

Public Involvement Process Primer for Access Management Planning

By

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*Prepared for presentation at the TRB 7th National Access Management Conference
August 13-16 2006, Park City, Utah*

Abstract

Access Management has evolved into an important transportation planning tool. Access management typically is implemented through two primary tools, issuance of approach permits and access management plans (AMPs). The traffic operational and safety benefits of access management are well documented, but the public involvement techniques are not. Given the contentious nature of these AMPs, process strategy and public involvement process are critical to the success of these plans.

The purpose of this paper is to provide an overview and reference for designing and managing an effective public involvement program for access management planning. This will be accomplished through first providing a framework for stakeholder analysis and planning process design, and secondly, discuss strategies for planning process management, including dealing with problem behaviors, group conflict and communicating effectively when times are difficult.

Introduction

Access Management has evolved into an important transportation planning tool. The benefits of access management are well documented and transportation agencies are increasingly ascribing to access management as policy. One aspects of access management that hasn't been well developed is public involvement.

The purpose of this paper is to provide an overview and reference for designing and managing an effective public involvement program for access management planning. This will be accomplished through first providing a framework for stakeholder analysis and planning process design, and secondly, discuss strategies for planning process management, including dealing with problem behaviors, group conflict and communicating effectively when times are difficult.

Access Management

Access management, in its simplest form, is managing access to facilities through careful placement of private driveways and public streets in order to maintain safe and efficient traffic operations. The vast majority of the access management efforts of state and local agencies are expended through completed access management plans and policy, and secondly through the issuance of approach permits. The objective is to achieve safe and efficient operation while maintaining reasonable access to the adjacent land use. The Transportation Research Board (TRB) released the *Access Management Manual*, which defines access management as, “. the systematic control of the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway” (TRB, 2004). Several other seminal publications have helped define issues surrounding operational improvements associated with different techniques (medians, left-turns), identified legal issues surrounding access rights, examined agreements to implement access management and integrated planning with access management implementation. Much of this body of research, along with information sharing between public agencies and consultants, has led to a strong general understanding of *what* access management is and *why* it is important. However, it seems we still struggle with *how* to engage the public, and *who* to engage.

It is understandable why public agencies, and the consultants that work with them, are reticent to take on access management with a full head of steam. Access management is rooted in inherent conflict between property owners and developers who want more access, and the general traveling public and public agencies who want less access. Public agencies will contend that multiple accesses are rarely needed and hurt mainline operations, which the research seems to support, while property owners want what is best for their property, which appears to be, all things being equal, unfettered access. Similarly, a property owner being told to close a driveway to a property that has been open for years is most often seen as a direct attack on the property and themselves. This dynamic gets even more complex when several agencies at various geographies are involved with a variety of property owners who are comprised of very different property types and sizes. Given this complexity, how these various agencies and citizens are

engaged can be very important. A strategic public involvement plan very often is the difference between a successful access management process and a process that fails.

Public Involvement Framework

Public involvement in any planning process is challenging, but critical. Agencies and consulting firms have generally had a difficult time getting a large number of people to attend public meetings, even when decisions directly affecting them are being made. How and when you engage the public makes an enormous difference on whether or not the process is successful. This research is focused on the larger process questions, namely, how do you plan and manage a successful access management planning process.

Overview

This paper is organized to take you through the process in chronological order. The first section of this paper will describe how you design a public involvement program for access management planning process. The planning team and policy advisors should first determine a general strategy, determine and manage expectations in the process, and identify and strategize on stakeholders and participants. Consideration should be given to the timing of participation activities and meetings, and as well as how the process is likely to unfold.

The second section of this paper will describe how to kick off and manage the participation process. After kicking off the process, many challenges are likely to arise given the contentious nature of AMPs, and strategies are provided to troubleshoot process and meeting conflict, as well as individual problem behaviors. This section will also provide strategic communications strategies for individual planners, engineers and facilitators.

The final section will briefly describe how to wrap up the process. This paper is meant to provide an overview to the reader about public involvement strategies, process management and troubleshooting, but is not meant as a substitute for an expert to lead and manage the process.

Process Planning

General Strategy

The first step in beginning a public involvement program for an access management plan (AMP) is to define the problem, and secondly, the project. The problem definition is what drives the purpose of the project, and thus needs to be well-defined and clear. Make sure that the problem statement is “stakeholder-savvy” (Bryson and Carroll, 2001). AMPs are typically completed to improve traffic operation problems, improve a traffic safety issue or to implement a policy or standard that is not being met. The planning process should

be clear about which of these problems are being addressed. Also, the geographic and substantive limits of the planning process should be well defined and clarified.

