# Not In My Backyard!
# Mapping Complex Stakeholder Dialogue
## Michael Randel

## Why should OD practitioners be concerned about stakeholders and stakeholder dialogue?

*"To be successful in addressing whole [system] issues, especially where the challenges are complex and longstanding, requires the substantial involvement of the people and communities affected."*
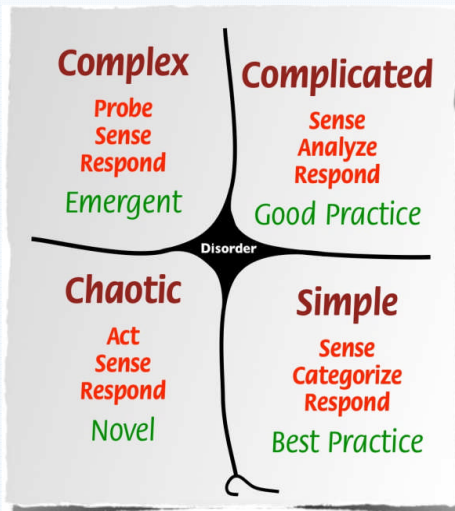
*Australia (2007) **Tackling Wicked Problems***

### Two Views of Complexity

#### Cynefin Framework
(Dave Snowden)



**Complex**
Probe
Sense
Respond
Emergent

**Complicated**
Sense
Analyze
Respond
Good Practice

Disorder

**Chaotic**
Act
Sense
Respond
Novel

**Simple**
Sense
Categorize
Respond
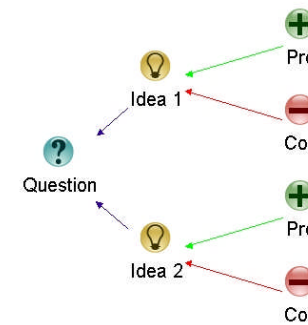Best Practice

Source: http://en.wikipedia.org/wiki/Cynefin

#### Wicked Problems
(Horst Rittel)

"A Wicked Problem is a problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize.
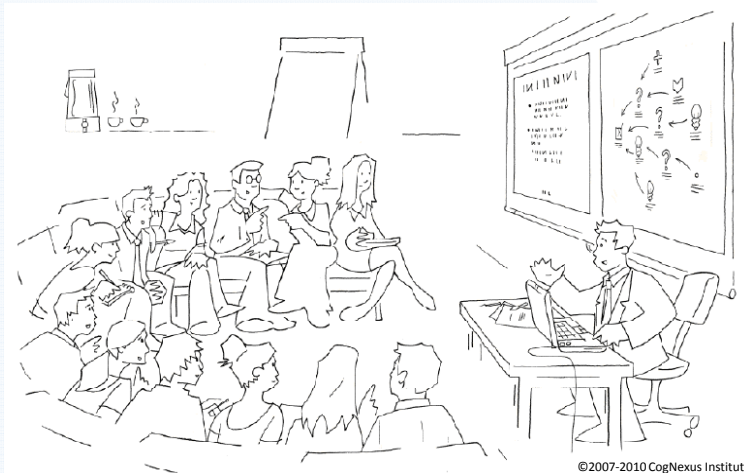
Moreover, because of complex interdependencies, the effort to solve one aspect of a wicked problem may reveal or create other problems."

1. Each potential solution illuminates new aspects of the wicked problem.
2. Wicked problems have no stopping rule.
3. Solutions to wicked problems are not right or wrong.
4. Every wicked problem is essentially unique and novel.
5. Every solution to a wicked problem is a "one-shot operation".
6. Wicked problems have no given alternative solutions.

## How can we mobilize shared understanding and shared commitment on complex issues?

### Dialogue Mapping
(Jeff Conklin)



**Questions** can be raised at any point, and can connect to any other item (Question, Idea, Argument)

**Ideas** can only respond to Questions
The arrow pointing from the Idea to the Question shows this relationship.

**Arguments** can only be associated with Ideas
+ and – icons can only link to the Idea icons



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# Case Study

## Traffic Management Plan for Precinct 5

Stirling City Centre Alliance, Perth, Australia and

Seven Sigma Business Solutions

Community Evaluation of Options Against Values

↓

Refinement of Options

↓

Synergize into Preferred Option

Value Mgt Workshop

Evaluation Criteria

Pros and cons

Option Development

Inception Meeting/Dialogue Mapping

### Option 7B – Link from Oswald St to Roebuck St – No Resumption

**Total Score: 516**

Does not take building structure, just land

Does not impact existing residential properties

May interfere with off/onramp to shopping centre

Impacts?

How to mitigate?

Would reduce traffic to Oswald St if the ramps were closed

When you close one road there is effects on others

Clog up SB westfield entry

How to mitigate?

Make it a congested road

Drivers will not want to use it

Will increase traffice on /Roebuck and Cloates

Impacts?

Traffic lights at Cloetes and Odin

Child care centre will need to move

really?

Reduced commercial viability of the child care business

The other residential areas are positively impacted

Really?

May be all commercial by then

Affects residents now

7b. New road through Westfield, linking to Roebuck without resumption

Traffic will increase on Oswald, Stavely and Twyford

Shopping centre traffoc

What traffic?

Residential traffice

It is open to Stavely and Twyford

How to mitigate?

Only one way into the residential area

Impliction?

Rat runner prevention penalises residents

Rat Runners getting access to the freeway

This would apply to some of the other options too

# Resources

**Cognexus Institute**  (http://cognexus.org/)
Introduction to Issue Mapping webinar
Issue Mapping webinar series
YouTube: DrJeffConklin (http://www.youtube.com/user/DrJeffConklin)

**Compendium Institute** (http://compendium.open.ac.uk/institute/)
Download Compendium; access tutorials, videos and additional case studies
Listserv: CompendiumInstitute@yahoogroups.com

**Blogs:**
Paul Culmsee http://www.cleverworkarounds.com/
Kailash Awati http://eight2late.wordpress.com/

**Reports:**
Australia (2007) **Tackling Wicked Problems**
Conklin (2009) **"Building Shared Understanding of Wicked Problems"**

**Book:**
Conklin, Jeff (2005) **Dialogue Mapping: building shared understanding of wicked problems**

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Working at the intersection of organization learning and change management , **Randel Consulting Associates** engages  at local, national and global  levels to:
* increase organizational capacity for improved performance,
* improve and align systems and processes,
* design and support change processes that impact critical societal concerns.

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