australia
Israel   Sweden   Switzerland
Korea   UK   Norway
Chile   Finland   Canada   Netherlands
Denmark

USA

Poland

Mexico

Health Expenditure
per Capita, US$ PPP

Source: OECD, Pacific Strategy Parnters Analysis

Working Together
to **Change the Future**

TRANSFORMATIVE
SCENARIO
PLANNING

ADAM KAHANE

Bestselling author of *Solving Tough Problems*
and *Power and Love*

BELOVED Collaborative COMMUNITY

Broader definition of WELLBEING & COMMUNITY HEALTH

Use of Place Based Comm Health & WB

RESULTS → making decisions based on #s
everything is connected :)

METROPOLITAN REVOLUTION

Poverty leads to DESPERATION which draws the...

Incarceration Rate
%
Prisoners
decriminalize drugs

THE Baby

federal health reform sticks

RESULT: Limited gains through health CARE system; more health inequity

Focus on individual Lack of political engagement community...

Three Scenarios for How the Health System Could Change

Marketplace, in which change is driven by politicians, consumers, and companies who are concerned about excessive government regulation

Conference Room, in which change is driven by governments, employers, and other powerful stakeholders who are concerned about the high economic costs of illness

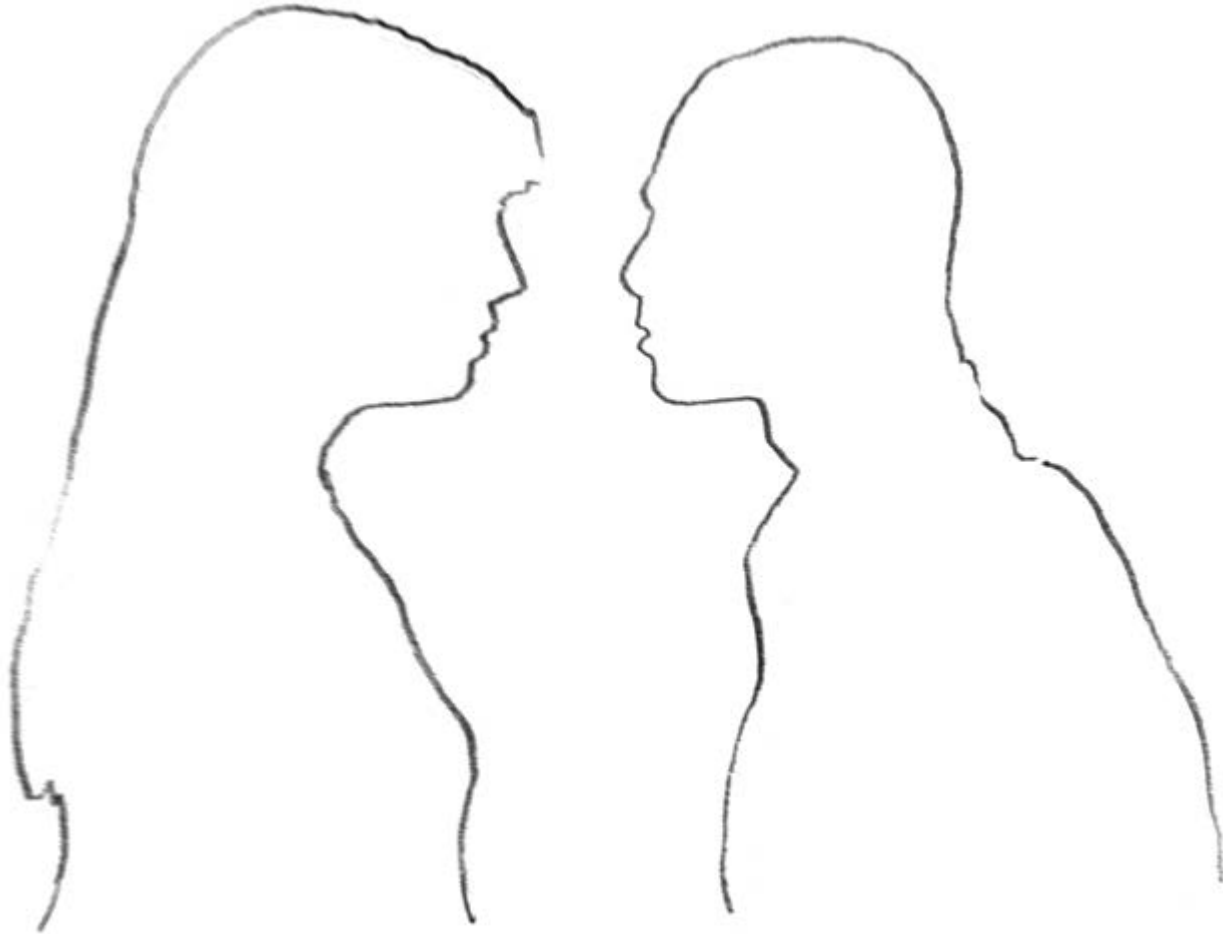**Kitchen Table**, in which change is driven by activists from marginalized and vulnerable communities who are concerned about inequity

