




Stakeholder Processes

THE *GROAN* ZONE




Meet the Panelists

- Alissa Bierma
 - Richelle Tolton
 - Sarah Bruce
 - *Brief description of current job*
 - *Experience with stakeholder processes*
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Stakeholder Processes

- Spectrum of public participation
 - *Panelists and audience discussion*
 - The groan zone
 - *Panelists and audience discussion*
 - Team dynamics
 - *Panelists and audience discussion*
- 



Spectrum of Public Participation

- What is purpose of stakeholder process?
- What does convenor want from stakeholders?

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

Public participation goal

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.


We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.



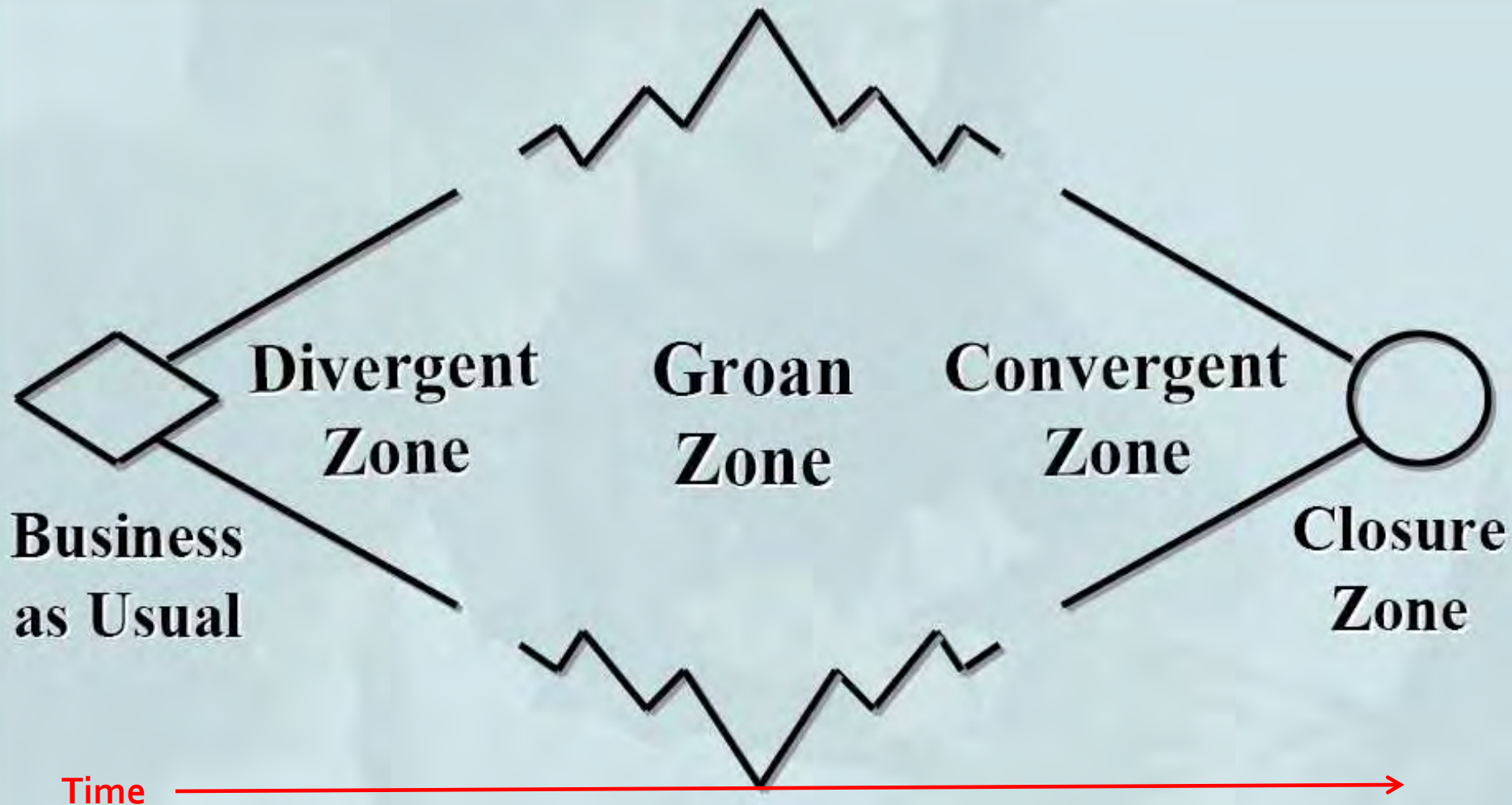
Discussion

- Do you think this model has value for stakeholder processes?
 - Participants' experience (good & bad) with
 - Inform
 - Consult
 - Involve
 - Collaborate
 - Empower
- 

