

# Collaboration across the waste ecosystem - The key to achieving true waste minimisation outcomes

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## Why this matters

- New Zealand's waste challenges are **systemic**
- Regulation and contracts provide structure — **they don't guarantee outcomes**
- Real progress in waste minimisation and resource recovery is delivered by **people working together across the system**



# Contributors



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## What we'll explore

- Why **contracts and models alone don't deliver collaboration**
- Why collaboration is a **leadership act**, not a process
- How **people, motivation, and behaviour** shape outcomes

*From contractual structures to human drivers of success*



## Limits of the contract model

- Waste minimisation outcomes are delivered by **people, not contracts**
- Contractual models provide structure — **they don't guarantee collaboration**
- Success depends on **how people work together**
- Collaboration is a **choice**, and a **leadership act**
- Trust and shared purpose enable teams to perform beyond the contract

*The contract should support collaboration — not replace it*



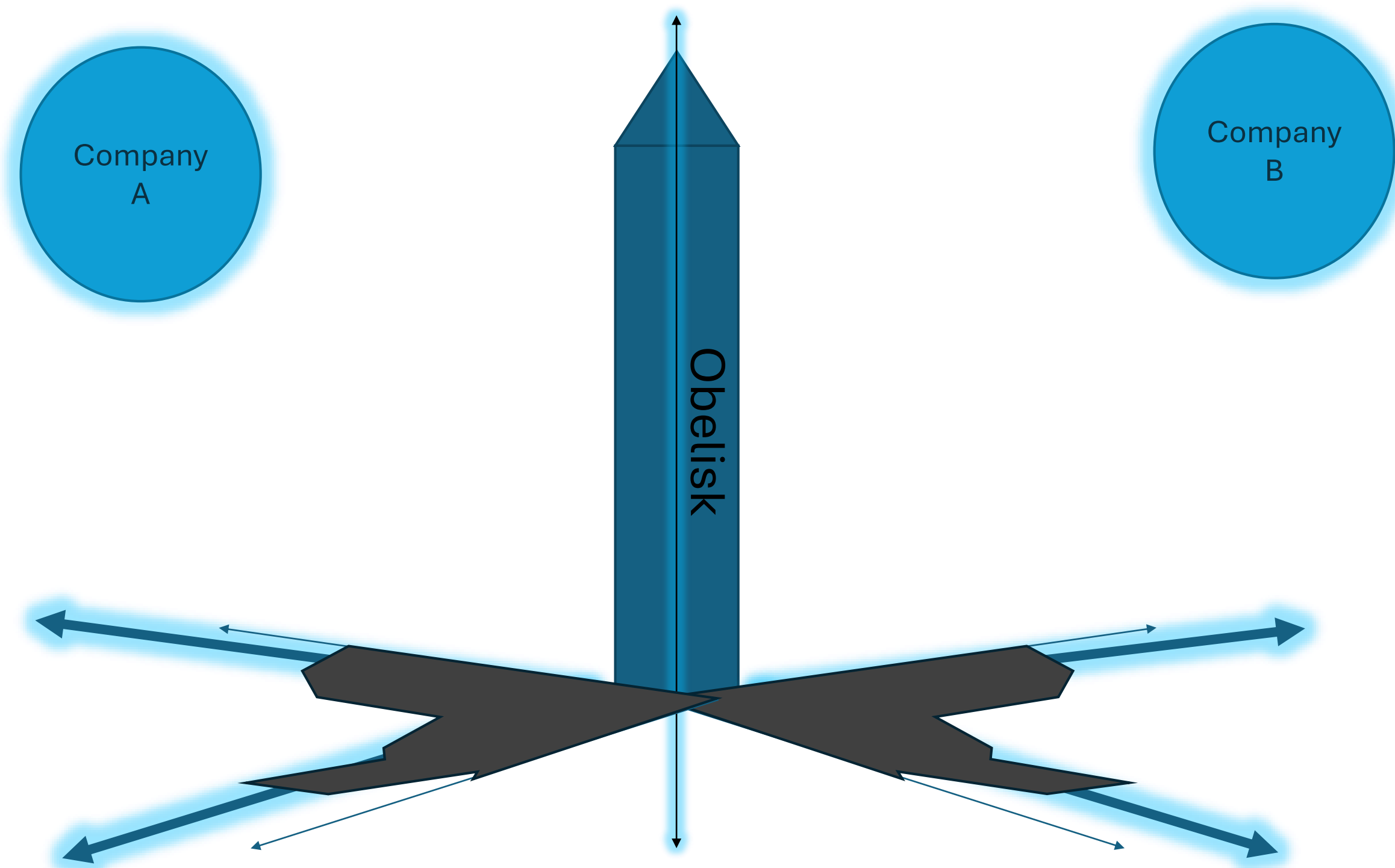
## Three risk model

$$\text{Risk} = \{\text{business} + \text{legal uncertainty}\}^{\wedge} \text{human risk}$$

- Technical risks are often **solvable**
- Human and organisational risks are **harder to manage**
- Projects fail more often due to **behaviour and misalignment than the “work” being done**



## Obelisk & shadow



When you form one collaboration, you form two (or more)

- The **Obelisk**: the visible agreement and structure
- The **Shadow**: home-organisation incentives, pressures, and loyalties
- Behaviour is often shaped more by the **shadow** than the contract



## Why collaboration matters

Research shows effective collaboration delivers:

- 30–40% uplift in time, cost, and quality outcomes
- Improved risk management
- Better problem-solving through collective thinking

