



#cbodn
#cbodn2011
@mrandel

CBODN Annual Conference

April 29, 2011

Not In My Backyard!

Mapping Complex Stakeholder Dialogue

Michael Randel
Randel Consulting Associates

www.RandelConsultingAssociates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

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

Overview

- Introduction
- Navigating Complexity
- Core Concepts of Dialogue Mapping
- Case Study
- Key Resources & Summary

“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

“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

How Should We Engage Stakeholders?

Continuum of Public Participation
International Association for Public Participation

Inform

Consult

Involve

Collaborate

Empower

Select from among
more than 60 tools
available...

“The challenges faced by leaders and organizations today are increasingly **complex...**

Volatile

Multidimensional

Unprecedented

... **shared understanding** is ... the essential force for navigating an organization through turbulence and uncertainty.”

Palus & Horth (2002) **The Leader's Edge:
Six Creative Competencies for Navigating Complex Challenges**

www.RandelConsultingAssociates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

Overview

- Introduction
- Navigating Complexity
- Core Concepts of Dialogue Mapping
- Case Study
- Summary & Key Resources

A 'social mess'?

“Every problem interacts with other problems and is therefore part of a set of interrelated problems, a system of problems....

I choose to call such a system a mess.”

Russell Ackoff

No unique “correct” view of the problem

Different views of the problem and contradictory solutions

Most problems are connected to other problems

Multiple value conflicts

Data are often uncertain or missing

Ideological and cultural constraints

Political constraints

Economic constraints

Numerous possible intervention points

Consequences difficult to imagine

Considerable uncertainty, ambiguity

Great resistance to change

Source: Robert Horn <http://www.stanford.edu/~rhorn/>

No unique “correct” view of the problem

Different views of the problem and contradictory solutions

Most problems are connected to other problems

“Complexity... is among the factors that makes Social Messes so resistant to analysis and, more importantly, to resolution.”

