

The '4 clarities' inception tool

Effective consultations and collaborations succeed or fail before they begin depending on whether 4 kinds of clarity are created.

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1) Clarity of purpose: What are the values at stake, the measurable outcomes, and the immediate outputs?

2) Clarity of negotiation space: What's genuinely up for discussion?

3) Clarity of roles and authority: Who has ultimate decision-making authority, and what is the decision process?

4) Clarity of language: Have you decoded the collaborators' internal jargons?

I) Clarity of purpose

Ia) What are the human values at stake?

Starting with values is a good way to avoid conflict down the track. Values tend to unite, while interests tend to divide.

For example: "The purpose of this workshop will contribute to the *wellbeing and productivity* of those who live in, work in, and visit in Randwick hospital precinct."

Think about: fairness, safety, prosperity, wellbeing, ease, leadership, or specific frustrations tackled.

"The purpose of this workshop is to contribute to:

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b) What are measurable real world outcomes ?

List the positive technical outcomes e.g.:

"...by reducing traffic congestion and parking competition..."

It's good to be rigorous and 'scientific' here, listing metrics if we have them. This sets the expectations of the participants, so clarity is vital!

Hint: To identify these outcomes, consider brainstorming this question with Post-it notes: "Looking back, after XX months, what indicators would we use to measure progress?"

"...by..."

Ic) Immediate output

List the immediate output from the event e.g.:

"...by producing a strategic plan for modal shift."

Note: At this point in your planning confirm with your partners whether you really need a face-to-face workshop or forum. Is there another way you could obtain people's input?

"...by producing..."

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I d) Who will act on the output?

List the parties which will take responsibility for driving implementation? e.g.:

"It will be implemented by Randwick Council, The Department of Transport, and the Department of Planning.

"It will be implemented (by who)..."

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I e) The timeframe

Describe the timeframe for implementation e.g.:

"...over the period 2018-2021".

"to be implemented (when):

2) Clarity of negotiation space

Clearly identify significant matters which are *out of scope* of this deliberation.

For example: • timetable and time span • available budget • statutory requirements • who is the final decision-maker • polices already set in stone that can't be altered.

Honest disclosure of these "boundary conditions" greatly limits the potential for future conflict.

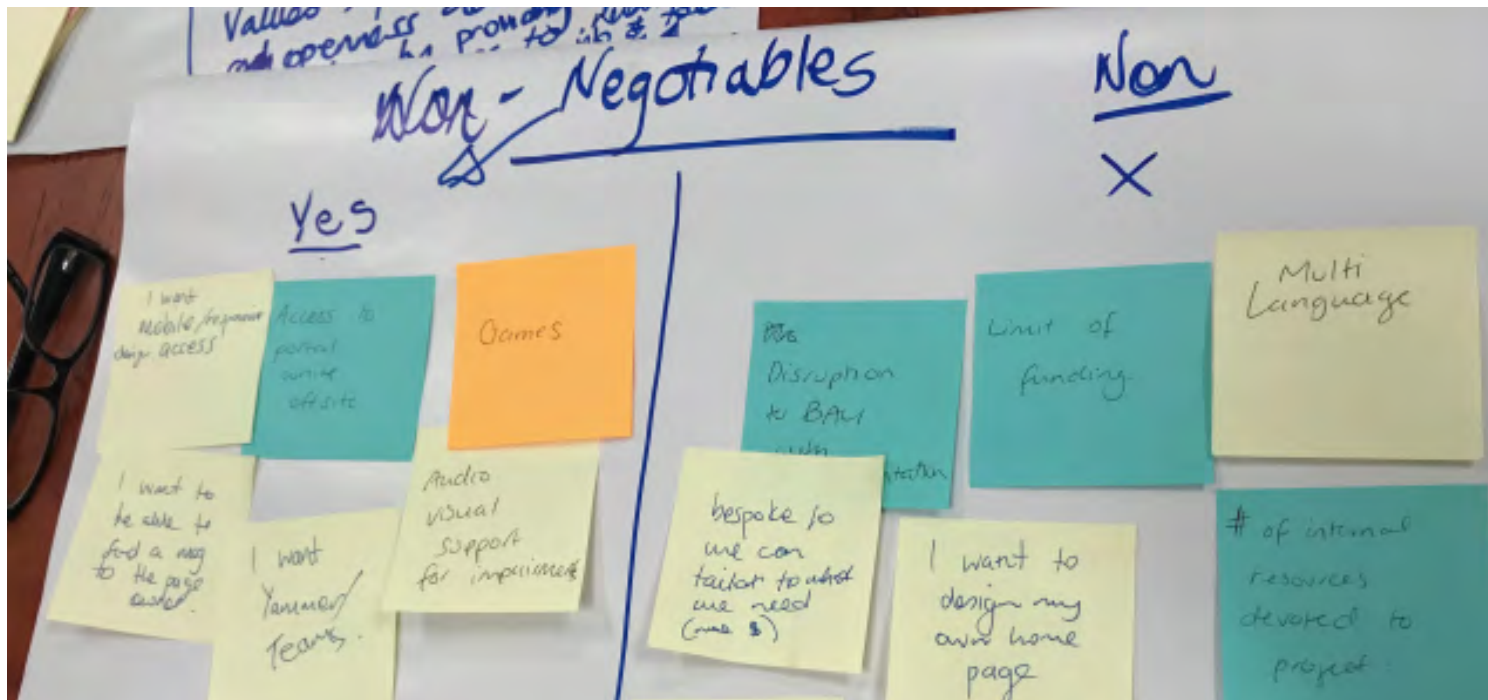
Note: in cases of a genuine *partnership*, the negotiation space itself has to be negotiated, with disclosure by both parties of their assumptions.