Big Win v Small Win

The first step in strategizing should be to decide whether to go for a big-win or a small-win. A big-win is a demonstrable, completed large-scale victory, while the small-win is an incremental success. This decision can greatly alter the path the process will take.

The advantage of the big win is that policy problems and solutions are addressed thoroughly and immediately. The downside is high risk of a major defeat due to sparking intense opposition. The big-win strategy works best when a small-win strategy is undesirable and the time is right due to many favorable circumstances. Examples of good timing are when a dominant coalition is involved and interested in supporting the policy, the solution is highly promising, resources are available for the effort and a clear accepted vision guides the process (Bryson and Carroll 2001). In the access management world, a high profile safety problem, in addition to major interest from residents and elected officials might present an opportunity to go after a big-win.

The small-win tends to involve lower risk, may demonstrate progress which enables a big-win at a later point, tends to empower participants and also involves a lower initial investment. The downside is using limited resources for a minimal gain. Small-wins tend to lead to less momentum and less clear benefits. Small-wins can lead to big-wins when a well-articulated vision provides a sense of direction, the game plan resonates with vision and policy, continuous experimentation is encouraged, opportunities exist to reward participants and publicize successes, and adaptation and flexibility can occur (Bryson and Carroll 2001).

Determining whether to go for the big or small win ultimately comes down to each project, the unique set of circumstances and people involved, and the needs and desires of the agency. A big win in access management generally occurs when an agency is constructing a project, and thus has something to offer to participants as a trade-off for limiting access. For example, in a semi-rural area, constructing sidewalks, curbs, bike lanes and drainage might be enough to implement a more aggressive access management strategy.

Managing Expectations

Key to a successful access management process is determining the role of the public. In the case of access management, decisions and strategies tend to be very detailed, often at the level of individual driveways. Given the detailed and personal nature of the planning efforts, public involvement is critical. Ultimately you need to involve everyone who will be directly affected or who is critical to successful implementation of the plan. It is highly advisable to also allow people indirectly affected a chance to comment on proposed actions.

As part of the process, a transportation planner must assess initial public expectations and steer them in a more realistic direction, if they are off course. The level of involvement

depends on the decision making process. For example, a public advisory committee on a project should not be misled to believe that their decision is binding to a public agency. Rather, their expectations should be guided closer to reality, so they more accurately understand their role and accept the outcome of the process, whether or not it conflicts with their advisory recommendations.

Often in planning processes, funding for public involvement budgets is the first to get cut in a tight fiscal environment. Money for public involvement is well spent. In highly-controversial processes, a good public involvement process is the difference between a success and failure.

Stakeholder Analysis

A critical component of a successful access management plan is the identification of stakeholders, their interests, influence and expectations for involvement. There are three activities that are particularly helpful when trying to identify and understand the stakeholders to be involved: Basic Stakeholder Analysis Technique, the Power-Interest diagram, and the Position-Importance grid.

Basic Stakeholder Analysis Technique is an exercise where team members of the agency or planning team leading the AMP get together in a large room filled with blank charts, approximately one chart per stakeholder. Over the course of a few hours, the team members will list the criteria each stakeholder would use to judge your organization's performance. Try to determine how well the stakeholder thinks you are doing from their point of view, and identify what can be done as a part of this planning process that can quickly satisfy that stakeholder. Next, identify longer-term issues with individual stakeholders and with stakeholders as a group. Strategizing on targeted involvement in a structured way will make the team mindful of things that may solve short-term issues (process buy-in) as well as long-term issues (government relations).

The Power-Interest Matrix is a simple, yet effective way to survey the stakeholder landscape. One will identify any potential stakeholder, and place them on the matrix, based on the amount of power and interest they have related to the plan. This provides a graphic representation of the potential allies and opponents, and allows the team to strategize on how to approach or involve different parties. This is a relatively simple and fast process.