’ssing

Num

Robert Horn

Consequences difficult to imagine

Considerable uncertainty, ambiguity

Great resistance to change

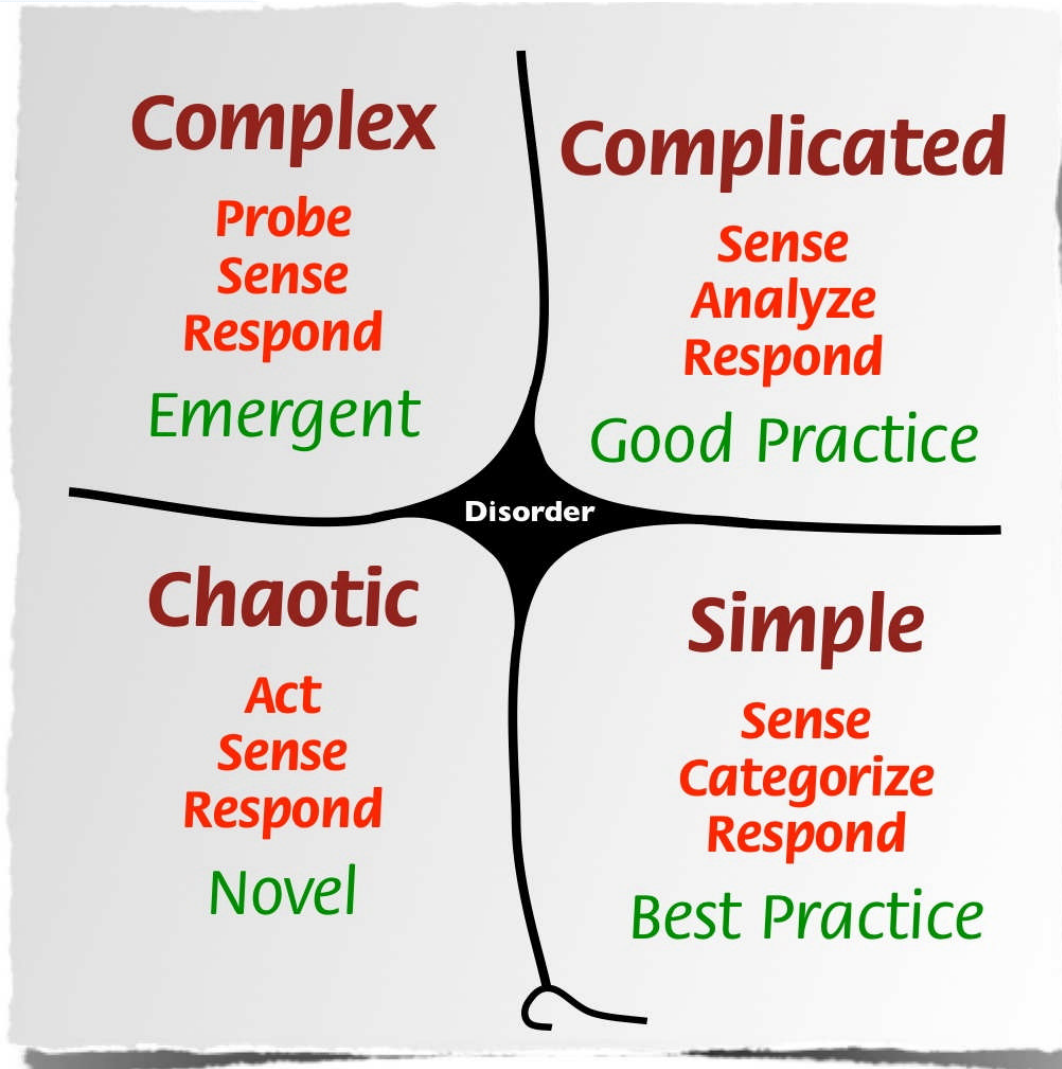
2 Views on Navigating Complexity

1. Cynefin framework
 - Dave Snowden

2. Wicked Problems
 - Horst Rittel and Jeff Conklin

Cynefin framework

<http://www.cognitive-edge.com/video-cynefin.php>



Wicked Problems

“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.”

Wikipedia

Characteristics of Wicked 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.*

Mistaken Tactics to Avoid Shared Understanding

Evasion

- Denial
- Engineering

Taming

- Freeze the Problem Definition
- Narrow the Options
- Exclude Difficult Stakeholders
- Refocus on a smaller tame problem
- Outsource the problem-solving process

“Because wicked problems are often imperfectly understood it is important that they are widely discussed by all relevant stakeholders in order to ensure a full understanding of their complexity. If a resolution of a wicked issue requires changes in the way people behave, these changes cannot readily be imposed on people. Behaviours are more conducive to change if issues are widely understood, discussed and owned by the people whose behaviour is being targeted for change.”

Australia (2007) Tackling Wicked Problems

www.RandelConsultingAssociates.com

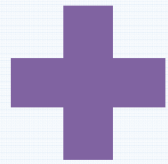
SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

*“Because wicked problems are often imperfectly understood it is important that they are widely discussed by all relevant stakeholders in order to ensure a full **understanding** of their complexity. If a resolution of a wicked issue requires changes in the way people behave, these changes cannot readily be imposed on people. Behaviours are more conducive to change if issues are widely understood, discussed and **owned** by the people whose behaviour is being targeted for **change**.”*

