



ENGAGING LOCAL COMMUNITIES
IN NATURE CONSERVATION
DEVELOPING A TOOLBOX

10·11·12·13 OTTOBRE 2012 / FONTE CERRETO - L'AQUILA

*Practical tools for participatory
decision making*

by Marianella Sclavi

Marianella Sclavi's background is as a sociologist, and she has been teaching the *Art of Listening, Emotional Self-Awareness and Creative Conflict Management* at the Polytechnic University in Milan from 1993 to 2008.

Her researches and books are ethnographies based on an 'open systems' epistemology and "**a humorous approach**" to social complexity.

Since 2008 she has founded *Ascolto Attivo sas* and works as a **designer of participatory programs and as a facilitator in "creative confrontation" decisional processes.**

Since 2005 she works in collaboration with Lawrence Susskind (MIT and PON Harvard Law School) and the Consensus Building Institute, Cambridge, Boston, Usa.

Tools:

1. Dialogue vs debate (Let's be bisociation practitioners and pro-active Listeners)
2. A good process map
3. ADR and CBA (Creative Confrontation)
4. CC's eight conditions and five steps
5. Some "third party" political background
6. The seven rules of the Art of Listening

(of course !!)

1. Dialogue vs debate

(Let's be bisociation practitioners
and pro-active listeners)

Dialogue vs Debate

In dialogue, one searches for strengths in the other positions
In debate, one searches for flaws and weaknesses in the other positions

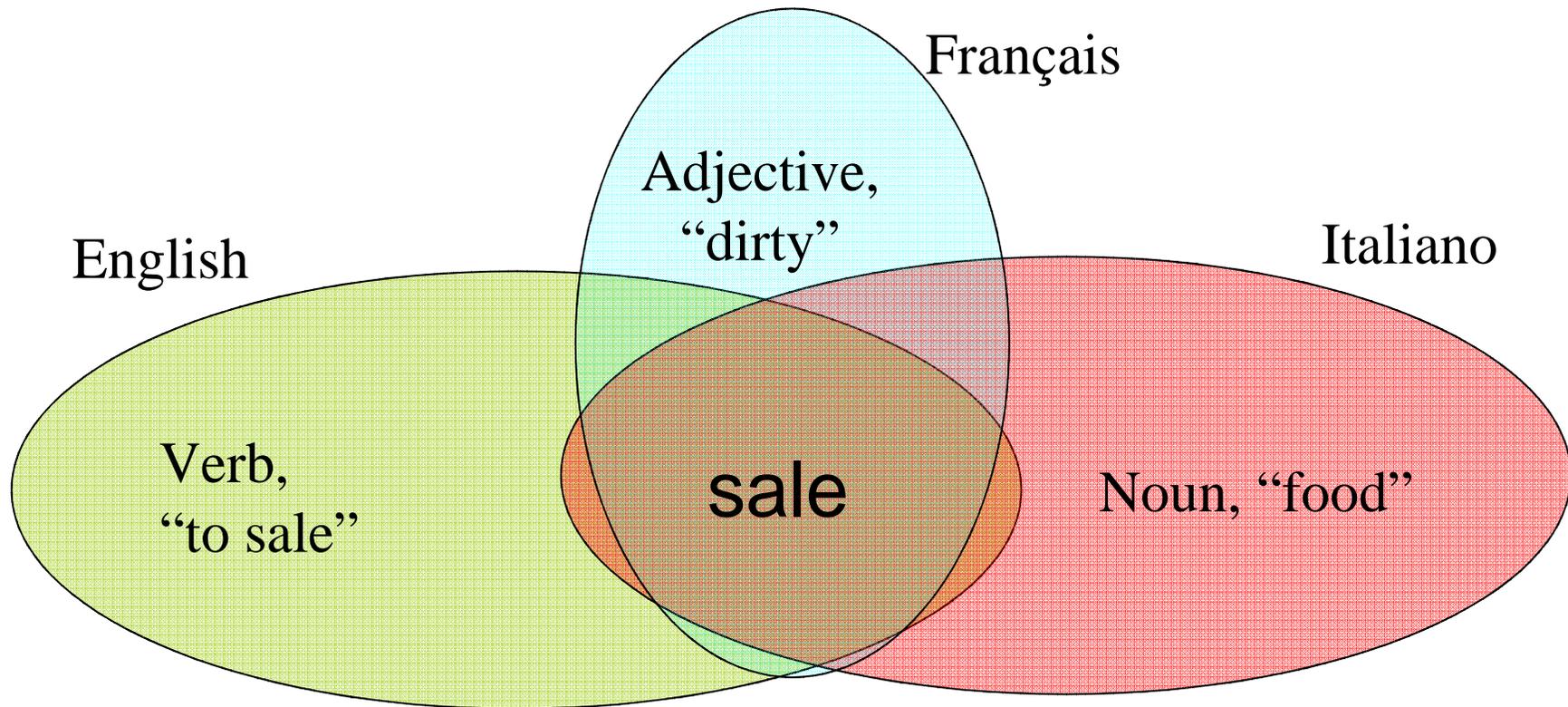
Dialogue opens the possibility of reaching a better solution than any of the original solutions.

