

Involving People - integrating ideas and delivery through good practice stakeholder dialogue?

Natural Connections March 2011

Diana Pound BSc MSc CEnv MIEEM (IUCN Commissioner)

dialogue matters

Specialists in designing and facilitating stakeholder processes

www.dialoguematters.co.uk

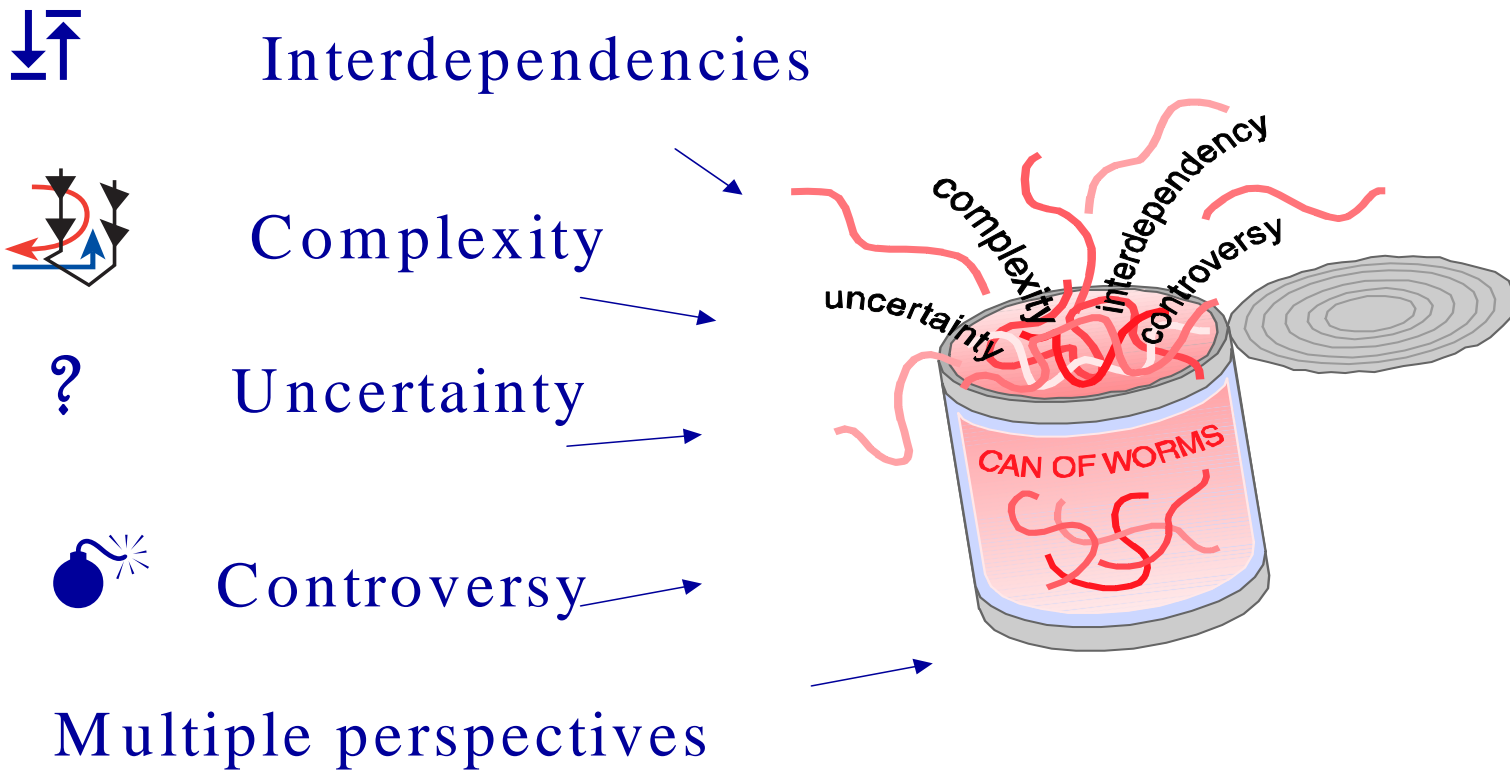
Contents



