Departmental Dialogue Index – Tool

Introduction

The Sciencewise Expert Resource Centre (Sciencewise-ERC) aims to create excellence in public dialogue and to inspire and inform better policy in science and technology by helping policy makers commission and use public dialogue in emerging areas of science and technology. The Sciencewise-ERC is funded by the Department for Business, Innovation and Skills (BIS). Sciencewise-ERC provides practical support to policy makers and over the past year has undertaken innovative research into six key strategic issues in public dialogue.

This report is one of a series of six covering research undertaken by Sciencewise-ERC. The research was carried out by Lindsey Colbourne, a member of the Sciencewise-ERC Dialogue and Engagement Specialist team.

Others in the series:

- Enabling and Sustaining Citizen Involvement (Diane Beddoes)
- Widening Public Involvement in Dialogue (Pippa Hyam)
- The Use of Experts in Public Dialogue (Suzannah Lansdell)
- Evidence Counts - Understanding the Value of Public Dialogue (Diane Warburton)
- Working with the Media (Melanie Smallman)

Other reports in the series are available at www.sciencewise-erc.org.uk

Departmental Dialogue Index

by Lindsey Colbourne

Contents

INTRODUCTION

The purpose of the Departmental Dialogue Index

This diagnostic and toolkit has been developed by Sciencewise-ERC to help people within organisations who are interested in improving their organisation's use of dialogue and engagement. Rather than recommending wholesale 'culture change', the Departmental Dialogue Index approach suggests that to improve an organisation's use of dialogue and engagement, it is essential to

a) understand the organisation's preferences and beliefs

b) consider how this affects the organisation's propensity to engage

c) use these insights to find effective ways of promoting and using engagement which goes with the grain of the organisation's character, and therefore are more likely to be accepted.

The approach has been developed by Lindsey Colbourne, based on initial insights from Chris Rose.

Thanks to Ed Straw, Tom Horlick-Jones, Penny Walker, Lynn Wetenhall and Dan Start for their insights.

Thanks to all those who helped to test the approach during October 2008 – February 2009, especially Andrew Walker and Mary Jeavens.

Health Warning!

The DDI predictions and recommendations are based on the presumption that engagement or dialogue (of some kind) can be useful to each type of organisation and that current use of engagement or dialogue can be improved.

For wider discussion about the usefulness of engagement per se, when to engage or when not to engage and so on, please refer to the Sciencewise-ERC website. The website lists other sources of debate and guidance that may be relevant.

We anticipate that the Departmental Dialogue Index will be regularly updated. Please see the Sciencewise-ERC website for the latest versions.

Project Diagnostic:

The Organisational Character Index (OCI)

The Organisational Character Index is the diagnostic used for the first step: to understand the organisation's preferences and beliefs.

Developed by American author and consultant William Bridges, the Organisational Character Index[1] is an instrument for measuring the preferences, values and decision-making style of a team, department or organisation. Based on the validated and established **Myers Briggs Type Indicator[2]**, it applies the theory of 'Type' to the organisation to identify sixteen types of organisational character.

The character description enables the organisation to take advantage of its strengths and become aware of the weaknesses associated with the corporate character style they are working with, rather than suggesting it changes its character. The OCI shows the organisation's preferences in four opposing tendencies:

Extraversion (E) or Introversion (I)

The organisation's focus, reality and how it gains its energy. Is the organisation focused principally outwards towards markets, clients, competitors and regulators (E) or does it prefer to look inwards and focus on developing its own ideas, technology, products, its leader's vision or even its own culture (I)?

Sensing (S) or Intuition (N)

How it gathers information, what it pays attention to and how it perceives things in and around it. Is the organisation focused on the here and now, understanding the details of the current situation (S) or does it look at the big 'global' picture and the possibilities of any given idea or situation (N)?

Thinking (T) or Feeling (F)

How the organisation processes information and make its decisions. Is the organisation a logical maker of decisions based on ratios, consistency, competence and efficiency (T) or, through a people-focused process, does it take in to account individuality, the common good and creativity (F)?

Judging (J) or Perceiving (P)

How the organisation deals with the external world of clients, suppliers and competitors. Is the organisation run like a machine with a strong penchant for planning and firm decision-making and timelines (J) or does it prefer to keep options open and work 'on the fly' to take in last minute ideas (P).

The 16 organisational characters of the OCI

'Solid as a rock' (ISTJ)	'You can count on us' (ISFJ)	'Vision driven by values' (INFJ)	'Going all out for greatness' (INTJ)
'Action, action — we want action' (ISTP)	'Working to make a difference' (ISFP)	'Quest for meaningful work' (INFP)	'In pursuit of intellectual solutions' (INTP)
'Thriving on risky business' (ESTP)	'We aim to please' (ESFP)	'It's fun to do good work' (ENFP)	If we can't do it, no-one can' (ENTP)
'Playing by the rules' (ESTJ)	'Doing the right thing' (ESFJ)	'Seeing the big picture in human terms' (ENFJ)	'Driven to lead' (ENTJ)

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[1] *The Character of Organizations: Using Personality Type in Organization Development. Bridges, W. 2000. Davies-Black Publishing.*
[2] *http://www.myersbriggs.org/. Myers Briggs is the preferred personality typing methodology of the UK civil service (for example, as used by the National School of Government)*

How organisational character affects the propensity to engage

The Departmental Dialogue Index (DDI) builds on the OCI analysis, to make predictions about how the character of each of the 16 organisational types **affects** their propensity to engage, and how best to go about **improving** the engagement of each type of organisation. For each character type, the DDI suggests how to improve engagement practice by working with or compensating for the organisational character.

As well as the detailed individual organisational character analysis, the DDI identifies four broad organisational attitudes and approaches to engagement. These are:

1: RESISTANT	engaging with others is likely to be considered a waste of time and money or a distraction from core business.
2: PROCEDURAL	engaging with others is likely to be driven (and/or constrained) by procedure.
3: SELECTIVE	engaging with others is likely to be selectively focused (on the like-minded).
4: NATURAL	engaging with others is likely to be a natural part of the organisation's business.

The chart below illustrates how the 16 OCI characters fall within the four DDI categories:

'Solid as a rock' (ISTJ) RESISTANT	'You can count on us' (ISFJ) PROCEDURAL	'Vision driven by values' (INFJ) NATURAL	'Going all out for greatness' (INTJ) RESISTANT
'Action, action — we want action' (ISTP) SELECTIVE	'Working to make a difference' (ISFP) SELECTIVE	'Quest for meaningful work' (INFP) SELECTIVE	'In pursuit of intellectual solutions' (INTP) RESISTANT
'Thriving on risky business' (ESTP) RESISTANT	'We aim to please' (ESFP) NATURAL	'It's fun to do good work' (ENFP) NATURAL	If we can't do it, no-one can' (ENTP) NATURAL
'Playing by the rules' (ESTJ) PROCEDURAL	'Doing the right thing' (ESFJ) NATURAL	'Seeing the big picture in human terms' (ENFJ) NATURAL	'Driven to lead' (ENTJ) RESISTANT

HOW TO USE THIS TOOLKIT

Working on your own, or ideally, **with one or two others,** try following the steps below.

If more than one of person is involved in this work, each person should fill in their own questionnaires, allowing you to compare results.

Step 1: Define the 'organisation' that you are going to be focusing upon. The more specific you can be, the easier the following steps will become – the organisation could be a whole department or a specific team.

Step 2: Explore the current engagement preferences of the organisation using the Current Engagement Preference Questionnaire. If more than one of you completes this questionnaire, compare your results and discuss any differences.

Step 3: Establish the Organisational Character Index by filling in the OCI questionnaire. If more than one of you completes this questionnaire, compare your results and discuss any differences.

Step 4: Read the Interpretation and Recommendation Card for the organisation character(s) identified in step 3. If your character is 'on the cusp' of different types, try reading the relevant types and find the one most relevant.

Step 5: Consider what next - what actionable insights (if any) – for example, listed on the interpretation card, or in the example tools - has this given you? You may also wish to undertake the assessment for another 'bit' of the organisation, or to explore how the organisation is changing. You may also wish to compare the answers you gave, to those of others, or how you think the organisation views itself.

Step 6: Give us feedback – this tool will be regularly developed. We'd very much welcome any feedback you may have: please let us know how it went. We've attached a feedback form at the back of this document.

STEP 1: DEFINE YOUR 'ORGANISATION'

This first step is critical to securing clear results from the Departmental Dialogue Index Package.

In this step, you should decide what the 'organisation' is that you want to focus on. The more **specific** you can be, the easier the later steps will become.

(i) Will you focus on the organisation as a **whole**, a particular **department** or a particular **team**? Try to focus on whichever is most applicable to your motivation in wanting to improve the way that engagement is undertaken. If more than one organisation is of interest (e.g. your team *and* the department as a whole, or the organisation's leadership and your team), you might find it useful to do the analysis twice. This can provide useful insights into how the two parts may (or may not) relate to each other.

(ii) The second issue to decide upon, is whether you want to focus on the organisation as it is **now**, how it has **been**, or how you want it to **be** in the future. If your organisation is in transition, you may find results are not as clear as if you pick a particular point in time. If an organisation is in transition you may find it useful to do the analysis twice – once for how it used to be, and once for how it might become.

STEP 2: EXPLORE THE CURRENT ENGAGEMENT PREFERENCES OF YOUR ORGANISATION

In this step you can explore the current engagement preferences of the organisation you have defined in step 1. It will provide a useful baseline/cross reference for the next steps. If more than one of you completes this questionnaire, you may find it useful to compare your results and discuss any differences.

	Notes and observations

(A) Typically, <u>in coming to a decision</u> about something, would your organisation be most motivated to engage others[3] in order to (choose up to 3):
 	
  i. Ensure compliance with requirements
 	
  ii. Ensure understanding of the decision
 	
  iii. Ensure the decision is democratic
 	
  iv. Ensure the decision is well informed
 	
  v. Ensure the decision meets the needs of others
 	
  vi. Ensure the decision is owned by implemented by others	

**(B) Typically, <u>in coming to a decision</u> about something, would your organisation like to spend most time/resources on
(choose up to 3):**
 	
  i. Telling/educating others about the right decision/answer
 	
  ii. Conducting [formal] consultation processes to check the decision (that you have made) with all who are interested
 	
  iii. Gathering information from a few (trusted and/or informed and/or relevant) specific organisations or people before the decision is made
 	
  iv. Working closely with others with a range of viewpoints to inform your decision	

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[3] We will explore who the organisation considers 'others' to be in question D

v. Making decisions collaboratively with others.	

(C) Typically, <u>in coming to a decision</u> about something, would your organisation be most motivated to engage with others on (choose <u>one</u>):
 	
   i. Strategic decisions
 	
   ii. Technical/specialist decisions
 	
   iii. Decisions which impact (in a practical way) on others
 	
   iv. Day-to-day decisions and improvements
	Notes and observations

(D) Typically, <u>in coming to a decision</u> about something, would your organisation <u>most</u> want to engage with (choose one)[4]: (i) Relevant public sector - or statutory - organisations/stakeholders (ii) A broad set of relevant organisations/stakeholders (including NGOs) (iii) As many organisations and people as possible (including NGOs and citizens)	

(E) Typically, <u>in coming to a decision</u> about something, would your organisation be <u>most</u> likely to engage with others (choose one)
 	
   i. Early in the decision-making process
   (e.g. in defining the issue, understanding the situation)
 	
   ii. During the decision-making (e.g. in developing options)
 	
   iii. After some view has been taken about the preferred decision (e.g. in commenting on the preferred options, getting commitment to implement, communicating the results)	

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[4] if your organisation is not public sector, you may wish to change these categories, for example to staff, members, volunteers, users

(F) Typically, <u>in coming to a decision</u> about something, would your organisation be most likely to use (choose up to 3):	**Notes and observations**
i. Feedback regularly received from customers/clients ii. Established quantitative methods such as written consultation (online or on paper) iii. Formal meetings restricted to presentations, question and answer sessions iv. Communications/media work v. High profile or buzzy events, competitions, prize draws vi. One:one meetings with key stakeholders vii. Market research including focus groups viii. Informal, discursive (consensus building) meetings ix. Online methods such as virtual forums, blogs x. Ongoing liaison or advisory groups or panels	
(G) Typically, <u>in coming to a decision</u> about something, would your organisation be most like to <u>follow up</u> the decision by (choose one): i. Ending engagement without specific feedback to others ii. Tailored feedback on the decision to others iii. Broad communication of the result	

(H) Typically, <u>in coming to a decision</u> about something, to what extent would your organisation have been influenced by others **(choose one)**:	Notes and observations
i. As little as possible (we have got it right in the first place) ii. If significant issues had been raised iii. As a core part of the decision-making process	
(I) Overall, how would you describe the quality or style of the typical approach to engagement?	

There is no official 'scoring' of your organisation's current engagement preference. However, the results provide a useful baseline and can be used to reinforce or question the results of the OCI-based assessments: You may already have started to identify your organisation's engagement preferences and areas for improvement.

STEP 3: ESTABLISH THE ORGANISATIONAL CHARACTER INDEX

This questionnaire has been taken from 'The Organizational Character Index' by William Bridges, 2000.

Before you complete the questionnaire below, you MUST complete step 1, to **define the 'organisation'** you will focus on.
Once you have your target organisation (team, department) in mind, indicate the degree or strength of choice between the two opposites on the scales provided for each question.

If more than one of you is trying out the assessment, each of you should complete the questionnaire alone, before comparing results.

Don't agonise too much about your answers. If in doubt, go with the first thought you had when you read the question.
Leave no questions blank.

