

A CRITICAL APPROACH TO THE PRINCIPLE OF COLLABORATION***Virgilius Kawama**

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Abstract

The principle of collaboration states that when people come to work together are able to achieve much or what cannot be achieved by an individual person. Its emphasize is on combined effort or on putting various gifts found in different personalities to the common goal. Those authorities pushing for collaboration believes that no task is beyond the collective capability of a group. However, the author of this article wonders whether the principle of collaboration applies to every situation or not, whether the collective capability of a group is always morally right. He, therefore, wish to treat the topic, "*A critical approach to the principle of collaboration*". The objectives of this critical view to the study are: To prove whether the principle of collaboration is applicable in every human endeavours; and To state in which circumstances the principle of collaboration should be avoided and encouraged.

Keywords: Critical, Approach, Principle, Collaboration.

INTRODUCTION

Collaboration means to "work jointly on an activity or project"¹. It entails the cooperative relationship that exists among the people as they share powers and responsibilities individually or group towards the achievement of a common good. The collaborative ideas become clearer and more focused as people discuss in partnership with others. The objective of collaboration is to share the work and to discover more possibilities together than what could have been done individually. The researcher feels that it is high time that people came to understand the fact that though the principle of collaboration is being encouraged in almost all sectors of lives, there are areas where this need to be avoided. The time has come for people to provide clear and unified accounts of what areas deserve the principle of collaboration and those areas in which working together needs to be avoided. The belief that whatever the situation, when human beings group themselves together, they are capable of performing miracles to achieve any task at hand, can vividly be questioned. This article, "*A critical approach to the principle of collaboration*" wishes to be part of the solutions towards the solving of several avoidable problems.

The Principle of Collaboration

The principle of collaboration has at its heart the conviction that all people have something to offer for the good of the whole community. They all have the rights to speak out on various issues that fulfil their humanity. The idea behind collaboration is to build a united community that works together in scrutinising good and bad elements that might be affecting the transformation of the world around them. Collaboration is another way to express the expanding community at the heart of the human beings' development.

Collaboration is "not a movement about being insular, which isolates, but a movement that reaches out to include others"². Others are included not because they have all what it takes to be part of the whole but because their joining of the larger group completes the system and make work much easier for everyone involved. Collaborative environment is one where all people interact positively with one another. It promotes the ability of the people to work collectively, cooperatively and supportively. The people are willing to establish values and attributes that promote equality within world relations, which are essential to development. This genuine and cordial relationship facilitated by the principle of collaboration creates a culture of trust, forgiveness, mutual respect, and accountability. People are able to understand that different communities and unique personalities within the world are the best resources of coping with life. They discover that the path of collaboration focuses on complementary interests rather than opposing interests. The interests that make working together possible are the motivating factors of the principle of collaboration. In this situation, every collaborator's view is perceived as being worthy of respect and capable of consideration in understanding better the vision and mission of the group. Collaboration at its best brings together the people it benefits. It provides the necessary tools that offer the needs of the people. The resources for collaboration in the world are from the people themselves. The people collaborate through active participation in the specific group's activities. They bring out their skills of listening, negotiation, and innovation to make collaboration happen. Notwithstanding the evidence of collaboration, working as a team can be very interesting. Some people works harder than others. Some people like to work on projects immediately, while others take their time or wait until the end. All these pieces are part of what it means to engage in a collaborative spirit. What is essential is to identify the purpose of collaboration and how the group proceeds with accomplishing the defined mission. Collaborative spirit should provide a foundation upon which community's mission can be built. Its vision should be bigger than any of the individual or

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¹ Pearsall, Judy, (Ed.), *The Concise Oxford Dictionary* (10th Edition), 280.² Jacob, Morgan, *The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization*, 31.

single group involved. Every party should be confident in the method of collaboration because its motivation is to produce results that are beneficial for all. The idea behind the principle of collaboration is that 'number is strength' or 'number is power'. It rests on the values of solidarity, relationality, communality, and complementarity. The proper understanding of collaboration can help many people to start appreciating the importance of our togetherness and commonality. It is stated that 'united we stand, divided we fall'. The principle of collaboration has this conviction within itself, as it believes that in solidarity and complementarity we become very powerful to achieve so much as one people. People in every society, country, or continent have a sense of working together from time immemorial. They collaborate when dealing with general human behaviour and conduct, analysing and clarifying what constitutes development in person's actions, and scrutinising the theories that are right or wrong in evaluating human action so as not to jeopardise the benefits of the larger community.