Australia (2007) **Tackling Wicked Problems**

understanding

Shared
Understanding



Shared
Commitment

owned



Breakthrough
Results

change

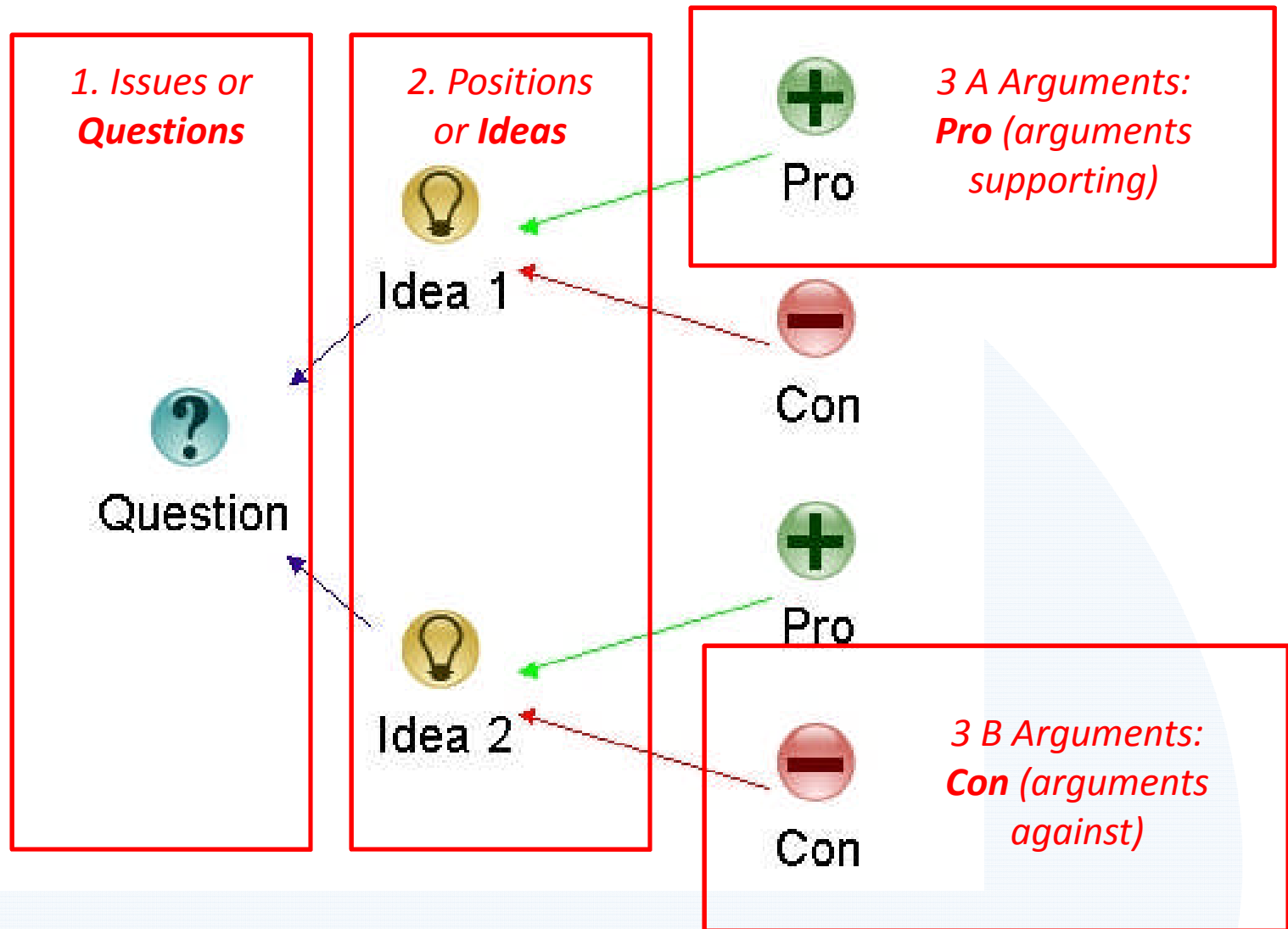
How can we mobilize shared
understanding and shared
commitment on complex issues?

Dialogue Mapping

Overview

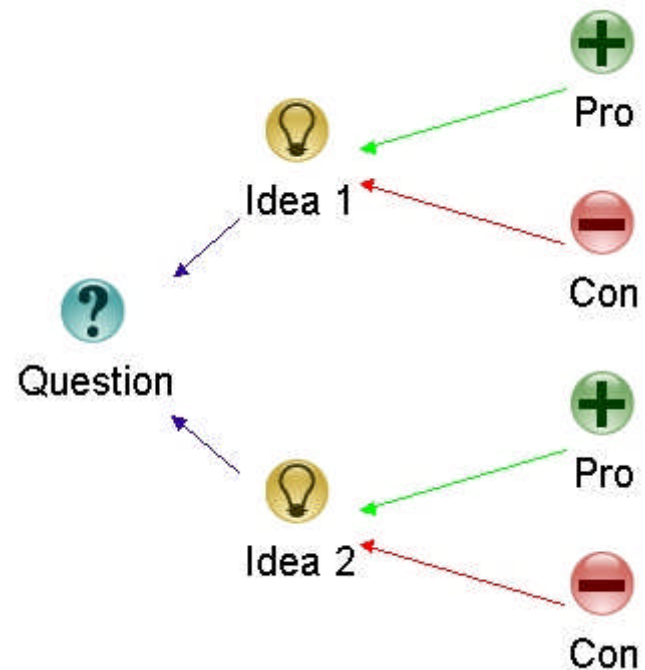
- Introduction
- Navigating Complexity
- Core Concepts of Dialogue Mapping
- Case Study
- Key Resources & Summary