[Figure 1 here]

Players are individuals and groups that are very interested and have the power or influence to change the process. It is critical to involve this group from the beginning, or they will involve themselves in ways that may not help the process. These stakeholders tend to be active elected officials, lobbyists and special interest group representatives. The Subject group tends to be property owners, business owners and local residents who don't have the political connections to block the process by themselves, but enough subjects talking to a player can result in a player taking hard-line stances against the

project. It is best to include subjects, or representatives from larger subject interest groups, early and often to avoid this. Context Setters tend to be elected officials, agency staff or well-connected business and property owners who don't know the process is occurring, or don't know they will be affected. For example, a major corporation that owns property within the access management planning area are likely not interested only because the right people in the corporation don't know about the plan. The corporations can become interested, and litigious, very quickly. Extra steps should be taken to include these types of stakeholders, or in other words, make them interested. The Crowd is often pass-by traffic, and residents that use the road in question sparingly. While this group typically doesn't involve themselves, be mindful that they may become interested in the process.

The purpose of creating the Position-Importance Grid graphic is to help strategize on potential coalitions, and to be aware of groups that may partner to oppose the project (Nutt and Backoff 1992). Using the stakeholders from the Basic Stakeholder Analysis Technique, place each stakeholder on the grid, and after accounting for all stakeholders, look for patterns or coalitions that could help deliver the project. This chart should be revisited periodically through the process as people's interest and positions shift.

[insert Figure 2 here]

[insert Table 1 here]

Designing the Process

Leaders involved in the public involvement process should emphasize the exchange and discussion of ideas. The leader involved needs to be cognizant of ways to allow participants to feel safe to exchange and discuss ideas. Also, early in the process, it is advisable to focus on the problems and needs, rather than solutions. All stakeholders must agree on the problem, and each others' needs, before a discussion of solutions can be effective. Leaders should also help shape a holistic media strategy that will be consistent across groups, leaders, agencies and consultants involved in the process.

Public Involvement Tools

The Public Involvement Toolbox shown as Table 2 provides a comprehensive list of public involvement techniques. Not every technique is appropriate in every process. The process design should be tailored specifically to the individual needs, personalities and set of issues in any given situation.

[insert Table 2 here]

Timing the Process

Each public process will take on a life of its own. One factor that shapes the perception and outcome is the speed of the process. Leaders may fail to receive all pertinent public feedback by rushing participants through the process. The result may be a lack of public ownership in the process and obstinate opposition at the tail end as public participants perceive the plan as failing to accommodate all impacts and alternatives.

Conversely, a process that moves too slowly increases agency costs and fatigues public involvement, possibly resulting in high turnover of involved community members and a less stable process. The appropriate speed of the process should be determined by the complexity of the issues and the community context in terms of prior government relations. In other words, an access management process related to a simple issue in a well-informed and regularly active community may proceed faster than the process for a complex set of issues in a fragmented and hostile community. The former may only require an open house and other simple and limited means of public involvement whereas the latter may require intensive governmental “hand holding.”

Forecast the Process

Lastly, imagine your way through the public involvement process. What obstacles might arise with the chosen tools? Who could try to stunt the process on the back-end? What issues are going to be the most difficult to resolve? Anticipating and planning for a wide variety of scenarios will benefit leaders in resolving issues as they arise, in a timely manner, and avoid lengthy setbacks.

[Insert Table 3 here]

Process and Meeting Management

Access management processes are normally rife with conflict, as described earlier. Competing interests between business owners, abutting residential neighborhoods, and highway traffic engineers provide for a complex set of interests and needs. In such a competitive environment, it is essential to establish rules of conduct, open lines of communication, identify common interests, and provide transparency in decision making.

Kicking-off the Process

In preparation for the kick-off, leaders should have researched all pertinent basic information related to the plan area, including any right-of way or access control information, accident history, parcel ownership, speeds, and traffic operational problems. The kick-off can set the tone for the entire process, and thus, is an important milestone. Proper preparation for this event can built public trust in the agency and the process.

An open house is a good way to kick off the access management planning process. The open house allows for discussion, enables people to move at their own pace, and denies hostile individuals the opportunity to grandstand. Optimally, each of several informational stations at an open house will address a particular issue or section of a highway. This will help break down the complexity of the situation into manageable issues for the public and be assigned at least one staff member. If possible, staff from each jurisdiction involved in the access management plan should be available to respond to questions. The design of the space for people to rest, talk or watch other participants can positively influence the mood and the overall tone of the event.

