

# Not In My Backyard! Mapping Complex Stakeholder Dialogue

Michael Randel

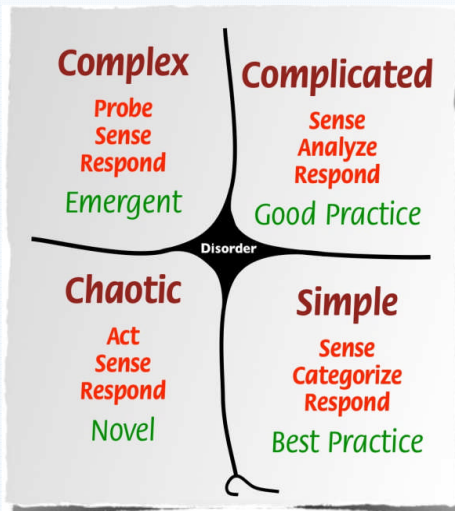
## Why should OD practitioners be concerned about stakeholders and stakeholder dialogue?

*"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)



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

### Wicked Problems (Horst Rittel)

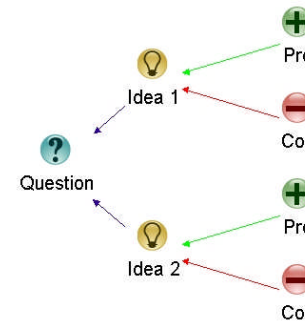
"A Wicked Problem is a problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize.

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.

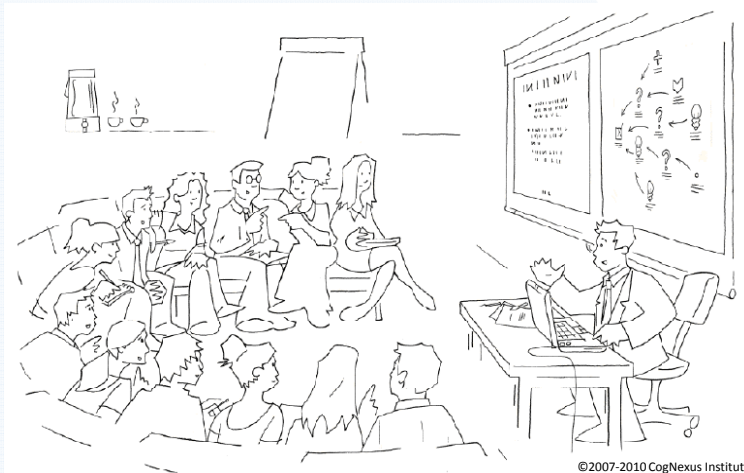
## How can we mobilize shared understanding and shared commitment on complex issues?

### 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



## Case Study

### Traffic Management Plan for Precinct 5

Stirling City Centre Alliance, Perth, Australia and  
Seven Sigma Business Solutions

## 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](mailto: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**

**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.

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SUPPORTING THE EFFECTIVENESS OF INDIVIDUALS, TEAMS AND ORGANIZATIONS

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