Question	Rating			
1. Does the organisation pay more attention to the demands of its customers or to what it knows how to do best?	Customers 1	2	3	What it does best 4
2. Is the organisation better at producing and delivering established products/services or at planning or creating new ones?	Producing/ delivering 1	2	3	Planning/ creating 4
3. Which is more important to the organisation: its efficient systems or its dedicated people?	Systems 1	2	3	People 4
4. Does the organisation spell out the details of its policies and procedures, or does it avoid such detail in the name of letting people work in their own best style?	Spell out 1	2	3	Avoid too much detail 4
5. Can employees see the organisation's inner working fairly clearly, or is decision-making invisible to most people – with decisions simply appearing mysteriously?	Very open 1	2	3	Very hidden 4

Question	Rating			
6. Does the leadership base its decisions on detailed information about situations or on general trends and a big picture or concept of what is going on?	Detailed information 1	2	3	Big picture 4
7. Does the organisation ask of people that they fill their official roles effectively or that they exercise their individual talents fully?	Official roles 1	2	3	Individual talent 4
8. Would you say that the organisation emphasises reaching a decision quickly or considering things from every angle, even if it takes quite a while?	Decisions 1	2	3	Look at every angle 4
9. Are decisions more often made because of market data or because of internal factors such as the beliefs of the leaders or the capacities of the facilities?	Market data 1	2	3	Internal factors 4
10. Does the organisation more often steer its course by the actualities of the present situation or by the possibilities it perceives in the future?	Actualities 1	2	3	Possibilities 4
11. How are organisational decisions really made – with the head (tempered by humanity) or the heart (balanced by information)?	Tempered head 1	2	3	Balanced heart 4
12. If the organisation has a fault, is it that it locks into decisions too quickly or that it keeps too many options open for too long?	Too quickly 1	2	3	Too many options 4
13. Do the organisation's people and component units collaborate naturally and from the beginning of a project or somewhat uncomfortably and after their separate positions have been established?	From the beginning 1	2	3	After the fact 4

Question	Rating			
14. When changes are being discussed, which gets more attention – the step-by-step plan for getting to the destination or the vision of where things are going?	Steps 1	2	3	Vision 4
15. Which are taken more seriously in dealing with personnel issues – general principles and standards or individual circumstances and situations?	Principles 1	2	3	Circumstances 4
16. Does the organisation more often act on the basis of set priorities or because of opportunities it discovers in its external environment?	Priorities 1	2	3	Opportunities 4
17. Is it the influence of competitors, regulators, and customers or its own sense of its identity and mission that is more likely to dictate the organisation's actions?	Relations 1	2	3	Identity/ mission 4
18. Is the organisation better at producing reliable products and data or at coming up with innovative ideas or designs?	Reliable products 1	2	3	Innovative ideas 4
19. At the organisation, does *communicating* mean giving information to or staying in touch with its constituencies?	Giving information 1	2	3	Staying in touch 4
20. Does the organisation rely on carefully established procedures or on 'playing it as it lies'?	Procedures 1	2	3	'As it lies' 4
21. Which usually determines the organisation's direction – the external challenges it faces or the internal resources it possesses?	Challenges 1	2	3	Resources 4

Question	Rating			
22. Is the organisation's leadership better described as *solid* and *down to earth* or as *intuitive* and *visionary*?	Down to earth			Visionary
	1	2	3	4
23. Which more accurately describes the way managers are supposed to act - following rational policies or acting sensitively and humanely?	Rational policies			Sensitive and humane
	1	2	3	4
24. Does the organisation more often choose to reach a decision or look for more options?	Decide			Look for more options
	1	2	3	4
25. Is the organisation fairly open to influence by employees, customers, or even the public, or is it a pretty tightly closed system?	Open			Closed
	1	2	3	4
26. Do the organisation's values emphasise acting practically and reliably or ingeniously and inventively?	Practically			Ingeniously
	1	2	3	4
27. When people in the organisation talk about 'the right thing to do' are they referring to the logical and rational thing or the humane and sensitive thing?	Logical/ rational			Humane/ sensitive
	1	2	3	4
28. Which better describes the organisation's style – stick to solid ground or ride the river of change?	Solid ground			River of change
	1	2	3	4

Question	Rating
29. In terms of strategy, is the organisation driven by its clients' needs and its competitors' actions or by its functional professional capabilities?	Clients/competitors Functional/Professional 1 2 3 4
30. When big changes must be made, does the organisation prefer to deal with them incrementally (broken down into little steps) or holistically (as one integrated transformational leap)?	Incrementally Holistically 1 2 3 4
31. Is the organisation better described as a structure of task-based positions (where the relationships are secondary) or a system in which relationships are almost as important as tasks?	Task based Relationship based 1 2 3 4
32. When projects are being planned, are they usually tightly scheduled on a fixed timetable, or flexibly scheduled on an itinerary that can change with circumstances?	Tightly scheduled Flexibly scheduled 1 2 3 4
33. Does the organisation work well with suppliers, joint venture partners, and professional associates, or does it prefer to go it alone?	Works with others Goes it alone 1 2 3 4
34. Which better describes the organisation – sticking to the tried and true or undertaking bold new ventures?	Tried And true Bold new ventures 1 2 3 4
35. Which better describes the leader(s)' style – criticism or encouragement?	Criticism Encouragement 1 2 3 4
36. Is the organisation more likely to plan ahead, or make it up as it goes along?	Plan ahead Make it up as it goes 1 2 3 4

Organisational Character Index Calculation Sheet

Enter the number on the scale for each question, in the grid below. For example, if you answered question one by circling a 4 on the scale, you would write 4 in the first box (box number 1). Every question has to be answered to get an accurate score.

E/I	S/N	T/F	P/J
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
Total	**Total**	**Total**	**Total**
E if 22 or less	S if 22 or less	T if 22 or less	J if 22 or less
I if 23 or more	N if 23 or more	F if 23 or more	P if 23 or more

Please write the four appropriate letters (eg ISTJ) in the boxes to discover the *Organisational Character Index* for your organisation

STEP 4: INTERPRETATION AND RECOMMENDATIONS FOR YOUR ORGANISATION

Now you have the four letters of the Organisational Character Index (OCI) for your organisation, you can refer to the interpretation cards in this section to:

A: Get the OCI description of your organisation's character:
This is taken directly from descriptions by William Bridges. See the table and links below for your organisational character:

'Solid as a rock' (ISTJ) Page 19	'You can count on us' (ISFJ) Page 32	'Vision driven by values' (INFJ) Page 52	'Going all out for greatness' (INTJ) Page 21
'Action, action — we want action' (ISTP) Page 35	'Working to make a difference' (ISFP) Page 37	'Quest for meaningful work' (INFP) Page 39	'In pursuit of intellectual solutions' (INTP) Page 23
'Thriving on risky business' (ESTP) Page 25	'We aim to please' (ESFP) Page 50	'It's fun to do good work' (ENFP) Page 46	'If we can't do it, no-one can' (ENTP) Page 42
'Playing by the rules' (ESTJ) Page 30	'Doing the right thing' (ESFJ) Page 44	'Seeing the big picture in human terms' (ENFJ) Page 48	'Driven to lead' (ENTJ) Page 27

If your character is 'on the cusp' of different types, consider relevant types and find the most applicable.

B: Use the Departmental Dialogue Index (DDI) to identify the strength and weaknesses of your organisation's type in relation to engagement.

Following on from the OCI description of each organisation's character, is a set of DDI recommendations for improving the organisation's dialogue and engagement activities. The recommendations are based on working with the character the organisation has, rather than on changing its character.

For quick reference, the DDI groups the 16 OCI organisational types into four categories according to their organisational attitudes and approaches to engagement: Colour coded as in table left and below.

1: RESISTANT
Go to page 18

engaging with others is likely to be considered a waste of time and money or a distraction from core business.

2: PROCEDURAL
Go to page 29

engaging with others is likely to be driven (and/or constrained) by procedure.

3: SELECTIVE
Go to page 34

engaging with others is likely to be selectively focused (on the like-minded).

4: NATURAL
Go to page 41

engaging with others is likely to be a natural part of the organisation's business.

Departmental Dialogue Index 1: Resistant

Engaging with others is likely to be considered by these organisations as a waste of time and money or a distraction from core business.

For more details on each of the five OCI organisational types which have been classified by the DDI as 'resistant', together with the DDI engagement predictions and recommendations, please see the individual organisational interpretations in this section.

For quick reference, the suggested resources to use to improve engagement by these 'resistant' types of organisations are:

Resource 1:

Matching the policy/decision-making context to the amount/type of engagement required

A method for encouraging the organisation to make more consistent decisions about engagement.

This resource includes indicative costs over time of different approaches to engagement, for different contexts

Resource 2:

Placing engagement within the policy-making cycle

A method of encouraging the organisation to be clearer about how to use engagement within the decision-making process, and how this relates to the use of engagement to encourage action or behaviour change

Resource 3:

Types of engagement

A typology for clarifying how much influence engagement will have on decision-making

Resource 4:

Steps for designing processes to manage complexity and uncertainty

A framework for identifying specifically where input from the public or other stakeholders will improve decision-making

ISTJ: Solid as a rock   Introverted – Sensing – Thinking – Judging

This type of 'traditional old-line' organisation has dominated the steel industry, telephone business, utility industry, and most public bureaucracies for decades.

According to the OCI, this type of organisation will tend to...	... because
Be the **stablest** of organisations, internally focused and self sufficient, priding itself on reliability and delivery of their own (well-established, professional, engineering, scientific) services or products. To the outside world these internal processes are not very evident or understood.	Its functional systems are stable and reliable, created and protected quite unselfconsciously. They are likely to be rather **closed** to outsiders. They distrust theory or brilliance, respecting experience and hard work. Problems occasionally get out of hand before they are acknowledged, as it is difficult for anyone but an insider to spot internal problems early.
Move **slowly** and deliberately and seldom enter a new situation without careful thought. They don't often make blunders or build up expectations they can't fulfil.	They are at their best when they have a plan to implement or a clear design to follow: they do less well coming up with that initial design. It is not that they don't have ideas and plans, it is simply that **how things are done** is so important to them that it dominates activities. They subdue disorder wherever they find it and protect against disorder if they can't subdue it.
Be clear about what they believe. They may have a tendency to **preach** it to others. They can even become intolerant and dogmatic, following traditional, time tested ways rather than changing with the times.	They value (their own) **logic** and good sense. Intuition and radical innovations (especially from outside) make them nervous. They prefer written documentation and distrust oral communication.
Be organised **functionally** and provide people with clear expectations and role responsibilities. In big organisations this tendency can produce a collection of somewhat isolated domains between which communication is difficult.	The spirit of the organisation is likely to be **efficient** and low-key. They guard, nurture, shelter and inspect that they are doing things right, preserving community capital in the form of human resources or historical heritage or traditional knowledge. Staff with 'new' skills and knowledge may be kept to the periphery of the organisation.

ISTJ: DDI Dialogue and Engagement Prediction and Recommendations
Category: RESISTANT

This type of **'Solid as a rock' or ISTJ** organisation will tend to consider engaging with others as a **distraction** from the delivery of their core business. They will naturally tend towards one way communications to 'convince' or 'explain' their role, decisions, services (late on in the decision-making process) to others, where possible with an educative element, and will get frustrated with – or will try to avoid - having to 'dumb down' their expert work. When these organisations decide to consult, it will tend to be a **formal** process **late** on in the decision-making process, often to fulfil a requirement rather than to inform the decision that will be made. This will make it difficult for others to understand how the organisation has got to that decision, missing opportunities for innovative input to framing problems and solutions and increasing the likelihood of confrontations. Incorporating and responding to views and collaboration may be **essential** to the organisation surviving in the modern world, enabling it to respond to new challenges and embracing innovations.

Convincing the organisation of this may require:

- ❑ Reducing the risk and disorder of engagement by introducing well established, logical **processes** for engagement. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use.

- ❑ Introducing the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation in order to broaden the notion of consultation and that it is possible to engage with others earlier in the decision-making cycle than might be currently considered. See Resource 2, the policy-making cycle, by way of illustration.

- ❑ Talk of engagement with others beyond the usual suspects (of other public institutions) as **risk reduction and management**: a precautionary, intelligence-gathering opportunity as a core part of delivering efficient services. Sciencewise-type public dialogue is an ideal way of gathering this kind of information. See Sciencewise website for case studies.

- ❑ **Selling** the concept of engagement peer to peer and within functions, for example through **champions' networks**. Messages are most likely to be accepted from within. You may find it useful to develop pilots to prove the efficacy of an engaged approach, and develop new skills and specialisms that start to value the new engaged way of working. See Sciencewise website for case studies.

- ❑ Use of **specialists** (internal specialists or external consultants) to design and **deliver** genuinely engaging processes and to analyse results of engagement (helping to translate people's lay terms into ones the organisation will accept) will be initially essential to provide the necessary skills and commitment to using the results. In the longer term, develop individuals, person specification and job descriptions and incentives to bring good engagement skills into the organisation.

- ❑ Recognising that working collaboratively and in **partnership** with other organisations (and even more so, with individuals) will present the ultimate challenge: use of Memoranda of Understanding and other formal agreements, alongside the use of experienced staff/process consultants may help to spell out responsibilities and processes in a way that assists the organisation to feel confident and able to deliver.

INTJ: Going all out for greatness   Introverted – INtuitive – Thinking – Judging

These organisations tend to be focused on intellectual or scientific ventures.

According to the OCI, this type of organisation will tend to…	… because
Be independent, **innovative**, iconoclastic and likely to regard itself as unique.	**Forceful** and undeterred by conventional objections, they make decisions fairly quickly and accurately. They dislike **inefficiency**, and will never settle for something just because it has always been done that way. They are at their best developing some essential idea into a service or a product, or applying an existing idea into some entirely new area.
Be **pragmatic**: everything demands proof, everything is up for discussion. There are no sacred cows.	They are often **pioneers** in their field, blazing the way that other, less confident organisations will follow. They can see opportunities when other organisations claim that they have all gone, they often discover possibilities, particularly of a practical or technological nature when other organisations dismiss a situation as unpromising or even hopeless.
Focus on **strategy** rather than tactics. But choosing their own challenge is important to them: they don't take kindly to pressure.	Often the creative solution is more interesting to the organisation than the detailed plan of turning it into a product: there is more interest in understanding things than in making things. They respond well and creatively to change that they identify. But if changes are forced upon them, the organisation can quickly lose momentum and become **confused**.
Have a tendency to want things to conform to the **intellectual** model rather than accept things as they are, including being fairly impervious to criticism.	The organisation mutes criticism by hiding what is going on. It is hard for outsiders to get much of an idea about how the organisation functions, often resulting in criticism and suspicion. The self-confident organisation can become **stubborn**, and won't easily admit it has been wrong.
Be **insensitive** to the human aspects of what it is doing.	The organisation likes to deal with **information** and is impatient with the softer relational side of communication that it dismisses as touchy-feely or small talk. It is likely to expect personal concerns to be subordinate to the logic of the situation – when people react with strong feeling, the organisation will consider them overreacting. It may **underestimate** the external distress caused by its actions.

