

AlpInno CT

Guideline for Dialogue Events

Deliverable D.T5.1.1
October 2019



CIPRA
LIVING IN
THE ALPS

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Guideline for Dialogue Events



The project tackles the main challenge to **raise Combined Transport (CT) efficiency and productivity** through the application of production industry knowhow in CT, which is ideal to improve processes.

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SUPPORT FROM THE EUROPEAN UNION: € 2.548.531,13

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Introduction

Each year around 40 million tons of goods are transported through the Alps. Around one third of this is transported by lorry. Trucks pollute the air with particles, emit a lot of CO₂ and make the valleys noisy. Continued growth in freight traffic volume leads to environmental problems.

The Alps are a sensitive ecosystem to be protected from pollutant emissions and climate change. These trends reinforce the need to review existing transport and develop innovative models to protect the Alpine Space as set out eg. in the EU. To reconcile growing goods transport with protection of nature and people in the Alps, it was decided in the e.g. White Paper 2011 to strengthen intermodal transport and to establish more efficient freight transport corridors. Also, EUSALP required a change towards an improved intermodality for freight transport. Yet, CT can currently not compete with road transport. Thus, the main challenge is to raise efficiency, competitiveness and productivity of CT compared to road transport together with relevant stakeholders at transnational level. AlpInnoCT contributes to above mentioned goals by achieving a more efficient CT in the longterm. AlpInnoCT tackles the challenge of increasing CT productivity by the innovative approach of transferring production industry knowhow to the European CT system.

AlpInnoCT will help to achieve the EUSALP goal *“Better overall transport system in terms of sustainability and quality/sustainable accessibility to the Alps by raising railway attractiveness and utilization”*. It contributes to EUSALP goal for improving transnational cooperation to provide easier and more sustainable access to the Alpine Region. Only with cost-effective and attractive freight rail transport, the whole railway system (passenger and goods) can be used efficiently and contribute to EUSALP goals.

The approach leads to following outputs:

1. Description of the state of the art of the European transport system with focus on CT
2. Recommendations for an ideal CT-model concept by transfer of production industry knowhow
3. Guideline for the integration of innovative intermodal approaches into daily CT business
4. Alpine wide dialogue events as information exchange involving economy, political authorities and civil society
5. Toolbox of Action (Handbook)

Why Dialogue Events?

The main objective of the project is to create a joint development of measures and solutions to ensure an efficient and environmentally friendly freight transport in the Alpine region, by strengthening combined transport. The core of Work Package 5 in the AlpInnoCT Project is the active involvement of all target groups in and outside the consortium with a participatory approach. All events are co-organized together with the project partners – in- and outside guaranteeing the involvement of their respective networks. This approach leads to a mix of stakeholders represented in the **“Dialogue Events”**. By actively inviting and motivating the target groups to bring in their knowledge, experience and opinions their involvement can be ensured. The **Dialogue Events** intend to involve different stakeholders through a participatory approach, including conflict resolution models, organizational management, etc. and are available on the project website. **The aim of these Dialogue Events is to overcome rigid positions, lack of communication and to combine the understanding among key actors from economy, administration/politics and civil society.**

Principles of participation

A participatory approach advocates to actively involve ‘the public’ in decision-making processes, whereby the relevant ‘public’ depends upon the topic being addressed. The public can be average citizens, the stakeholders of a particular project or policy, experts and even members of government and private industry. From our experience participation finds itself in three different aspects: *Inclusion, Transparency and Traceability* and *Shared Responsibility*.

- *Inclusion*

Complex and broad thematic issues demand not only a broad examination with the topic, but an involvement of relevant actors. In order to generate knowledge, all relevant actors need to be involved in a process with a participatory approach. Consider that different stakeholders have different views and ideas.

The intention of the AlpInnoCT project is to strengthen rail freight transport and combined transport in the Alpine region. The European context demands to think beyond borders, despite technical complexities and cultural differences as some issues need to be addressed on the European level. Freight traffic occurs transnationally; therefore solutions have to be found on a transnational level.