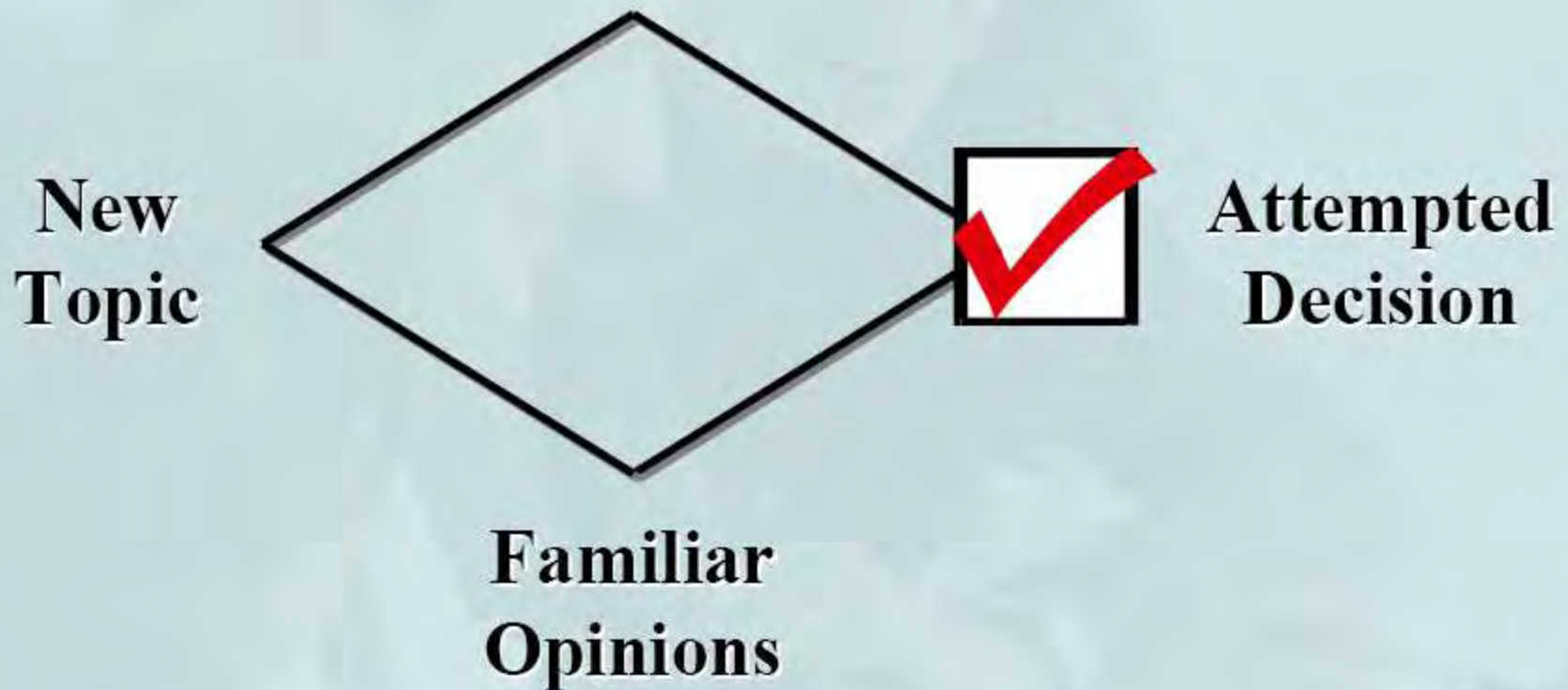
The Groan Zone

- Generating new ideas can be
 - Time-consuming
 - Painful
- *So why bother??!*
- ✓ Better solutions with diversity of opinions
- ✓ Help participants understand
 - Complexities
 - Trade-offs
 - Constraints

