

Lifting the Burden

Creating sustainable Change by
Sharing the Load



Sustainable development is...

About changing the way we do things



What is the role of the leader?

- Have the answers
 - Expert Myth: I have all the information and all the answers
 - Injection Myth: If only they knew what I know, they would do something different

It is hard to be the expert when it comes to
changing people's behaviour for more
sustainable outcomes



Cynefin Model

Patterns

Understandable in hindsight

Stakeholders decide what is good

Complex

Complicated

Analysis

Expert mindset

A range of possible answers

Chaotic

Simple

No link between
cause and effect

Standard operating procedures

Best Practice



Sustainability is complex



Leadership is about...

- Creative environments
- Innovation
- Experiment
- Allowing patterns to emerge
- Increase levels of interaction, discussion, dissent, diversity.
- Help stakeholders decide what is good



Not being the expert!

Working with people to discover
knowledge together



How do we work with our stakeholders?

Leadership of the Process



Some principles* ...



When working with stakeholders, we try to make sure that our process:

- Is clearly scoped
- Is transparent
- Is connected to decision-making
- Is inclusive
- Is informative

* International Association for Public Participation (IAP2)
Brisbane Declaration on Community Engagement accepted by the United Nations.
Office of Best Practice Regulation (Australian Government)



Principles (cont)

- Is timely
- Involves deliberation
- Builds relationships
- Is influential
- Provides feedback
- Builds trust



Special Rate Variation

Seeking informed and thoughtful input
from the community to assist the
Minister



Connected to decision making

- Clear line of sight from the forums, through Council to the Minister



Inclusive

- 1/3, 1/3, 1/3
- Presentations
- On-line discussion forum



Involves Deliberation

- Two forums, 1 week apart
 - Information, questions, learning the why
 - Answers, conversation, exploration
- 8 hours of face-to-face
- Homework to discuss and identify new questions
- Research group



What I have found useful

- Acknowledging complexity
- Asking good questions
- Looking for innovation and inspiration
- Designing and defending the process
- Tapping into and developing expertise of others



In Conclusion

- Working with complexity in partnership with stakeholders.
- Apply the principles as a framework for a successful process
- Don't be the expert
- Share the burden