Health System Scenarios

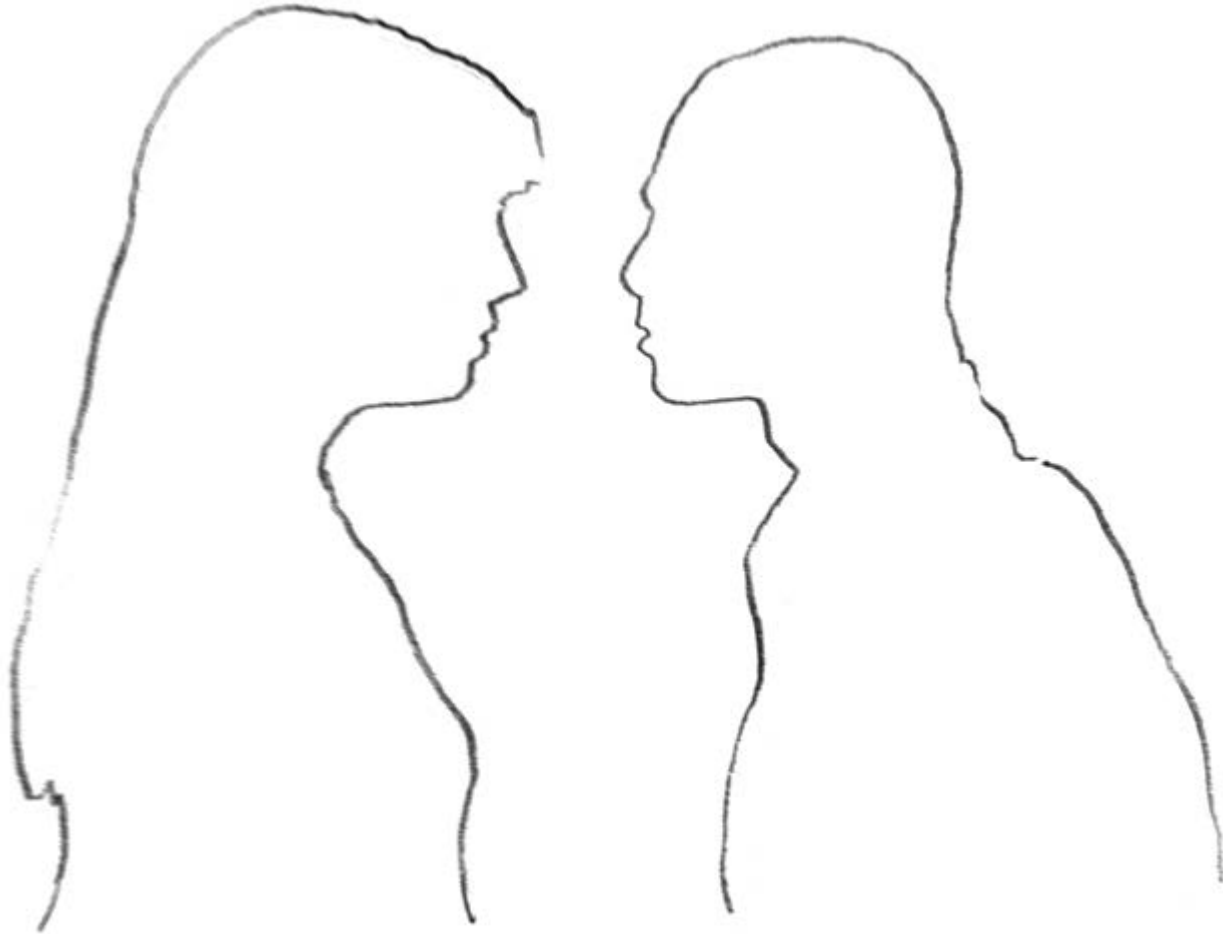## Possible Futures for Health and Health Equity in the USA, 2017–2030