- *Transparency and Traceability*

Within the process, knowledge is supposed to be shared, discussions are supposed to be open and participants are supposed to keep an open mind. New perspectives and ideas might come up. Organizing a participatory process within a transnational project requires a clear and transparent flow of information between the organizing entities and other European participants. In order to guarantee traceability and to gain acceptance respective information in different stages needs to be shared with project partners.

- *Shared Responsibility*

All project partners/ participants are responsible to get respective results throughout the process on how to strengthen rail freight transport and combined transport in the Alpine region. Organizing entities on the other hand, are responsible to build up the right framework and to merge, integrate and edit project relevant information. Another side effect of a process with a participatory approach is the learning effect. Discussing about relevant aspects to foster combined transport allows us to understand opposite positions and views of stakeholders, it broadens horizons and it fosters the identification with project aims.

Process-related aspect

Within the AlpInnoCT project, participation is to be understood as a process. The focus of the events lies on gaining new knowledge or editing and condensing existing knowledge. The process is understood as collective determination of a common development path. All involved groups have access to specific information, resources, assessments, interests and objectives, which is supposed to be shared within the process.

In order to get as much as important content and shareholders it is essential to organize more than one **Dialogue Event**. The more complex and multi-layered the project, theme or stakeholder groups are the more dialog events it needs to get respective results.

Methods of participation

The conception of the **Dialogue Events** finds its routes in different methods of participation. These methods are supposed to be adapted to the respective issue and situation and scope. Choosing a method for a process with a participatory approach depends on different aspects. Within this guideline we are trying to give an overview of possibly transferable methods for larger groups as well as for midsize groups.

The right participatory approach

How far opportunities for and rights of participation extend in a particular process depends on several different factors. How far the interests of ordinary citizens and/or lobbyists can be taken into account largely depends on the type of process involved formal or informal – and on the selected method. Regardless, the willingness of decision-makers, administration and businesses to accommodate ideas of other groups in the planning and decision taking process is crucial. Additionally, we will give some inputs on “icebreaking” methods. An icebreaker is a tool to welcome and warm up the conversation among participants in a meeting, training class or team building session. Basically any event that requires people to comfortably interact with each other. A facilitator tends to give the opportunity to use an icebreaker.

Scope of participation

Informative participation covers cases in which stakeholders and interested parties are informed about a project and its likely effects. Here they have little chance of influencing the decisions taken. Public meetings aimed exclusively at informing, and providing opportunities to inspect official documents, are examples of this approach.

Consultative participation processes provide stakeholders and interested parties with an opportunity to comment on suggestions, plans or decisions put forward, and facilitate tabling their ideas, which are to be taken into account at the decision stage – when a land utilization plan is being drawn up.

Joint decisions is the most far-reaching form of participation. Here, stakeholders and interested parties are given an opportunity to have a say in developing the project, and to see how it is implemented, for instance during a mediation process. The scope can range from developing suggestions together all the way to the participants’ having extensive powers to decide.

Participation processes can be applied at different levels: At the highest level with i.e. policy – where strategies, general approaches and overall concepts are developed – and legislation (statutes and decrees), in planning activities and program development as well as in concrete projects. The following methods of participation assure its conduction within a day. Depending on the complexity and duration of a process or a project, methods can be combined individually.