- The challenge
- Participation
- Good practice
- Results

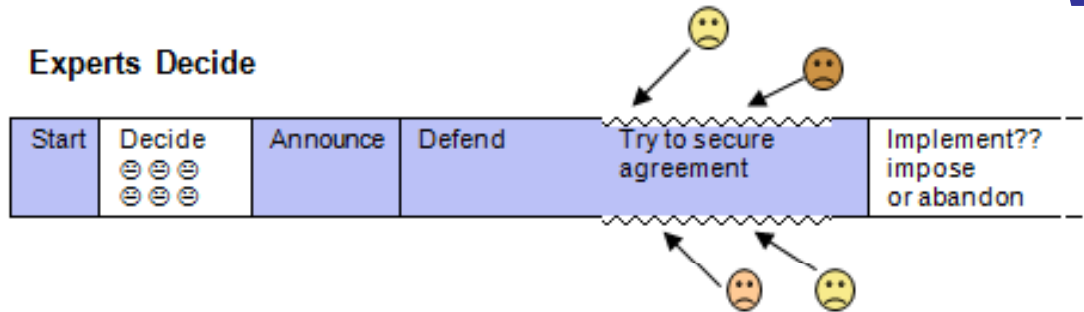
The Challenge

Complexity

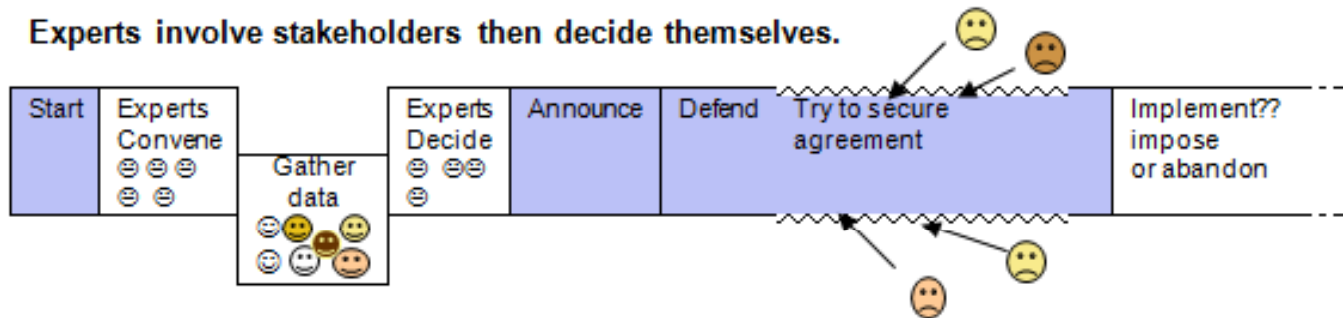


Who decides?

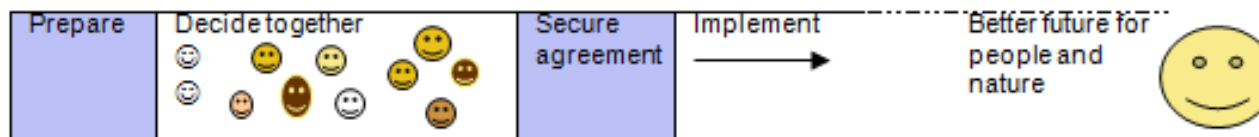
Experts Decide



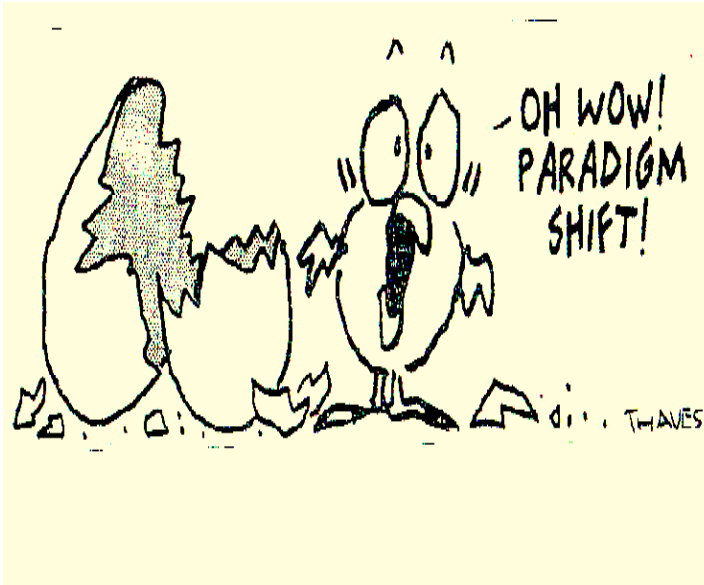
Experts involve stakeholders then decide themselves.