Debate defends one's own positions as the best solution and excludes other solutions.

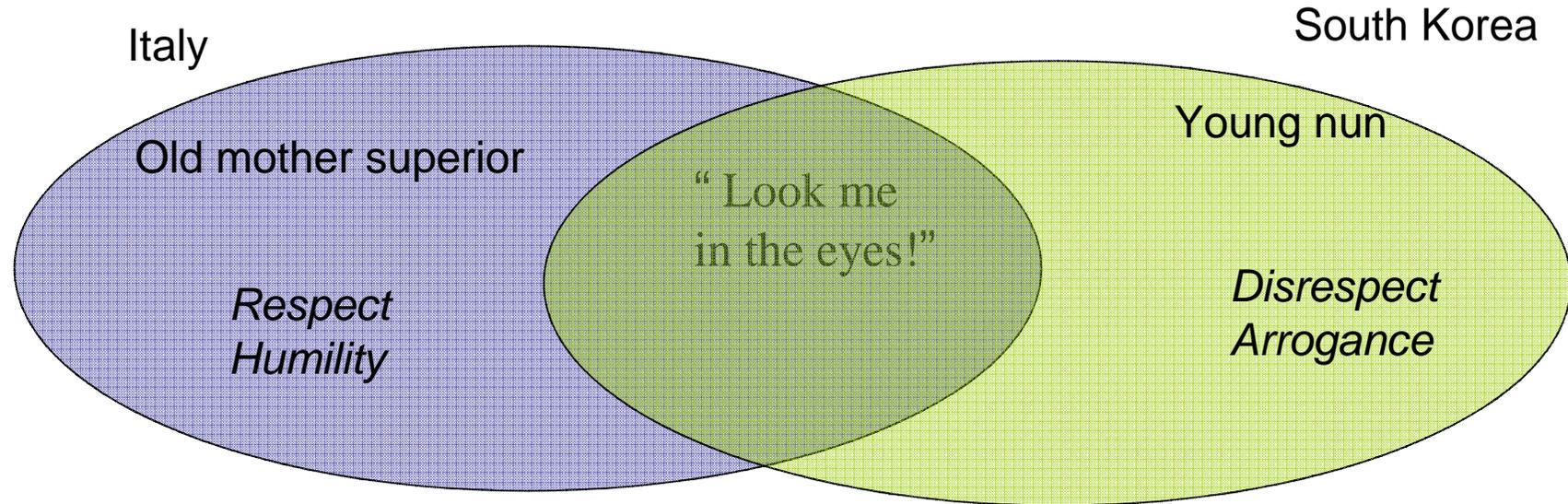
Dialogue reveals assumptions for reevaluation.

Debate defends assumptions as truth.