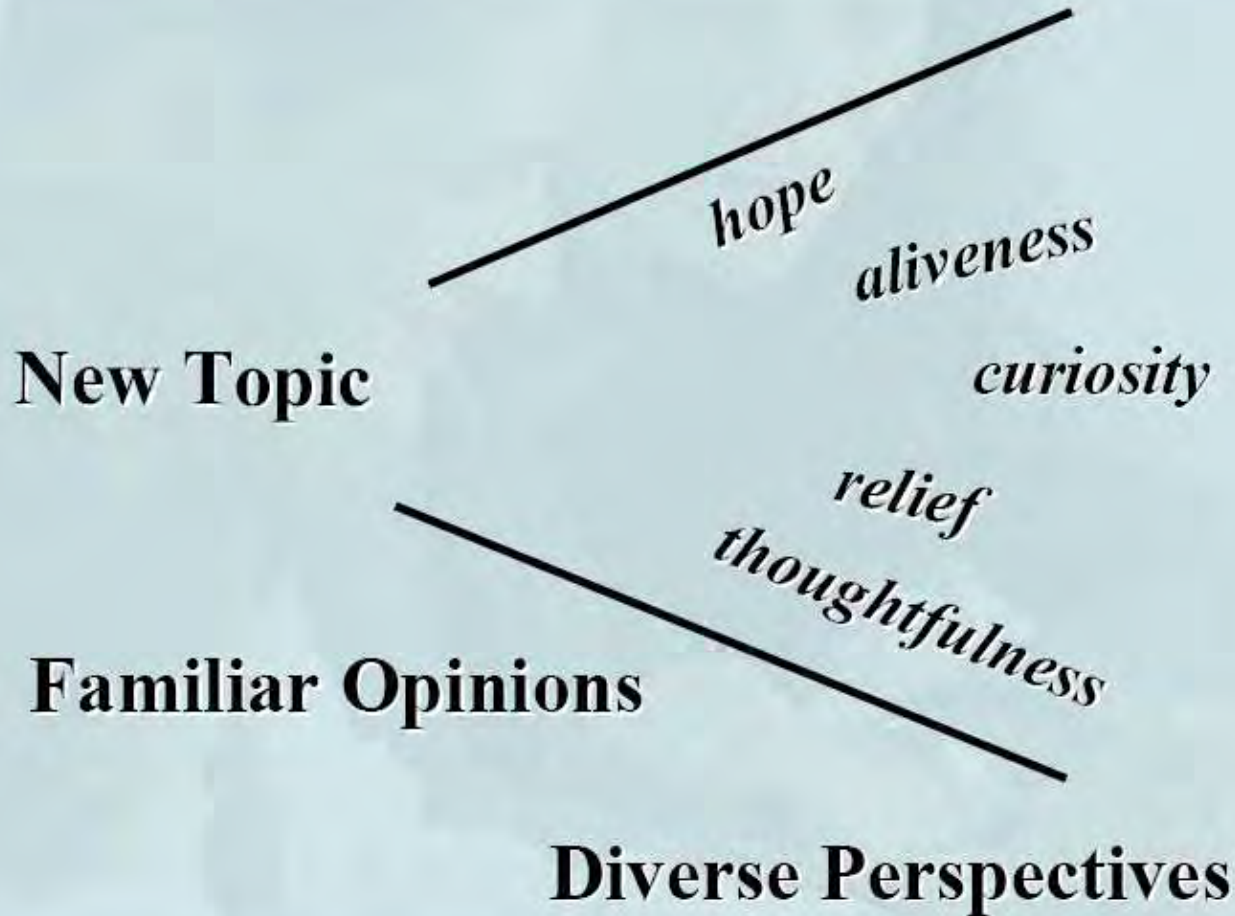
Participatory Decision Making



Business as Usual



Divergent Zone



Groan Zone

**Competing
Frames of
Reference**

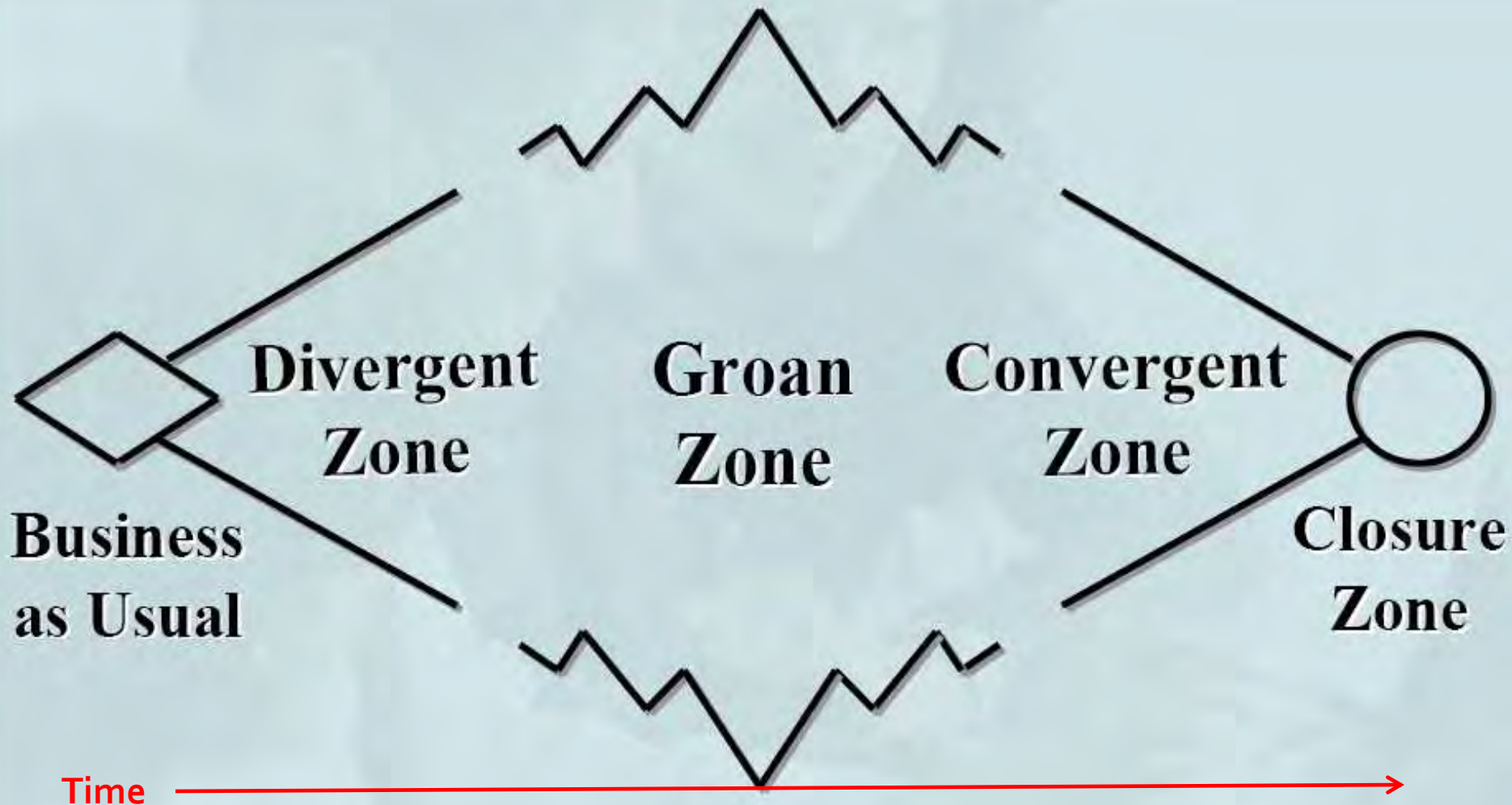


**Shared
Framework of
Understanding**

Convergent Zone



Participatory Decision Making






*Facilitator's Guide to
Participatory Decision-Making*

Kaner et al. 1996





Discussion

- Do you think this model has value for stakeholder processes?
 - Participants' experience (good & bad) with
 - Business as usual
 - Divergent Zone
 - Groan Zone
 - Convergent Zone
 - Closure
- 




Team Dynamics

- Group = people with something in common
- Team = group formed purposely to perform task in specified time period
 1. Forming
 2. Storming
 3. Norming
 4. Performing




1. Forming

- Ground rules
 - Definition of roles, responsibilities
 - Abstract discussions of concepts & ideas
-
- Suspicious, watchful
 - What is expected of me?
 - How much influence will I have?
- 




2. Storming

- Competition, conflict, arguing
 - Structure & power issues
 - Resistance to task
 - Polarization, lack of progress
-
- What are risks & benefits of being open?
 - Do I agree with this approach?
- 




3. Norming

- Creative thinking
 - Freedom to express ideas
 - Focused problem solving
 - Sincere attempts to achieve consensus
 - Productive
-
- I understand how I contribute effectively
- 



4. Performing

- Commitment, momentum, flexibility
 - Interdependence
 - High level of mutual support
 - Satisfaction with progress
-
- Ownership of results
 - Attainment of goal
- 



Discussion

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