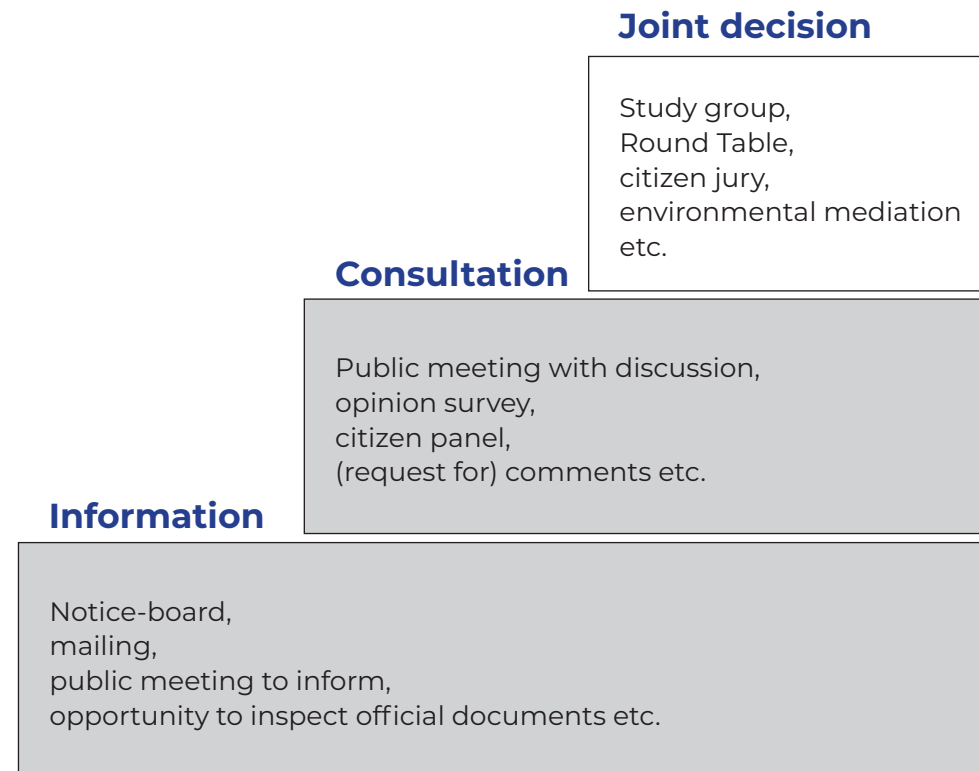


Fig 1.: Scope of participation.

For the Dialogue Events a mix between *consultation* and *joint decision* will be used. When it comes to methods for interactive group discussions and the joint development of the Action Sheets in particular, **dynamic facilitation** and the classical **World Café** will be taken into consideration (BMNT, 2019).

Interactive methods for group discussion

Dynamic Facilitation is an open, chaired group discussion with a variable number of participants (ideally between 8 and 20). The method relies on the participants' creativity in finding a solution, and deliberately avoids conventional, linear facilitation structures. Dynamic Facilitation is particularly suitable for issues that arouse emotions in the participants such as the definition of the problem or the objections to these solutions. The method is used extensively in organizational and management consulting, but can be transferred to other areas. It was originally developed by Jim Rough in the USA. It works well for creative solution searching while developing mutual trust within a defined group, where all the participants are genuinely anxious to achieve a solution and where the issue is emotionally charged (BMNT, 2019).

The following headings are written on four posters pinned up on the wall:

- Challenges / questions
- Solutions / ideas
- Concerns / objections
- Information / perspectives

Under the heading “Challenges / questions” the problem to be solved is described by means of questions: “How can we achieve xy?” On the poster headed “Solutions / ideas” all the solutions put forward are described, regardless of the problems and issues listed which they address. The theme “Concerns / objections” incorporates all doubts about the solutions that have already been expressed. It is important to maintain a clear separation between the posters. Through the physical space between them, the solutions are not devalued – yet the doubts receive recognition, and the emotional component is taken into account. All the other statements, facts, information and observations tabled by the participants are listed under “Information / perspectives”. Whether the various items collected here are true or false is of no importance in this context.

Throughout the entire process the facilitator adds appropriate notes to the four posters. Once all the problems, suggested solutions, objections and other comments that the participants have already brought into the process have been identified and written on the posters, a kind of vacuum can be felt in the discussion: it is now possible to free oneself from the “straitjacket of thoughts”. In the process, new space opens up and brings out the creative potential within the group. If new problems, objections etc. emerge at a late stage, these are also listed on the four posters. Keeping in mind that the aim is not to discover an alternative solution to A, B or C, Dynamic Facilitation is more about achieving a shared creative breakthrough that releases the tension within the group and is seen by all as the right way out.