The principle of collaboration has emerged as an idea whose time has come, and which has displaced other ideas associated with the governance of communities only by the few individuals without listening to other people outside administrative bodies. The principle of collaboration is relevant in the sense that it makes every person realise that nobody should be merely on the receiving end of the line but to be actively involved in the life and mission of the community. The spirit of collaboration allows everyone to freely and willingly be involved actively in the community's life. The diversity of peoples' gifts thus becomes enrichment for all and they work for the good of all. All the gifts given to every person should be used collaboratively in different communities. The principle of Collaboration offers to people a new way of seeing themselves in the community. Those with responsibilities for shaping and promoting collaboration should be the first people to accept the new reality of facilitating the better way of running the communities. Collaboration does not mean that leadership and management are no longer necessary. On the contrary they are more necessary although different in nature and of a different kind. The authority must focus not on control but on creating a common culture within which all others operate and communicate as brethren. This is because collaboration fosters consciously or unconsciously the willingness to help colleagues in times of need, the readiness to share opinion and knowledge, the avoidance of negativity, and promote a sense of appreciation for one another.

The principle of collaboration is of vital importance to ensure that community goals and objectives are met. It allows the people to take pride in their gifts and improve performance. The people are able to perform their duties with sincerity, to offer logical and completely unbiased decisions, completely devoid of politics, do their work not only with quantity but also quality in mind. Collaboration creates an atmosphere that limits gossip and inappropriate personal conversations that could be considered disrespectful. People respect each other's boundaries and conduct themselves appropriately, and their disagreements are resolved constructively and efficiently. People are able to conduct themselves with responsibility, integrity, accountability, competence and excellence. They communicate effectively and appropriately and always finding a way to be productive.

A Critical Approach to the Principle of Collaboration

This principle of collaboration would like every human being to think of the values and gains of community living than individual living. Individual's private interests counts less, and only seen to be vital if it is for the good of the community. Packer Palmer writes, "In a healthy society the private and the public are not mutually exclusive, nor in competition with each other. They are, instead, two halves of a whole, two poles of a paradox. They work together dialectically, helping to create and nurture one another"³. The differences that appear between two people are mainly for a good purpose. They are not meant to raise the spirit of competition for the two people can never perform the same function at the same time. It is their different functions which when brought together make our society a collaborative one. Collaboration in the community improves peoples' quality of life both communally and personally. In some cases a person might be in a difficult situation due to no fault of his or her, hence the need for colleagues to be collaborative or supportive at all times in action. The opportunities offered by the principle of collaboration include contact with other continents, mingling with other countries, sharing views with faith organizations and groups, interacting with vulnerable groups, identifying group gaps, and helping people to be transformative and innovative. Where collaboration is rightly applied, it helps in reduction of group inequalities, tackles current issues at the fast rate, and addresses wider determinants of the community wellbeing.

Nevertheless, after having critically, analytically and phenomenologically worked on the principle of collaboration, the researcher discovered that there are conditions in which this principle operates very well. There are other conditions under which collaboration can be seen or considered in another light. Reality can have many sides. Having said this, human beings have different views of reality. That in itself enriches reality, as no one person can see all sides of reality at a glance. It is not surprising that critical thinkers can also spot other sides of collaboration. There are criticisms of collaboration that are also enriching by opening us to those other sides. We will therefore open up to some of such sides.

This fact is out of simple logic that one thing cannot function excellently in every situation. As already stated, the principle of collaboration thinks that 'number is strength'. It is after unity, solidarity, complementarity, relationality and communality. The researcher has a stand that though collaboration has a lot of good for humanity, it has also some conditions on which its operation cannot bear good fruits. This only means that as long as collaboration does a lot of good to people, on the other hand, especially if the conditions of its operations fail, it may turn around to produce a lot of harm for people. Collaboration cannot produce the same good results in every situation; the opposite can also be possible. There is an assumption that to every affirmation, there is a negation. Adam J. Pearson reports that, "Spinoza pointed out that all affirmation involves negations, to claim a thing is something, is to simultaneously claim that it is not many other things. Hegel added the converse that all negation involves affirmation, to claim a thing is not something, is to claim it is the inverse of that negation"⁴. According to Spinoza and

³ Packer J. Palmer, *The Company of Strangers*, 31.