Collaborating

Collaborating
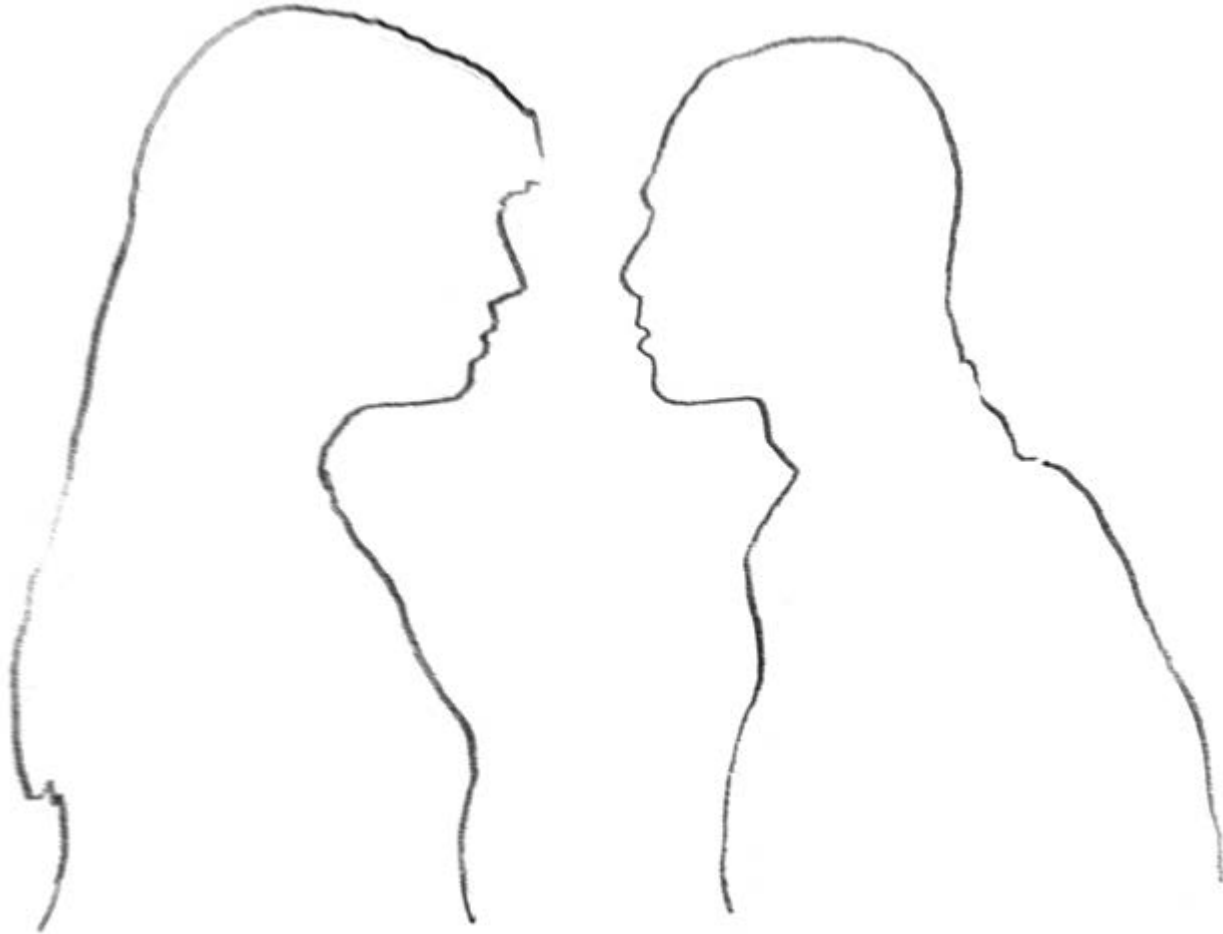
Forcing