Let the public participants scope the nature and location of problem areas. The public probably has a better idea of what it is like to drive any given stretch of road, so this feedback about the existing conditions is essential. They will be able to tell you which areas are uncomfortable, dangerous or confusing. A good exercise is to lay out a rectified orthophoto of the plan area, and let participants place green stickers for comfortable areas and yellow and red stickers in problem areas, the yellow for uncomfortable, red for extremely dangerous. This activity fits well into an open house format, allows people to participate, and provides the process managers with a wealth of information.

Another good tool to employ at a kick-off is a brief survey of the participants. The survey should be used to help clarify expectations, positions, interests and even philosophy. This is not a substitute for stakeholder analysis at the front end, but can be used to supplement and confirm your earlier work.

Forming Participatory Groups

When preparing to kick-off a process, be mindful of who needs to be involved in participatory groups. The stakeholder analysis should provide the groundwork necessary for selecting members of the groups. In many cases, it's good to have elected officials on these groups, especially where the access management plan needs to be adopted. The groups should be representative of the affected community as well as balanced amongst the competing interests. Members should include business and freight interests, community groups, local residents, local elected officials, state and regional agencies, civic organizations, emergency service providers, school districts and any other parties with direct interests in the outcome of the plan. While business and freight interests may seem the same, the business interest in freight usually involves access, for example allowing appropriate turning radius for larger trucks. On the contrary, freight interests in business tend to focus on mobility, usually involving less access, and improved throughput. These interests should be balanced according to the context of the plan.

Facilitation: Individual and Group Strategies

Facilitating the public involvement meetings in access management processes can be difficult. Hiring a neutral third party to facilitate can greatly assist developing a sense of trust and objectivity, especially when an access management plan is being driven by agency needs. However, this often is more expensive, and in some cases an access

management plan is done completely in-house. If this is the case, facilitators and meeting leaders will need to be particularly sensitive to the dynamics of the public group helping advice or make the decision.

The best way to avoid problems is to set the stage. Set clear expectations and ground rules, and enforce them when they are violated. Provide a safe environment for people to discuss and disagree. These two simple principles will go a long way to avoiding problem behaviors during participation meetings. However, problem behaviors will likely arise, both at the individual and group levels.

The best way to resolve problem behaviors is to first examine the cause of the behavior by addressing the individual privately. Don't use judgmental statements when discussing the problem behavior, and legitimize their feelings and perceptions. Individual problem behaviors and correction strategies are listed in Table 4.

[Insert Table 4 here]

Group Problems

Five primary types of group problems can arise in participation meetings and process (Anderson and Roe, 1999). Each type of problem should be handled differently depending on the cause and severity.

The first type of problem is low participation, which is best handled by first asking the group what the problem is and what they want to do? The group will very likely tell you why their interest or involvement has waned. This problem might also be caused by the time of day, fatigue or a poorly timed meeting causing people to skip lunch or dinner. In this case have the group take a short break or grab a snack if food is available.

A second type of problem is the group becomes unresponsive. This situation is handled similarly to the low participation problem, first asking the group what is going on, and possibly taking a break. In some cases, if certain people are being quiet despite having a lot at stake, speak with them individually during a break. In some cases those individuals may be shy or intimidated by certain members of the group. In that case, play an active role providing a safe environment, by intervening with people who may be speaking or behaving aggressively toward the more reticent participants

A third problem that arises is digression. During access management planning processes, participants can easily begin discussing transportation issues unrelated to the plan at hand. Refer people back to the agenda, or ask the group if this is a discussion they want to continue. Additionally, the facilitator can offer to change or reorder the agenda.

A fourth type of problem is only a part of the group regularly participates. This usually arises for two reasons, a person or group is dominating the discussion, or the topic only pertains to part of the group. In the case that someone is dominating the meeting, ask others, calling people specifically by their name, to offer opinions. Also, pointing out that

only certain members are participating, and asking the group why might help shed light on the behavior. Lastly, if part of the discussion is only relevant to some group members, delay that discussion until the end of or after the meeting, and focus on the areas that are of interest to the entire group.

The final type of problem is the group becomes highly emotional, which is not uncommon in access management plans. While this may be very uncomfortable, the best thing to do initially is to let go, and watch carefully. The heightened emotions can also be the most informative, because usually the information communicated is unfiltered. If behavior is becoming destructive, call a short break and ask if people are becoming uncomfortable. If the conflict has escalated and is not moving toward resolution, intervene with group conflict management techniques.