Core Skills of Dialogue Mapping

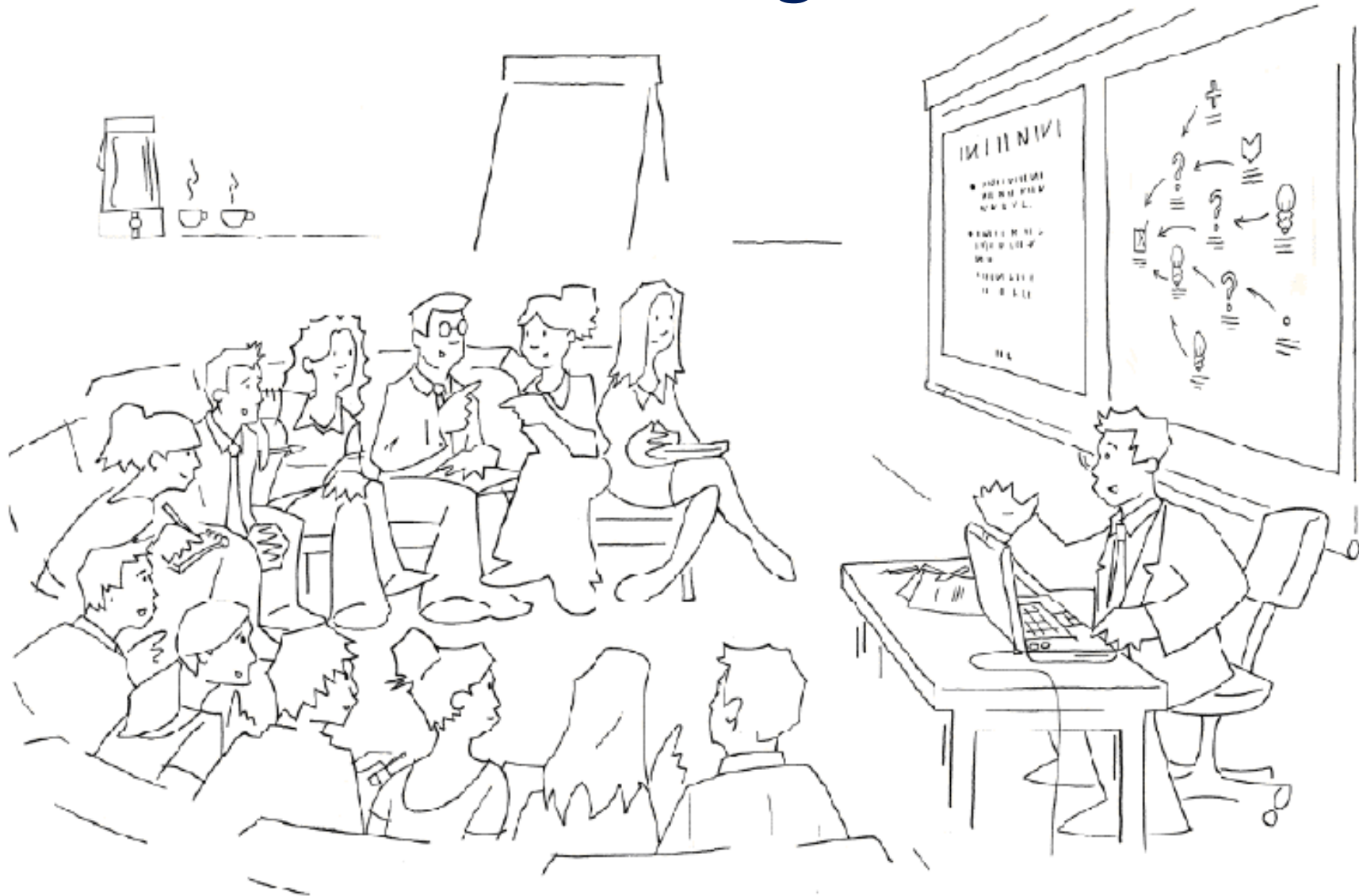


Dialogue Mapping Grammar

1. **Questions** can be raised at any point, and can connect to any other item (Question, Idea, Argument)
2. **Ideas** can only respond to Questions
 - The arrow pointing from the Idea to the Question shows this relationship.
3. **Arguments** can only be associated with Ideas
 - + and - icons can only link to the Idea icons



Shared Display Creates Shared Understanding & Commitment



www.randerson.org/associates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

Let's Practice...