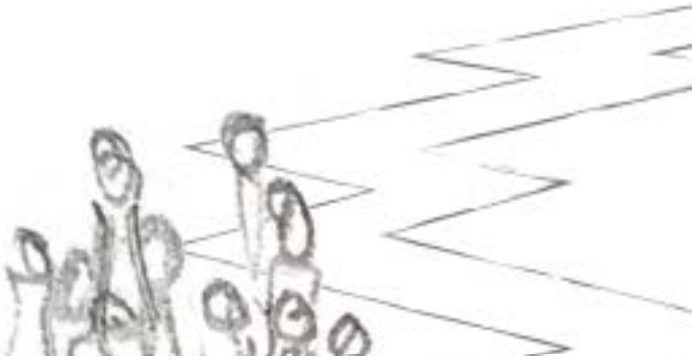
Adapting
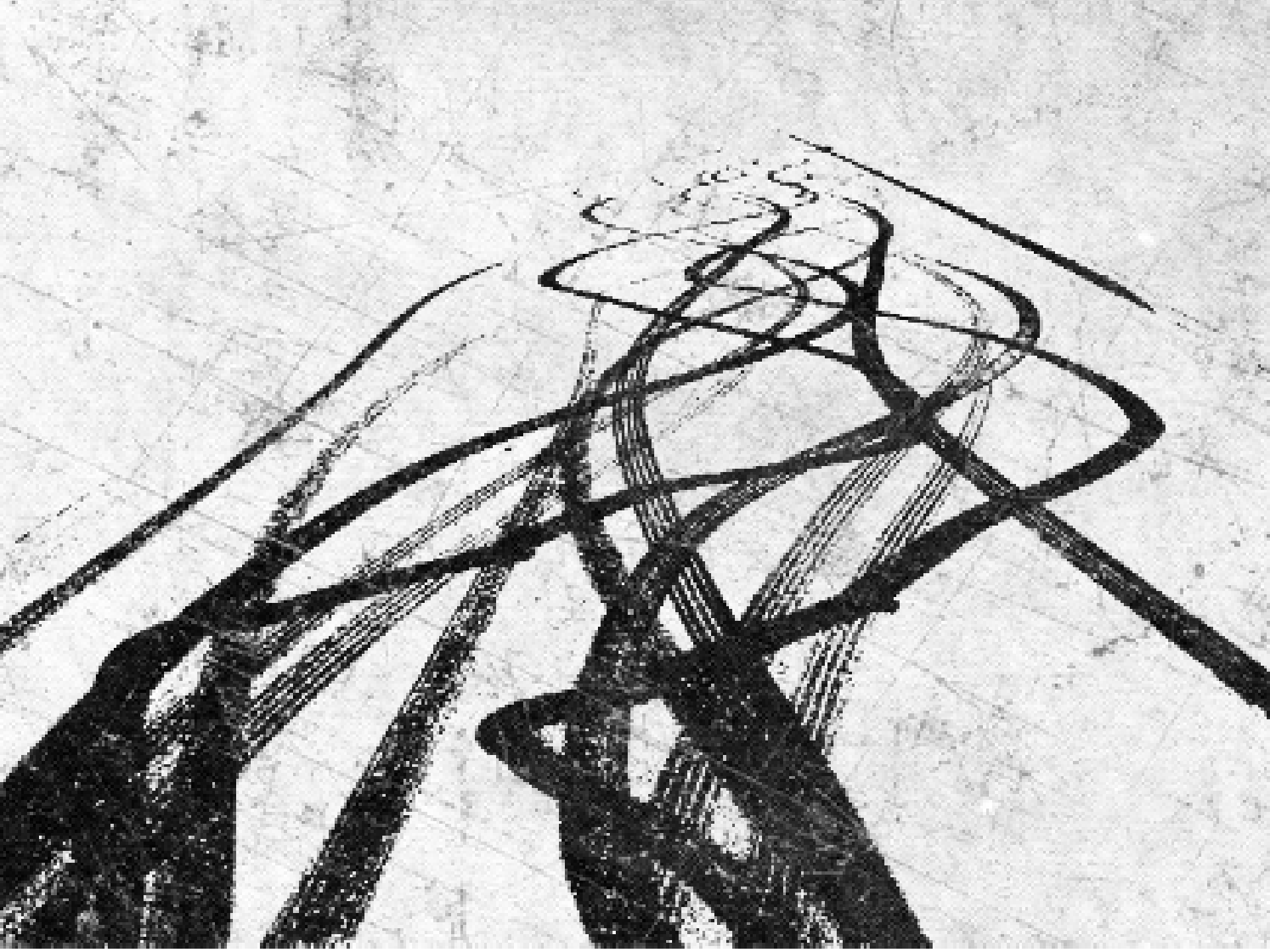
Exiting

