

engaging PEOPLE

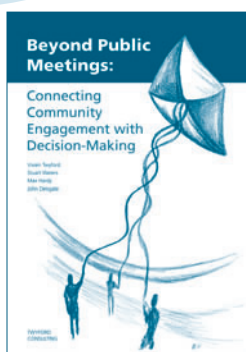
Newsletter from
Twyford Consulting
Specialists in
Engaging People

Volume 12 No. 1

March 2007
Edition

Twyford Consulting – Introducing our products

Twyford Consulting publishes its first book



Announcing the release of our first book

Beyond Public Meetings: Connecting Community Engagement with Decision-Making provides an essential guide to the fundamentals of community engagement and tells you:

- Why communities must be engaged to create better decisions
- How engaged communities can help make better decisions
- How to go beyond the public meeting by focusing on desired outcomes rather than tired techniques
- How to engage communities in a positive and productive way
- What successful community engagement really feels like

Beyond Public Meetings: Connecting Community Engagement with Decision-Making is endorsed by the International Association of Public Participation (IAP2)

What others have said about our book:

Reading this book is like listening to the authors talk about their experiences, as one professional to another, with clarity, candor and warmth. I think it is an excellent companion piece to the IAP2 certificate program.

Beatrice Briggs, Director, International Institute for Facilitation and Consensus | Cuernavaca, Mexico

The Sticky Wall

Do you conduct facilitated workshops, discussions or planning sessions? If yes, then you may need a Sticky Wall.

The Sticky Wall is made of durable lightweight nylon, 145cm x 300cm, and is available in a choice of colours. This fabric allows the convenient display and repositioning of participant cards for workshops. It is easy to fold, travel with, and use over and over again, and can be dry cleaned.

As well as the Sticky Wall, our kits include marker pens, a set of symbol cards for card-storming and tape, Velcro dots and Blu-Tack (for attaching the fabric to the wall).

The Sticky Wall kit contains the basic tools needed to conduct facilitated workshops, discussions and planning sessions.

Also available in a mini size! (58cm x 74cm)

For more information on these products or to place an order please contact us.

International Association of Public Participation (IAP2) Public Training Schedule for 2007

Sydney	March - Planning, Techniques, Communication & Evaluation modules November - Planning, Techniques & Communication modules	Brisbane	March - Planning, Techniques & Communication modules October - Planning, Techniques & Communication modules
Perth	June - Planning, Techniques, Evaluation Communication & Facilitation modules	Adelaide	July - Planning, Techniques Communication & Evaluation modules
Hobart	July - Planning, Techniques & Communication modules	Melbourne	September - Planning Techniques, Communication & Evaluation modules

Please see our website www.twyford.com.au for more details

A flexible and
dynamic team of
consultants which
specialises in engaging
people to make
better decisions

Capacity building or capability building – is there really a difference?

BY DR VICKI VAARTJES

Although the words “capacity” and “capability” are often used interchangeably, we find that there is a subtle yet important difference in their meanings. This is why we tend to use both capability building in our terminology as well as capacity building, despite the latter being more commonly used when referring to organisational and community development.

Capacity is defined in terms of volume and potential. We may have the physical or intellectual capacity to do something, like skydive, climb to the top of Mt Everest, or get a PhD, but may never actually follow through and apply this capacity. Likewise we may have the knowledge needed to understand how to plan and implement effective community engagement or workplace

change, but this doesn’t guarantee our ability to actually do it. Capacity in this sense is a potentiality, an enabler of success.

We believe that there can be a vast difference between knowing and doing, and our focus on capability building reflects this. Capability is the “quality or state of being capable” or able. This term has a performance emphasis that comes from the application of knowledge or capacity, and from learning that emerges. Our capability is developed when we apply what we know, experiment with different approaches, and learn what

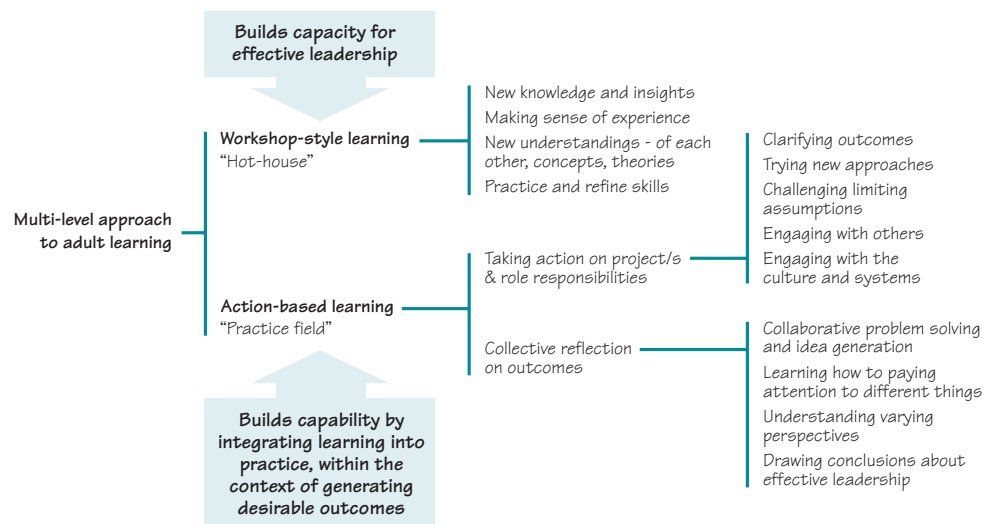


Dr Vicki Vaartjes

works best in our given situation. When we leave clients with capability, we leave them equipped to create meaningful outcomes, and equipped to continue to learn and refine their capabilities over time.

