

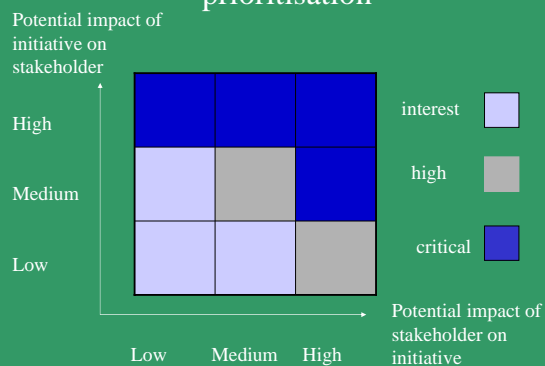
## What Is a Stakeholder in a PHVA process?

- *Concern*: anyone who is concerned about the outcome of a PHVA process
- *Expertise*: anyone who has information or resources required to complete a PHVA process
- *Power*: anyone who has power to block or facilitate recommendations which the workshop produces

## Why include stakeholders?

- If not included you may be missing information necessary for conducting risk assessment
- If not included you may be missing resources necessary for implementing solutions
- The larger number of stakeholders you include the *greater* your potential for appreciation and influence, the *less* your ability to control

## Stakeholder mapping and prioritisation



- Critical stakeholders+ dialogue and relationship building
  - Maximum feedback
  - Personal frequent contact. Priority for information sharing

- High Awareness Stakeholders = simple engagement
  - Maintain regular contact
  - Closely monitor level of interest and involvement – elevate as needed

- Interest Group = inform and respond:
  - Maintain fully briefed and informed
  - Occasional contact. Discreet monitoring.

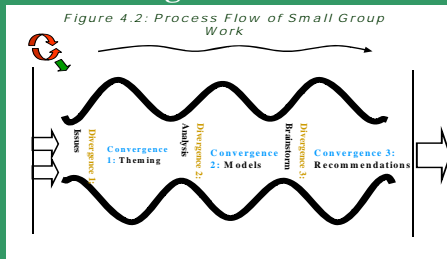
## Challenge of including stakeholders

- Finding a way to *surface* the richness and diversity the stakeholders bring.
- Finding away to *use* the diversity :getting beyond “positions” to focus on “needs” or “interests
- *Looking for common ground* on which to build.