Collaborating

Collaboration

Required Agreements

The common purpose   ✓

The problem   ✓

The solution   ✓

The plan to implement the solution   ✓
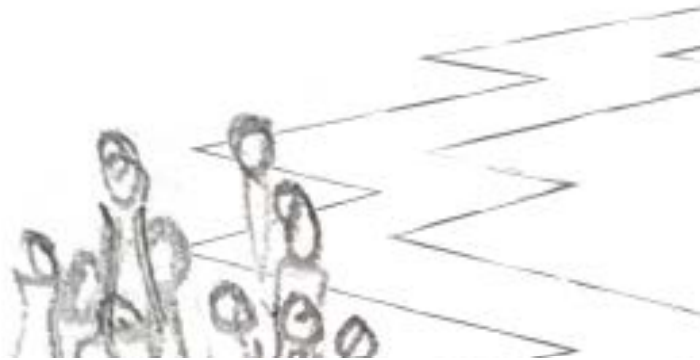
Who will do what to implement the plan   ✓

Required Agreements

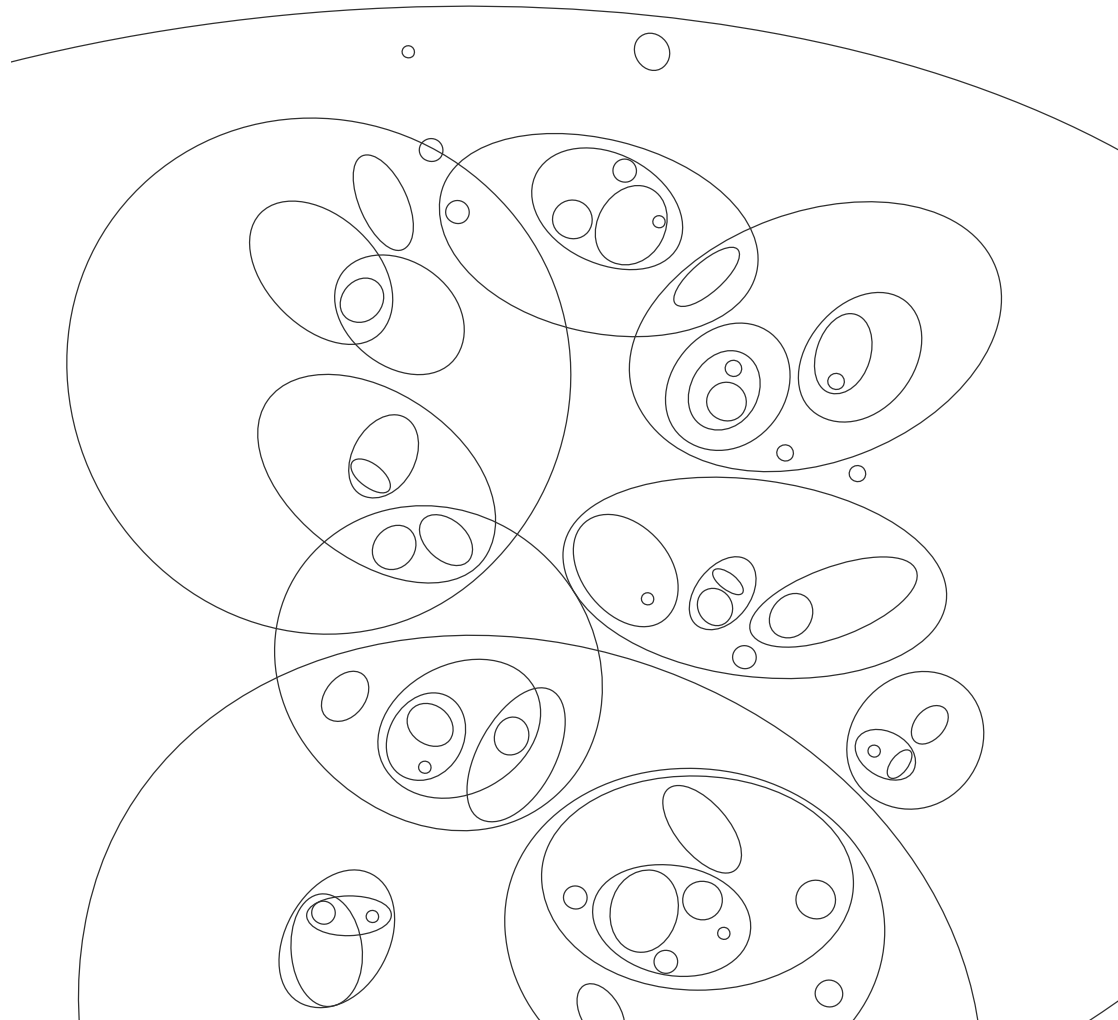|	Conventional Collaboration	Stretch Collaboration
The common purpose	✓	✗
The problem	✓	✗
The solution	✓	✗
The plan to implement the solution	✓	✗
Who will do what to implement the plan	✓	✗

