

## Tackling Wicked Community Problems: The Role of Deliberative Dialogue

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### CSU Center for Public Deliberation

Dedicated to enhancing local democracy through improved public communication and community problem solving

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## Overview: Three Key Arguments

### #1 – The Basic Reality

Most of the key problems we face are best understood through a wicked problems lens



### #2 – The Bad News

Human nature and many of our primary institutions are woefully ill-suited to address wicked problems



### #3 – The Hopeful News

Once we realize #1 and #2, we can build capacity for the kinds of conversations, processes, and institutions that can better address wicked problems, particularly at the local level




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*Wicked problems* inherently involve **competing underlying values**, paradoxes, and tradeoffs that **cannot be resolved** by science. They call for ongoing high quality **communication, creativity**, and broad **collaborative action** to manage well.




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### Water in Northern Colorado as a Wicked Problem

Some things we care about:

- Healthy river with healthy ecosystems
- Recreational opportunities
- Economic vitality
- Water for homes & lawns
- Open space and wildlife habitat
- Low cost of living
- Water for local farms
- Local food economy
- Freedom of choice of where to live

### Parking at CSU as a Wicked Problem

Some things we care about:

- Low cost
- Fairness
- Safety
- Work productivity
- Flexibility
- Aesthetics/ Campus beauty
- Convenience/ Low time cost
- Low community impact/ Good neighbors
- Employee morale
- Environment
- Convenience/ Ease of use
- Works for staff
- Works for faculty
- Works for visitors
- Works for students
- Works for working parents
- Works for commuters

### FOOD AS A WICKED PROBLEM

WE WANT OUR FOOD TO BE:

- Inexpensive
- Fresh
- Nutritious
- Safe
- Long lasting
- Delicious
- Convenient (able to go to prep)
- Locally grown
- Seasonal and organic
- Our choice
- Supportive of a local economy
- Supportive of a regional opportunity
- Green and aligned with an environmentally responsible mission
- Supportive of efforts to reduce hunger locally and globally

### HEALTH CARE AS A WICKED PROBLEM

High Quality

Accessible

Low cost

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### Capitalism as a wicked problem

- The "Triple Bottom Line" of
  - Profit (economics, also tied to jobs and taxes)
  - People (social justice, equality, fairness)
  - Planet (environment)



#### Competing values in improving student success

- Quality/High expectations
- Affordability/Access
- Efficiency
- Individualized Instruction
- Consistency/Stability
- Flexibility/Innovation
- Fairness/Equality
- Completion / Graduation
- Focus on the Whole Child
- Focus on Basics (Math, Science, Reading, Writing)

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### Key American Values

Preamble	Current Phrasing
Justice	Justice
Domestic Tranquility/ Common defense	Security/Safety
General Welfare	Equality
Liberty to ourselves	Freedom (for us)
Liberty for our posterity	Freedom (for future generations)

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### Inherent Democratic Tensions

- Freedom v. Equality
- Our Freedom v. Freedom of Future generations
- Freedom v. Security
- Justice is a tension within itself (justice as the ideal between too much and too little credit or punishment)

#### Some others

- Individual v. community
- Short term v. long term
- Unity v. diversity
- Top down v. bottom up
- Cooperation v. competition
- Flexibility/Innovation v. Consistency/Tradition
- Best use of resources (money, time, people)

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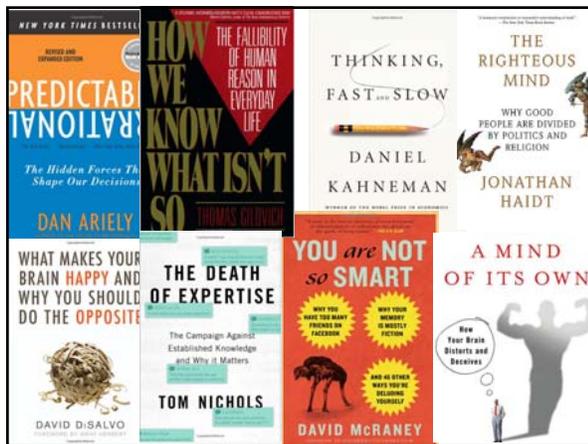
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## What We Are Learning from Brain Science

### The Problematic

- We crave certainty and consistency
- We are suckers for the good v. evil narrative
- We strongly prefer to gather with the like minded
- We filter & cherry pick evidence to support our views
- We avoid values dilemmas, tensions, and tough choices




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## What We Are Learning from Brain Science and Social Psychology?