## Beginning the Workshop

Building inclusion of diversity  
Preparing for divergence

## A Pattern of Convergence and Divergence

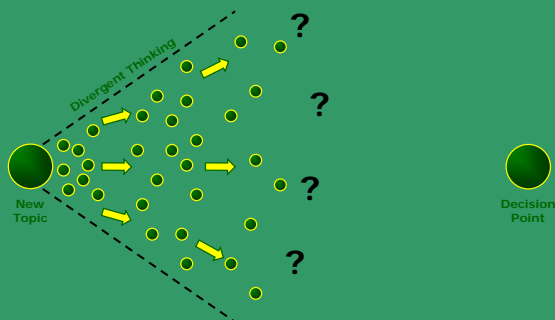


## Dynamics of Group Decision-Making

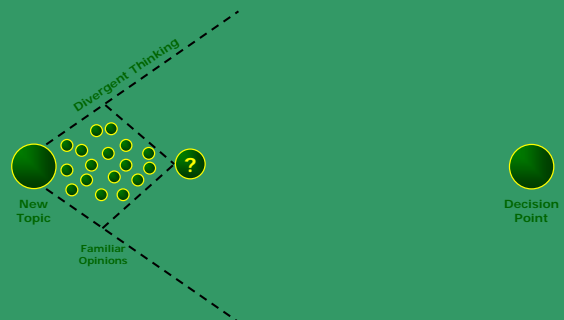
New Topic

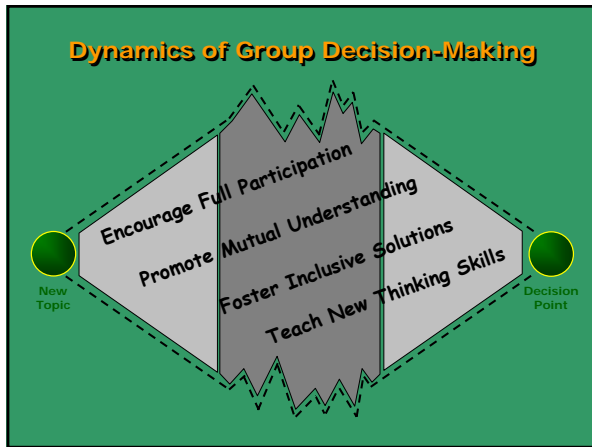
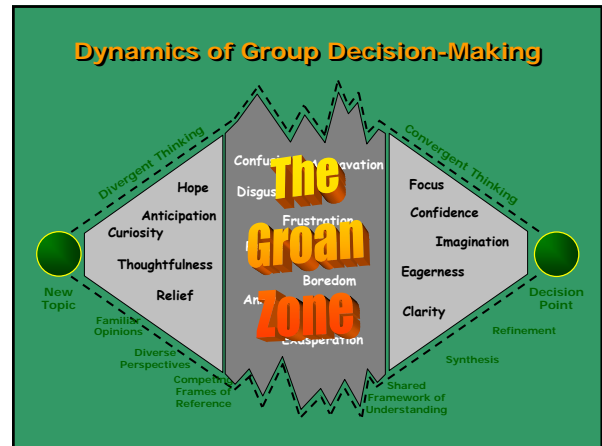
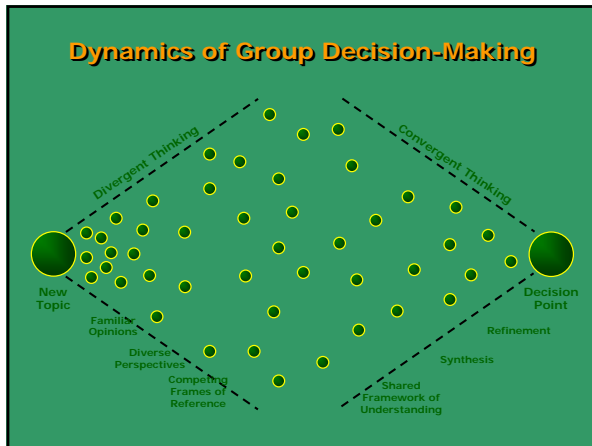
Decision Action

## Dynamics of Group Decision-Making



## Dynamics of Group Decision-Making





And so we need....

Ground Rules for Group Work

- ### Working Agreement: Work Session Ground Rules
- All ideas are valid
  - Everything is recorded on flip charts
  - Everyone participates; no one dominates
  - Listen to each other
  - Treat each other with respect
  - Seek common ground
  - Differences are acknowledged, reflected on and only worked if it will contribute
  - Observe time frames

- ### Working Agreement: Group Roles
- Each working group should have:
- A facilitator to manage and observe process
  - A recorder to take notes on a flip chart. These notes will serve as the group memory for the discussion
  - A presenter to report a summary of group discussions back to plenary..

## Working Agreement: Group roles

### The Facilitator

- Sets the time and the task; keeps process notes
- Keeps the purpose of the discussion front and center
- Provides synthesis and integration of emerging ideas. Helps structure thinking for the group.
- Intervenes to help *process* if the group gets “stuck”, either due to *rational problem solving* difficulties, or *interpersonal issues*.
- Can call “Time Out” to
  - settle arguments
  - provide content expertise

## The recorder

- Writes clearly the key points as each speaker makes them. All points should be recorded
- Posts (with the help of group members) each flip chart sheet as it is completed, so all are visible
- Synthesis- on a separate sheet (s) draws diagrams or patterns as these seem helpful. Note: this can be done by the facilitator as well...or any group member.

## The presenter

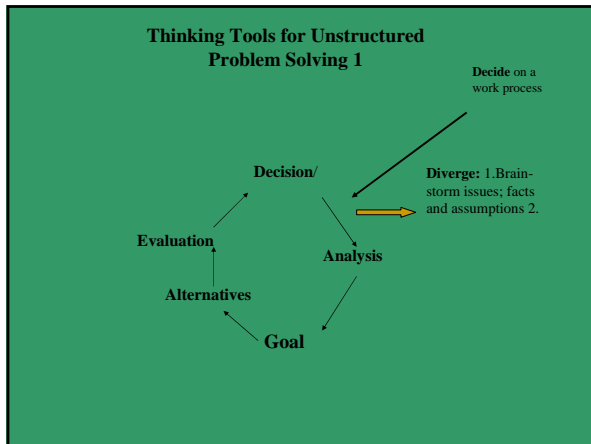
- Reports a summary of the discussions back to plenary and takes notes about group process

## Process for meetings

1. Decide on who will play the roles
2. Decide on a process for doing the task
3. Work on the task; prepare report back if necessary
4. Spend the last 15 minutes discussing how the process worked. *Presenter should take process notes for presentation on the final day.*

## Analysis 1 – Understanding the situation

An exercise for surfacing stakeholder concerns



### What expectations do stakeholders typically bring to PHVAs?

- To defend their interests/positions
- To try to solve problems and interests that concern them and that seem intransigent
- To learn more

CLOSED (DEFENDED) → OPEN (RECEPTIVE)

### Surface Issues

- This can be done in plenary or in stakeholder groups.
- An “issue” is any enduring trend, tendency or constellation of factors which stakeholders view as problematic
- Surfacing issues (or getting individuals to make their concerns public) is a good starting place for analysis.
- A well constructed issue or problem statement is broad, does not contain a solution, and is often stated as a question: I.e. “why is the lion population declining?”

