



TOOL CO-DEFINING YOUR DILEMMA

When designing engagement efforts considerable thought is given to who needs to participate and how to design a process that is accessible. Similar forethought should be given to considering the best way to frame the question we are seeking input on. This tool considers the perspectives of various stakeholders to develop a meaningful question that encourages creativity and the generation of win-win solutions.

TOOL DESCRIPTION

The questions we ask when we engage have tremendous impact on the outputs our engagement efforts will generate. This tool, developed by Twyfords and shared by Max Hardy, shares a process for designing a compelling engagement question that is rooted in creativity and an appreciation of the interests of multiple stakeholders. This tool can also be used to invite a diverse group to help co-design the question for a future engagement effort they may be invited to participate in. The question in the centre should:

- Spark creativity and highlight opportunity
- Articulate the tensions that need to be balanced
- Avoid being framed as an either-or (win-lose) question
- Avoid compromise that reflects any bias



Source: Max Hardy Consulting & Twyfords

A good question often begins with the phrase: How might we...? A good question is one that all the key stakeholders could agree to answer and would be willing to commit to resolving.

TOOL HOW-TO

- 1. Identify a key stakeholder group that you want to engage in this dialogue within each quadrant in the circle graphic. For each stakeholder identify:
 - The Stakeholder's Position That stakeholder's stated opinion on the issue being explore
 - **The Stakeholder's Interest** That stakeholder's rationale why have they taken the position that they have? What are their reasons for their stated position?
- 2. Once all the stakeholder perspectives have been documented, craft a question that the various stakeholder groups could agree upon and would likely be willing to consider resolving together.
- 3. Consider inviting representatives from the various stakeholder groups to help you co-generate the question you want to explore. Anticipate several iterations will be generated. Also consider swapping groups and doing a second set of possible questions with new configurations of the same stakeholder group.



Key Definitions	
A Position:	A stated opinion
	The rationale behind a stated position
An Interest:	Why does this issue matter to the person/group?
	What are the factors underlying their position?
A Good	A good question is one that various stakeholders
Question	would want to participate in a conversation about

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