### Stages of motivated reasoning

What and who we expose ourselves to	<i>selective exposure / echo chambers / filter or media bubbles</i>
How we interpret new evidence	<i>confirmation bias, backfire effect, cognitive dissonance</i>
How we make attributions and tell stories	<i>egoism, illusory correlation, negativity bias</i>
How we make decisions	<i>heuristics, self-serving bias, social proof</i>
What we remember	<i>availability bias</i>

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## How we interpret new evidence

*“when we want to believe something, we ask ourselves, ‘Can I believe it?’ Then...we search for supporting evidence, and if we find even a single piece of pseudo-evidence, we can stop thinking... In contrast, when we don’t want to believe something, we ask ourselves, ‘Must I believe it?’ Then we search for contrary evidence, and if we find a single reason to doubt the claim, we can dismiss it“*

- Jonathan Haidt and Tom Gilovich

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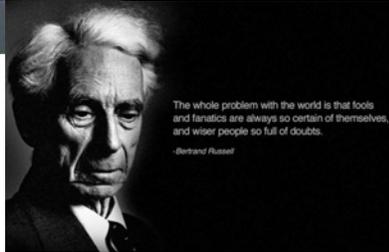
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Bush: 'Too often we judge other groups by their worst examples, while judging ourselves by our best intentions'



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## Negative Interaction Effects

Kathryn Shultz – *Being Wrong*

- First step: Ignorance assumption
- Second step: Idiot assumption
- Third Step: Evil assumption



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## Drawbacks of an Overly-Adversarial Political System

- Often focuses on “winning” vs. solving problems
- Zero-sum game incentivizes “bad” communication, strategic research, and problematizes implementation
- Often focuses on blaming (them) vs. taking accountability (us)
- Relies on narrow value frames (thus avoids tensions)
- Plays into flaws of human nature
- Attracts/privileges organized, entrenched voices
- Negative side effects like polarization, cynicism, and apathy (which then cause even worse communication)
- Assumes a narrow role for citizens (citizens as voters, consumers, or spectators)



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## The Problem We Face

Most of our processes for public engagement and community problem solving primarily activate the negative aspects of human nature, and rarely tap into or nurture the positive.



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## Consider our Typical Public Processes

- Engage public too late in the process when issues are simply framed as “yes” or “no”
- Primarily provide opportunities for individual or group expression
- Caters to entrenched and organized voices
- Little to no effective interaction or learning/refinement of opinion

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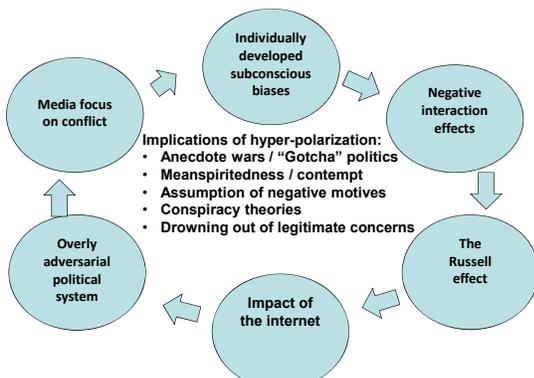
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## The Vicious Cycle of Exaggerated Polarization



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### Why Experts Can't Save Us (though they can certainly help when used well)

- Experts by definition are focused on a specific, narrow aspect of the problem (i.e. they struggle with wicked problems).
- Experts often focus on being "value free" (they tell us what *is* or what *could* be, not what *should* be)
- Expert perspectives can overemphasize what can be measured and underemphasize what cannot
- Good data is undermined in a polarized environment
- Facts don't change minds or behavior
- Expert dominated processes shut out the public



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### Key Steps for Local Communities