### Distinguishing between Issues and Positions

- Participants/stakeholders arrive at a PHVA with problem definitions and solutions in mind. They will often merge these:
- *Example :*
  - Thought: “The problem is that the managers don’t take their responsibilities seriously. They should build and look after our fences”
  - Problem statement: “The ministry needs to build fences”

**How will such statements be received by other stakeholders?**

- It is useful to move beyond “positions” either through
  - Facilitating the restatement of issues or
  - Getting beyond “positions” to a needs perspective.

Either way we move participants from a defensive to a more open stance

### Position vs. Needs

• <u>POSITION</u>	• <u>NEED</u>
• <i>WHAT?</i>	• <i>WHY?</i>
• ONE SOLUTION (win/lose)	• MULTIPLE SOLUTIONS (win/win)
• FOCUSES ON OTHER	• FOCUSES ON SELF
• <i>Examples:</i>	• <i>Examples :</i>
• I need the car	• I need transportation
• The window must be open	• I need fresh air

## POSITION OR NEED?

- THE MINISTRY MUST PATROL OUR FENCES
- THE FARMERS MUST REPORT ALL KILLS IMMEDIATELY
- WE NEED HELP IN PROTECTING OUR BOUNDARIES FROM PREDATORS
- WE NEED TIMELY AND RELIABLE INFORMATION IN ORDER TO MANAGE THE SPECIES

## Deepening Need Statements

- "WE NEED OPEN COMMUNICATION".
- *WHY?*
- "WE NEED OPEN COMMUNICATION SO THAT WE CAN UNDERSTAND HOW A PARTICULAR POLICY ACTUALLY HELPS THE SPECIES".

## Deepening Need Statements (2)

- "WE NEED TO RETRIEVE CARCASSES OF DEAD ANIMALS"
- *WHY?*
- "WE NEED TO RETRIEVE CARCASSES OF DEAD ANIMALS SO THAT WE CAN DIAGNOSE THE REASONS FOR DEATH IN ORDER TO TRY TO BETTER MANAGE THREATS (SUCH AS DISEASE) TO THE SPECIES SURVIVAL."

## Your task

*Select your roles. Then....*

Part 1.

- A. As a "manager, landowner, scientist etc." what issues or problems do you bring to this meeting? "Brainstorm" a list of these issue/problem statements
- B. Select the top three –those three issues of most concern to your group and try to phrase them as good problem statements.

## Your task (part 2)

Part 2

- A. What does your group "need", if you are to be happy with the outcome of this meeting?
- B. Create a list of needs
- C. Select the top three
- D. Deepen those need statements by asking "why"

Part 3

- A. Prepare a short presentation back to plenary.
- B. Fill in your process observations

## And (finally).....

A note on brainstorming....

## Brainstorming Groundrules

Every idea is valid.

- *Even weird, way-out ideas.*
- *Even confusing ideas.*
- *Especially silly ideas.*

Suspend judgement.

- *We won't evaluate each other's ideas.*
- *We won't censor our own ideas.*
- *We'll save these ideas for later discussion.*

We can modify this process before it starts or after it ends, but not while it's underway.

State ideas in short statements of 3-5 words.



## Brainstorming

Do:



- A lot of mirroring.
- Encourage people to take turns.
- Treat silly ideas the same as serious ideas.
- Move around to create a lively feeling.
- Ask for clarification/verification.
- Repeat the purpose often.
- Start a new flip chart page before the previous one is full.
- Give a warning that the time is almost up.
- Expect a second round of creative ideas after the obvious ideas have been exhausted.

## Brainstorming

Don't:



- Interrupt.
- Say, "We've already got that one."
- Say, "Ooh, good one!"
- Ask if participant is kidding.
- Favor the 'best' thinkers.
- Use facial expressions or other non-verbal gestures to signal disapproval.
- Give up the first time the group seems stuck.
- Simultaneously be the leader, facilitator and recorder.
- Start without setting the time limit.
- Rush or pressure the group.

## Brainstorming

### Methods of Brainstorming

- Popcorn
- Round Robin
- Writing Go Round

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