⁴ Adam J. Pearson. "Spinoza, Hegel, Affirmation, and Negation". Retrieved from <https://philosophadam.wordpress.com> on 27th August 2023 at 6:12pm.

Hegel, determining anything involves negation and affirmation that are interdependent with one another. What I am and what I am not are interdependent. All knowledge claims involve interdependent affirmations and negations. Positions are articulated through contrary positions. Dialogue and progress in life proceed through this negotiating of interdependent affirmations and negations. Since the principle of collaboration is after success of the people who come together to achieve the common goal, there are also conditions that affect collaboration negatively. Based on this critical approach to the principle of collaboration, it is observed that there are conditions in which collaboration operates very well; it also means that there are other conditions in which collaboration can be complemented with the rich ideas.

Effective Environment for Collaboration

There is always something that brings together the two people to operate in harmony. Some people even believe that individual realities are not complete until they get united with one another. Each is part of the whole, which is not found in an individual reality, but only realized through the coming together with the other realities. This is because “‘To be’ is to live in solidarity and complementarity, and to live outside the parameters of solidarity and complementarity is to suffer alienation. ‘To be’ is to be with the other in a community of beings”⁵. It is not necessary to be the same to live together but the spirit of collaboration makes that living possible. In fact, if all realities are completed in themselves what could be the use of the others. There is always something lacking in one person and can only be filled up by the other person through the spirit of collaboration. As a result, some people strongly holds that “the whole is greater than the corresponding parts”⁶ of humanity. And not all the corresponding parts will be the same. Look at the differences that exist in the body of the human being, thinking of the legs from the arms, the ears from the eyes, when they become united to form a human body they do wonders and function properly. There is a sense of harmony, communion, complementarity and solidarity among the community of beings who collaborates well. They make people realise that “we are called to love of neighbour and to work for integral human growth”⁷. The love of neighbour should be modelled after the love of self for integral human growth to take place. There is interconnectedness maintained by love of self and others.

Political Alliances: The merits of collaboration cannot be contested. Over the years and even at present, alliances between countries or organizations, in politics, economy or culture have yielded positive results. The relationships based on similarity of interests, nature, or qualities prompts associations to collaboration for mutual benefits. For instance, the 2022 Nigerian primaries of politicians experienced in both Peoples Democratic Party (PDP) and All Progressive Congress Party (APC) has taught us a lesson on what the principle of collaboration can achieve. Perceiving the competitiveness of the primaries, Northern presidential candidates ganged up among themselves and withdrew from the tight competition in solidarity with Atiku Abubakar in PDP, while in APC the candidates from different regions withdrew to support Bola Ahmed Tinubu, and the dual clinched the presidential tickets.

They realized that on their own as individuals they could not do much or become flag bearers of their parties. The principle of collaboration, solidarity and complementarity that brought them together helped them to get their goals fulfilled. The principle of Collaboration is also applied in the introduction of the ECOWAS passport that eased the movement of people within West African countries. This has boosted business relationships and social interaction across the region. We see this vividly when at the airports on how ECOWAS members are specially treated and exempted from some payments, which non-members have to pay. Respecting the values of collaboration, solidarity and complementarity, ECOWAS is now pushing for a common currency that will make transactions easy and accessible within the neighbour countries. A similar arrangement based on solidarity and complementarity has been successful in the European Union (EU) for the good number of years.

In recent past, the political somersault has been observed with BREXIT and the difficulties being faced. This has caused anxiety and uncertainties in the political, economic and social aspects of the United Kingdom (UK). The same unpleasant experience is going on in Sudan and South Sudan where the parties felt separation will be more fruitful but all in vain as at now. On the other hand, the war between Russia and Ukraine has made many countries to suffer economically, psychologically and spiritually. We cannot forget to mention the misunderstandings going on in West Africa due to the creation of two factions within the same territory; one faction of Burkina Faso, Mali and Niger, and the other faction of Nigeria, Ivory Coast, etc. It has affected negatively the spirit of collaboration, solidarity and complementarity. It has been realized that “The prize for excluding oneself from a group that has profitable objectives is indeed high. Although there might be different rules of engagements with regards to growth and development of a country or regional bloc, the bottom line is that inclusiveness and solidarity is paramount”⁸. The author finds out that the spirit of collaboration can be a common denominator for meaningful development and peaceful co-existence of a people.