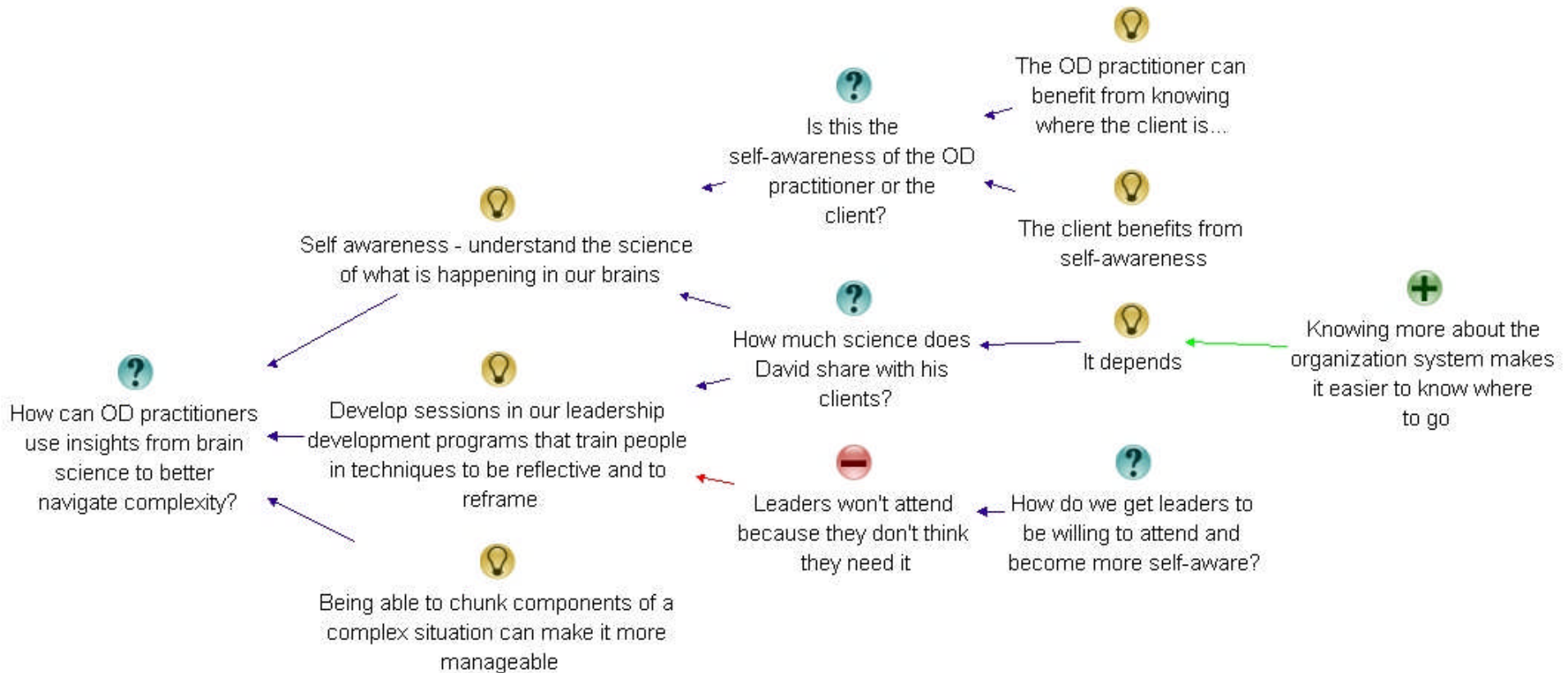
www.RandelConsultingAssociates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

Let's Practice...

How can OD practitioners use
insights from brain science to
better navigate ~~chaos?~~
complexity?

CBODN session dialogue



Tool: Compendium

CompendiumInstitute

[Home](#) | [News](#) | [Library](#) | [Training](#) | [Community](#) | [Download](#) | [Developers](#) | [Support](#) |



[Compendium Software](#)

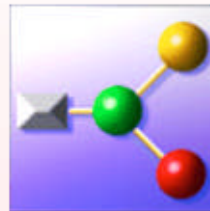
[Distribution License](#)

[Release Notes Archive](#)

[Archived Documents](#)



fullrelease



Compendium 1.5.2

We consider this our current stable release. The major additions in this version are an advanced tagging interface, plus numerous other enhancements to improve how you manage, visualize and share your information spaces...