- Adopting a wicked problems mindset
- Better processes - tap into different aspects of human nature
- Build local capacity for deliberative engagement
- Reinvigorate or create new key bridging institutions
- Cultivate citizens as wise collaborators



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### The Wicked Problems Mindset

- Presume wicked problems, not wicked people
- Become more comfortable with uncertainty
- Focus on elevating the conversation not just winning the argument
- Put your energy toward identifying, engaging, and negotiating inherent tensions
- Work toward creating a learning community

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## What We Are Learning from Social Psychology and Brain Science

### The Good

- We are inherently social and seek purpose and community
- We are inherently empathetic
- We are inherently pragmatic and creative
- We can overcome our bad tendencies and build better habits



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## What We Are Learning from Social Psychology and Brain Science

Bottom line: The most powerful thing to help people overcome their biases and tackle wicked problems well is **genuine conversation with people they respect.**



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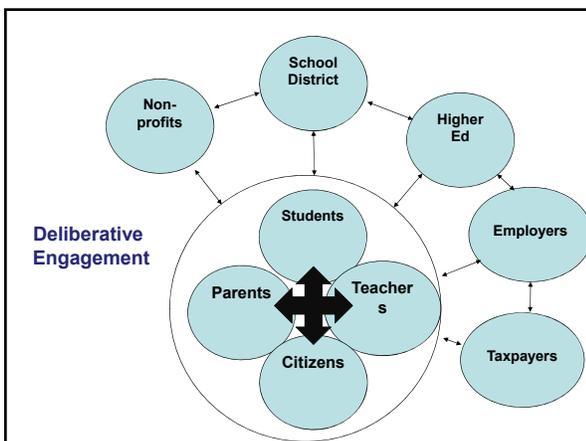
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### What is Deliberative Engagement?

- Deliberative democracy
- Community problem-solving
- Collaborative problem-solving
- Participatory decision-making
- Slow democracy
- Strong democracy
- Multi-stakeholder dispute resolution
- Public participation
- Democratic governance
- Collaborative governance
- Organic or community politics
- Consensus building or seeking processes
- Organic politics

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### Key Components of Deliberative Engagement

- Overall deliberative framing
  - Wicked problem, multiple approaches, broad range of actors, starting discussion “upstream” (before polarization)
- Discussion guides/backgrounder
  - Base of information, something to react to, framed for deliberation, not persuasion
- Small, diverse, representative groups
- Processes designed for interaction and learning
- Deliberative facilitators
- Trusted convening institutions to support the overall projects



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### The Four Key Shifts of Deliberative Engagement

- From wicked people → to wicked problems
- From adversaries → to collaborators
- From inciting the worst of human nature → to bringing out the best of human nature
- From facts as cherry picked ammunition or “fake news” → to facts as tools for addressing problems together