Group Conflict Management Techniques

Conflict is inherent in most access management planning work today. However, group conflict that may arise in a public involvement process can be categorized into five primary categories; data, relationship, interest, value and structural (Anderson and Roe, 1999). Each type of conflict requires a different response in order to correct the process, and those conflicts and strategies are summarized below in Table 5.

[Insert Table 5 here]

In access management plans, group conflict can arise in any of these categories; however problems tend to center on data (perceived versus real traffic operations and incidents) and interest (business versus residential interests). It is critical to diagnose the type of problem before trying to solve it.

[Insert Table 6 here]

Finalizing the Process

Memorializing the decision

Having information, decisions and involvement procedures accessible and in writing is a very critical step in the process. Having a source that summarizes points of agreement and disagreement is necessary to preventing implementation problems and misunderstandings later. At each point where a decision is made, memorialize that agreement in writing, and get everyone's approval in writing. Having written agreement makes it more difficult for people intent on destroying the process. If someone changes their mind due to political influence, having their previous agreement, in the context of everyone else's agreement, is a very good way to encourage continued support.

Feedback and analysis

The last step in any quality public participation and decision-making process is to solicit feedback from the participants. The feedback and analysis should include internal and external stakeholders and participants. The feedback should include both closed and open ended questions, a short format and be easy to understand. The results of the feedback should go out to the participants in the feedback process to acknowledge that they've been heard.

Conclusion

Public involvement is the most important factor in the success of an access management plan. These planning processes tend to be highly controversial, and a strong public involvement program can go a long way toward public support of the project. The first step is to form a general strategy by clearly defining the problem the project is addressing, the project limits, scope and purpose. Also, the planning team should consider whether to go for a large scale or incremental victory. The next step is to examine the stakeholders, what their expectations are, and what their interests, positions and influence include.

Public process design is a critical part of the public involvement process. This second step in the process involves finding the best set of public involvement tools given the stakeholders, nature of the planning project, as well as considering what might happen with a given set of tools.

Public process management is equally important, and being flexible to unexpected turns is necessary. The planning team should pay particular attention to types of conflict arising and taking a solution-oriented approach toward addressing the conflict. It is better to address the source of conflict a when it arises, rather than displacing that conflict until the backend. As the process winds down, be sure to gather feedback from the participants, and report back to the participants after addressing the feedback.

Public Involvement is often more of an art than a science. Each process will take on a life of its own, with its own set of issues, participants and results. However, by taking a structured, but flexible, approach, many of the problems that can arise are dealt with quickly and easily.

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Figure 1: Stakeholder Analysis: Power-Interest Diagram

