

Effective Stakeholder Engagement.

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dialogue matters ltd

Specialists in designing and facilitating co-operative decision making for the natural environment

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- Case example
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Our experience



- 55 stakeholder processes (90 workshops)
- Local to international
- Land, sea and subject based
- Uk, Europe, Middle East, Africa
- Consensus building and knowledge exchange
- 900 people trained

New Forest National Park Authority & recreational horse keepers



Conflict



- Participation process not best practice and poor wording of policy
- Angry horse keepers, vets, farriers
- Forest Uprising Group (FUG) & 6000 supporters, MP support
- Anonymous death threats, national media, BNP, police involvement
- Management plan progress stalled
- Situation polarized and escalating

Process



Mediation followed by 2 evening workshops (34 people).

1. Open up discussion:
 - benefits and challenges of horse keeping
 - pros and cons of having a policy.
 - what is working well now
 - wish list
2. Close down to actions:
 - ideas for the policy
 - plan positive action (equine forum, guidelines, info and data, working more effectively together)

Results



“Brought people together with different views in a very constructive and enjoyable way”

“Highly effective in breaking down barriers and helping all concerned to better understand each others”

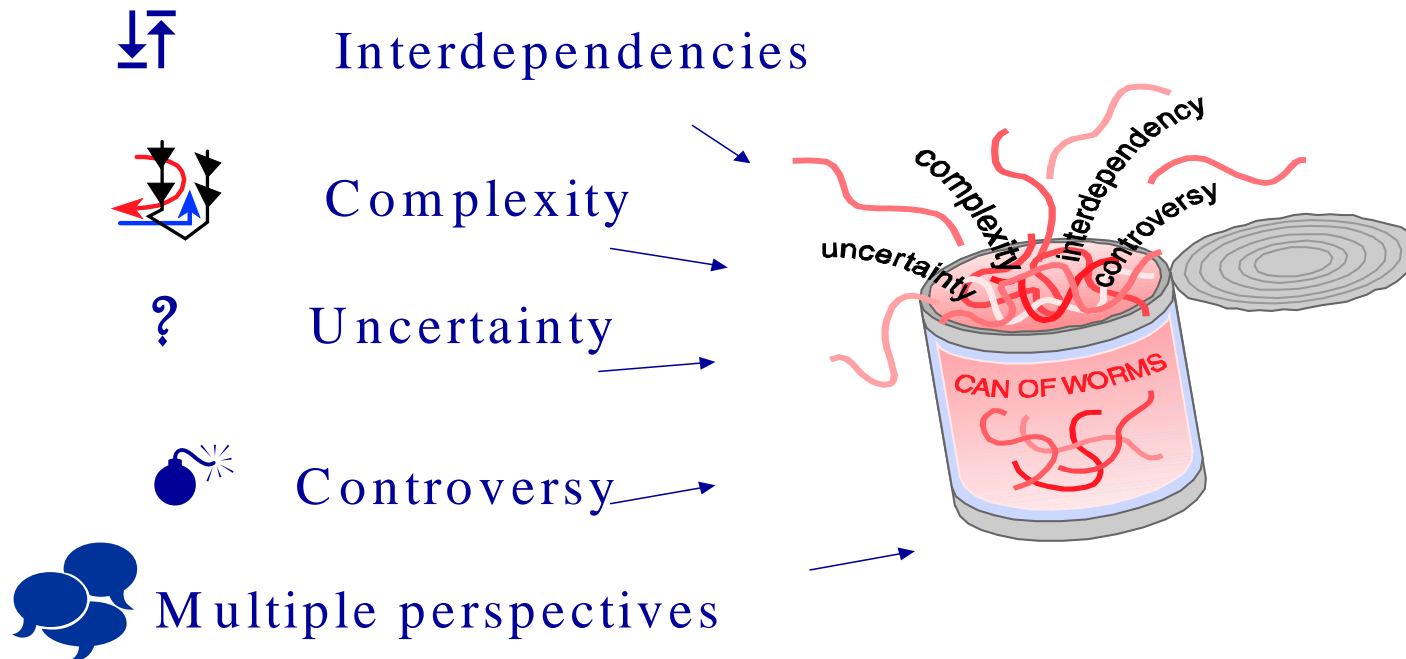
“A successful (and lasting) off-shoot was the establishment of an independent New Forest Equine Forum”

“Resulted in working together on revised horse keeping polices and detailed guidelines for horse owners and riders”.