Conventional Collaboration

Stretch Collaboration

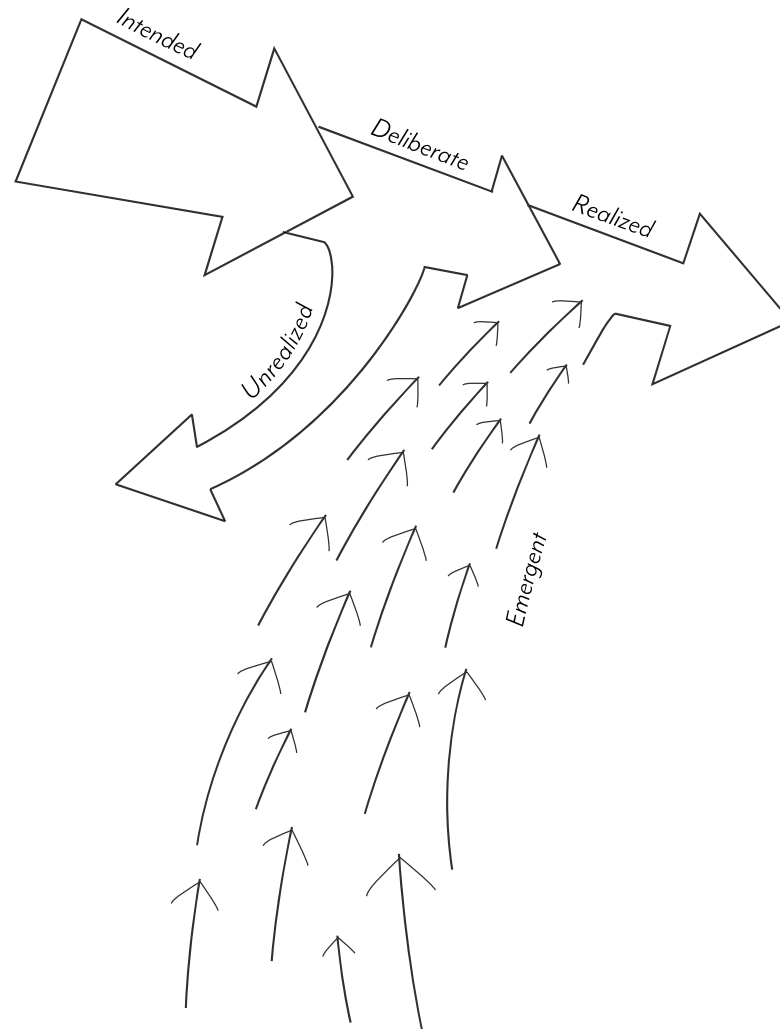# The Holonic Structure of Social Systems

The First Stretch

	Conventional Collaboration	Stretch Collaboration
How we relate with our collaborators	Focus on the good and the harmony of the team	Embrace conflict and connection

Types of Strategies

The Second Stretch

	Conventional Collaboration	**Stretch Collaboration**
How we advance our work	Agree on the problem and solution	Experiment our way forward

Conventional Collaboration: You are *a director or observer* of the actors in the situation; you are *apart from it*

Stretch Collaboration: You are *one of the co-creators* of the situation; you are *part of it*

The Third Stretch

	Conventional Collaboration	Stretch Collaboration
How we participate in our situation	Change what other people are doing	Step into the game