In effect, by focusing on capability building, we support our clients to bridge the knowing-doing gap. Our clients become more able to do things themselves and consequently, need less support from us. This approach ensures sustained impact over time.

Example of how this applies to leadership development



Building Capability

BY JOHN DENGATE

Lets talk about what that means in organisations.....

- Does it mean putting people through training courses?
- Or getting the Boss to sign off on a policy?
- Or having a team building workshop?
- Or working on an actual project to try and run it from a new viewpoint?
- Or having an argument to convince someone about the “rightness” of your view?
- Or all of the above...???

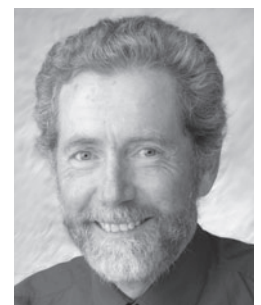
I’ve been working with a local government client who

is doing all of the above, and more, and is now starting to reap the benefits of a whole systems approach to shifting their approach to community engagement (explained elsewhere in this newsletter)

But an element that stands out for me is one person’s journey in understanding and changing behaviour around engaging differently.

Bill’s story

This engineer was responsible for infrastructure implementation, and was very focused on getting the job done on time and on budget. He attended our



John Dengate

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Building our Capability for a Sustainable Future

BY STUART WATERS

Whether we want a sustainable business, a sustainable community or a sustainable planet, the key to success is building our capability to create sustainable outcomes. A sustainable outcome is created when high-quality decisions generate long-term behaviour change that takes us in the direction we want to be going.



Stuart Waters

Increasingly our clients are recognising they need help to create real and lasting change in the way they do things. While it is relatively easy to decide what needs to be done, it can be more difficult to work out how to make changes in a way that creates the outcomes we seek. Our Capacity Building Cycle helps our clients move from decisions to sustainable outcomes.

Often we are good at building our skills, knowledge and understanding, but not so good at turning that into the ability to affect lasting behaviour change, either in ourselves or others. How many of us have been involved in creating action plans that sit ignored on the shelf while life goes on as before?

If we are going to make difficult decisions in a complex environment we must first have a detailed understanding of the system, and a detailed understanding of the stakeholders that are a part of the system. An analysis of the system and its stakeholders provides us with knowledge about what should be done to create a more sustainable outcome. That is, it provides us with the capacity to see where the potential improvements lie. Out of this stage come our great intentions.

The next step is to cross the knowing/doing gap and turn our intentions into actions. This is essential when we wish to make real progress toward a more sustainable outcome. At this stage we will often need to take our stakeholders with us on this journey so they can be part of the solution. This critical step is where capacity becomes capability. It is taking what we know and do, combining it with what our stakeholders know and do, and taking action to create lasting, positive behaviour change.

Creating sustainable outcomes is essential if we are to build a sustainable future for our community, our organisation or the planet itself. The Twyford Consulting Capacity Building Cycle is specifically designed to help our clients to create a more sustainable future for themselves and for all of us.

Building Capability

IAP2 Planning training and found it interesting, but not really useful to the work he did. Following the second module, he stayed back and we had a long and frustrating conversation. He just couldn't see the relevance of the material.

Then surprise, surprise- the next day he brought his whole team of engineers to discuss how to apply the process to his current project! The client then used his example as a case study, he became a

What does it take to effect change?

BY MAX HARDY

You may have seen this quote before from Rosabeth Moss Kanter.

"Change is disturbing when it is done to us, exhilarating when it is done by us"-

So how might this apply to building capability when it comes to community engagement?



Max Hardy

Introducing organisational change in any area can be problematic, yet very satisfying. It involves a number of components, such as an organisational attitudinal shift, skill acquisition, executive support, performance tracking as well as mechanisms to make the change easier.

Yet somehow we naively expect that a training course will accomplish all this, and we are frustrated, even astonished, when not everything goes according to plan. I think we have now collectively delivered IAP2 certificate training to nearly two thousand people and we have learnt much from participants about their experiences trying to implement new practices and approaches. Change does not come easily. It takes more than training to effect lasting change.

Increasingly clients are approaching us to deliver other kinds of services; such as reviewing community engagement plans; mentoring project officers/managers during their projects, providing advice during challenging stages of projects, facilitating workshops for technical staff and decision-makers, developing community engagement policies, preparing evaluation frameworks and undertaking evaluations.

Some of our clients have shown us ways they have implemented change very effectively. They know what it takes, and they see it through. The results are inspiring. Our experiences have helped us to develop what we call the Community Engagement Capability Building Cycle.

Here's another quote.

"If we don't change direction soon, we'll end up where we're going." Prof. Irwin Corey

Submitted By: The Axelrod Group

If you ever want to find out creative ways that we can support your change in direction, just ask!

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champion for the change in his business unit, and now grabs as much help as he can on new projects to get better outcomes.

So what helped build his capability? Not just the training, or the discussion, or the project, or the support, or the networks, etc... but likely a combination of those in a work relevant context. These helped him over time to see the value and relevance of trying some new approaches.