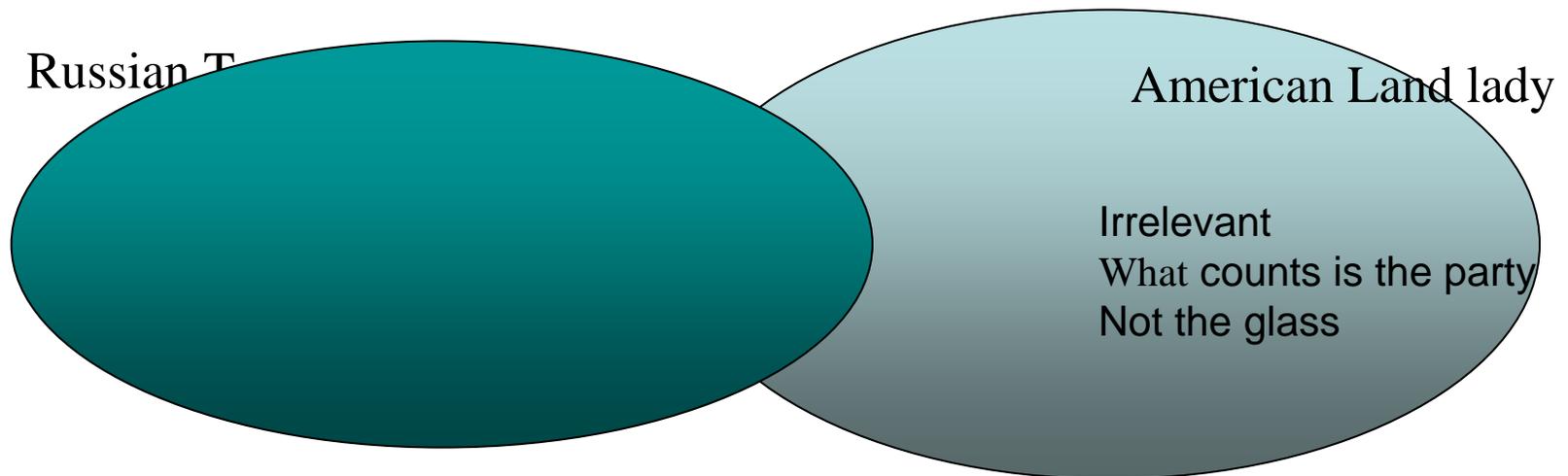
Interlinguistic and intercultural communication: the privileged field
of bisociative practice



“Look me in the eyes!” Italy/South Korea



Bisociation- map: "Crystal glass" Russia/Usa



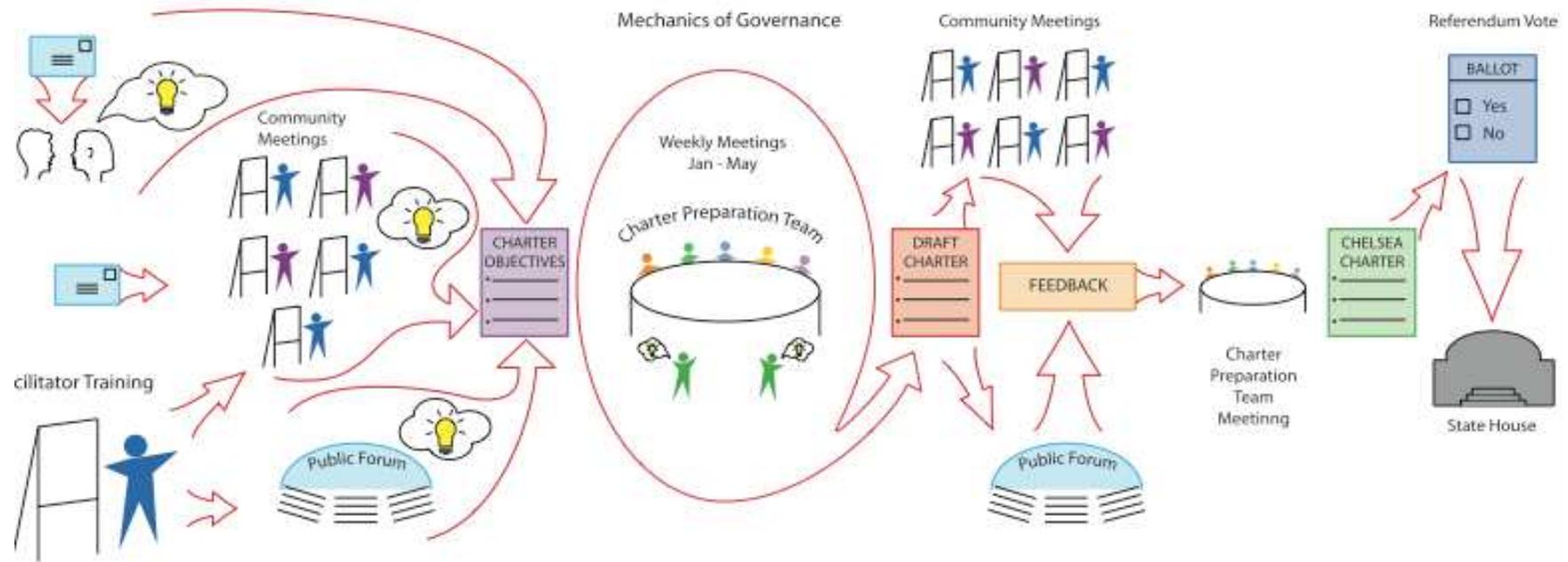
The **main rule** of the ART OF LISTENING:

(See all seven rules in the last slides)

*“In order to understand
what another person is saying,
you must assume that he/she is right
and ask him/her to help you
understand why it is so.”*

2. A good process map

CHELSEA CHARTER CONSENSUS PROCESS

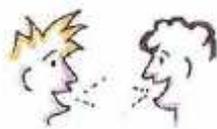




exfonderie

PROGETTO PARTECIPATIVO

I PRIMI PASSI



INTERVISTE



RIUNIONI
DI COMUNITÀ



FORMAZIONE
FACILITATORI

SITO WEB notizie link forum

LA CITTÀ ESPLORA



1. VISITA ALLE EX FONDERIE
2. RICERCA SU CASI DI RIUSO ITALIA/EUROPA/MONDO; e/o RICERCA SU EVENTI MEMORABILI LOCALI



BACHECA DELLE IDEE

- internet
- nella sede circoscrizione 2
- nell'urp di Piazza Grande



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LA CITTÀ PROPONE

MOSTRA
10 marzo 2007



17 /18 marzo 2007
OPEN SPACE
TECHNOLOGY



LIBRO ISTANTANEO
DELLE IDEE

SITO WEB notizie link forum

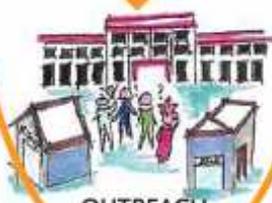
LA CITTÀ SCEGLIE



TAVOLO DEL
CONFRONTO CREATIVO



ATELIER DI PROGETTAZIONE



OUTREACH
NEL QUARTIERE CROCETTA



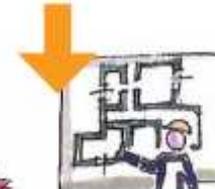
IDEE E PROPOSTE
CONCLUSIVE

SITO WEB notizie link forum

LA CITTÀ DECIDE E REALIZZA



DECISIONE
FORMALIZZATA



CANTIERE EVENTO



Comune di Modena

Prodotto e distribuito in collaborazione con il Comune di Modena e il Dipartimento di Architettura

3. ADR and CBA (Creative Confrontation)

Soft Game	Hard Game	
Participants are friends	Participants are adversaries	
The goal is agreement	The goal is victory	
Make concessions To cultivate the relationship	Demand concessions as a condition of the relationship	
Be Soft on the people and the problem	Be Hard on the problem and the people	
Trust others	Distrust others	
Change your position easily	Dig in to your position	
Make offers	Make threats	
Search for the single answer: the one they will accept	Search for the single answer: the one you will accept	

Soft Game	Hard Game	Change the game: ADR
Participants are friends	Participants are adversaries	Participants are problem-solvers
The goal is agreement	The goal is victory	A wise outcome, a win-win solution
Make concessions To cultivate the relationship	Demand concessions as a condition of the relationship	
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Soft Game	Hard Game	Change the game: ADR
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The goal is agreement	The goal is victory	A wise outcome, a win-win solution
Make concessions To cultivate the relationship	Demand concessions as a condition of the relationship	Separate the people from the problem
Be Soft on the people and the problem	Be Hard on the problem and the people	Be Soft on the people, Hard on the problem
Trust others	Distrust others	“Build the conditions of confidence”
Change your position easily	Dig in to your position	
Make offers	Make threats	
Search for the single answer: the one they will accept	Search for the single answer: the one you will accept	

Soft Game	Hard Game	Change the game: ADR
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Be Soft on the people and the problem	Be Hard on the problem and the people	Be Soft on the people, Hard on the problem
Trust others	Distrust others	“Build the conditions of confidence”
Change your position easily	Dig in to your position	Focus on interests, not positions
Make offers	Make threats	Explore interests (multiply options, decide later)
Search for the single answer: the one they will accept	Search for the single answer: the one you will accept	Invent options for mutual gain

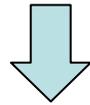
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Trust others	Distrust others	“Build the conditions of confidence”
Change your position easily	Dig in to your position	Focus on interests, not positions
Make offers	Make threats	Explore interests,
Search for the single answer: the one they will accept	Search for the single answer: the one you will accept	Invent multiple options for mutual gain

decision making

thanks to ADR

Not only

Debate focused deliberation



Creative Confrontation

(Dialogic and Consensus Building)

Upgrading....