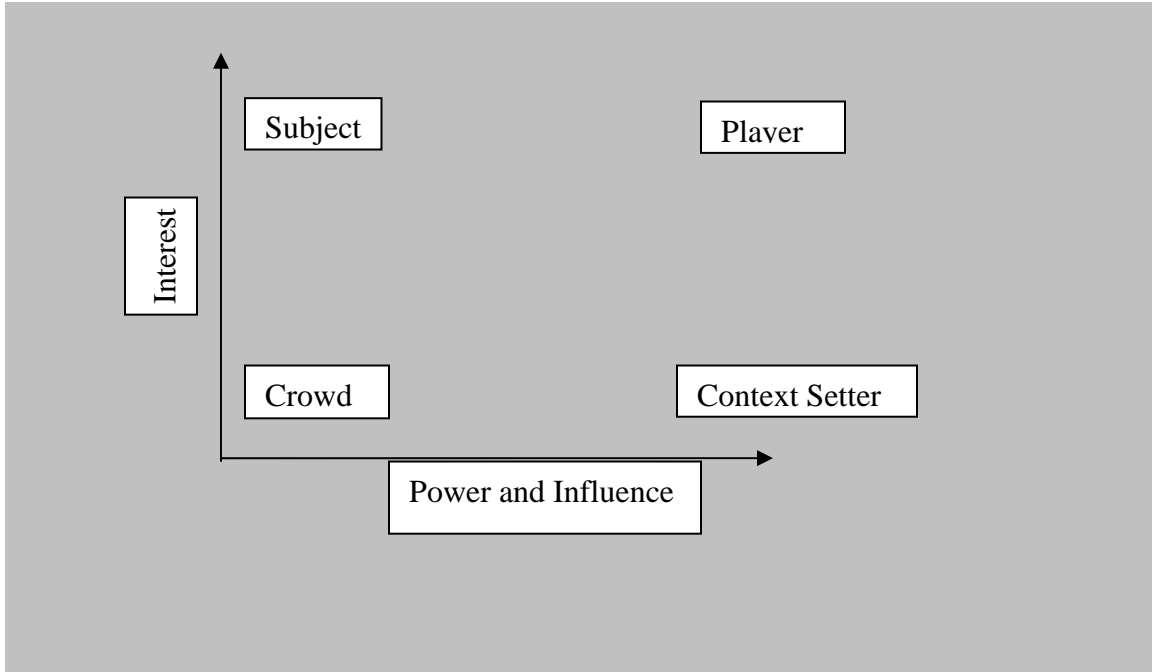


Figure 2: Stakeholder Analysis: Position-Importance Grid

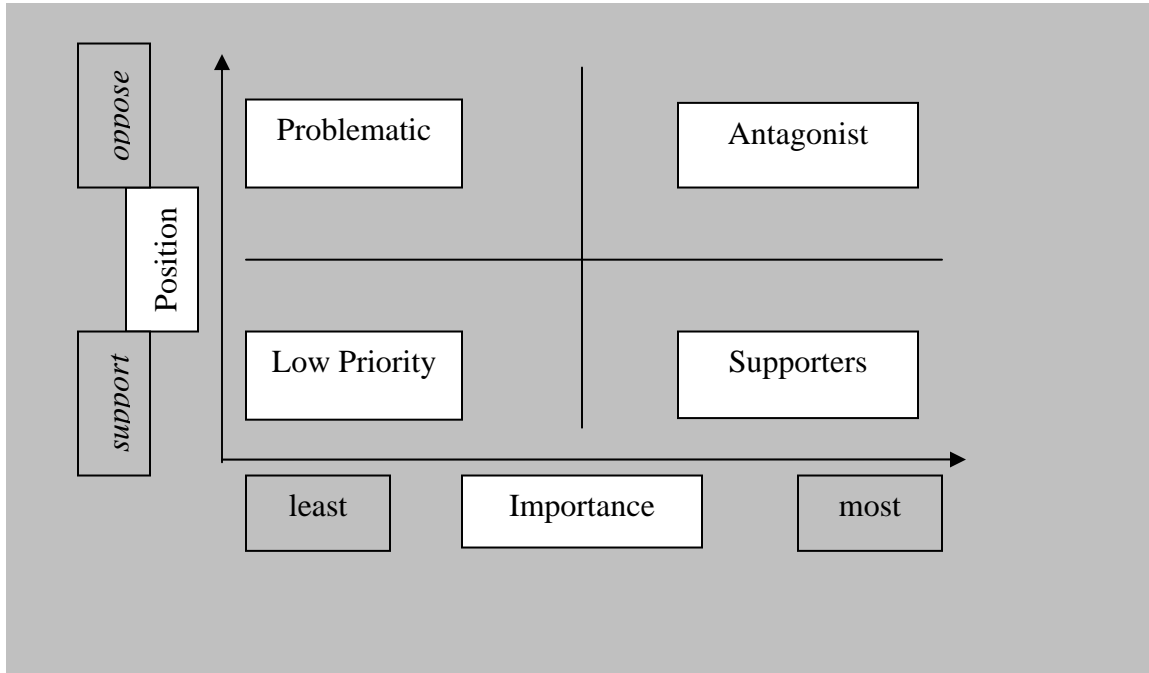


Table 1: General Strategy Overview

General Strategy Overview

- Define the plan, the purpose and need, and project limits
- Big-Win or Small-Win
- What is the public's role in decision making
- What is the public's expectation, and how do we manage it
- Who are the stakeholders?
- How much influence and interest do the stakeholders have?