Religious Coalition: Take for instance, Christianity and Islam, “whose doctrines and teachings transcend racial, ethnic and cultural boundaries are challenged to counteract those forces aiming at dividing people on those lines. The two communities of faith are called to work hand in hand to bring peace and unity among different ethnic and cultural groups”⁹. For both “Christians and Muslims interreligious dialogue is not an option but a duty demanded by the necessity of peaceful co-existence”¹⁰. However, this peaceful co-existence to be realised, the Christians are to be at peace and united within their religion as well as the Muslims. The followers of the different religions are to collaborate in the process of building the lasting peace humanity longs for. They are to collaborate in developing their communities or countries without thinking about only their religious followers but all humankind. There is wisdom in the saying that “If you want to go fast, go alone, but if you want to go far, go with others”. Collaboration among world religions is inevitable for effective living and universal development. The Christians alone cannot do much, they need to work with the Muslims, Hindus, or Traditionalists for the

⁵ Kanu, I.A., *On the Origin and principles of Igwebuiké philosophy*, 13.

⁶ Kanu, I.A., *On the Origin and principles of Igwebuiké philosophy*, 13.

⁷ Kawama, V., *Pastoral Approach to our Modern pandemics*, 91.

⁸Tumba, Gabriel. *The Igwebuiké Philosopher and Society*, 6.

⁹ Richard Nnyombi. *Islam-Christian Relations in Kenya*, 162.

¹⁰ Mathew Thomas Thazhathukunnel. *Interreligious Dialogue at Grassroot Level*, 100.

betterment of the world. People of different faith beliefs should come together to bring the hearts closer to one another. Each one of us has to approach the spirit of collaboration with an open mentality, an enlarged heart, a frank and sincere concern for the other. The purpose of our involvement in collaboration should be to have a genuine brotherly social interaction that promotes the economical, political and humankind general growth. Once we have a genuine love for one another, we will find it easy to involve ourselves in collaboration and to establish the basic values of tolerance, pluralism and dialogue. People will realise the fact that we can grow only when we are open to the other, listen to the other and to be fraternally corrected by the other, for we are neither self-sufficient nor individuals who are having the autonomy. People will come to discover that each partner in collaboration has gifts to offer the other. They help one another discover these gifts and promote their growth for the benefit of all humankind so that each one may grow better. We are invited to partner with other religions so that we can promote unity among believers, understand and appreciate others better, remove mistrust which often leads to division, provide services to people more effectively, convince the world about the unity of the children of God, and fight sinful structures together that hinder full human growth. In order to do this we must be ready to work for collaborative spirit, and to face the changes taking place. This calls for a willingness to change, to give up old categories, to search for new expressions and to accept new insights. To enter the new field of the religious encounter is a challenge and a risk. The religious person is required to enter this arena without prejudices and preconceived solutions, knowing well he may in fact have to lose a particular belief for what God intends. He enters into encounter ready to be transformed and to deepen his faith in himself and other people he collaborate with. This situation leads the partners in collaboration to a purification of their own beliefs as well as to a reinterpretation or rejection of all the oppressive aspects of their faith heritage. For the principle of collaboration to be fruitful the partners have to accept each other as equals. There should not be any feeling of superiority or conviction that others have only to receive from us and accept all our views. This lays emphasis on the fact that we are all persons created in the excellent image of God and hence equal, and that we have to learn from others and draw closer to the Truth. Acceptance of the equality of partners promotes transparency, mutual understanding and enrichment, communion and collaboration.

Environment promoting Human Dignity: This principle of collaboration is based on the belief that each person is an image of God. Every human being is created in the image of God, and therefore is invaluable and worthy of respect as a member of the human family. The dignity of the human person lies in being created in God's image and given that dignity by God himself. Every person regardless of race, sex, age, employment, economy, health, intelligence, achievement or any other differentiating characteristic is worthy of respect. It is not what you do or what you have that gives you a claim on respect; it is simply being human that establishes your dignity. The principle of human dignity gives the human person a claim on membership in every community. People are to understand that the differences in height, body size, skin colour, intellect, language, education, exposure or culture are accidents. Equality of all persons comes from their essential dignity. Differences in talents are a part of God's plan for humanity. The authority is meant to foster growth, protect each one's dignity, rights and to promote the common good. How the

leader organizes the group directly or indirectly affects human dignity and the capacity of individuals to grow in community leading to personal fulfilment as human beings. Without being sensitive to human dignity the idea of collaboration might not bear fruits as expected.