INTJ: DDI Dialogue and Engagement Prediction and Recommendations
Category: RESISTANT

This type of **'going all out for greatness' INTJ** organisation will tend to consider engaging with others as largely an **irrelevance**, rather a waste of time and money, unless the engagement is needed to provide logical information or proof relevant to the opportunity they are concerned with. Where they do engage with others, for example if there is a need for good PR or a product or service must be market tested, they will naturally think of one way communications to educate others based on logic and intellect.

If they do receive views from others, for example through a consultation or some kind of user feedback, the organisation will focus on a quantitative analysis, tending to defend against criticism or suggestion rather than considering it a useful source of information. It will be uninterested in the input of values, feelings or other illogical reactions or concerns. However, these softer outside views may be **essential** to helping the organisation function in the modern world, delivering acceptable services and products that meet real human needs. Convincing the organisation of this may require:

❑ Introducing **logical**, intellectual arguments and processes that describe the contribution that engagement can make to pragmatic decision-making. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use.

❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation in order to broaden the notion of consultation and that it is possible to engage with others earlier in the decision-making cycle than might be currently considered. See Resource 2, the policy-making cycle, by way of illustration.

❑ Talk of engagement with others beyond the usual suspects (of other public institutions) as **risk reduction and management**: a precautionary, intelligence-gathering opportunity as a core part of delivering efficient services. Sciencewise-type public dialogue is an ideal way of gathering this kind of information. See Sciencewise website for case studies.

❑ **Selling** the concept of engagement peer to peer and within functions, for example through **champions' networks**: messages are most likely to be accepted from within. You may find it useful to develop pilots to prove the efficacy of an engaged approach, and develop new skills and specialisms that start to value the new engaged way of working.

❑ Use of **specialists** (internal specialists or external consultants) to design and **deliver** genuinely engaging processes and to analyse results of engagement (helping to translate people's lay terms into ones the organisation will accept) will be initially essential to provide the necessary skills and commitment to using the results. In the longer term, develop individuals, person specification and job descriptions and incentives to bring good engagement skills into the organisation.

❑ Recognising that working collaboratively and in **partnership** with other organisations (and even more so, with individuals) will present the ultimate challenge: use of Memoranda of Understanding and other formal agreements, alongside the use of experienced staff/process consultants may help to spell out responsibilities and processes in a way that assists the organisation to feel confident and able to deliver.

INTP: In pursuit of intellectual solutions   Introverted – INtuitive – Thinking – Perceiving

Organisations with this type will tend to be part of something bigger, a venture capital group at a larger firm or a service development group within a department.

According to the OCI, this type of organisation will tend to...	... because
Be at its best dealing with the understanding or **creation** of systems and designs (not in implementing them or building them into replicable products).	It does not engage in activities that require it to do things over and over again in a routine way. It can work on a problem for a long time, trying to solve it, but when it is solved, it is likely to **shift its attention** to the next problem rather than focusing on delivery or follow through.
Be one of the most creative organisational types, **attuned** to whatever is emerging in the world.	It is most stimulated by **difficulty** and **complexity**; 'it can't be done' is a challenge – change is good, if they dream it up and plan it. Objections that involve 'reality' are **dismissed** as simply conventional thinking. Rules are treated as little more than conventional techniques or trivial technicalities. If change is forced upon them, they may deny or **denounce** and resist it. There is a danger that the organisation can lose touch with what the market wants.
Be rather **mysterious** from the outside, tending to be organisational loners.	They tend to operate in a somewhat **intuitive** way, following hunches that are hard to explain logically. But also because they are private organisations, they don't feel any need to justify themselves to outsiders. They go their **own way**, don't communicate very well with other organisations and don't join in associations or joint ventures the way more open, interactional organisations do. They may not even communicate very well to their clients, viewing them almost as **unfortunate necessities** rather than as underpinning their raison d'être. There is a strong 'the way things ought to be' quality about their view of the world, and if the world doesn't cooperate so much the worse for the world!
A **resistance** to formalising things, including resistance to change which demands they build new systems to accommodate it.	There is a natural **seat of the pants** approach to issues that works best when organisations are small or simple and less well if they grow and become complex.

INTP: DDI Dialogue and Engagement Prediction and Recommendations
Category: RESISTANT

This type of **'in pursuit of intellectual solutions' INTP** organisation will tend to be quite private and self contained, **resisting** engagement as a distraction from the pursuit of the pure or intellectual job to be done. They are likely to be as resistant to engaging others in their decision-making as they are to communicating with others about the decisions that they have made.

Given their **resistance to formalising** things, it is likely that these kinds of organisations have no engagement policy, plans, guidance or possibly even experience.

The prime challenges in terms of engagement will be:

❑ Getting engagement **on the table**: The best way of doing so may be to frame getting good at engagement as a self-set challenge requiring creative systems and designs to ensure engagement meets their needs, offering snippets of examples to stimulate thinking but *avoiding* any prescriptions. See Sciencewise website for case studies.

❑ Bring some **clarity and accountability** to when and how engagement is used by introducing broad brush tools to aid design of engagement processes that don't feel too prescriptive or rigid, such as Resource 1 as a way of deciding how much engagement to use in different situations.

❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages of the decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on producing documents and consultation processes that genuinely feed into the 'concluding' part of the decision-making cycle. See Resource 2, the policy-making cycle.

❑ Introduce the notion of **systematic** analysis of engagement results, including production of consultation reports that set out how people's views have influenced decisions (and if not, why).

❑ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which will naturally appeal) not only to explore broad-brush strategy and ideas but detailed choices.

ESTP: Thriving on risky business   Extraverted – Sensing – Thinking – Perceiving

These organisations tend to be entrepreneurial, start up businesses outside the high tech area.

According to the OCI, this type of organisation will tend to...	... because
Be resourceful, **entrepreneurial** in style, able to capitalise on turns of events that it did not necessarily foresee but is still able to turn to its benefit in ways that other types of organisation find difficult.	This kind of organisation does not identify very closely with the past, and doesn't find much satisfaction in developing the kinds of formal procedures and policies that are **natural barriers** to change. It thrives on its ability to manipulate the external environment in some way. It instinctively views its environment as a situation full of unmet needs and problems to be solved. **Actions** not ideas are what count: there is a verve and vitality about the organisation.
Be the archetypal **fire-fighter** organisation, subduing disorder and moving on, very concerned with the now, rather than the past or the future.	Thriving on **crisis** or high-risk situations, and motivated largely by pleasure in its own action, it has little time to muse over the more distant future or worry about what to do after the immediate fire is put out. It prefers to shoot from the hip, discouraging establishment of formal procedures. The tendency toward **ad hoc** solutions can create inconsistency.
Not be very **empathic** or cognisant of subtle human issues.	It is relatively uninterested in inner human motivations. Its analyses can be flawed by the absence of important factors that are not **logical**. The impersonal focus on the **situation** can lead to emotional issues being swept under the rug. The **competitive** thrust – including an abrasive management style - can alienate people or create a negative public image.

ESTP: DDI Dialogue and Engagement Prediction and Recommendations
Category: RESISTANT

This type of **'thriving on risky business' ESTP** organisation is very focused on its own ability to respond quickly and effectively in practical ways to challenging situations. It will tend to consider engaging with others as largely an irrelevance, a bureaucratic waste of time and money, unless some form of **practical** engagement (education for example) is needed to implement a solution. It will be impatient with complications, especially emotional, human or longer-term concerns. It may miss opportunities to mobilise allies and ensure its actions are appropriate, and in some circumstances this can lead to a poor public image.

However, these softer outside views may be **essential** to helping the organisation function in the modern world, delivering acceptable services and products that meet real human needs. Convincing the organisation of this may require:

❑ Introducing logical, **intellectual** arguments and processes that describe the contribution that engagement can make to pragmatic implementation. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use, or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to broaden notion that consultation is possible earlier in the decision-making cycle than just the implementation part, including the idea of customer feedback surveys and the like to gradually refine and improve services. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement.

❑ Talk of engagement with others beyond the usual suspects (of other public institutions) as **risk reduction and management**; a precautionary, intelligence gathering opportunity as a core part of delivering efficient services. Sciencewise-type public dialogue is an ideal way of gathering this kind of information. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use, and Resource 2 and Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Use of **specialists** (internal specialists or external consultants) to design and **deliver** genuinely engaging processes and to analyse results of engagement (helping to translate people's lay terms into ones the organisation will accept) will be initially essential to provide the necessary skills and commitment to using the results. In the longer term, develop individuals, person specification and job descriptions and incentives to bring good engagement skills into the organisation.

❑ Recognising that working collaboratively and in **partnership** with other organisations (and even more so, with individuals) will present the ultimate challenge: Use of Memoranda of Understanding and other formal agreements, alongside the use of experienced staff/process consultants may help to spell out responsibilities and processes in a way that assists the organisation to feel confident and able to deliver.

ENTJ: Driven to lead   Extraverted – INtuitive – Thinking – Judging

Commanding, decisive organisations that relish competitive environments.

According to the OCI, this type of organisation will tend to...	... because
Take **command** of situations and act decisively.	The organisation is likely to be driven by **willpower** rather than sensitivity. It sets a strategy based on an intuitive grasp of the situation, then goes after its objectives **single-mindedly.**
Miss subtle clues to difficulties, **careless** about the human side of what it is trying to do.	It is particularly **impatient** with wasted or ill-conceived actions. It can be a little like a battleship: powerful but tending to overkill. It values thinking **impersonally** of factors and forces at work.
Have **strategy** – grand strategy - at its heart, underpinned by functional analysis. It will not be so good with tactics or how to implement the strategy or sequential analysis.	It has a tendency to approach situations from what might be called an **engineering** point of view, thinking impersonally of the factors and forces at work, looking for mechanistic solutions, and weighing variables carefully. This approach works best when people are not the problem. It is future and **opportunity**-oriented in its outlook and goes about its business in an objective way, sweeping personal issues **under the rug**.
Be **insensitive** in communications.	It is likely to be rather **simplistic** in its notion of people (at least of people who operate from Feeling rather than Thinking). The organisation is itself proactive and decisive, making it effective in change situations where **clear action** is necessary and delay would be damaging. Nothing stands in its way of turning **chaos into order**, willing to bowl over sacred cows and break taboos, taking a dim view of anything illogical. It may not think to explain the importance of what it is doing, or why. People can be forced into a pattern that is set without their input.

ENTJ: DDI Dialogue and Engagement Prediction and Recommendations
Category: RESISTANT

This type of **'driven to lead' ENTJ** organisation will tend to consider engaging with others as largely an **irrelevance**, a bit of a waste of time and money, unless the engagement is needed (for example with relevant experts) to provide logical analysis of factors or forces that they are concerned with. It will be pretty uninterested in any input of values, feelings or other illogical reactions or concerns (including Sciencewise-type public dialogue). It will also not think to communicate what it is doing or why. It is also unlikely to consider collaborating with other organisations, unless it is a way of getting a competitive edge.

However, these softer outside views and collaborations may be **essential** to helping the organisation function in the modern world, delivering acceptable services and products that meet real human needs. Convincing the organisation of this may require:

- ❑ Introducing **logical**, intellectual arguments and processes that describe the contribution that engagement can make to analysis and strategy. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use.

- ❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to broaden the notion that consultation is possible earlier in the decision-making cycle. See Resource 2, the policy-making cycle, as a way of illustrating the possibilities.

- ❑ Talk of engagement with others beyond the usual suspects (of other public institutions) as **risk reduction and management**: a precautionary, intelligence-gathering opportunity as a core part of keeping ahead of the field, or informing strategy. Sciencewise-type public dialogue is an ideal way of gathering this kind of information. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use, and Resource 2 and Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

- ❑ Use of **specialists** (internal specialists or external consultants) to design and **deliver** genuinely engaging processes and to analyse results of engagement (helping to translate people's lay terms and values into logical ones the organisation will accept) will be initially essential to provide the necessary skills and commitment to using the results. In the longer term, develop individuals, person specification and job descriptions and incentives to bring good engagement skills into the organisation.

- ❑ Recognising that working collaboratively and in **partnership** with other organisations (and even more so, with individuals) will present the ultimate challenge: Use of Memoranda of Understanding and other formal agreements, alongside the use of experienced staff/process consultants may help to keep the bulldozer tendencies of the organisation in check enough to enable collaboration to happen.

Departmental Dialogue Index 2: Procedural

For organisations of this category, engaging with others is likely to be driven (and/or constrained) by procedure.

For more details on each of the two OCI organisational types that have been classified by the DDI as 'procedural', together with the DDI engagement predictions and recommendations, please see the individual character interpretations in this section.

For quick reference, the suggested resources to use to improve engagement by these 'procedural' types of organisations are:

Resource 1: **Matching the policy/decision-making context to the amount/type of engagement required**	*A method for encouraging the organisation to make more consistent decisions about engagement.* *This resource includes indicative costs over time of different approaches to engagement, for different contexts.*	
Resource 2: **Placing engagement within the policy-making cycle**	*A method of encouraging the organisation to be clearer about how to use engagement within the decision-making process, and how this relates to the use of engagement to encourage action or behaviour change.*	
Resource 3: **Types of engagement**	*A typology for clarifying how much influence engagement will have on decision-making.*	
Resource 4: **Steps for designing processes to manage complexity and uncertainty**	*A framework for identifying specifically where input of the public or other stakeholders will improve decision-making.*	

ESTJ: Playing by the rules   Extraverted – Sensing – Thinking – Judging

Many large organisations that have responded to a need to be more closely linked to their customers/clients/citizens than the traditional institutions are of this type.