Complexity



Environmental management 'wicked' problems



Kevin Collins SLIM project, Open University, 2004

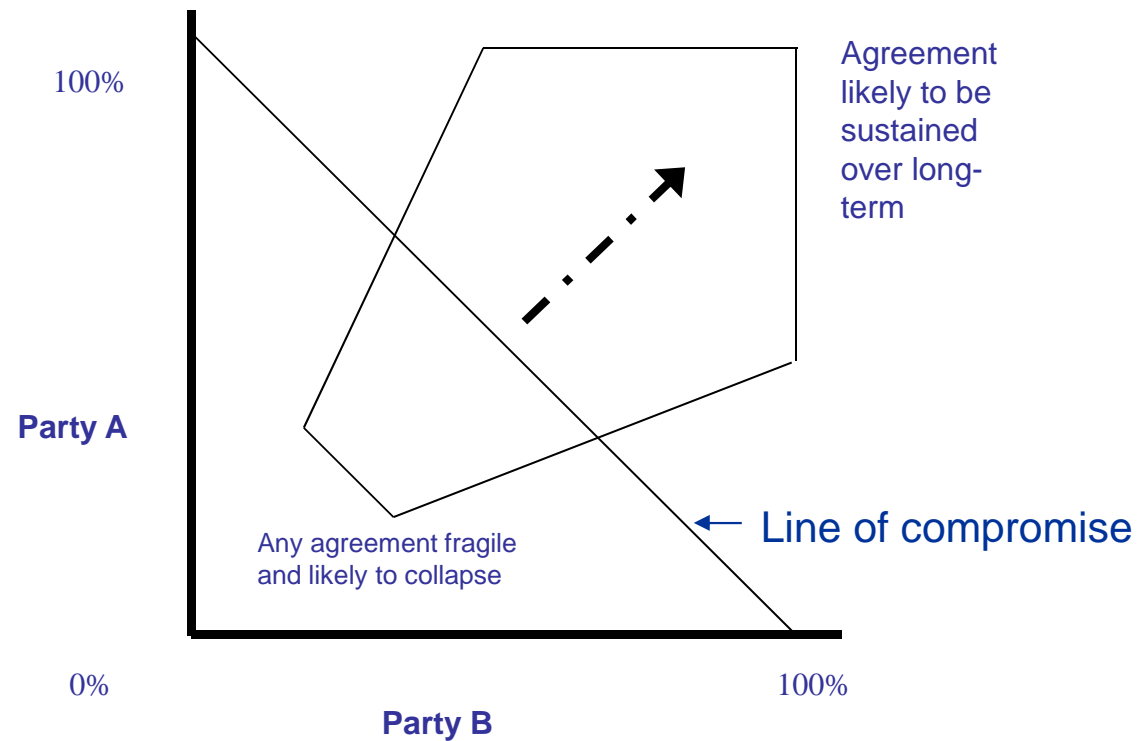
Keys to success



Key 1: Principled Negotiation

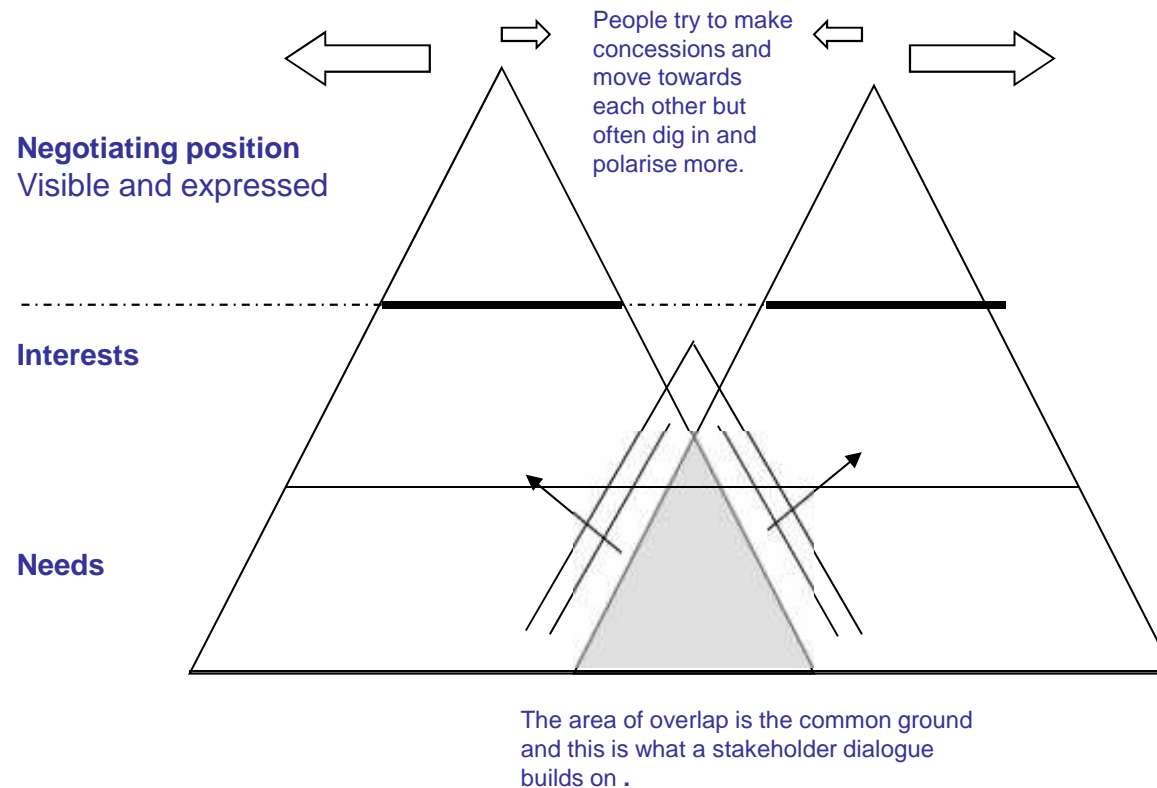


Getting Beyond compromise



Adapted from R. Harris

Positions Interests and Needs



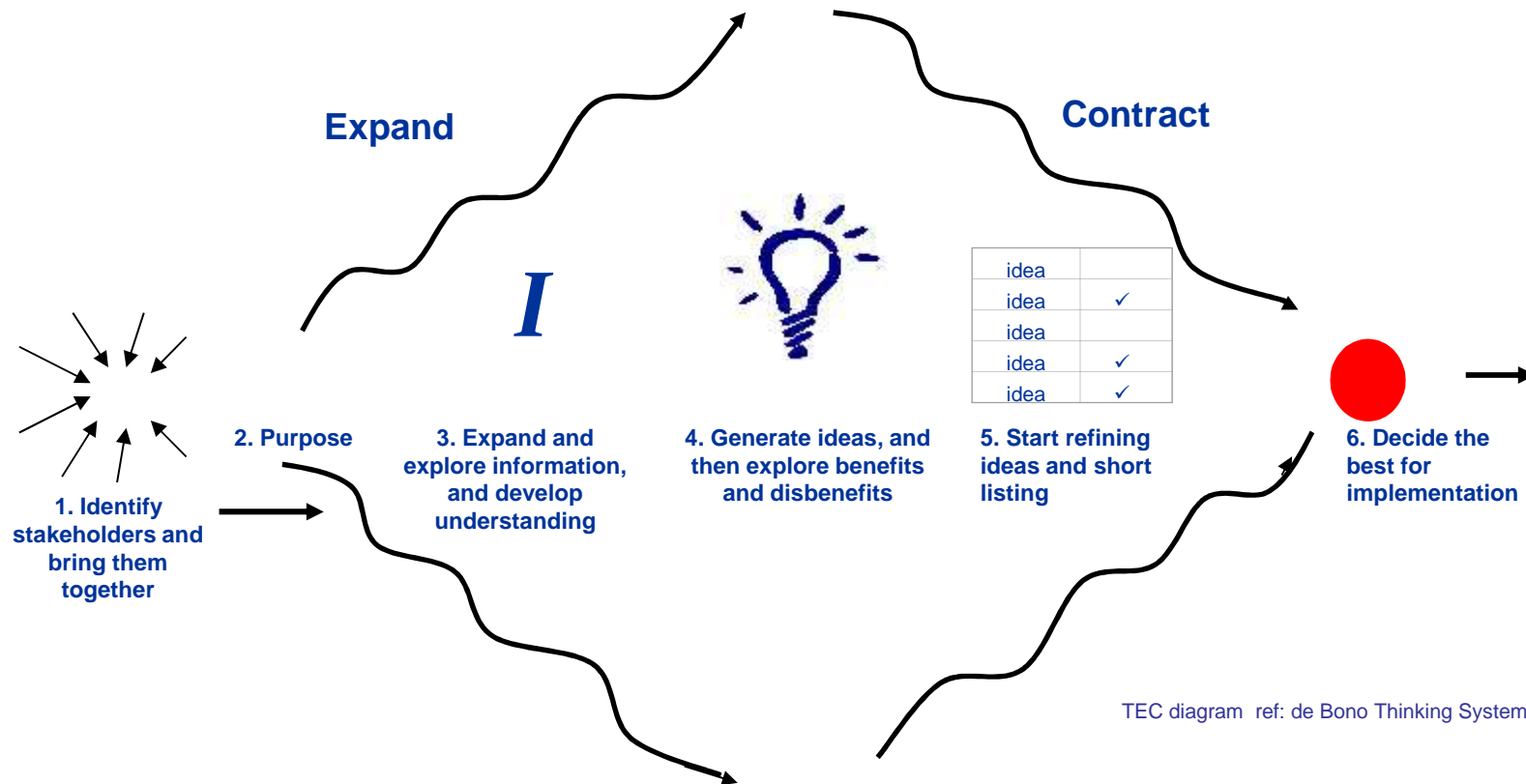
Positional v Principled negotiation

Adversarial Behaviour	Cooperative Behaviour
Withhold information	Share information
Make threats	Ask questions
Argue from positions	Explore interest and needs
Attack the others knowledge or them	Explore knowledge and perspectives
Defend position	Seek solutions
Work on each other	Work on the challenge
Win/lose	Win/win

Key 2: Designed negotiation process and time



The overall process



Process of change

cooperation and mutual respect increases

No or little awareness of others interests and the shared challenge

Get involved out of fear of losing out
Positional behaviour

Recognise the benefits of involvement for own interests

Recognise the validity of others interests and knowledge

See the benefits of cooperation and participation

Commit to active and on-going engagement

Key 3: Ensure clear roles and responsibilities



Clear roles

Sponsoring Body (SB)

- Resources
- Task
- Time frames
- A duty of care

Stakeholders (including the SB)

- Knowledge and know how
- Creative thinking
- Negotiate solutions

Third party (designer/facilitators)