Environment after the Common Good: Everyone has a responsibility to contribute to the common good of the society. The common good is the sum total of all conditions of social living; economic, political, cultural, and so forth, whereby persons are enabled more fully and readily to achieve their own perfection. The common good also suggests that the good of each person or the well being of the human person is connected to the good of others. That is, human beings only truly flourish in the context of a community. The common good is the social condition that allows people to reach their full human potential and to realize their human dignity. The social conditions provided by the spirit of collaboration presuppose respect for the person, the social wellbeing and development of the group. Every human being has the right to participate in all community activities meant for the common good. All are called to make a difference according to their capacities. The collaborative community, therefore, becomes the instrument by which people cooperate together in order to achieve the common good. People come to realise that they have a right and a duty to participate in society, seeking together the common good and wellbeing of all. Without participation, the benefits and contributions available to an individual cannot be realized, and thus, not put to good use. Every person has a right to participate in his or her community activities so as to attain his or her essential human fulfillment. The desire to participate, and not to be marginalized or excluded, should be one of the main aspirations of every citizen.

Environment supporting Solidarity: All human beings are sons and daughters of the same Heavenly Father. We belong to one Divine family. We belong to one human family and as such have mutual obligations to promote the rights and development of all people. This can only be achieved through the principle of solidarity that recognizes the value of every human being. Solidarity is needed for the survival, dignity and quality of life. It must be lived and promoted by all people. Solidarity must be realized through collaboration or assistance with one another. Solidarity helps people to open up oneself to the reality of others and work for a change in every issue that affects the vast majority of peoples, and recognizes individual interests. Solidarity therefore, is instrumental in bringing forth what we can call integral development of individuals and society, which implies personal development and the growth of society and all humankind. The principle of solidarity leads to choices that will promote and protect the common good. Solidarity calls us to respond to personal and communal issues that cry out for more social and spiritual justice. Solidarity demands being aware of the others' condition, applying caring actions, and expressing total commitment to the common good. Solidarity is a call to recognize each individual person as a part of one human family, regardless of ethnic, national, racial, gender, economic, political or ideological differences. We are called not only to recognize the dignity of each individual person in word only, but also to fully respect that person's human dignity in our daily lives, by seeing and understanding others as our brothers and sisters for whom we have responsibility. Solidarity shows that being a person means being united to other people in mutual love. Solidarity is an

attitude, a vision, a specific human determination to accept responsibility for welfare of others and plan, act and advocate in variety of ways to fulfil this sense of responsibility. The principle of solidarity is rooted in the belief that human beings share equal dignity and participate in the common good without any discrimination. It exalts our common humanity with responsibilities for the other. The principle of solidarity spells out the mutual responsibilities for the common welfare. It also emphasizes the God-given dignity of the human person, the importance of subsidiarity in encouraging individual and communal initiatives toward the service of persons.

Ineffective Environment for Collaboration

As long as there are effective environments for collaboration, there are also ineffective environments for the principle of collaboration. Following are the obstacles that does not favour collaboration:

Personality Differences of Interests: In some ways we can say that under the principle of collaboration is the conviction that number is strength, the bigger the number, the better the outcome. However, we discover that this big number we are talking about comprise of different personalities. These different types of personalities in the community might be conflicting with each other. The personality differences of interests have a negative effect on knowledge and vision sharing. These realities can directly or indirectly affect peoples' relationality, communality, and solidarity. As a result, the principle of collaboration in this case cannot be realized. Collaboration requires a great investment of time and effort and obviously money since it operates with large numbers of people, and not everyone will be time conscious, committed or rich. Apart from that, many people cannot afford to spend their little time, effort and hard earned money on community projects. It is possible that some uninvited guests may gain access to spaces of meeting and impersonates a community member or make away with confidential information. This is because not everyone will ensure that he follows the guidelines and best practice of the community or group. It may be difficult to maintain confidentiality within a group. This is partly due to the fact that information shared by many people is more likely to be discussed or shared further with others outside the group. Collaboration can also limit the creativity of community members as it focuses on a single community goal. It may not allow individuals to explore new ideas or approaches for they have to abide by what the larger community decides to be a focus. After having realized these mentioned shortcomings from personality differences of interests, some people cease from partnering after a certain point as they lose sight of the larger purpose or bigger picture of collaboration. In this case, collaboration has led some people to resist change who are not ready to work towards a common goal. They feel collaboration does not allow flexibility or adaptation to changes in the environment since everyone involved has to obey the already set up procedures. It overemphasizes so much on group objectives, which may result in neglecting other important aspects of the community such as individual dreams and satisfaction. It has been observed that most members of the community seem far more likely to choose to invest their time and energy in building up the life of the community if they feel they have a significant say in its direction. Collaboration, very often, does not give those individual opportunities to raise concerns and make suggestions they think could build up the world of their own.