According to the OCI, this type of organisation will tend to...	... because
Have an **administrative** or operational flavour to it: It runs the show and does it well in a no-nonsense sort of a way, delivering efficiently and on time.	It has rules, clear responsibilities and definite **procedures** and they are consistent and logical. The bottom line is what counts and there is a distrust of the abstract, the soft or the unquantifiable. The organisation will spend time consolidating, system building, implementing, regulating.
Act like an **institution** that has been there for a while and means to stay. It doesn't like to make fast turns or sudden reversals and isn't likely to be very good at developing radically innovative services or products.	It is most at home in an environment that is not changing too fast. It may have trouble spotting **trends** quickly, although it can get everyone focused on the trend when it finally does. There may be some tendency to **deny** that anything has changed, and that time-tested ways are inadequate.
Consider dissenting voices as quibblers at best or **troublemakers** at worst. So this organisation doesn't get the benefit of alternative points of view very often. Perceptions are tested before they are acted on – unless they fit with the collective wisdom, and then they may be followed unthinkingly.	It tends to be **hierarchical**. Status and turf are important. Standard operating procedures are used to hold variance to a minimum – there is an acceptable way to do everything and that way is generally thought to be fairly obvious. Everything possible is **standardised**. It is difficult to change this type of organisation partly because any habit is hard to break, but also because it takes its own collective wisdom so seriously. Innovative ideas usually come from individuals and small teams, but this kind of organisation is likely to **distrust** individualism and little 'maverick' groups.
Value people who like things to be predictable; **realistic** people who aren't easily swept away by hunches or sudden insights. Deferring to superiors is not uncomfortable for them and the tried and true workers will be counted on to know the best way to deal with practical difficulties.	It **mistrusts feelings** and often passes off a concern or an issue as merely personal. They like formal interactions and have a soft spot for traditions. People should do their duty, subordinate their personal needs to the general good and act in the right way. People who don't do that are mistrusted, setting up a '**them versus us' mentality**.

ESTJ: DDI Dialogue and Engagement Prediction and Recommendations
Category: PROCEDURAL

This type of **'playing by the rules' ESTJ** organisation will tend to consider engaging with others as something to do as part of due procedure. They will naturally tend towards gathering or giving logical, quantifiable information – for example through a formal consultation and will avoid anything that smacks of feelings, values or other soft information. The organisation will tend to consult informally with its peers during the development phase of a decision, and restrict wider engagement to formal consultation processes once a preferred decision has been made. It may also limit engagement to day-to-day issues, excluding others from the very place that they most need input: the development of radically innovative services or products. Communications will be straightforward and direct, focused on demonstrating that it is delivering reliably, efficiently, on time and on budget. **To improve engagement try:**

❏ Broadening conceptions of what should be considered **proper procedure** in relation to engagement, and explaining this doesn't necessarily mean more, but a change of emphasis. For example, encouraging the organisation to use earlier engagement of a wider set of people to help shape decision-making from the start. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use, or Resource 3 as a way of thinking clearly about different types of engagement and can be achieved.

❏ **Gather evidence** about the risks or problems associated with business as usual approaches, to build a clearer understanding of why change (and most particularly big change) may be required: engagement can be sold as **good risk management.**

❏ Broadening the scope of the **issues** to be engaged upon, engaging in particular on more long term, radical ideas, products or services, and focusing on ensuring the results are in a form that the organisation will use.

❏ Broadening the conception of **whom** it is useful to engage, coupled with an understanding of the merit of understanding 'soft' information such as public values. A good Sciencewise-type public dialogue could be used to demonstrate the procedure and results.

❏ Demonstrating the valuable role of **dissenting** voices, not to be quietened by procedure or by educating them. This could involve detailed qualitative work to understand individual impacts and viewpoints over and above more broad-brush quantitative results.

❏ **Selling** the concept of engagement peer-to-peer and within functions, for example using **champions networks**: messages are most likely to be accepted from within. You may find it useful to develop pilots to prove the efficacy of an engaged approach, and develop new skills and specialisms that start to value the new, engaged way of working. See Sciencewise website for case studies.

❏ Use of **specialists** (internal specialists or external consultants) to design and **deliver** genuinely engaging processes and to analyse results of engagement (helping to translate people's lay terms into ones the organisation will accept) will be initially essential to provide the necessary skills and commitment to using the results. In the longer term, develop individuals, person specification and job descriptions and incentives to bring good engagement skills into the organisation.

ISFJ: You can count on us   Introverted – Sensing – Feeling – Judging

These organisations are likely to engage in human activities, including hospitals, schools, insurance companies.

According to the OCI, this type of organisation will tend to…	… because
Be at their best when doing something where hard work and **responsibility** count for a lot, especially if it can be supported by the lessons of the past.	It has a solid **hierarchy** and standard operating **procedures**. Sometimes responsibilities are less clearly defined than procedures – there will be handbooks to cover all the issues that might come up, or people to tell you the **right answer**. Answers will always be sensible ones too.
Be **responsive** to needs and concerns of its clients, without getting caught up in trendiness.	It is responsive within a context of **tradition**. It takes **human issues** seriously, and does not apply experience mechanically or impersonally. Over time, it develops a way of doing things that is comfortable with, possibly with a bit of a ritual quality 'at X, we do it this way'. It does not like experimenting as it doesn't like leaving itself open to loss. There is a danger when its dedication is to the wrong or out-of-date thing – it may be difficult to spot **change** in advance, waiting until it is collided with before taking it seriously and responding.
Have mottoes and little **ceremonies** that may seem silly to outsiders but that are cherished by all but the newest employees and clients.	The organisation acts as though it will **always** be around. The organisation takes care of its people if they are **one of us**. But there is an invisible credit-and-debit sheet tracking what people have contributed and what the organisation has done for them: if this runs into the negative, people will be treated as if they owe the organisation something.
Believe in **incremental** change and distrust big transformative projects.	Solid hierarchy and standard operating procedures do not make for a flexible organisation. Reorganisation or technological **change** can lead to great **distress**. Only when such changes can be accomplished in small steps is the organisation comfortable with them.
Keep decision-making relatively **private**, so employees and clients can't readily see what is going on.	Employees are supposed to **trust** their superiors, and clients to trust the organisation. If trouble does occur there will be talk of the **good old days**. People will say the organisation is falling apart and in the end the organisation can be crippled by a change that a more **flexible** organisation could have managed without great difficulty.

ISFJ: DDI Dialogue and Engagement Prediction and Recommendations
Category: PROCEDURAL

This **'you can count on us' ISFJ** organisation will tend to view some form(s) of engagement as part of what we do, part of the tradition that enables them to be responsive to their (most valued) clients. This is likely to be prescribed by formal structures and procedures, such as annual service satisfaction surveys although there may be more informal opportunities such as face-to-face meetings and suggestion schemes. The results will be taken seriously, unless they present a major challenge to the status quo, or unless they come from people that have in some way alienated themselves from the organisation or the herd.

The organisation may be resistant to adopting new or risky forms of engagement, but once they are established and proven to be useful they will be taken seriously and incorporated into the solid traditions of the organisation. The organisation may also find it hard to open up its decision-making to others

To improve its engagement, it may be useful to make maximum use of the organisation's love of **procedure** to introduce clarity and consistency into their use of engagement including:

- ❑ Broadening conceptions of what should be considered **standard procedure** in relation to engagement. For example, encouraging the organisation to use earlier engagement of a wider set of people (even those who are not one of us) to help shape decision-making from the start. Proper procedure should also include gathering evidence about the risks or problems associated with business as usual, to build a clearer understanding of why change (and most particularly big change) may be required. Try introducing processes such as Resource 1 as a way of deciding how much engagement to use, Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement, and Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

- ❑ Broadening the scope of the **issues** to be engaged upon, engaging in particular on more long term, radical ideas, products or services, and focusing on ensuring the results are in a form that the organisation will listen to and use incrementally without being knocked for six. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

- ❑ Broadening the conception of **who** it is useful to engage by using stakeholder analysis type tools to encourage the organisation to work with those who are not one of us.

Departmental Dialogue Index 3: SELECTIVE

For organisations in this category, engaging with others is likely to be selectively focused (on the like-minded).

For more details on each of the three OCI organisational types that have been classified by the DDI as 'selective', together with the DDI engagement predictions and recommendations, please see the individual character interpretations in this section.

For quick reference, the suggested resources to use to improve engagement by these 'selective' types of organisations are:

Resource 1:

Matching the policy/decision-making context to the amount/type of engagement required

A method for encouraging the organisation to make more consistent decisions about engagement.

This resource includes indicative costs over time of different approaches to engagement, for different contexts.

Resource 2:

Placing engagement within the policy-making cycle

A method of encouraging the organisation to be clearer about how to use engagement within the decision-making process, and how this relates to the use of engagement to encourage action or behaviour change.

Resource 3:

Types of engagement

A typology for clarifying how much influence engagement will have on decision-making.

Resource 4:

Steps for designing processes to manage complexity and uncertainty

A framework for identifying specifically where input of the public or other stakeholders will improve decision-making.

ISTP: Action, action, we want action   Introverted – Sensing – Thinking – Perceiving

Many new product teams have this character, as do some start up organisations and departments, and groups of individual performers.

According to the OCI, this type of organisation will tend to...	... because
Be fairly egalitarian, distrusting hierarchy and formal authority. It may feel **adventurous**, enjoying the action, a willingness to take risks and even a little impulsive.	Its culture emphasises as much as its situation permits, **doing your own thing**. There will be a **spontaneous** quality about the organisation and its actions, possibly with a sort of quixotic tendency to tilt **against the odds**.
Not at all like to run the world, but thrive on the spirit of **excellence** and accomplishment.	Its goals are models, to do some one thing well – based on **mastery** of a process, art or some kind of equipment - and to get pleasure out of doing it.
Pay **little attention** to communication, coordination or planning. Regulations and policies are likely to be sketchy.	It is really nothing more than a bunch of **independent** performers under an organisational **umbrella**. Services or products are provided for their effect, the experience they afford or their entertainment value. Quality may be emphasised but as much for its **aesthetic** value as for its functional quality. Efficiency may be prized but efficiency of effort rather than a way of husbanding resources.
Focus on the individual contact with the **customer.**	Everything else, the records, the training, the management structure is **focused** on the customer. In the end nothing else much matters. If the performers that make up the organisation **respond** to a changing audience demand, the organisation will probably back them up. But the organisation will not take the lead, will not plan, will not develop new resources and will not market thoughtfully.

ISTP: DDI Dialogue and Engagement Prediction and Recommendations
SELECTIVELY ENGAGING

This type of **'action, action we want action' ISTP** organisation will deliver any engagement with others through its individual performers, providing or encouraging little support or systematic communication, consultation or collaborative activity.

Improving its use of engagement may require:

☐ Engagement methods adapted to fit with spirit of the individualistic organisation itself, **tailored** to its masteries or preferred processes, products or equipment.

☐ Place emphasis on encouraging individual bits of the organisation doing its own engagement (with the people and organisations they want to engage), and allowing them to **spontaneously** use the results (rather than requiring any central processes). Over time try broadening and systematising engagement by introducing light touch tools such as Resource 1 as a way of deciding how much engagement to use, or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

☐ Try **selling** the concept of engagement peer to peer, within the bits of the organisation and individualistically, for example through **champions networks**.

☐ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages of the decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on producing documents and consultation processes that genuinely feed into the concluding part of the decision-making cycle. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement.

☐ See Sciencewise **case studies** for creative ideas, or read the other organisational characters for relevant tips for the particular individuals (or sub-bits) of the organisation. See Sciencewise website for case studies.

ISFP 'Working to make a difference'   Introverted – Sensing – Feeling – Perceiving

These organisations tend to be created for individual performers in some craft or art or profession to do what they do well.

According to the OCI, this type of organisation will tend to...	... because
Be a kind of **anti-organisation**, designed to make it possible for individual performers in some craft or art or profession to do what they do well.	Hierarchy and authority in general are at best tolerated for the conditions of **freedom** that they crate, and the result is often little islands of activity surrounded by a very loose **network** of support services.
Have an **individualistic** culture, emphasising expertise and grace.	The organisation's management structure is little more than an **umbrella** under which the key individuals operate.
Depend on its **continuity** on countless little satisfactory encounters between the practitioners and their publics.	If these practitioners are skilful and sensitive, they will stay in touch with their publics. But their own **values** may preclude changing what they do – that they would see as **prostituting** themselves – and so they may go out of favour. There is little long range planning or formal **marketing** effort to keep that from happening.
Have little concern for formal **communication.**	There are seldom the concerted efforts that demand **clear** communication of intent and response to intent. Formal **systems** are **poorly developed** and generally viewed as unnecessary. The ways people interact with the organisation have a **pragmatic** quality.
Consider work as a form of play or a **game** or contest, rather than work in a conventional sense.	**Skill** is esteemed and **competition** expected.

ISFP: DDI Dialogue and Engagement Prediction and Recommendations
SELECTIVELY ENGAGING

This type of **'working to make a difference' ISFP** organisation delivers all engagement with others – if it does any - through its individual performers, providing or encouraging little support or systematic communication, consultation or collaborative activity.

To get engagement done better will require the methods adopted to be in the spirit of the individualistic organisation itself, as a **game** or just left as informal inputs or outputs, rather than quantifiable, processed results.

You may find the following useful:

☐ Identifying and trying out **fun** or spontaneous methods of engaging with others, perhaps on the internet or some light touch continual feedback process relating to day-to-day service delivery. See Sciencewise website for some examples of creative dialogues.

☐ Placing emphasis on encouraging individual parts of the organisation doing their own engagement (with the people and organisations they want to engage), and encouraging them to **spontaneously** use the results (rather than requiring any central processes).

☐ Introducing the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on helping to genuinely use the results. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement.

☐ Over time try broadening and systematising engagement by introducing light touch tools such as Resource 1 as a way of deciding how much engagement to use, or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

☐ **Selling** the concept of engagement peer to peer, within the bits of the organisation and individualistically, for example through **champions networks**.

☐ See Sciencewise case studies for creative ideas, or read the other organisational characters for relevant tips for the particular individuals (or sub-bits) of the organisation. See Sciencewise website for case studies.

INFP: Quest for meaningful work   Introverted – INtuitive – Feeling – Perceiving

Some private sector ventures (including Apple in its early days), social reform and environmental advocacy groups fall into this category.