- ➔ [download](#)
- ➔ [installation information](#)
- ➔ [release notes](#)
- ➔ [known issues, bugs and requests](#)
- ➔ [source code](#)

betarelease



Compendium 2.0 Beta 1

This version of Compendium has many new exciting features: Mapping over movies; curved links and link formatting; Linked Files manager; Group working improvements for working over the net, to name just a few. See the release notes for full details.

- ➔ [download](#)
- ➔ [installation information](#)
- ➔ [release notes](#)
- ➔ [known issues, bugs and requests](#)
- ➔ [source code](#)

www.RandelConsultingAssociates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

Overview

- Introduction
- Navigating Complexity
- Core Concepts of Dialogue Mapping
- Case Study
- Key Resources & Summary

Case Study

Traffic Management Plan for Precinct 5



Who Was Involved?



<http://www.stirlingcitycentre.com.au/>



Paul Culmsee
Seven Sigma Business Solutions

www.sevensigma.com.au

www.RandelConsultingAssociates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

Public Consultation

- Traditional Approaches?

- Inform
- Consult
- Involve
- Collaboration
- Empower

GRIDLOCK



- Consequences?

Gridlock elsewhere ... Traffic on Ann St was at a standstill after a last-minute decision to close the Riverside Expressway caught commuters by surprise.

Reasons given:
A CRACK, the width of a fingernail, sprung because too-traffic-choked tonight with gridlock we had suffered from and frustrated motorists

... meant to be momentary after Miss Road workers discovered a crack threatening the 31-year-old concrete retaining forming.

However, it was several hours before the Government

... opening decision disrupted by late-night road closures.

Tuesday Morning Plan Road told the situation was likely to be similar to that of the early and night period to see justify transport.

... disruption" but said the preliminary decision was "very important" than letting a collapse.

"There was an extremely heavy volume of the Ann St, increasing today and there is no

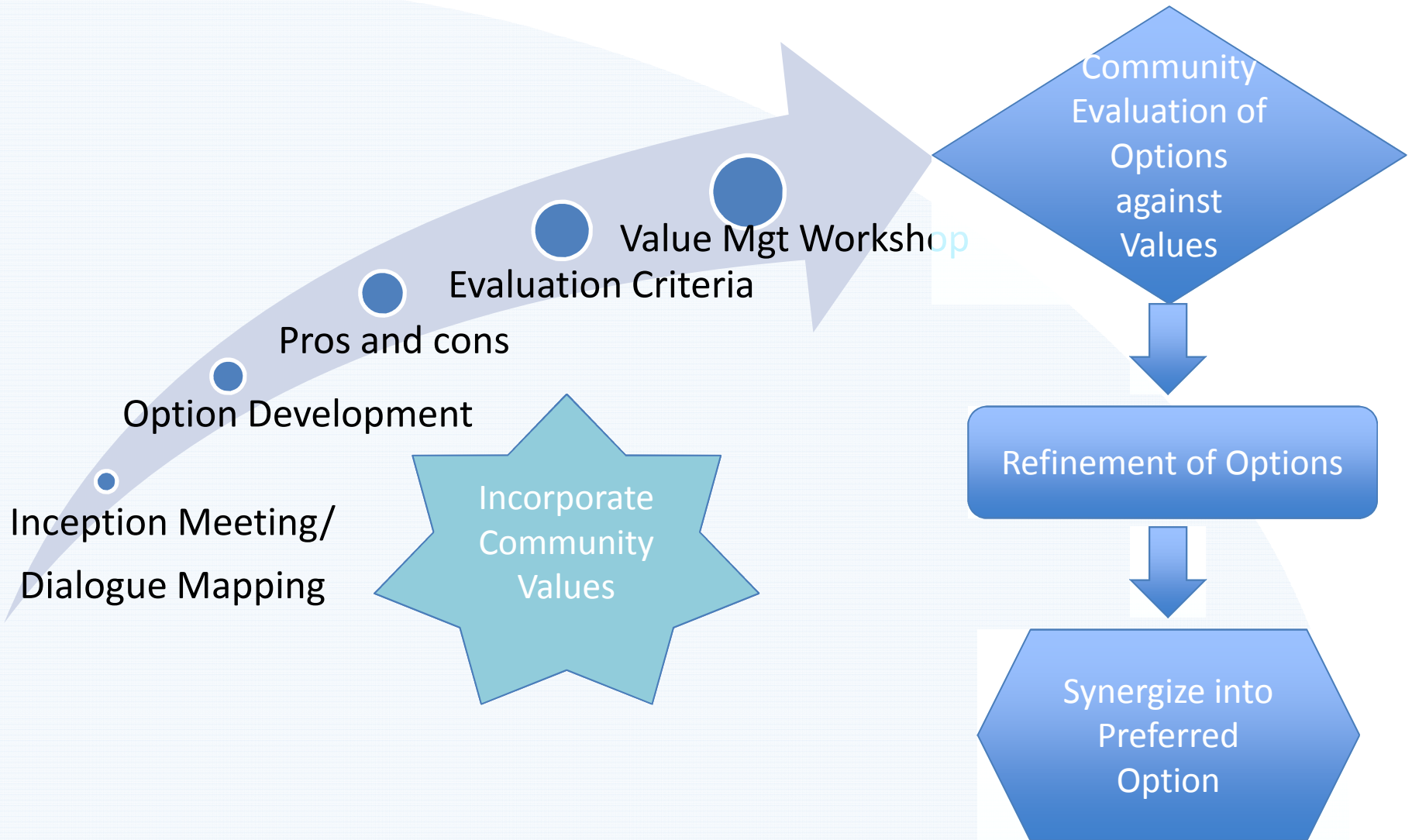
... world culture," Mr Lee said.