Table 2: Public Involvement Toolbox

<u>Technique</u>	<u>Pros</u>	<u>Cons</u>
Community Newsletter	People interested in the community involved and informed. Easy.	Only reaches small number of people.
Press Releases	Very good for controlling and framing information, often used in news articles. Better for bigger or more captivating projects.	Low media response, doesn't always reach a large number of people.
Web Site	Low cost way of distributing large documents, nice and easily accessible "one-stop" location for updates.	Inaccessible to people with no internet access, poor design can negate benefits. Requires frequent updating to be an effective public resource.
Central Contact	Public can easily access person in the know, easy to control information flow.	Staff turnover causes major problems; staff must be committed to prompt responses. Public may use central contact for non-project-related questions/comments as a way to access agency.
Information Hotline	Direct contact, conveys accessibility, controlled and consistent information.	Need resources to staff the hotline.
Field Trips	Opportunity to "see and feel" problems, opportunity to build rapport with group.	Works well with only a few participants, potential legal and liability issues.
Open Houses	Doesn't encourage grandstanding, allows for small group and one-on-one communications, allows participants to define their involvement, gets information out effectively.	Difficult to capture individual conversations, more staff intensive than meetings, limited active participation
Interviews	Can get traceable, highly detailed opinions and thoughts, easily adaptable.	Difficult logistically, resource heavy, interviewers must be trained, non-imposing and objective.
Surveys (in-person)	Provides traceable data, effective for understanding individual concerns deeply.	Can be expensive, may have a negative image due to use by marketing.
Surveys (mailed)	Provides input from people not likely to attend meetings, provides comfortable setting to provide opinions, provides traceable data.	Response rate is generally low, mailing address may be for owner, and not occupant, can be perceived as tokenism.
Public Hearings	Citizens notified through normal hearing process, elected officials present.	Encourages grandstanding, can create "us vs. them" sentiment, opposition at the point of public

		hearing can destroy process and previous agreement.
Design Charrettes	Very good for fast, involved decision-making. Better for “design-oriented” projects.	Very expensive, needs heavy staff involvement. Can be difficult to keep people involved in longer charettes.
Community Facilitations	Promotes community-based involvement, enhances credibility.	Difficult to manage resulting expectations.
Mediation	Promotes accountability, issue-oriented.	Difficult to define the parties, time and labor intensive.
Arbitration	Good for resolving one or a few confrontational issue(s); is legally binding.	Very limited in usefulness, general reluctance to agree to an unknown outcome, can be expensive. Only one-on-one.
Focus Groups	Works best when targeted for specific audience, get very detailed responses, not threatening.	Can be expensive, not appropriate for most AMPs.
Advisory Committees	Can be conducive to compromise, effective tool for AMPs, can be educational and used to translate technical information, good for discussion.	May not always be representative of the population, requires several meetings to be effective and requires extensive commitment on the part of public members; committee can take on life of most vocal participant; may assume unrealistic expectations of their role.
Workshops	Excellent tool for education, good for discussion on technical and detailed aspects of process, builds credibility, fosters sense of ownership.	Hostile participants may perceive as threat or coercion, staff intensive.
Consensus Building	Encourages compromise among different interests. Focuses on problem solving, can be very powerful with consensus, easy to implement when consensus attained.	Can go on for very long periods of time, doesn’t work with people not interested in compromise, consensus may not be reached. Consensus may not lead to most efficient/effective project for an agency.
	*Derived from IAP2 Public Participation Toolbox.	

Table 3: Process Design Overview

General Process Design Overview

- How do we understand public opinion, support and opposition for the project?
- What is the best set of public involvement tools available for this project?
- How involved is the public on decision-making?
- How might this draft process design play-out?
- What is the timeline for information releases and decision points?

Table 4: Problem Individual Behaviors

Problem Meeting Behaviors	Intervention Strategy
Interrupter – Cuts off people, jumps in conversation at will, uses distracting nonverbal communications	<ul style="list-style-type: none"> ▪ Enforce meeting ground rules ▪ Stop the interrupter, ask him/her to wait ▪ Have people speak in sequence
Clown – overuses humor, act silly of joke too much, employs attention-getting behaviors.	<ul style="list-style-type: none"> ▪ Ask person to stop ▪ Discuss after the meeting with person
Fila-Buster/Rambler – Repeats the same point over and over again, insert personal agendas	<ul style="list-style-type: none"> ▪ Acknowledge the point, preferably in writing ▪ Explain how and when the point will be dealt with ▪ Ask if group can reexamine the point at a later date. ▪ Provide time-limited opportunity to make the point.
Side-Conversations – Makes private comments to another person.	<ul style="list-style-type: none"> ▪ Invite them to discuss with the group ▪ Stop speaking, and look at the people speaking privately ▪ Point out that the behavior is distracting
Personality Clash – Attacks, criticizes or instigates arguments with other members or the facilitator, attempts to discredit or label other members, tries to redirect attention from the process to individuals	<ul style="list-style-type: none"> ▪ Describe non-judgmentally what the person is doing ▪ Ask for and record a statement from each position ▪ Ask what would make the involved parties more comfortable
Wrong – Continually disputes or incorrectly interprets the facts.	<ul style="list-style-type: none"> ▪ Confront delicately, for example, “That’s one way to look at it, but according to..” ▪ Ask the group to offer opinions on the facts
Dominator – Talks too often, too long, too loud or makes it difficult to participate,	<ul style="list-style-type: none"> ▪ Stop the person, thank her/him ask for other opinions ▪ Call attention to the agenda and time frames ▪ Break eye contact
Superstar – May feel ignored, may be influential, may be expressing super-star status through hostility	<ul style="list-style-type: none"> ▪ Ask the group, “What do the rest of you think?” ▪ Call the shot, “That was loaded, anyone care to take a crack at it?” ▪ Restate comment in neutral form ▪ Use humor (if you’re calm)
Busy Body – Repeatedly arrives late or leaves early, frequently ducks in and out, misses meetings	<ul style="list-style-type: none"> ▪ Ask member to announce why they are late or early ▪ Ask people to support decisions made in their absence ▪ Try to find replacements to those with continual scheduling conflicts