According to the OCI, this type of organisation will tend to…	… because
Be on a **crusade** of some kind for a better technique, product or service. This may be - either overtly or covertly – motivated by the dream of helping, improving, fixing, saving.	Behind most of these organisations is a basic **dream** to improve individual **lives** or the **world**. These values are powerful, but often not well articulated in the external world. Often outsiders don't understand just how **caring** this organisation is.
Have **few** standard operating procedures to keep things happening in a predictable way.	Individual needs and the opportunities of the **moment** usually dictate how things will be done. Even if structures or systems are in place, things don't always work as they do on paper: following the rules is considered **uptight**, too rationalistic and lacking in faith in people.
Assume that people **mean well** and when things go wrong it is because of oversights or misunderstandings.	The virtue of **trust** is paramount to this organisation, embodied in a belief in positive reinforcement and how people will live up to the **image** you have of them. The organisation will have difficulty with people or organisations that do not have their best interests at **heart**.
Be at its best in sensing the **potential** of situations, especially human situations, seeking out new causes and endeavour.	Its response to early cues and trends makes it possible to launch **changes** effectively. It is weaker in **follow through**, tending to make promising beginnings and failing when systematic tasks of implementation are called for. From outside, the organisation may seem **inconsistent**.

INFP: DDI Dialogue and Engagement Prediction and Recommendations
SELECTIVELY ENGAGING

This type of **'quest for meaningful work' INFP** organisation will **naturally** engage with others that are considered to hold a similar world view, or who share a similar crusade to better the world or the lives of individuals.

Because they have few procedures or rules, how the organisation engages with others will **vary** from situation to situation. It may sometimes be perceived as **inconsistent** or **unfair** in its dealings with others when **stakes are high** (such as big change that affects many people). However, **those it does** engage with will be trusted and **empowered** to do their bit, and any **formalising** or collaboration (e.g. through Memoranda of Understanding) will be resisted. Where wider, formal, consultation is undertaken it will tend to be focused on **trends** or a **big idea** rather than the practical details. The organisation may also have difficulty coming to a decision that can be clearly communicated back to those who have taken part. **Systems** that demonstrate accountability or fairness may be **absent**.

To improve engagement, it may be useful to:

❏ Bring some **clarity and accountability** to when and how engagement is used by introducing broad brush tools to aid design of engagement processes that don't feel too prescriptive or rigid, such as Resource 1 as a way of deciding how much engagement to use.

❏ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages of the decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on producing documents and consultation processes that genuinely feed into the concluding part of the decision-making cycle. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement.

❏ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which will naturally appeal) not only to explore broad brush values but detailed choices which may flush out conflicts in opinion and difficult issues. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❏ Introduce the notion of careful and **systematic** of engagement results, including production of consultation reports that set out how people's views have influenced decisions (and if not, why).

Departmental Dialogue Index 4: NATURAL

For organisations in this category, engaging with others is likely to be a natural part of the organisation's business.

For more details on each of the six OCI organisational types which have been classified by the DDI as 'natural', together with the DDI engagement predictions and recommendations, please see the individual character interpretations in this section.

For quick reference, the suggested resources to use to improve engagement by these 'natural' types of organisations are:

Resource 1: **Matching the policy/decision-making context to the amount/type of engagement required**	*A method for encouraging the organisation to make more consistent decisions about engagement.* *This resource includes indicative costs over time of different approaches to engagement, for different contexts.*	Page 55
Resource 2: **Placing engagement within the policy-making cycle**	*A method of encouraging the organisation to be clearer about how to use engagement within the decision-making process, and how this relates to the use of engagement to encourage action or behaviour change.*	Page 64
Resource 3: **Types of engagement**	*A typology for clarifying how much influence engagement will have on decision-making.*	Page 67
Resource 4: **Steps for designing processes to manage complexity and uncertainty**	*A framework for identifying specifically where input of the public or other stakeholders will improve decision-making.*	Page 68

ENTP: If we can't do it, no-one can   Extraverted – INtuitive – Thinking – Perceiving

Often found in the fields of research and development – either as stand-alone organisations or as departments.

According to the OCI, this type of organisation will tend to…	… because
Be an upbeat, **can-do** organisation that is at its best designing or inventing an answer to a difficult problem. Their love of conceptualising and solving problems can turn work into a bit of a game.	**Difficulties** are likely to **stimulate** rather than discourage creativity, so it will tackle projects that other organisations might dismiss. They do so as much because it is **interesting** as because of any practical gain. Sometimes this can result in the organisation **moving on to** a new problem before implementing the solution to the previously solved.
Be good at **adapting** to changing situations, even to several changes at once.	It considers every new situation as a problem to be solved, and it **improvises** both internally and externally: To the outsider this can seem **bewildering** and it is difficult to see the lasting results or value in what is being done.
Like **debate**, and don't push for closure very quickly, viewing positively the process of discussion and inquiry. However, the organisation may be a bit insensitive to people who get hurt in the rough give and take of debate.	The organisation values people who can **hold their own** in the game of criticism and challenge. People are supposed to get the picture **quickly** and start developing it or refining it or translating it. The organisation is **intolerant** of people who need things explained several times or who take a while to get used to a new situation. To be **slow** and deliberate is not much valued.
Operate in a **seat of the pants** fashion, and can become rather disorganised, especially if they grow.	They tend not to take **formal** procedures or practical regulations very seriously. They like to do several things at once.

ENTP: DDI Dialogue and Engagement Prediction and Recommendations
NATURALLY ENGAGING

This type of **'if we can't do it, no-one can' ENTP organisation** will tend to consider engaging with others as a worthwhile or even enjoyable activity, sometimes as an end in itself: It may be naturally supportive of Sciencewise-type dialogue at least in theory. Deliberative processes will be valued rather more than formal consultation because of their ability to generate interesting debate and ideas that can be taken and used intuitively. It may prefer to hold those debates amongst peers than the public because of the frustration it may have with the need to bring the public up to speed, and a perception that the public may not be up to the cut and thrust of a real debate. It may also forget to communicate results of an engagement activity, and move on too fast from the results to genuinely use them, or implement them. Consultation processes may be considered as worthy and plodding, somewhat a waste of time and resources.

The prime challenges in terms of improving engagement will be:

❑ Ensuring that a wide enough range of participants is informed, supported and able to take part. Use of **stakeholder analysis** to identify the full range of views that would ensure an informed decision, including identification of those who might need particular support or attention to feel able to explore and give their views, is a good first step in introducing a systematic recruitment (and care) of participants.

❑ Bring some **clarity and accountability** to when and how engagement is used by introducing broad brush tools to aid design of engagement processes that don't feel too prescriptive or rigid, for example, tools such as Resource 1 as a way of deciding how much engagement to use, or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages of the decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on producing documents and consultation processes that genuinely feed into the concluding part of the decision-making cycle. See Resource 2, the policy-making cycle, as a way of illustrating how different types of engagement fit at different stages.

❑ Introduce the notion of **systematic** analysis of engagement results, including production of consultation reports which set out how people's views have influenced decisions (and if not, why).

❑ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which will naturally appeal) not only to explore broad-brush strategy and ideas but detailed choices.

ESFJ: Doing the right thing   Extraverted – Sensing – Feeling – Judging

Often found in trade or some field that requires a marketing of a service. Customer service groups within organisations tend to be of this character, together with family ownership companies.

According to the OCI, this type of organisation will tend to...	... because
Be **outward** looking and self confident, so long as things remain in the expected range.	It **listens well** to the people in its external environment, catching and responding to ideas and data so long as they fall within a range of expected responses. It may fail to see the significance of data that is **unexpected** or unique, **turning its back** on clients sending signals that are too unconventional.
Save things like data, records, and materials. It will tend to pass on traditions well.	It believes it needs to be **vigilant** against loss (its own or others'), trustee minded, solid and dependable. It **values** its employees, fostering a sense of belonging. It provides clear role descriptions and gratifying rituals, more experienced members of staff helping to induct new.
Be good at **routine** operations, performing to a high standard, but mistrusting of the abstract or overly complex.	Its standard operating procedures ensure **reliable** output and its solid hierarchy guarantees responsible **oversight** of what is done. The standardised procedures can be rigid when the organisation is confronted with a novel situation. Simple reliability is **not enough** when problems are too complex. Traditional knowledge can prove inadequate when confronted with new demands from without or within.
Prefer modifying things **step by step** rather than starting over again from scratch.	The organisation prefers to **adapt** what exists rather than create something new. The organisation is more comfortable in times of relative stability when needs are **well defined** and the competition does not change very quickly.

ESFJ: DDI Dialogue and Engagement Prediction and Recommendations
NATURALLY ENGAGING

This kind of **'doing the right thing' ESFJ** organisation will tend to view some form(s) of engagement as part of **what we do**, part of the tradition that enables it to do the right thing and be **responsive** to its environment and to *gradually* improve what it provides to the people it serves. It will value **communicating** its services as much as gathering **feedback** about them. Feedback and consultation will be taken **seriously**, unless the messages – or the people who have provided them – are too **unconventional** or unexpected. The organisation may therefore miss vital clues about the existence of a novel situation, need or development that needs to be responded to sooner rather than later. The organisation may be **resistant** to adopting new or risky forms of **engagement**, but once they are established and proven to be useful they will be taken seriously and incorporated into the solid traditions of the organisation.

To improve its engagement, the following may be useful:

❑ Making maximum use of the organisation's love of **data, records, materials** and standard operating procedures to build a sense of quality tradition into their engagement. For example, introduce Resource 1 as a way of deciding how much engagement to use, and Resource 2 and Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Broadening conceptions of **how we do engagement**: For example, encouraging the organisation to use earlier engagement of a wider set of people (even those who are not one of us) to help shape decision-making from the start. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

❑ Introduce the notion that standard procedure should also include gathering evidence about the **risks or problems** associated with business as usual, to build a clearer understanding of why change (and most particularly big change) may be required. See Sciencewise website for case studies.

❑ Broadening the scope of the **issues** to be engaged upon, engaging in particular on more long term, radical ideas, products or services, and focusing on ensuring the results are in a form that the organisation will listen to and use incrementally without being knocked for six. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Broadening the conception of **who** it is useful to engage by using stakeholder analysis-type tools to encourage the organisation to work with those who are not one of us.

❑ Introducing the idea of **collaborating** with other organisations to deliver services and products as a way to gradually change to meet new/changing demands.

ENFP: It's fun to do good work   Extraverted – INtuitive – Feeing– Perceiving

This type of organisation tends to fall into two categories: the creative organisation that develops new ideas or products for people, and the idealistic organisation that focuses on developing, serving, or enlightening people. Marketing and public relation departments are often of this type.

According to the OCI, this type of organisation will tend to…	… because
Be interesting, exciting places to work. They are often considered as **cutting edge** organisations in their field. However, they tend not to value hard data, so impressions are sometimes not logically or systematically tested.	They are **sensitive** to subtle **signals** in their environment, often the first to pick up cues about trends and emerging **possibilities**. They are often innovating and not afraid to experiment so new things are always happening. Sometimes despite sensitivity to external signals, they will **stick** with a once-promising situation much longer than they should.
See the possibilities in and for people: they tend to be **egalitarian** – everyone has a voice and perhaps a vote. No one feels left out, although such inclusion takes a long time and may come to be treated as a sort of end in itself.	The organisation expects **harmony**, it is sociable and **democratic**. But painful, confusing and difficult things may be discounted and **swept under the rug**. In the name of getting along together, people may avoid problems that are left to grow **unchecked** until crisis point… and this can result in **hunting out** the traitor or culprit.
Prefer **oral communication** to written communication, sometimes making it hard to keep track of agreements and decisions.	They can have difficulty with the aspects of tasks that involve structures and **systems**. They **resist** issuing orders and mandates, preferring to **persuade**, often by appeals to common values, and are usually willing to **reconsider** plans on the basis of subsequent input.
Have some difficulty with detail and **follow through.**	The organisation has the advantage of **spotting the trend early** and being able to reorient itself to the emerging reality rather easily. They see the possibility and get the vision, but expect that things will unfold satisfactorily according to some natural pattern. This can lead to tackling projects with great enthusiasm, making promising **beginnings**, then losing interest and **drifting off** into other projects.

ENFP: DDI Dialogue and Engagement Prediction and Recommendations
NATURALLY ENGAGING

This type of **'it's fun to do good work' ENFP** organisation will tend to be **naturally engaging**, committed to taking on different perspectives at any point in a decision-making process, and consider engaging with others as a **worthwhile** or even **enjoyable** activity, sometimes as **an end in itself**. They will have wide **networks** of organisations and people with whom they enjoy working and collaborating. These sorts of organisations will be more interested in **discursive**, creative exercises that explore **visions**, values and big ideas than standardised consultations or day-to-day improvements. They may have difficulty in recognising **dissenting** voices, or the **reality** of conflict, preferring to brush them under the carpet by going more strategic and avoiding the painful details. They may also have difficulty coming to a decision that can be clearly communicated back to those who have taken part. Systems that demonstrate **accountability** or fairness may be absent.

To improve engagement, it may be useful to:

❑ Bring some **clarity and accountability** to when and how engagement is used by introducing broad brush tools to aid design of engagement processes that don't feel too prescriptive or rigid, such as Resource 1 as a way of deciding how much engagement to use or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages in the decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on producing documents and consultation processes that genuinely feed into the concluding part of the decision-making cycle. See Resource 2, the policy-making cycle, as a way of illustrating how different forms of engagement fit at different stages.

❑ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which will naturally appeal) not only to explore broad brush values but detailed choices which may flush out conflicts in opinion and difficult issues. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Introduce the notion of careful and **systematic** of engagement results, including production of consultation reports that set out how people's views have influenced decisions (and if not, why).

ENFJ: Seeing the big picture in human terms   Extraverted – INtuitive – Feeling – Judging

These organisations value vision, cooperation and values. These are often charismatic organisations.

According to the OCI, this type of organisation will tend to...	... because
Be **dynamic**, with a positive, energetic style.	It handles change better than many other types of organisation, emphasising the vision and goal, making sure that everyone shares it. It is more comfortable talking about its vision than many other types of organisation, drawn forward by some picture of how things could be or will be in the future. This can sometimes result in a sort of idealism that can undermine the organisation's sense of reality and contribute to a tendency towards hype.
Be characterised by a high degree of human **interaction** – inside and out	Cooperation is expected and human issues are espoused, although the organisation's actions may fall short of its ideals. Because human needs are taken so seriously, this kind of organisation frequently has an undercurrent of conflict and turbulence beneath the cooperative surface. The organisation will spend a good deal of time communicating with its various constituencies. Communications, whatever their overt content, will probably also concern human issues or human dimensions of non-human issues.
Have a tendency towards **over reaching.**	The organisation will have high goals, managing to live up to them surprisingly often. No matter how successful it is, the organisation is likely to push for more, often leading to unrealistic expectations and a general feeling of being overwhelmed with the possibilities and the needs of the situation.
Look down on and underestimate the importance of processes, rules, **standards** and analysis.	Systems may not be fully developed – formal procedures, policies, controls, structures etc. There is much talk of teamwork and a distrust of fixed hierarchies. This organisation handles unstructured or ambiguous situations better than many others, although it may tend to wing it when a more carefully thought out approach would be better. It can emphasise significance to the detriment of fact: what things mean is more interesting than what they are.