"This will cause major disruption to street business district traffic and I apologise for the disruption ... but I would much rather have the street in traffic than take the

... Engineers advised the Government to close the Ann St and Ann St, overnight and part of North Quay, leaving traffic flow throughout the city and up to 1000 m.

... (Continued) There was use

The Process for Precinct 5



Criteria for Assessing Options

Community

- C1: Local residential street connectivity does not encourage rat runs
- C2: Traffic speeds and volumes are managed to suit the local community
- C3: Accessible safe walkable precinct
- C4: Accessibility in around the precinct for motor vehicles by residents and visitors

Environmental

- ENV1: Improve safety and amenity in and around the precinct.
- ENV2: High quality streetscape, public spaces and parklands

Economic

- EC1: Implementation can be staged for timely delivery
- EC2: Preserve or enhance the economic value of the existing community
- EC3: Preserve or enhance the economic value of existing businesses
- EC4: Cost of option





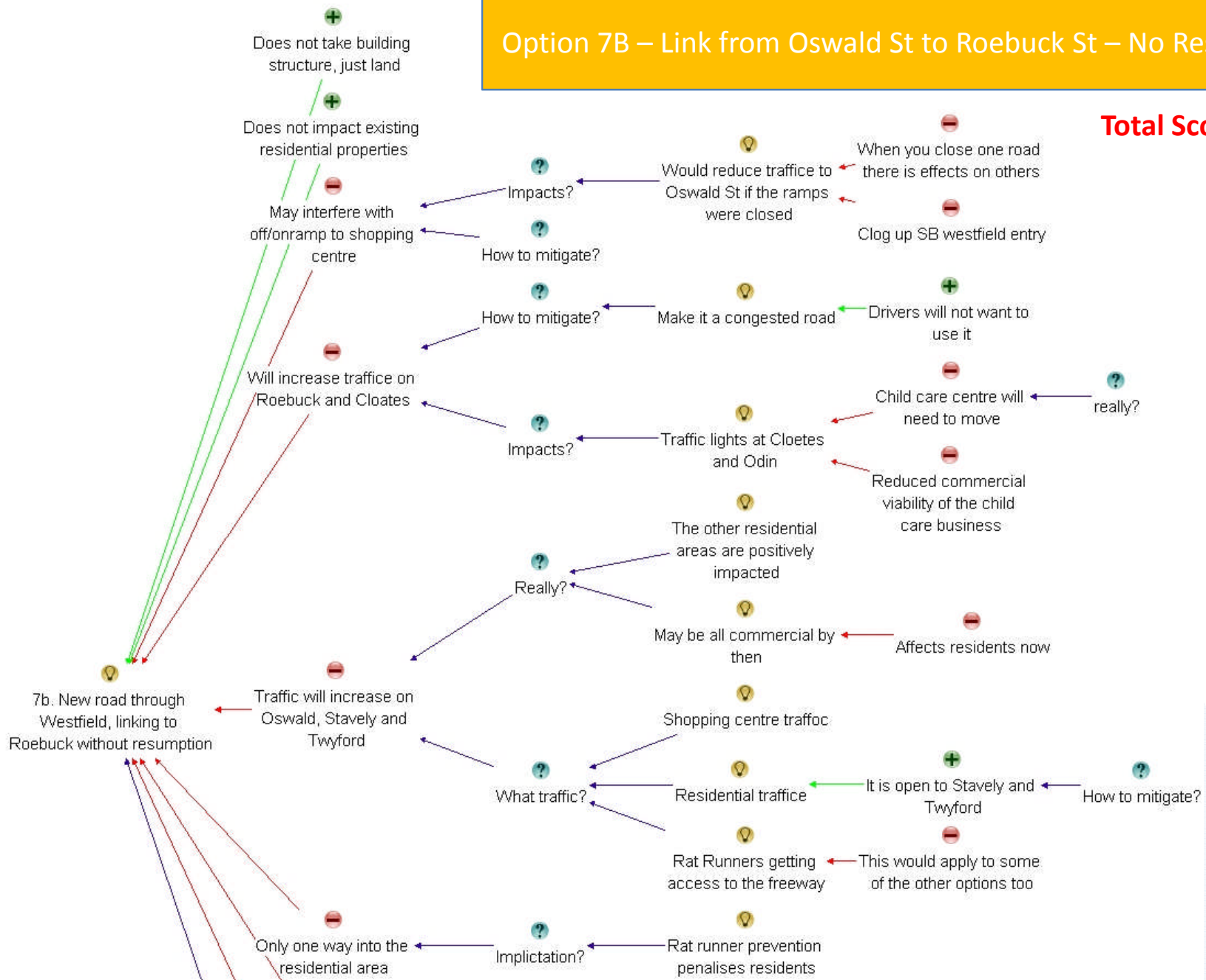
Photo Credit Paul Culmsee

www.RandelConsultingAssociates.com

SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

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

Total Score: 516



Results

The Stirling Alliance utilised dialogue mapping to ... significantly shorten the time frames to discuss multiple options, ensuring that repetition on contentious issues did not recur. After participants were familiar with the process, meetings followed a much smoother format with a lot less tension. The Stirling Alliance found that dialogue mapping, together with value management and enquiry by design helped us achieve a preferred option ...