All key stakeholders, including 'experts' decide together



Change in attitudes to stakeholders



Old attitudes	New attitudes
They are the problem	We are all part of the problem - and all part of the solution
They are a drain on resources and get in the way	They are an asset and we need to work together
Science or technical evidence used to determine the outcome	Many forms of knowledge are needed and used
Telling other what to do	We all need to learn from each other
Pushing others to change	Working with others to agree change
Formal approaches	Participatory approaches
Our ideas are best	The best ideas are the ones we agree on and implement
We are the experts we know best what should happen	We can find the best way forward through dialogue and negotiation

Different levels of participation

Participation can mean many things

	Power holders	Others
Information giving to raise awareness	Decide and tell	No influence
Information gathering to develop own understanding	Ask for information to help them make decision	Provide info but no influence over how used
Consultation to be open to influence	Decide options, asks for views and decide what to do	Can influence options or amendments
Shared decision making	Sponsor a process to share decision making	Share decision making

Levels of influence

	Reactive	Interactive
Information giving to raise awareness	Press release Newsletters Adverts Displays	Open days Exhibition
Information gathering to develop own understanding	Questionnaires Surveys	<u>Facilitated workshops</u> Focus groups Drop in events
Consultation to be open to influence	Written comment on a proposal Exhibition Public meetings	<u>Facilitated workshops</u>
Shared decision making	Designed process with <u>facilitated workshops</u>	

Social Capital



Social capital is the sum of:

- Trust
- Good will
- Exchange of time and effort
- Common rules and norms
- Connectedness, networks and groups

High social capital = cooperation and collective action

What works best

	Social Capital	Knowledge shared	Decisions better informed	Integrated solutions	Commitment to implementation
Information giving to raise awareness	Least	Least	Least	Least	Least
Information gathering to develop own understanding	↓	↓	↓	↓	↓
Consultation to be open to influence					
Shared decision making					
	Most	Most	Most	Most	Most

cooperative and collective action

Good Practice

Good Practice Ethics



©ISCZ

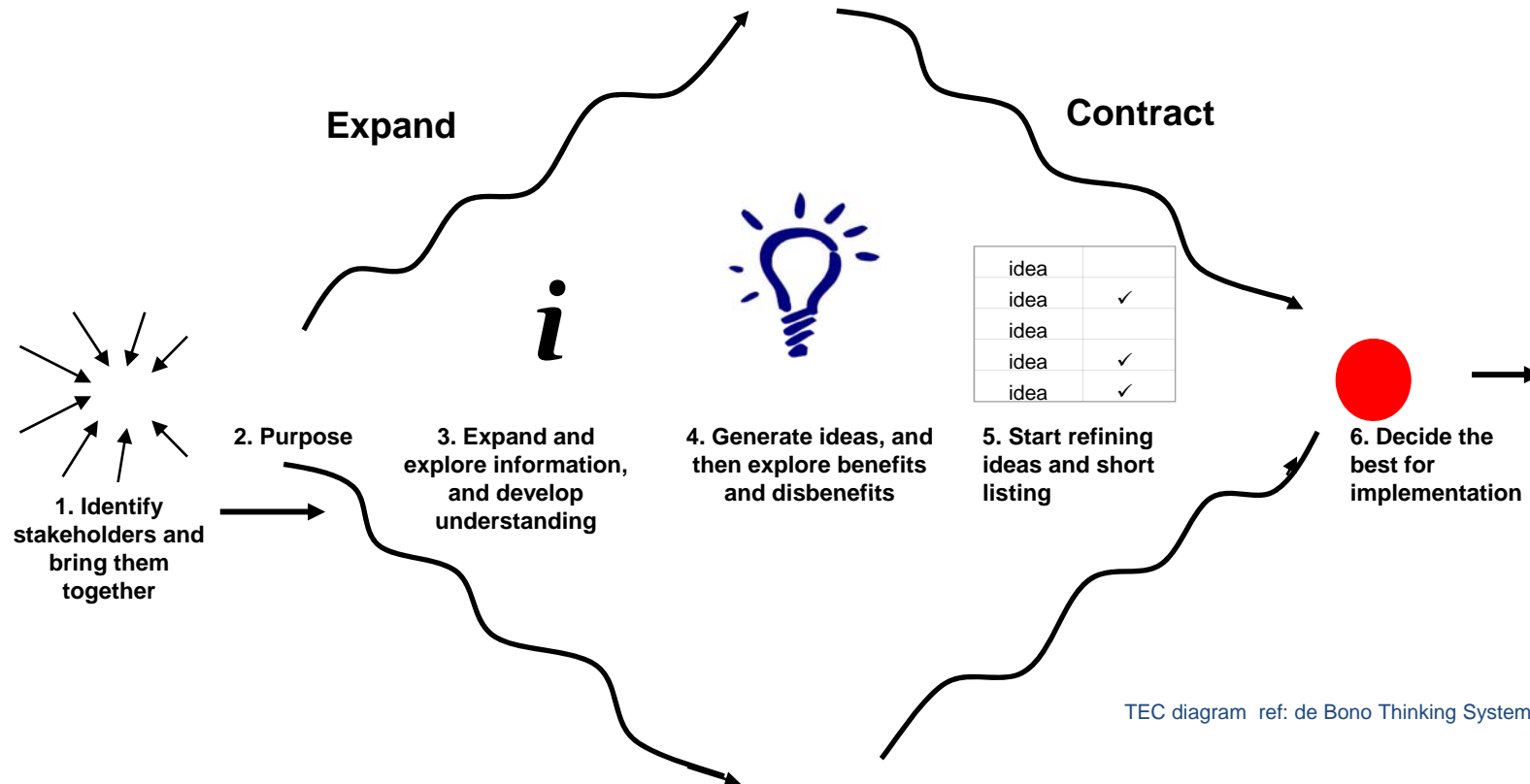
- Genuine opportunity to influence the outcome
- Respect for stakeholders underpins all actions
- Includes key stakeholders - in equitable way
- Stakeholder involved at an early stage when options are open and they can make a difference
- Facilitates a behavior shift from adversarial negotiation (win/lose) to principled negotiation (win/win)