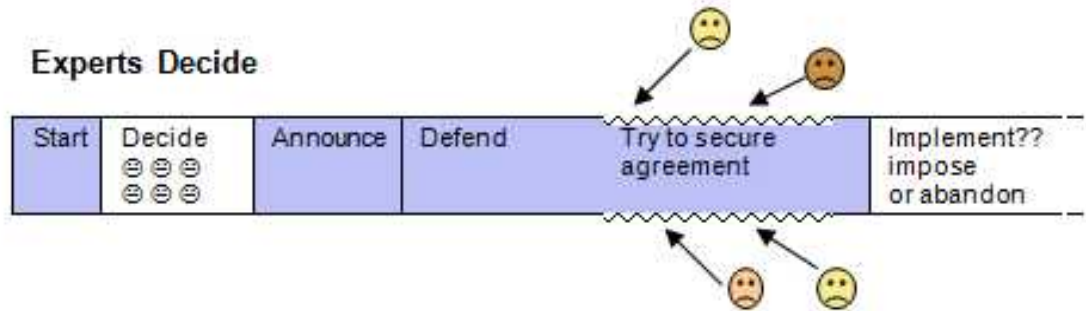
- Independent
- Designs overall process
- Designs elements
- Facilitates

Key 4: Good practice ethics and design

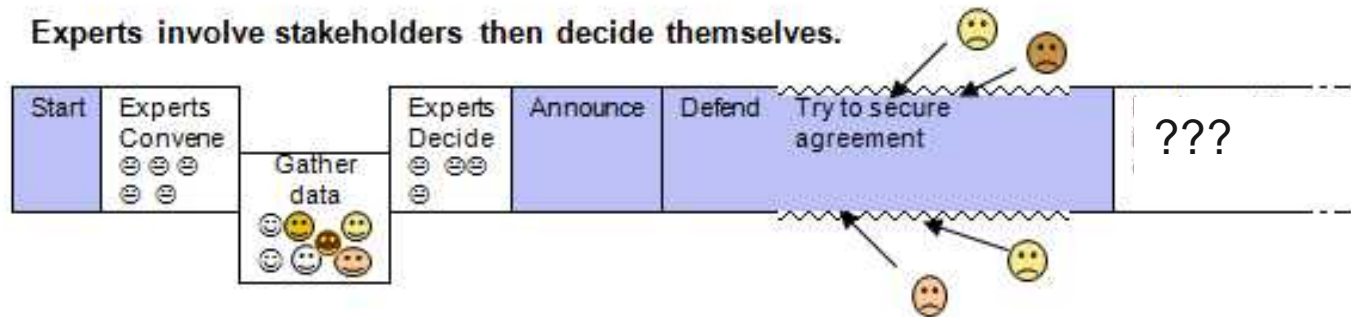


Clarity about who decides

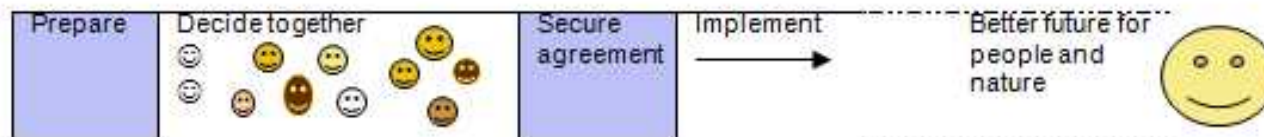
Experts Decide



Experts involve stakeholders then decide themselves.