Daniel Heymans

Senior Strategic Planning Officer, City Planning

Overview

- Introduction
- Navigating Complexity
- Core Concepts of Dialogue Mapping
- Case Study
- **Key Resources & Summary**

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

Resources

- **Blogs:**

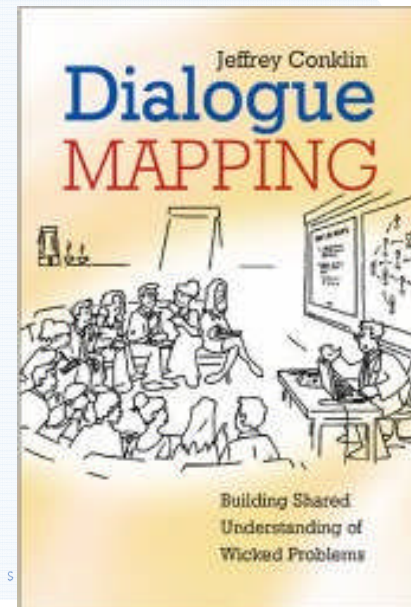
- Paul Culmsee <http://www.cleverworkarounds.com/>
- Kailash Awati <http://eight2late.wordpress.com/>

- **Reports:**

- Australia (2007) **Tackling Wicked Problems**
- Conklin (2009) **“Building Shared Understanding of Wicked Problems”**

- **Book:**

Conklin, Jeff **“Dialogue Mapping: building shared understanding of wicked problems”** Wiley: 2005



Summary

- Navigating complexity requires familiarity with the features of wicked problems
- Dialogue Mapping, used in conjunction with other methods, is a creative way to foster Shared Understanding and Shared Commitment
- Shared Understanding and Shared Commitment are key for Breakthrough Results
- The use of a structured Grammar for Dialogue Mapping (Questions, Ideas, Pro & Con) helps groups explore problems and see more options
- Shared Display facilitates the development of Shared Understanding and Shared Commitment

Michael Randel is a facilitator and an organizational consultant with twenty years experience advising organizations and companies around the world. He is Director of **Randel Consulting Associates**, a consulting firm based in the Washington D.C. Metro area.

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.

michael@RandelConsultingAssociates.com (202) 656-3796

Twitter: @mrandel