Good Practice Design



- A planned and coherent stakeholder participation process
- Workshops seen as just one part of the whole process
- Designed and facilitated by a skilled third party
- Emphasis on design of process, workshops and tasks
- Workshops use tools and techniques that encourage co-operation

The overall process



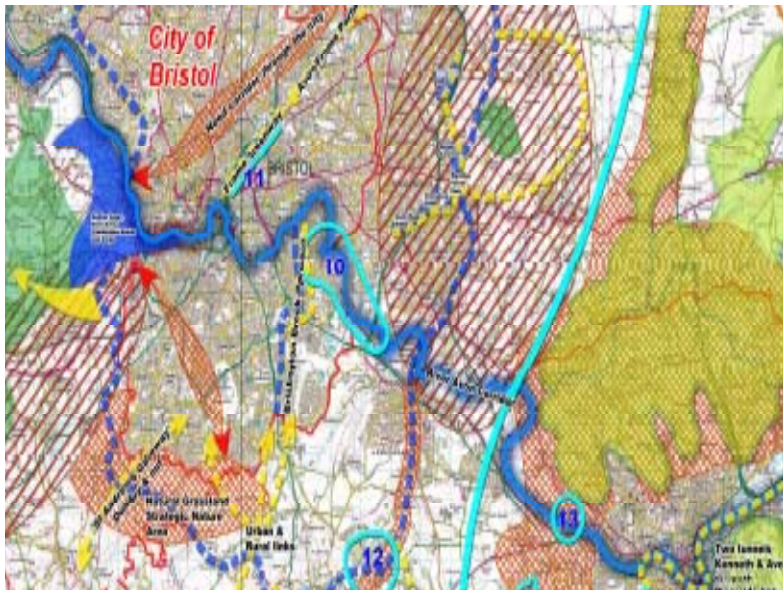
Results?

Results



- Well informed decisions
- Integrated across interests and sectors
- Real problems addressed
- Mutual learning
- Commitment to implementation

Proof ?



- WEGIG relationships cemented and cross boundary work continues.
- West of England Partnership is embracing the concept and helping to take forward the map.
- Adoption of GI Framework by W of E Partnership (so hope that the replacement Local Enterprise Partnership will embrace it too).
- Natural England funding went to a strategic river corridor project identified through the workshops

Involving People - integrating ideas and delivery through good practice stakeholder dialogue?

Natural Connections March 2011

Diana Pound BSc MSc CEnv MIEEM (IUCN Commissioner)

dialogue matters

Specialists in designing and facilitating stakeholder processes

www.dialoguematters.co.uk