As the result, there is hesitation on some people to embrace collaboration spirit for they think it buries the values that come with personality differences and interests.

Cultural mismatch between individuals: Knowing that collaboration demands a large number of participants, it is obvious clear that this number will be made up of the people from different cultural or family backgrounds. These different cultures are likely to create mismatch feelings between individuals. While collaboration requires healthy autonomy to be given to the people, it may take away the individual autonomy some community members may have previously enjoyed. This can lead to demotivation and frustration in these community members. Furthermore, collaboration may lead to individuals waiting around for approvals and permissions before acting since the community spirit is binding them, thus wasting precious time for those whose cultures promote quick responses to different life situations. Not everyone has a gift to tolerate the working situation that does not give individual opportunities priority. These special personalities will therefore opt to go alone rather than in collaboration with others. Due to the emphasis on the community goal, some people feel deprived of their cultural values in which each community member provides a unique contribution freely. In collaborative group, some people will have to lead the group and sometimes without acknowledging the different backgrounds of the people, without listening to all of them or getting their feedbacks especially those who are reserved. The members come from many backgrounds and contexts, and they wish their uniqueness to be appreciated, accepted and valued within the larger community. They want to celebrate their differences and feel their inclusion in their new community. But some groups do not ensure that each member needs to feel and understand that he is a valuable part of the community and can be delegated different tasks according to his or her abilities or talents. This makes some individuals to withdraw from working with others. There are also some people, who naturally, do not like being in a group situation. In particular, they may not like to express problems or share ideas with others. If forced to participate these people may become disruptive or withdraw. Other people may become disruptive if the group process does not seem to be going on the way they want, for example, if their ideas have been rejected, even after careful discussion and consideration. All these unique traits affect collaborative spirit.

Lack of consistency and clarity on roles and responsibilities: It takes time to develop full understanding of roles and responsibilities of the larger group. However, until that understanding develops, groups may be vulnerable to misunderstandings and miscommunications, to lack of consistency and clarity on the members' roles and responsibilities. This can result in work not being done or being done twice. The principle of collaboration requires putting right strategy in place for community members to be aware of what they are supposed to do and thus stay on the same page. A proper collaborative strategy should guide the team in what they are complementing for, what policies are in place and also what tool will be used for the process to bear fruits. Failure in being consistency and clear about the roles and responsibilities of the collaborative members incapacitates its continuation. Lack of awareness of individual and communal obligations is a source of failure in every group. This leads to poor commitment to the spirit of collaboration. Some individuals end up being spectators instead of being

active participants in achieving the common goal of the team. And thus, it adds to the workload of other community members, wasting time on the job that could have been done by ten people yet left to five committed people. In this case it is not about the number but the quality and commitment of the people involved. This can bring down collaboration spirit in the community and discourage other members from complementing, especially those who are hardworking among the lazy ones.

Some Societies does not support collaboration:

Collaboration implies big number, thus diversity. Diversity can be challenging for some people to understand and work with. Despite the fact that it is essential for community members to be able to work with diverse individuals, it is not always the case. Sometimes the unity in diversity outcomes does not justify the time and resources invested by the community members. This makes some societies not to support collaboration, especially if this unity or large number of peoples' interests leads to war, banditry, kidnapping, prostitution or gossips. There are some good people who after finding themselves in bad companies become spoiled by adopting the lifestyle of the majority. In fact, implementing collaboration in some societies can lead to more negative effects instead. There are some societies that promote individualism as one way of cutting down unethical practices and so telling them to come together is like inviting them to the place of tensions or destructions. Communication is an essential aspect in the principle of collaboration. Yet some communities feels communicating their issues is like making noise in the society or not respecting themselves. They feel whatever they communicate publicly, depending on the content, sometimes if it is ones' challenge can be used against him in a long run. They do not believe that when community members communicate effectively, they can better share important information for the good of all; build great rapport and complete individual or communal assignments successfully. Sometimes, they think, ineffective or incompatible communication styles can affect the productivity of the community. As the result, they opt to keep quiet about everything that has to do with individual or specific community business to avoid being misunderstood or abused just because of the desire for collaboration.