<p>Saboteur – Does many of the above problem behaviors, persists with both gentle and aggressive behavior</p>	<ul style="list-style-type: none"> ▪ Call a strategy meeting ▪ Uninvite the person ▪ Allow the group to jointly discipline the person.
<p>Skeptic – Nothing is OK, believes all suggestions will not work, expresses in a negative manner, verbally or nonverbally.</p>	<ul style="list-style-type: none"> ▪ Paraphrase their view, stick close to their wording ▪ Ask them what parts of the process are working ▪ Ask for their opinion and allow the group to respond.
<p>(Derived from Anderson and Roe, 1999)</p>	

Table 5: Conflict Types and Intervention Strategies

Conflict type	Cause	Intervention Strategy
Data	<ul style="list-style-type: none"> ▪ Lack of information ▪ Misinformation ▪ Differing views of relevancy ▪ Difference in interpretation ▪ Different assessment methodology 	<ul style="list-style-type: none"> ▪ Reach agreement on type and methodology of data ▪ Develop common evaluation criteria ▪ Use Third Party experts to break difficult standstills
Relationship	<ul style="list-style-type: none"> ▪ Strong emotions ▪ Misperceptions or stereotypes ▪ Poor communication ▪ Miscommunication ▪ Repetitive negative behavior 	<ul style="list-style-type: none"> ▪ Setting rules and best practice prior to starting the process ▪ Acknowledge and legitimize feelings and frustrations ▪ Clarify and build positive perceptions ▪ Frequent and positive communication ▪ When negative behavior arises, point to rules
Interest	<ul style="list-style-type: none"> ▪ Perceived or actual competition ▪ Substantive interests ▪ Procedural interests ▪ Psychological interests 	<ul style="list-style-type: none"> ▪ Focus on interests, not positions or solutions ▪ Create objective evaluation criteria ▪ Acknowledge and legitimize interests early on ▪ Develop trade-offs to satisfy interests of different strengths
Value	<ul style="list-style-type: none"> ▪ Different criteria for evaluating ideas or behavior ▪ Exclusive intrinsically valuable goals ▪ Different ways of life, ideology and religion 	<ul style="list-style-type: none"> ▪ Avoid defining problem in terms of value ▪ Allow disagreement ▪ Identify and emphasize commonalities throughout process
Structural	<ul style="list-style-type: none"> ▪ Destructive patterns of behavior or interaction ▪ Unequal control, ownership or distribution of resources ▪ Geographic, physical, or environmental factors that hinder cooperation ▪ Time constraints 	<ul style="list-style-type: none"> ▪ Clarify, define and change roles ▪ Replace destructive behavior patterns ▪ Change ownership of process ▪ Establish fair, balanced and mutually acceptable decision-making process ▪ Change negotiating process from positional to interest-based

		<p>bargaining</p> <ul style="list-style-type: none">▪ Change physical and environmental relationships of parties▪ Modify means of influence used by parties▪ Modify external pressures on parties▪ Change time constraints
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Table 6: Process Management Summary

Process Management Overview

- What is the best way to kick-off the process?
- How are the groups functioning? Are there individual members making the process uncomfortable?
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- Is group conflict arising? What type of conflict?
- Are people involved? Have new people become involved?