ENFJ: DDI Dialogue and Engagement Prediction and Recommendations
NATURALLY ENGAGING

This type of **'seeing the big picture in human terms' ENFJ** organisation will **naturally** engage with others, expecting them to want to engage cooperatively and openly for common vision and goals.

It will pay a great deal of attention to **letting people know** of its successes and achievements, sometimes doing such a good job that it is hard to live up to the **expectations** it has raised. Because it feels so **open** and cooperative, and because it is concerned with the **bigger picture** (goal, vision and so on) it can be surprised and try to **cover** over any dissenting voices or difficult issues. Where wider, formal, consultation is undertaken it will tend to be focused on **trends** or a big idea rather than the practical details. Systems that demonstrate **accountability** or fairness may be absent. When stakes are high (such as big change that affects many people) this could become a problem as any consultation may sometimes be perceived as **partial** and unjustified. However, those it does engage with will be trusted and empowered to do their bit, and any **formalising** or collaboration (e.g. through Memoranda of Understanding) will be resisted.

To improve engagement, it may be useful to:

❑ Bring some **clarity and accountability** to when and how engagement is used by introducing broad brush tools to aid design of engagement processes that don't feel too prescriptive or rigid, such as Resource 1 as a way of deciding how much engagement to use.

❑ Introduce the idea of **developmental**/scoping engagement as distinguished from **formal**/written consultation to bring clarity to the need for different inputs at different stages of the decision-making cycle, and encouraging the making of decisions at the end of engagement. Focus will need to be put on producing documents and consultation processes that genuinely feed into the concluding part of the decision-making cycle. See Resource 2, the policy-making cycle, as a way of illustrating how different types of engagement fit at different stages.

❑ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which will naturally appeal) not only to explore broad brush values but detailed choices which may flush out conflicts in opinion and difficult issues. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Introduce the notion of careful and **systematic** of engagement results, including production of consultation reports that set out how people's views have influenced decisions (and if not, why).

ESFP: We aim to please   Extraverted – Sensing – Feeling – Perceiving

These often short-lived, fashionable organisations tend to be very client and customer focused

According to the OCI, this type of organisation will tend to...	... because
Live by giving **clients** and customers the exact product or service they want, in the here and now.	No other organisation is as good at **sensing** the hungers and tastes of the **public** and **satisfying** them. It views almost anything it does as a form of entertainment, fast food or quick service. Everything that is done involves a transaction in which a client's desire for diversion, novelty, or engagement is **satisfied** immediately- at least for the moment.
Be **pragmatic** and unconcerned with precedent or formal procedure.	The organisation will **shine** where skill, enthusiasm and energy carry the day. A note of **spontaneity** runs through the activity and even routine assignments are carried out as though there were a spur of the moment quality to them. Work is treated as a kind of **play** for pay, with a friendly competition among the workers as there would be on a sports team.
Let real problems **build up** before they address them.	It is ironic that this kind or organisation, so preoccupied with giving people what they want, should be so **poor at foreseeing** what they are *going* to want. It is **intolerant** of anxiety or stress, and interpersonal **tension** is denied as long as possible. There is little interest in long-range plans so **emerging** changes in the external world are likely to arrive on the organisation's doorstep without much warning. This kind of organisation may, given their skill in improvisation, **deal** effectively with such issues spontaneously, but there is a **risk** that the problems can get too big or complex to be handled in that way.
Good at **public relations** and at maintaining a good image in the public eye.	It will tend to be good at **understanding** how the public wants to see it. But making an actual **change** that would transform how the organisation really is difficult. As a result, changes are often **cosmetic** and meant simply to placate external groups rather than growing out of the organisation's actual needs.

ESFP: DDI Dialogue and Engagement Prediction and Recommendations
NATURALLY ENGAGING

This **'we aim to please' ESFP** organisation will tend to view engaging with clients, customers and other organisations as the very **heart and essence** of what we do, part of the tradition that enables them to be completely responsive to their here and now needs.

The organisation is likely to be involved in setting up and using a **continuous** stream of focus groups, customer satisfaction surveys and other mechanisms (often ad hoc). However these are **rarely** focused on **future** needs or big changes and so the organisation may be less experienced in Sciencewise or other types of dialogue. **Difficult** issues or anxiety or stress that are uncovered can be ignored for much longer than is useful to the organisation's survival, usually **hidden** from public view due to effective **spin** and **cosmetic** changes.

To improve its engagement, the following may be useful:

❑ Broadening the scope of the **issues** to be engaged upon, engaging in particular on more long-term, radical ideas, products or services, and focusing on ensuring the results are in a form that the organisation will listen to and use incrementally without being knocked for six. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which could appeal) not only to explore broad brush values but detailed choices which may flush out conflicts in opinion and difficult issues. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

❑ Introduce the notion of careful and **systematic** of engagement results, including production of consultation reports which set out – and encourage the organisation to address - how people's views have influenced decisions (and if not, why).

INFJ: Vision driven by values   Introverted – INtuitive – Feeling – Judging

These organisations tend to be quiet, committed, collaborative ventures.

According to the OCI, this type of organisation will tend to...	... because
Operate quietly, but behind the scenes there is a powerful commitment to the **goals and values** that the organisation espouses.	Goals are **value** driven, so whatever field the organisation is in, beliefs define its purpose and strategy. If beliefs are ever lost or **compromised** the organisation is in trouble.
Seem **straightforward** and somewhat matter of fact to outsiders, its creativity under-acknowledged.	It is easy to underestimate its power, imagination and passion because it carries an aura of **responsibility**. Some decisions are initiated with a kind of sixth sense for the possibilities of the situation. This makes its processes a little **mysterious** so outsiders are unlikely to find it easy to know what is going on inside the organisation.
Be aware of the **customer** or client and the real needs the organisation is seeking to meet.	Emphasis is placed on **discussion** and bringing everyone on board whatever is done. It is **sensitive** to criticism internally and externally, even when relatively minor or obviously mis-directed. It may act as an **advocate** for the needs of others. It can weather severe storms because of its **connection** to its clients.
Handle **change** well if it fits with their values, but finds radical reversals of expectations difficult.	The organisation is likely to be **adaptable** and responsive at least until one of the basic values is threatened in some way. Then the organisation will dig in with a **stubbornness** that can surprise an outsider.

INFJ: DDI Dialogue and Engagement Prediction and Recommendations
NATURALLY ENGAGING

This type of **'vision driven by values' INFJ** organisation will tend to **value engagement**, and is sensitive to messages it receives, opportunities to **collaborate** and the need to let others **know** what it is up to. It is likely to consider engagement as part of its **responsibilities** and takes it seriously. It won't waste its time or money on high profile PR or the latest fad or consultation technique but will use **pragmatic** approaches that genuinely ensure the organisation is connected with and able to respond to or work with others.

Engagement activities could be improved by:

❑ Broadening the scope of the **issues** to be engaged upon, engaging in particular on more long term, radical ideas, products or services, and focusing on ensuring the results are in a form that the organisation will listen to and use incrementally without being knocked for six or being so challenged by the results that they ignore them. See Resource 4 as a way of explaining the different types of information that may be gathered through engagement at different stages of service design and delivery.

❑ Build more detailed **analysis** into engagement exercises, for example using Sciencewise-type dialogues (which could appeal) not only to explore broad brush values but detailed choices which may flush out conflicts in opinion and difficult issues. See Resource 2, the policy-making cycle, as a way of illustrating the potential of earlier engagement or Resource 3 as a way of thinking clearly about different types of engagement and what they can achieve.

❑ Introduce the notion of careful and **systematic** of engagement results, including production of consultation reports which set out – and encourage the organisation to address - how people's views have influenced decisions (and if not, why).

STEP 5: WHAT NEXT? TURNING INSIGHTS INTO ACTION: SOME RESOURCES

This section contains four resources designed for use in conjunction with the Departmental Dialogue Index predictions and recommendations set out in Step 4. The Sciencewise-ERC website contains many additional resources such as case studies and links to other organisations.

The resources have been developed by Lindsey Colbourne, Dialogue and Engagement Specialist for use in this project only. The resources draw on work done with the Environment Agency and the Sustainable Development Commission. The resources may be used/reproduced for other purposes with permission, and an acknowledgement to Lindsey.colbourne@virgin.net/Sciencewise-ERC.

Resource 1: Matching the policy/decision-making context to the amount/type of engagement required

When considering what type of engagement is required to support a particular piece of work, decision or policy, it is vital to take into account the context in which the decision (policy, project, regulation) is being made as this will determine **how much** engagement will be appropriate, of what type, when. This framework describes three decision contexts, each of which requires a different amount of, and approach to, engagement. These types represent an indicative spectrum rather than three discrete types[5], and each is associated with a different cost profile over time (see overleaf).

Type A decisions: Requiring narrow engagement

Characteristics: In Type A situations/decisions, there tends to be low conflict, controversy or uncertainty about the decision or situation. There may be few or no options due to the decision being constrained by time, procedure, resources or crisis. *Examples include small changes to existing situations, implementation of already accepted or very straightforward solution.*

Type B decisions: Requiring moderate engagement

Characteristics: In type B situations/decisions, there is not huge controversy but there is a need for buy-in/understanding from a discrete number of stakeholders (individuals, organisations and/or communities) to ensure the decision is well informed AND to reduce risk of non delivery through resistance or opposition by individuals, communities, partners or other stakeholders. The situation/decision may also require that tradeoffs and compromises be made.
Examples include land use requirements that affect a fairly limited number of stakeholders, where there is low trust in the commissioning body, where there may be more than one solution

Type C decisions: Requiring extensive engagement

Characteristics: In Type C situations there is – or could be - high conflict, controversy and uncertainty about the decision. The decision is likely to affect many – rather than a discrete number of - stakeholders (individuals, organisations and/or communities). It may be that some stakeholders will be disproportionately affected, or that one set of stakeholders may gain out while others lose out. There may be a need for shared ownership of the solution by multiple actors in order that they will play their full role in delivering it (e.g. working in partnership to fund or deliver or maintain a service). There may be significant risk of strong enough opposition to derail any scheme unless people are part of finding the solution.
Examples include: where there are established campaigns, or a history of resistance against a particular solution or against the commissioning body, or where changes will significantly affect many people, businesses or livelihoods.

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[5] This tool was developed by Lindsey Colbourne for Defra/Environment Agency, SD6. For the theoretical underpinning of this tool see the review of the culture and practice of collaborative approaches in FCERM: Improving Social and Institutional Responses to Flooding. Work Package 4 (part 1). Environment Agency. Colbourne 2008. All use of this tool should include credit to Lindsey Colbourne Associates and the Environment Agency, who share joint copyright.

The costs of different types of engagement over time

Classic Type A costs over time for narrow engagement compared to more extensive engagement
Costs show that the narrow approach is likely to be more cost effective throughout.

Cumulative
cost
to point
of delivery

More extensive

Narrow

Start/engage   Develop   Preferred option(s)   Consult   Deliver
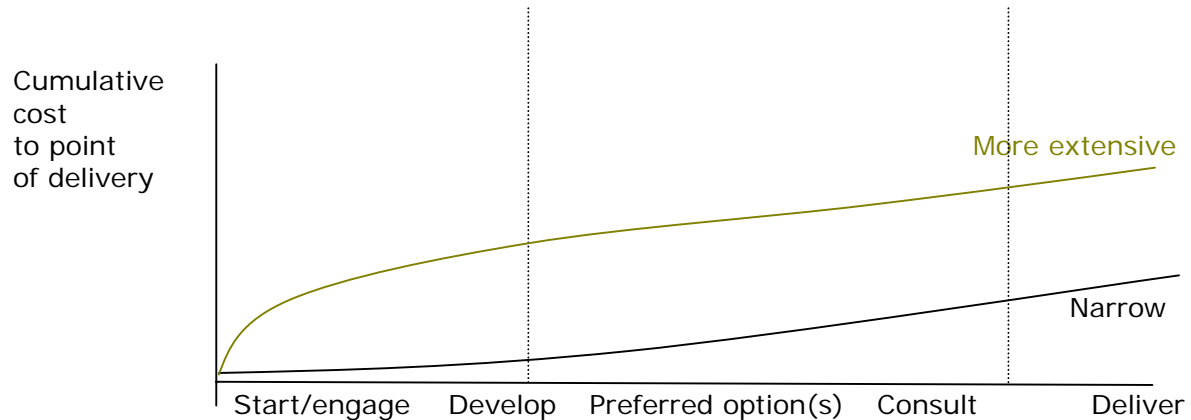
Classic Type B costs over time for narrow compared to more extensive
Costs show that a narrow approach may initially cost less, but over time benefits of a more extensive approach will show

Narrow

Cumulative
cost

to point
of delivery

More extensive

Start/engage   Develop   Preferred option(s)   Consult   Deliver
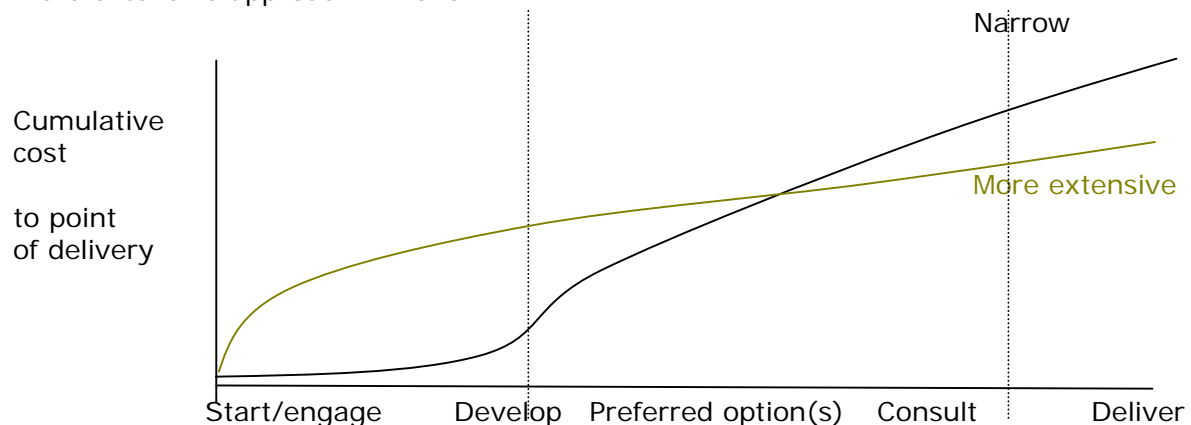
Classic Type C costs over time for narrow compared to more extensive
Costs show that a narrow approach may result in spiraling costs (to get it on track, or abandoned), so a more extensive approach is likely to be more cost effective