Parliamentary Democracy

Right of speech

Right of contradictory

Majority Rule

Upgrading:

To be listened is an **upgrade** of **only speaking**

To collaborate in multiplying options is an **upgrade** of being engaged in a **contradictory**

If we do not succeed in **cooperating in the mutual gain solution** we can always **resort to majority vote**, as a fallback option.

4. CC's five steps and eight conditions

CBA's five steps

1. Convening.

2. Assigning Roles and Responsibilities.

3. Facilitating Group Problem Setting and Solving.

This is about *generating mutually advantageous proposals* and confronting disagreements through:

a. the **“Active Listening”** approach (much more than “a respectful way”)

b. a **Joint Exploration**

c. the **enlargement of the range of possibilities:** the process draws upon the best available information and ensures that a range of possible solutions, including **some that no one had thought of before**, and previously “impossible” are considered.

4. Reaching Agreement.

Deciding is not simple as voting. It's about coming as close as possible to **meeting the most important interests of everyone concerned** and **documenting how and why agreement is reached.**

5. Holding People to their commitments.

This is more than each person simply doing what they promised.

It's also about **keeping the parties in touch with each other** so that unexpected problems can be addressed together.

┐Eight conditions which need to hold for a CC process:

1. Inclusion of a full range of stakeholders
2. A task that is meaningful to the participants and that has promise of having a timely impact
3. Participants who set their own ground rules for behavior, agenda setting, making decisions and many other topics
4. A process that begins with mutual understanding of interests/ visions/ preoccupations/worries and avoids positional bargaining
5. A dialogue where all are heard and respected and equally able to participate
6. A self-organizing process unconstrained by conveners in its time or content and which permits the status quo and all assumptions to be questioned.
7. Information that is accessible and fully shared among participants.
8. An understanding that 'consensus' is only reached when all interests have been explored and every effort has been made to satisfy these concerns

5. Some “third party” political background

The four levels of Participatory Democracy

<p><i>Level</i> <i>zero</i></p>	<p>The power lites'</p>	<p>Once elected, they make decisions through their network of friends and experts and the larger network of those equally in power</p>
<p><i>Level</i> <i>one</i></p>	<p>The power lites + citizens' raw opinions</p>	<p>As above + illuminated paternalism through opinion pods and any other mechanism where every citizen is treated as a monad, isolated from all the others and not able to learn from them</p> <p>UPGRADING</p>
<p><i>Level</i> <i>two</i></p>	<p>learning community, mutual learning</p>	<p>Participatory/Deliberative Democracy based on Action Research; Group's dynamics, the art of thinking together, Creative Confrontation</p>
<p><i>Level</i> <i>three</i></p>	<p>Learning communities encouraged and implemented by the Public Administration</p>	<p>As above + a growing repertoire of participatory approaches in the PA's toolbox</p>

A. Not only the elites are trapped into the cage of levels one and two, most civil society's organizations share the same vision of authority and power and reflect it in their decision making processes

B. All the experiences where the wall between level two and three was successfully teared down, have been using the entire range of the four levels. (Levels 2 and 3 do not survive alone)

Ashby's law (1960):

Ò An organism or organization cannot meet increasing variety in its environment unless it increases the range of its response repertoire.Ó

Criterion for the critical evaluation
of policies and programs:
“Is this process/program
response- repertoire-increasing ?”

This criterion applies to: persons, organizations, governs,
communities, participatory processes.

And it is best satisfied **through a Creative Confrontation-
consensus building approach**

6. The seven rules

The Seven Rules of the Art of Listening

by Marianella Sclavi (1-4)

1. Never be in a hurry to reach conclusions.

Conclusions are the most ephemeral part of your research.

2. What you are seeing depends on your point of view.

In order to see what your point of view is, you have to change it.

3. In order to understand what another person is saying, you must assume that he/she is right and ask him/her to help you understand why it is so.

4. The emotions are basic tools of knowledge if you understand that they speak a language of analogies and relationships.

They don't tell you what you are looking at, but how you are looking at it.

The Seven Rules of the Art of Listening by Marianella Sclavi (5-7)

5. A good listener is an explorer of possible worlds.

The signals which he or she finds most important are the ones that seem both negligible and annoying, both marginal and irritating, since they refuse to mesh with previous convictions and certainties.

6. A good listener is happy to accept the self-contradictions that come to the fore in personal thoughts and interpersonal communications. Misunderstandings are accepted as opportunities for entering the most exciting field of all: the creative management of conflict.

7. To become an expert in listening you must follow a humorous methodology. But when you have learned how to listen, it is humor that will follow you.