*Collaboration is not “soft” — it directly affects performance*



## Some helpful language

### Co-opetition (noun)

Industry players who **sometimes compete and sometimes collaborate**



### Co-ology (noun)

The study of what happens **between people when they genuinely work together**



## Co-ology: the three enablers

Contract | Capability | Consistency

- What's agreed
- Who's involved and how prepared they are
- How alignment is maintained over time

*True collaboration requires balance across all three*



## When collaboration breaks down

- Collaboration falters when **contract, capability, and consistency** are misaligned
- A contract that constrains behaviour can **undermine trust and teamwork**
- Capability gaps lead to **silos, bottlenecks, and finger-pointing**
- Inconsistency creates **rework and poor execution**, even with good intent
- Strong outcomes sit in the **balance** of all three

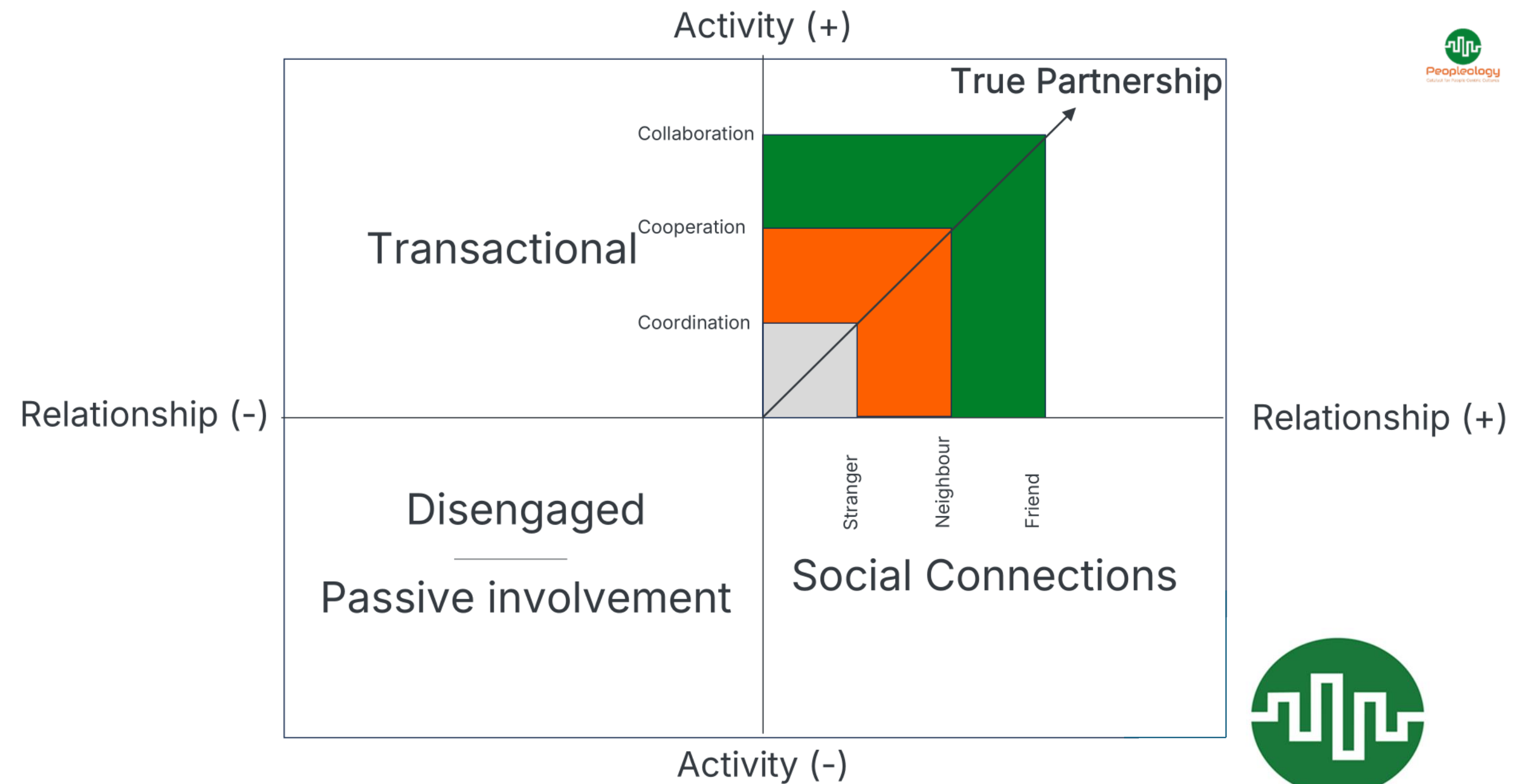
*The contract should support collaboration — not replace it*



# Relationships and activity

- Transactional delivery can occur without strong relationships
- True collaboration emerges as relationships deepen
- Outcomes shift from **coordination** → **cooperation** → **collaboration**
- When you form one collaboration, you form two (or more)

*Great outcomes sit at the intersection of strong relationships and shared activity*



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## Situation Other Self – SOS Model

Self | Others | Situation

- You can control yourself
- You can influence others
- You can shape the situation

*A practical lens for navigating conflict and complexity*



## Closing reflections

- Infrastructure is about **people**
- Models are **tools, not guarantees**
- Success depends on how **people work together**
- Collaboration is a **choice** and a **leadership act**
- Collaboration thrives in a **diverse, purpose-driven workforce**
- Collaboration builds trust and trust and shared purpose unlock better outcomes



**He aha te mea nui o te Ao?**

What is the most important thing in the world?

**He taangata, he taangata, he taangata**

It is the people, the people, the people