Narrow (costs spiral in face of opposition and may involve resorting to a more extensive approach)

Cumulative
cost
to point
of delivery

More extensive

Start/engage   Develop   Preferred option(s)   Consult   Deliver
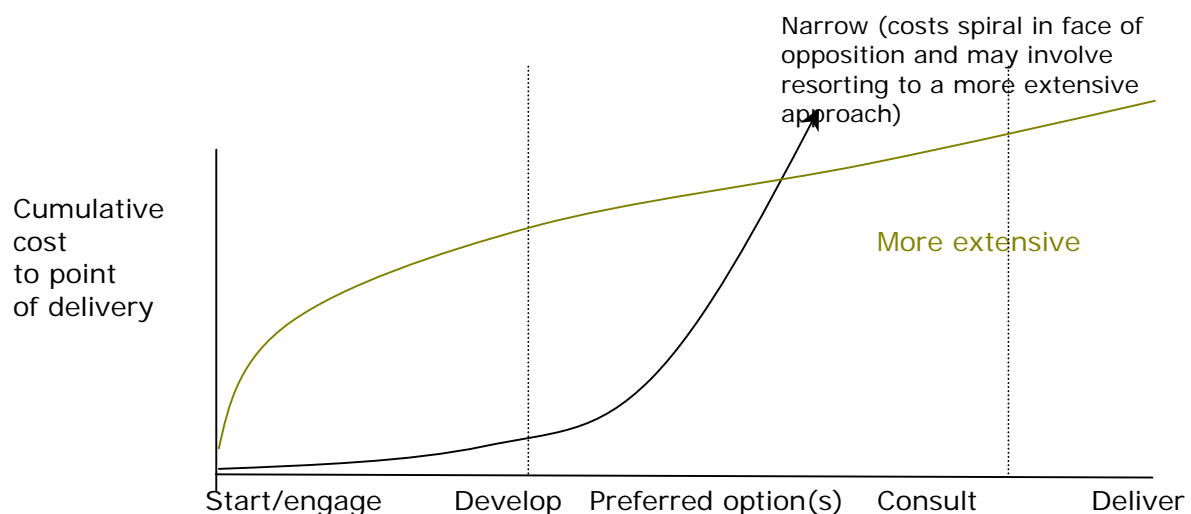
1 How much engagement analysis tool

Instructions: To characterise the situation or type of decision[6] in a particular programme or project, circle the most applicable words in the table below.

Circle the most appropriate answer to each question

Decision type	A	B	C
Feature 1: How affected will others be by the decision? The decision may have _____ effect on _____ public interest, health, livelihoods	Very little Few people's	Some Some people's	Severe Many people's
Feature 2: How many perspectives/politics? There is likely to be _____ different perspectives on the issue (to ours) and _____ politics	No significant No/containable	A number of Some	A wide range of Significant
Feature 3: How much support or ownership of the decision or implementation by others is required? The 'best' decision is _____ And we can implement _____	Known Alone (with or without suppor	Open to influence, but limited options More easily if others work with us	Unknown Only with sufficie support, or only with others
Feature 4: Understanding of risk and uncertainty? Risk and uncertainty relevant to the decision is _____	Low: understoc by most	Medium: understood by us (and some) but r by all others	High: poorly understood
Feature 5: Timescale? Actions or decisions need to be mad and implemented _____	Immediately/ very quickly	Over months	Over years

After answering the questions, consider **where the majority of answers** lies:

If mostly type A is circled - characterise **type A**
If mostly type B is circled - characterise **type B**
If mostly type C is circled - characterise **type C**

Characteristics and collaboration for Type A decisions: Narrow

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[6] **'Decision'** in this context refers to anything needs to be resolved e.g. 'how should we manage flood risk in this community in a cost-effective way?' or 'what is the best permitting scheme for fishermen?' or 'what should be included in the UK's adaptation strategy?'.

***Characteristics*:** In these situations/decisions there is low conflict, controversy or uncertainty about the decision or situation. There may be few or no alternative options due to the decision being constrained by time, procedure, resources or crisis. For example:
- When quick decisive action is required e.g. emergency situation
- When unpopular actions HAVE to be taken - no alternative options
- In high certainty (eg of achieving outcomes in a particular way)
- When an immediate temporary solution is required due to time pressure or other factors
- When status quo is to be maintained

***Examples*:** Awareness raising campaigns, behaviour change programmes, emergency responses, PR programmes, very targeted consultations on minor changes (eg to procedure)

Type of engagement: In these situations, effort to engage with others to inform decisions or policy will be limited. It may be appropriate to focus on providing good information about the work and decisions, to do some very targeted informal engagement (or statutory consultation) or to focus on behaviour change focused awareness raising. Little scope for Sciencewise public dialogue.

***Beware*:** Adopting this approach by default or because it seems easier, especially when there is a range of options that could be usefully considered and influenced by other perspectives. If Type A is adopted when type B or C are more appropriate, it risks unnecessary conflict developing which can then only be rescued by a Type B or C approach (at greater cost due to the lost goodwill).

Classic Type A process (typically conducted over weeks or months):

1. Informal scoping engagement	Convene internal team (including comms and consultation expertise) and gather information from relevant staff. Arrange approval and sign off internally. External engagement limited to very small number stakeholders eg Specialist Advisory Group or one: one meetings
2. Formal consultation	*Because limitd scope to respond to the results, consultation should only* undertaken if required (eg by European Legislation) for 12 weeks, written or on line. Some work may be done in parallel to prepare for/inform the wider
3. Feedback and implementation	Primarily one-way communication planned and delivered to inform others of the process and/or decisions and/or requirements.

6.3.2 Characteristics and collaboration for Type B decisions: Moderate

*Characteristics***:** There is a need for buy in/understanding from a number of stakeholders (individuals, organisations and/or communities) to ensure the decision is well informed AND to reduce risk of non delivery through resistance or opposition by individuals, communities, partners or other stakeholders. Alternatively the situation may be that tradeoffs and compromises are going to be required:

- When the issue is technically divisible (winner and losers)
- When the commissioning body cannot deal with the issue alone and there are other competent players to solve the problem
- When issues are very important to one or more 'opponents'
- To build social credits for later use
- When maintaining or building the relationship is as important as the issue at hand (e.g. perhaps with some stakeholders)

Examples: Change to procedures that affect a limited number of organisations and/or people (e.g. in a particular area, or sector), e.g. the Carbon Reduction Commitment for high-energy users. Or situations where there is low trust in the commissioning body.

Type of engagement: Add time early on in the process to carefully identify the stakeholders and then to engage them in scoping the problem/issue from a range of perspectives BEFORE going on to look at solutions. Gather and use social intelligence to maximum effect. If the commissioning body is not central to the issue, consider being a participant in the process rather than running it. Often may use analytical tools such as multi-criteria decision-making to assist in the process. May involve steering group at key points in the process. May involve liaison or technical advisory groups at key points in the process. Formal consultation will be targeted at those affected, perhaps through local or specialist press and face to face events to augment the written/online consultation.

Beware: entrenching different views too early on; being 'held to ransom' by one or two individuals or organisations that don't feel engaged by the process.

Classic Type B process (typically conducted over months or years)

1. Informal scoping engagement	Convene internal team (including comms and consultation expertise) and gather information from relevant staff. Contact made and regular liaison with key stakeholder organizations/stakeholders (eg via a liaison group, attending their meetings, bilateral negotiations) to gather their views to inform analysis and options. May include use of Sciencewise public dialogue to develop and test principles, options and so on.
2. Formal consultation	Written/online consultation undertaken (for 12 weeks) if required (eg by legislation) or if all key stakeholders not engaged through informal engagement. May involve workshops/face to face events and use of specialist press to reach particular stakeholders. Some work may be done in parallel to prepare for/inform the wider communication required in phase 3
3. Feedback and implementation	Feedback of result of the consultation and the influence on decisions sent to individual stakeholders *and* more broadly publicised (eg on website, media, specialist press). Tailored work to incentivise/enable stakeholders to take part in implementation

Characteristics and collaboration for Type C decisions: Extensive

Characteristics: In Type C situations there is – or could be - high conflict, controversy and uncertainty about the decision. The decision is likely to affect many – rather than a discrete number of – stakeholders (individuals, organisations, publics and/or communities).

It may be that some stakeholders will be disproportionately affected, or that one set of stakeholders may gain while others lose out. There may be a need for shared ownership of solution by multiple actors in order that they will play their full role in delivering it (e.g. working in partnership to fund or deliver or maintain defences). There may be significant risk of strong enough opposition to derail any scheme unless people are part of finding the solution.

Use Type C:
➢   - To find integrative solutions
➢   - When the commissioning body is not able to deal alone with the issue and needs to work with other competent players to solve the problem
➢   - To gain commitment for the implementation of the decisions
➢   - To have better understanding with the participants
➢   - When the 'best'/optimal outcome is unknown and may be uncovered by negotiation, or, is defined as the negotiated outcome

Examples: Major changes to policy affecting many people such as road pricing schemes, changes to education, green taxes, health care, pension schemes.

Negotiation Strategy: Collaborating (Win/Win)

Type of engagement: A carefully planned and managed engagement process that builds broad ownership from the inception to the delivery of the project or programme.

Beware: This approach takes quite a while to set up (although benefits are reaped later in the project). Do not use if not open to influence from outside: if you are more interested in convincing others of your option, see type A.

Classic Type C process see overleaf

Classic Type C process (typically taking place over a year or more)

1. Informal scoping	

Convene internal team (including comms and consultation expertise) and gather information from relevant staff.

Carefully **plan** the engagement programme including a range of ways for people to get engaged – targeted at both organisations and individuals (communities and public).

Initiate engagemetn with some form of open engagement to raise **awareness** of the issues and invite early input to the debate eg website, exhibition, launch event, articles, leaflets, attending others meetings, information exchange sessions.

Establish (a number of) **collaborative** mechanisms (broad membership) to continue involvement, enabling a wide range of stakeholders (including the public) to work through the decision from framing the problem to be solved, the options, and assessment of options and selection of preferred option. Eg liaison groups, conferences, online debates, task and finish groups, joint fact finding groups, Sciencewise public or stakeholder dialogue processes, drop in sessions.

Market research may be useful to check wider opinion. Wider communication of progress of discussions assists in keeping a wider set of people update date, preparing for phase 2.

2. Formal consultation	

Written/online consultation undertaken (for minimum of 12 weeks) on the results of the collaborative work conducted in phase 1.

Range of formats/languages may be required to reach beyond the 'usual suspects'.

May involve workshops/face to face events to reach particular stakeholders and communities. Use of citizens' summits, citizens' juries and other deliberative consultation techniques.
Some work may be done in parallel to prepare for/inform the wider communication required in phase 3

3. Feedback and	

Feedback of result of the consultation and the influence on decisions sent to individual participants in the process *and* more broadly publicised (eg on website, media, specialist press).
Tailored work to incentivise/enable stakeholders (and where relevant, individuals/communities) to take part in implementation

A worked example

The following article appeared in Oliver's weekly column in the Western Gazette Saturday, 9 February 2008. It illustrates a classic case of DAD type decision-making. Read the article then use the decision-making tool above to see what 'type' of approach to decision-making might have prevented the outcome described.

DEMOCRACY PRODUCES A FLOOD PLAN NO-ONE LIKES

When is progress not progress? Answer; when it makes things worse rather than better.

This riddle came into my mind as I stood staring, last Friday, at a large map in the kitchen of a house in Charminster. The map showed in glorious technicolour the scheme proposed by the Environment Agency for relieving flooding in Charminster. For those who are not familiar with Charminster, it is a village that has, at its centre, a beautiful old church, a confluence of various streams, and a number of lovely old houses coming down a rather steep hill.

For many years, I have been trying, at the behest of people living in the village, to persuade the Environment Agency to devise a scheme to make it less likely the village will be flooded by the streams.

You might have assumed the early morning inspection of the map was something in the nature of a celebration. Here, at last, was an Environment Agency scheme for doing exactly what we had all been seeking.

Alas, there is a hitch.

The parish council chairman reports the scheme has succeeded in achieving unanimity in the village, something that is rare in any place. Unfortunately, the unanimity resides in the fact there is no-one who approves of the scheme.

There seems, in fact, to be various kinds of objection. Villagers believe the scheme will probably make flooding more likely rather than less, at least in some places; not an auspicious start for a flood alleviation project. This is not the end of the matter. Villagers are also alarmed at the aesthetic damage the scheme will cause, creating a rather intrusive and unsightly bund in a location of exceptional charm.

As I listened to the various objections to the Environment Agency proposal, I reflected on how extraordinary an achievement it is for a public agency to devise something that is clearly intended to fulfil aspirations but has managed to unite residents in feeling it would be worse than useless. I do not suppose the cost of producing the drawings and doing the other work associated with the proposal will have been enormous, but a consultancy was nevertheless employed and we will all have contributed a small amount through our taxes in paying for this objet d'art.

It is a little irking that we will now have to spend a certain amount of energy persuading the Environment Agency to abandon the very thing we had expended so much energy persuading them to undertake.

The strange thing is when one inspects the proposal, it transpires that enormous numbers of worthy bodies were duly consulted. The so-called Scoping Consultation Document has been issued to Natural England, English Heritage, West Dorset District Council, Dorset County Council and the Dorset Wildlife Trust. These worthy bodies will, no doubt, now have to expend some time and effort considering their responses to the proposal.

The thought flitted through my mind, as I left the kitchen meeting, that it might have made sense for the Environment Agency to ask their consultants to have a quick word with the locals at an early stage, to see what might be acceptable, before they did all the work.