Community Conflicts: For community members to collaborate closely with each other, they need to have healthy relationships. These relationships need to be created by time and effort. But not all people are patient enough to wait till proper relationships are established. This affects the principle of collaboration negatively in a long run. There may be frequent conflicts due to closely working together. One or two people may take control of the group and essentially sideline others. A similar split can arise if one or two people are prepared to put in a lot more effort to get the work done and feel that others are taking advantage of them. Existing relationships within a group can damage the development of wider group cohesion. Where two or more people within a group already have a relationship, this can encourage the formation of subgroups or cliques within a wider group. This, in turn, can make it harder for other members of the group to fit in. This can lead to poorer decision-making, individual withdrawal, and refusal to sign-off decisions by those who feel not incorporated. These conflicts become highly destructive when there is no quick conflict resolution, and thus the problem deepens leading to bigger disruptions and community

divisions. Those who are not strong enough and very much convinced of what brought them together they cease being part of the group. Trust is an essential element of collaboration. For the community to function properly, its members need to trust one another, to relate as brothers and sisters, and to remain united at all times. The members are to keep communication open and emphasize genuine transparency. While some details are sensitive or private, sharing other less confidential information can help members feel included and trustworthy. Nevertheless, some groups fail to establish clear boundaries and hold each other to the same standard. As a result, some community members experience lack of satisfaction, accountability and alignment, leading them to departure from the larger group or being source of unnecessary conflicts should they decide to remain attached. When you group different people together on one project or set of responsibilities, it is obvious that there will be conflicts of personalities, ideas, or interests. Conflict may arise within a group for several reasons. Conflict may arise because individuals have different ways of working, or different ideas for achieving the groups' objective. Take for instance, the people who want to finish their work within a short period of time and those who do not mind how long their project will be realized. The two extremes will find it difficult to work together. It is true that open conflict can be helpful in clearing the air but it can also lead to the group fragmenting into subgroups or individuals leaving the group or withdrawing their cooperation. Conflicts can hold up progress on accomplishing the job at hand. It can cause tensions among the members of the community. This is one of the negative aspects of collaboration that emphasize on the importance of working together.

Wrong Community members: For the principle of collaboration to operate effectively, the community needs to be comprised of the right members. The ideal team member is someone who is cooperative and a team player, and is ready to put the needs of the team above his own. The members are to be committed to working closely with other team members and transparent enough in sharing information. Whoever is not ready to risk his life for the community, is not ready to collaborate with others or seeks only for his personal gain and satisfaction, he is a community wrong member and his presence endangers the purpose of the group. Interesting enough, these kinds of people are found in some groups. This is the reason why while working in big number is great for many, it is not ideal for lots of people. Some individuals might prefer to work better alone. This is essentially in regards to avoiding working with wrong community members. Some people are simply shy or introverted people naturally. Pushing these people to collaborative spirit can lead to negative effects on their lifestyles. There are some individuals whose nature is to resent the pressure to conform to the groups' norms. They always wish to live by their values and not what communal interests dictate. These natural traits in them may lead to withdrawing from groups where they feel uncomfortable. They believe working in a group may dampen their individual sense of responsibility for decision-making. They are against the fact that the group, not by any one individual, owns a collective decision. This means that individuals may be prepared to agree to more risk for the group than they would accept for themselves. They may also be more prepared to accept a bad decision because they will not be hold personally responsible. This is a bad attitude that does not favour collaborative approach to community living.

Conclusion

From the critical approach to the principle of collaboration analyzed above, it is crystal clear that before the authority in the continents, countries, governments, schools, churches, or mosques applies this principle of collaboration, there is a need for them to evaluate the situation at hand. They are to be aware that not all situations embrace the principle of collaboration. The principle of collaboration should only be tolerated in situations that lead to good and not to evil outcomes. Promote collaboration in situations where partners believe to earn equal benefits like in political alliances, religious coalitions, and environments that favour solidarity, human dignity and the common good. People should not be forced to collaborate for evil intentions, or for whatsoever reason without their freely and willingly consent. In situations where personality interests differs, and the cultural mismatch is experienced, the principle of collaboration should be avoided by all cost.

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