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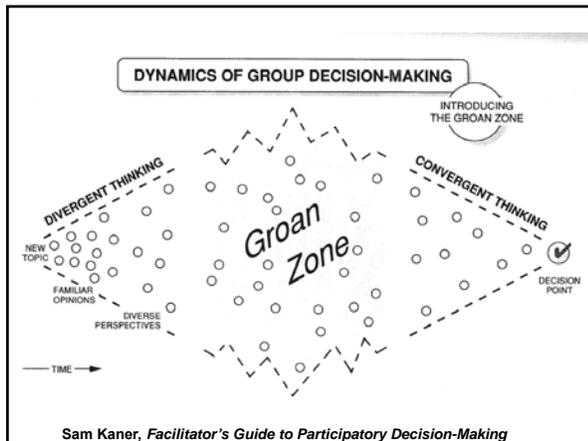
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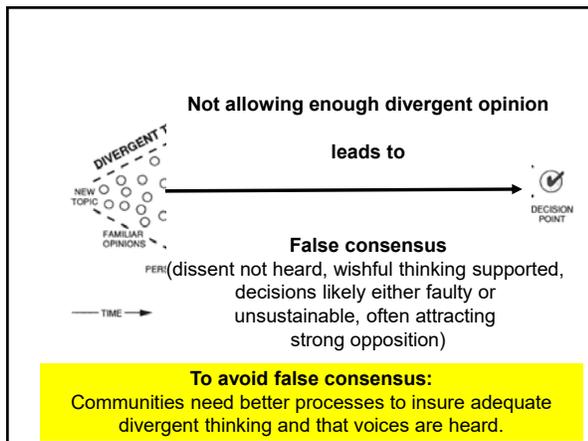
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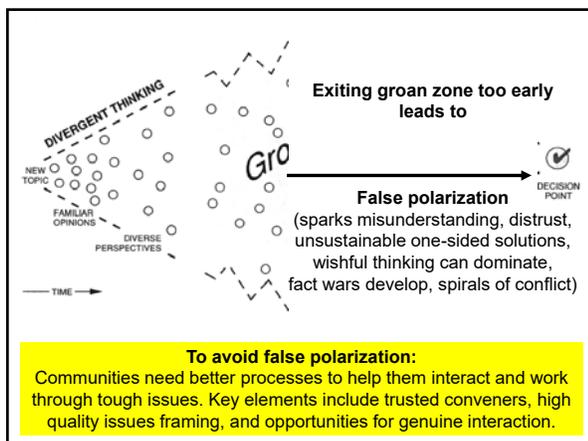
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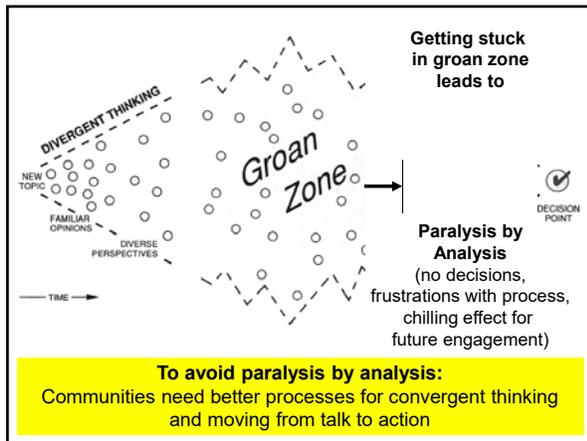
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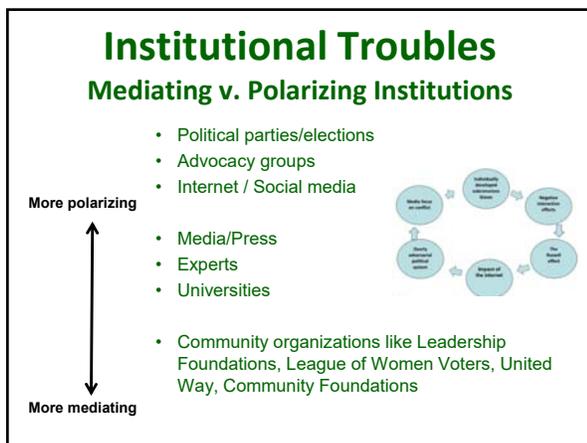
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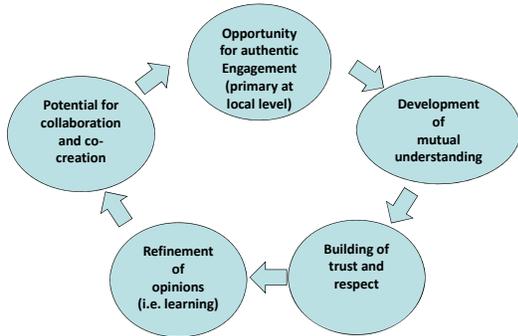
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### The Virtuous Cycle of Authentic Engagement




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### Traditional v. Facilitative Leadership

#### Traditional

- *Strong opinion*
- *Charisma*
- *Public speaking skills*
- *Mobilization of the like-minded*

#### Facilitative

- *Strong on process*
- *Trust and respect*
- *Facilitation skills*
- *Collaboration between broad perspectives*

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### Potential Applications to the Five Star Leadership Academy

- Working against the negative consequences of overly adversarial processes and the limits of experts
- Helping the community identify and work through tough choices and address wicked problems
- Working to improve communication and increase interaction between decision-makers (school board/principals), experts (superintendent, staff), and the public (parents, taxpayers, businesses)




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