I quickly banished this ludicrous fantasy from my mind. **A quick word with the locals is not, after all, part of a proper bureaucratic process.**

Result?

The worked example below shows that the situation in Charminster (as outlined in the earlier article) was almost certainly a Type B situation: the tool would have told project officers that there is a need to engage with key stakeholders in the design of the scheme (more broadly than statutory consultees such as the parish council, English Nature and so on). Doing so would be likely to reduce the risk of scheme rejection through inappropriate design, lack of understanding of options etc.

Worked example: Applying the tool to the Charminster article

Feature 1: How affected will others be by the decision TO IMPLEMENT A PARTICULAR FLOOD DEFENCE SCHEME IN CHARMINSTER

The decision may have SOME affect on MANY PEOPLE'S public interest, health, livelihoods

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Feature 2: Multiple perspectives

There is likely to be A NUMBER OF different perspectives on the issue (to ours) and SOME politics

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Feature 3: How much support or ownership of the decision or implementation by others is required

The 'best' decision is OPEN TO INFLUENCE, BUT LIMITED OPTIONS

And we can implement MORE EASILY IF OTHERS WORK WITH US

Feature 4: Risk and uncertainty

Risk and uncertainty relevant to the decision is LOW: UNDERSTOOD BY MOST (because there is acceptance that flood risk needs to be reduced)

Feature 5: Speed

Actions or decisions need to be made and implemented OVER MONTHS/YEARS

Result: Mostly Type B. This implies it would be worthwhile to do some engagement with stakeholders (especially active ones) at an early stage:

Resource 2:
Engagement and the policy-making cycle

This resource illustrates that engagement may be used across the policy-making cycle:

1. **Developmental/scoping engagement** – often called 'informal engagement', this work is little publicised but often the most creative influence on decision-making. It is usually used to inform options, and is now recognised[7] as an essential part of informed and effective policy-making, and an essential prerequisite to formal consultation

2. **Formal/written consultation on options** – classically the focus of 'engagement', this is an essential part of our democratic process. But it has less influence on policy-making than the earlier engagement

3. **Generating action** – it is no longer good enough simply to publicise the decision. The new agenda is about linking decisions to action, empowerment, mobilisation (see overleaf)[8]

4. **Feedback** – an essential part of implementation, monitoring and review is to hear back from those most affected and to adapt and learn from the lessons

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[7] See 2008 Consultation Code. Also Barnett, Dr Julie. *Making Consultation Meaningful* (2007)
[8] Ministry of Justice. *Engagement Stocktake* (14/01/2008); used as evidence in original DA (PED) draft strategic framework for engagement and empowerment. Also Jill Rutter behaviour change diamond.

Type A, B, C approach?
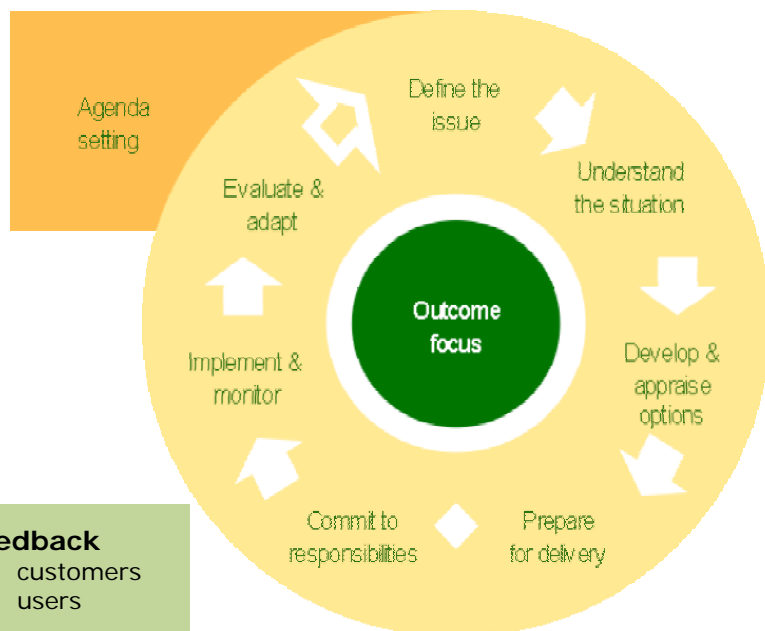
1. Developmental/ scoping engagement
- Selected (e.g. stakeholder panels, expert advisory groups, deliberative events)
- Sampled (e.g. Sciencewise public dialogue)
- Open (e.g. discussion forums)

Option(s) articulated

2. Formal, written consultation on option(s)
- on line and/or written
- augmented by deliberative work (e.g. citizens' summits)

Decision made

Example policy

Agenda setting

Define the issue

Evaluate & adapt

Understand the situation

Outcome focus

Implement & monitor

Develop & appraise options

Commit to responsibilities

Prepare for delivery

4. Feedback
- customers
- users

3. Generating action
- Information giving, empowerment, messaging

Informing decision-making
Consultation
Citizens summits
Sciencewise-ERC dialogue
Co-design

Type A, B, C approaches

Decisions Policies Programmes

Bridging initiatives creating political space
Scaled up campaigns, web-based communities, mass scale dialogue

Building a critical mass

Macro message

Series of micro messages

Behaviour change focused awareness raising (not just exhortation/campaigning)

Innovation and experimentation

New ways of communicating between multiple actors

Responsibility sharing

See also Jill Rutter/SD strategy, behaviour change diamond
http://www.compassnetwork.org/images/upload/change-behaviour-model.pdf

Feedback
Progress towards collective goal
What works and what doesn't

Action
Citizens
Businesses
Communities
NGOs
Consumers
Public sector

Resource 2 (continued)
The emerging agenda: Using engagement to create a critical mass of action?

This diagram can be used to illustrate the **difference** in engagement to inform decision-making (such as Sciencewise-ERC public dialogue), and engagement to mobilise action. See also the mass engagement workstream for more information on effective use of large scale deliberation, as possible bridging initiative: http://www.sciencewise-erc.org.uk/cms/mass-engagement/

Resource 3: Types of engagement in decision-making
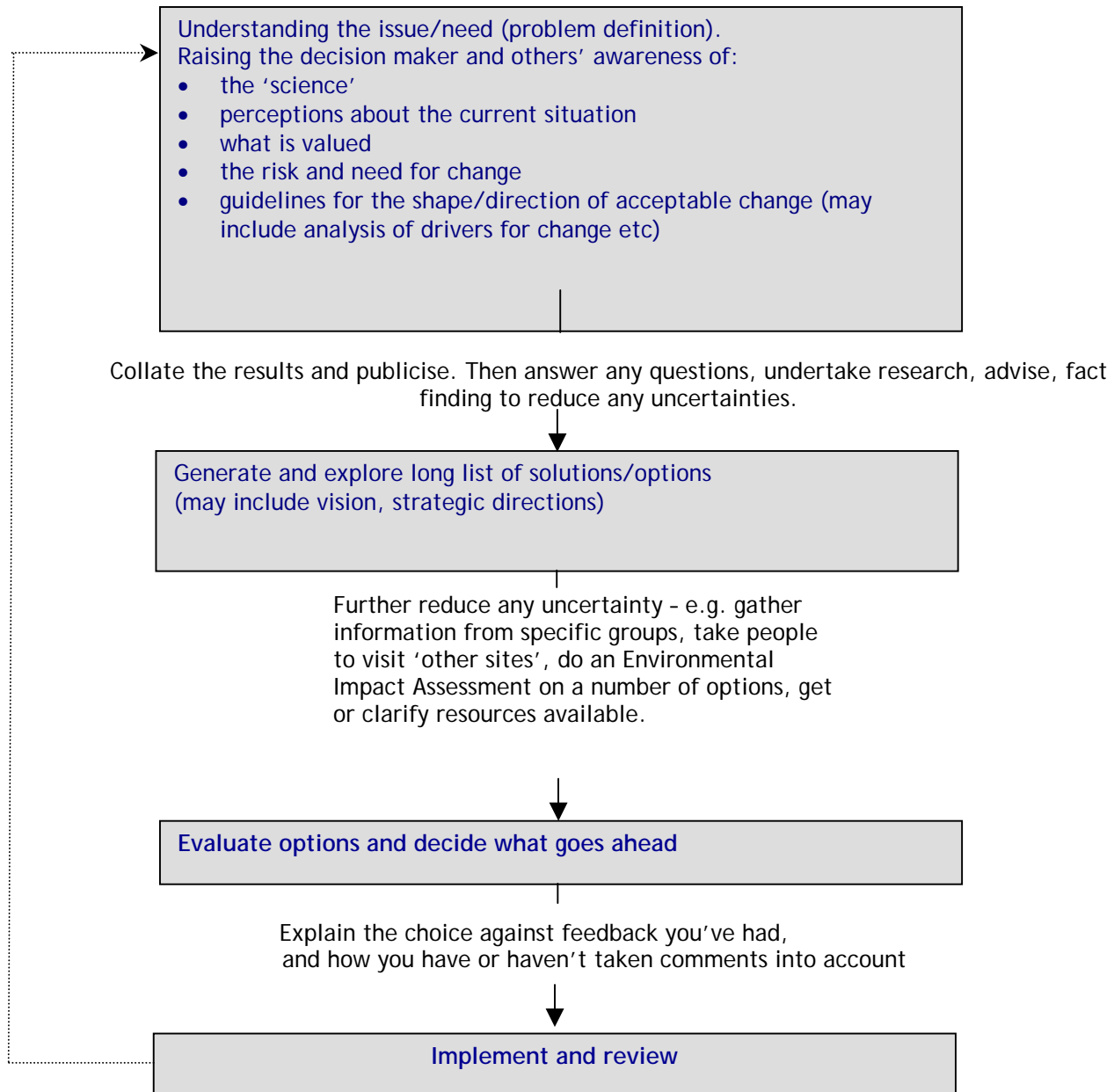
Approach to engagement	Typical methods	Characteristics			
		Response?	**Power?**	**Frame?**	**Resource?**
Information giving Where you make an announcement or simply provide information to people. Straightforward communication. *Aims to ensure that those who need it are in receipt of information.*	Letters, legal notice, press/media notice/advertisement, verbal announcement, public meetings.	REACTIONS ↑	WITH INITIATOR ↑	CLOSED ↑	LESS ↑
Information gathering Where you seek information about people's opinions, likely reactions etc. *Aims to generate information to inform your decision or the process.*	Social/community/market research including telephone surveys, opinion polls questionnaires, focus group discussions, citizens' panels, large deliberative citizens' events.				
Consultation Where you seek people's views on a prepared proposal or issue. *Aims to generate clearer understanding of stakeholders' concerns, opinions, priorities and needs in order to inform choices and decisions.*	*More passive:* Exhibitions, discussion packs, *questionnaires.* *More interactive:* Workshops, meetings, web-based dialogue.	OPINIONS			
Dialogue Engaging with other stakeholders in two-way dialogue, the parameters may be limited (bounded), or open for discussion. *Aims to develop common understanding. Can generate mutually acceptable or beneficial decisions – maximising consensus. Essential for partnership working.*	*More bounded:* Workshops, meetings, events, web-based dialogue *More open:* Purpose designed process, using a third party convenor/facilitator/mediator. Generally in higher conflict or complexity	↓ NEEDS	↓ SHARED	↓ OPEN	↓ MORE

Typology by Richard Harris, Sciencewise DES and 3KQ.

Resource 4: Steps for designing processes to manage complexity and uncertainty

This tool can help organisations be clearer about when they need to bring in the range of views from the public/other stakeholders.

Understanding the issue/need (problem definition).
Raising the decision maker and others' awareness of:
- the 'science'
- perceptions about the current situation
- what is valued
- the risk and need for change
- guidelines for the shape/direction of acceptable change (may include analysis of drivers for change etc)

Collate the results and publicise. Then answer any questions, undertake research, advise, fact finding to reduce any uncertainties.

Generate and explore long list of solutions/options
(may include vision, strategic directions)

Further reduce any uncertainty – e.g. gather information from specific groups, take people to visit 'other sites', do an Environmental Impact Assessment on a number of options, get or clarify resources available.

Evaluate options and decide what goes ahead

Explain the choice against feedback you've had, and how you have or haven't taken comments into account

Implement and review

STEP 6: FEEDBACK

Please let us know of your experience of using the DDI package: both positive and negative reactions! We will use the results to update the tool. All names of organisations will be kept anonymous in any reporting. Please consider these questions or provide any other feedback that seems relevant, and email to enquires@sciencewise-erc.org.uk

1. **What did you use the Departmental Dialogue Index package for, and with what organisation?**

2. **How did you use it - which bits of the package did you use, how, how many people were involved?**

3. **What were the headline results, and how did they 'fit' with your own views? What sorts of differences were there in your answers if more than one of you was involved in the assessments?**

   3a) the Engagement Preference Assessment

   3b) the Organisational Character Index

   3c) the DDI Interpretation and Recommendation cards

4. **What implications of the assessment, of the interpretation of that assessment, or the suggested actions/tools seemed most relevant/useful?**

5. **What didn't work, or what could be improved?**

6. **What insights will you be implementing (if any)?**

7. **What might you/others use this kind of approach for in the future (if at all)?**

8. **Any other comments/ideas (including any case study or other material you could offer the project)?**

Sciencewise-ERC
Research reports

This is one of a series of reports from the Sciencewise-ERC that cover a range of strategic issues in public dialogue as an input to policy on science and technology issues. These reports (and the authors) are:

- Enabling and Sustaining Citizen Involvement (Diane Beddoes)

- Widening Public Involvement in Dialogue (Pippa Hyam)

- Working with the Media (Melanie Smallman)

- Evidence Counts - Understanding the Value of Public Dialogue (Diane Warburton)

- Departmental Dialogue Index (Lindsey Colbourne)

- The Use of Experts in Public Dialogue (Suzannah Lansdell)

Contacts and links

The research was carried out by Lindsey Colbourne, a member of the Sciencewise-ERC Dialogue and Engagement Specialist team.

For further information, please contact Sciencewise-ERC by email at enquiries@sciencewise-erc.org.uk or by phone on 0870 190 6324

The other reports in the series are available through Sciencewise-ERC at **www.sciencewise-erc.org.uk**