All key stakeholders, including 'experts' decide together



Good Practice Ethics



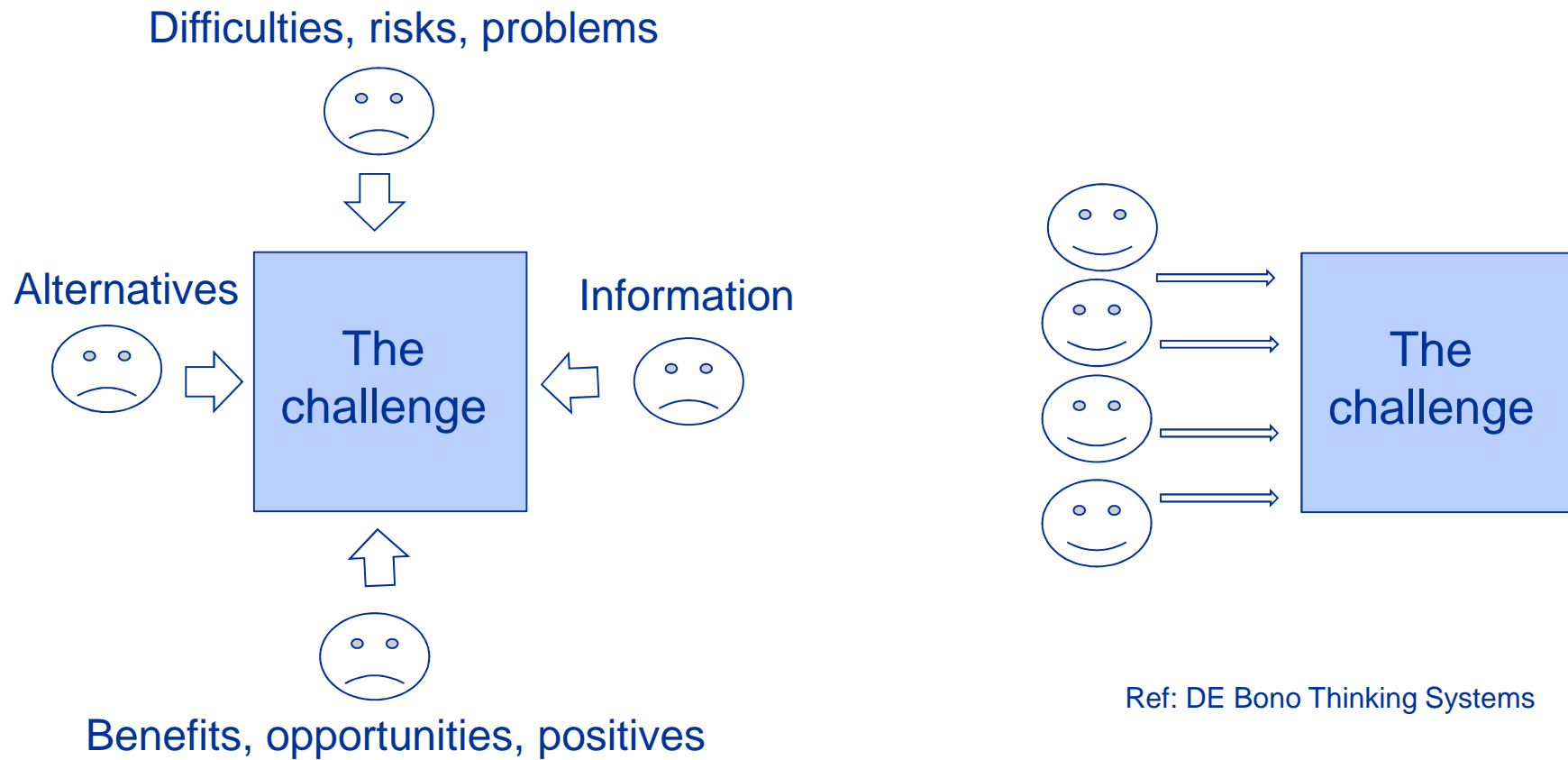
- Genuine opportunity to influence outcome
- Respect for stakeholders underpins all actions
- Includes key stakeholders in equitable way
- Stakeholders involved at an early stage when options are open and they can make a difference
- Facilitates a behavior shift from adversarial tactics (win/lose) to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

Good practice design and facilitation



- A planned and coherent participation process
- Workshops seen as just one part of the whole process
- Designed and facilitated by a skilled third party
- Skillful design of process, workshops and tasks
- Workshops use tools and techniques that encourage co-operation
- Asset based/appreciative ethos (rather than problem solving)

Questions designed using Parallel thinking



Results



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

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