Conventional Collaboration

Stretch Collaboration

For more information

Collaborating with the Enemy: How to Work with People You Don't Agree with or Like or Trust, in paperback, e-book, and audio-book

Free downloads and newsletter at ww.reospartners.com/adamkahane

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Systems Thinking

Events
"What happened?"
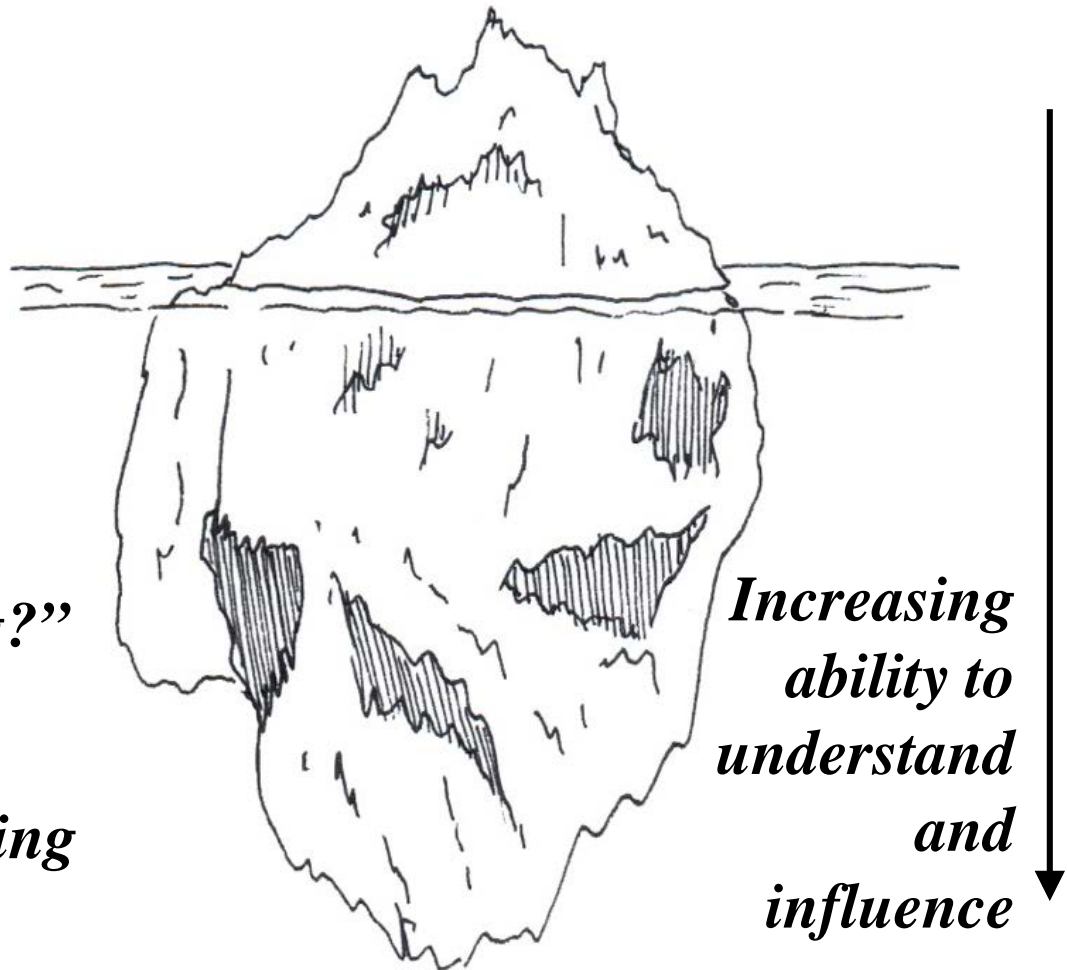
Patterns
"What is happening?"

Systemic Structure
"Why is this happening?"

Mental Models
"What logics are enabling this to happen?"

Increasing ability to understand and influence

LEGO SERIOUS play

- **Everyone** PARTICIPATES
- IF YOU DON'T KNOW WHAT TO BUILD ... just start building
- THERE IS **NO** ONE RIGHT WAY to BUILD
- YOUR MODEL means WHAT you SAY IT MEANS
- ALWAYS TELL A STORY REFERRING to your **MODEL**
- START WITH INDIVIDUAL MODELS THEN SHARE, THEN INTEGRATE