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"Defining the negotiation space" as a facilitated process

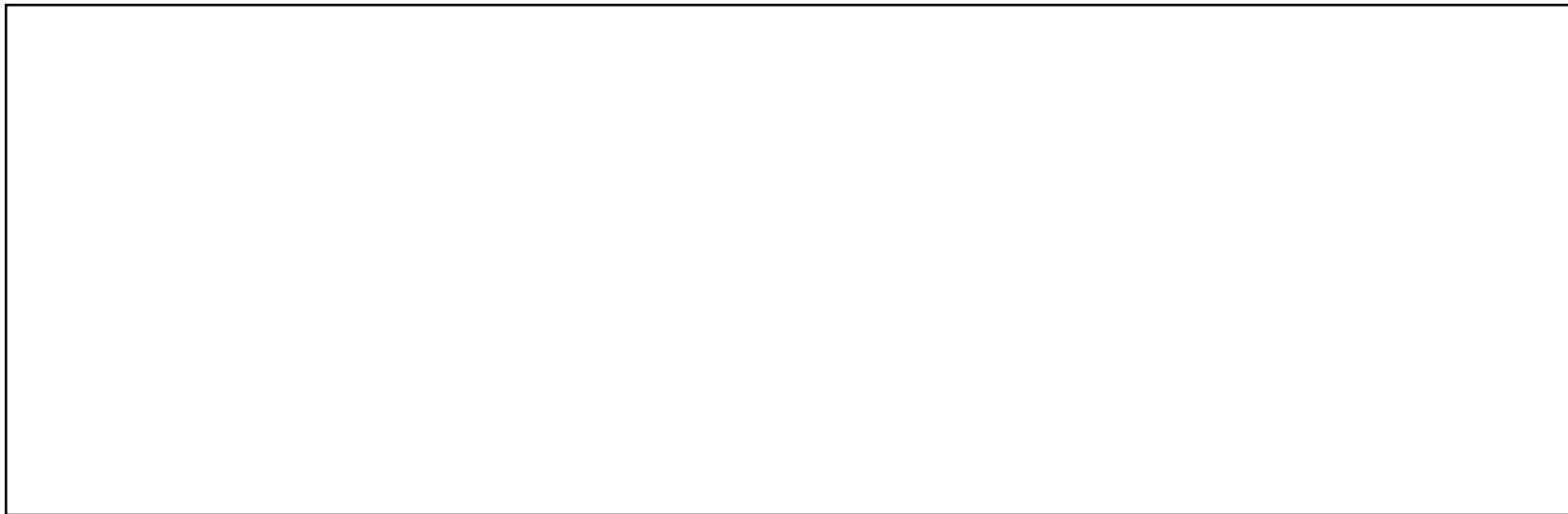
Each team member becomes the representative of a specific stakeholder group. In 3 minutes of silence, each identifies likely assumptions or expectations of that stakeholder group, writing one per Post-it note.

Then the group as a whole decides whether to place each idea in the 'yes/in' column or the 'no/out' column.



3) Clarity of roles, authority, and common understanding of the decision-making process

Who has to do what? Who signs off on the strategy or plan?
Map the entire decision-making process (and timetable).



- Clarify the roles and responsibilities of each partner.
- Confirm the authority level of each collaborator.

4) Clarity of language

Plain English is the foundation of transparency, inclusivity and meaningful deliberation.



Conflict occurs because key terms are not understood by all participants. Before the project begins, sit down with your collaborating partners, list terms that need decoding, and convert them into plain English. This will be extremely valuable for the partners, who may not appreciate the implications of each others' jargon and 'shop talk'.