World Café, as a method is designed to start a creative process spread over several sessions that promotes an exchange of knowledge and ideas among those taking part, and thus leads to new insights in a relaxed setting reminiscent of a coffee-house (Fouche and Light, 2010). This method is suitable for pooling the participants’ knowledge and perspectives and for exchanging ideas, for developing new ideas and identifying options. Usually the method involves three consecutive rounds lasting 20 to 30 minutes each, in which four to six persons on a round table in a relaxed atmosphere discuss a particular issue following predetermined questions. Discussions in such small groups are efficient, and the results are documented. After round 1 the participants move on to other tables, except for a host / hostess, who stays at his or her table and summarizes the key ideas from the previous round for the benefit of the new arrivals, while those who have left the table also spread these ideas. All those taking part thus exchange ideas in an extremely dynamic way (Anderson, 2011). Every single person can contribute knowledge and experience, suggestions crop up and creative new ideas appear – all in a very short time. After several rounds the most important results are gathered at each table and presented to the entire group. Finally, the results are then discussed in a plenary session.

Conflict resolution

Conflicts might come up in various situations during the **Dialogue Events**. In order to react in an appropriate way, conflicts must be taken into account in an early phase. Conflicts might have different routes and characteristics. At first it is important to find out about various aspects concerning involved actors and parties, topic and a conflicts' context. According to Antonia Cicero, *"a conflict is a clash of different interests, goals, needs or opinions that at least in part exclude each other. Conflicts usually take place at an emotional level, regardless of the level at which they have arisen"* (BMNT, 2019).

Peter Imbusch and Ralf Zoll (2010) on the contrary say that *"a social conflict is a social event in which at least two parties (individuals, groups, states) are involved, which pursue different, starting point incompatible goals or aim for the same goal, but which only one party can achieve, and/or want to use different, starting point incompatible means to achieve a certain goal"*.

Types of conflicts

In order to find appropriate solutions we need to know with what kind of conflicts we are actually dealing. We can distinguish between/according to/by types:

- **Conflict parties**

Intrapersonal conflicts: Conflicting interests, needs, goals within one person

Interpersonal conflicts: Conflicts between two or more people, e.g. in couple relationships, among colleagues...

Group conflicts: Within a group (intra-group conflict) conflicts arise from rivalries or the like or conflicts over norms and rules or differences arise between different groups (inter-group conflict)

Organisational conflicts: Within an authority or with changes within, etc.

Social conflicts: For the sake of political or economic interests or between men and women, young and old, tradition versus change, etc., conflicts may arise

- **Conflict objective**

We distinguish between conflict of: interest, needs, values, identity, ideological and religious.

- **Conflict perception**

Hot (manifest) conflict: The conflict parties communicate directly with each other or fight each other openly, violently and directly. Communication takes place – the encounter is sought – followed by paradoxical attempts to approach the other person. The conflict parties experience themselves and their counterparts as active and emotional.

Cold (latent) conflict: The parties to the conflict have resigned themselves, they hardly communicate directly with each other and the relationship is like „frozen“. The conflicting parties are still fighting under the surface. The conflict parties experience themselves and their counterparts as being in each others' mercy while being bitter and cynical.

- **Strength of conflict parties**

Symmetric conflict vs. asymmetric conflict

- **Location of conflict**

- o relationship conflicts / partnership conflicts
- o family conflicts -conflicts in social proximity (e.g. in clubs)
- o neighbourhood conflicts -conflicts at the workplace
- o conflicts at school -situational conflicts (conflict parties often do not know each other: means of transport, sports and leisure facilities...) (Behfar et al., 2008)

Function of conflicts

Conflicts create problems, bring anger, cost energy and time and are unpleasant... Isn't it? Yet, conflicts are not mishaps to be avoided, but necessary events of social life.

1. **New things:** Conflicts enable development and growth and contribute to the creation of new things. Whether concerning a person's individual development or concerning the development of couples or organisations: only the – conflictual – confrontation with acquaintances makes it possible to develop something new, only the demarcation makes it possible to achieve independence.
2. **Similarities:** Conflicts make similarities possible and visible. In order to recognise or develop common goals, interests and values, these must first be named or fought for - one has to „pull oneself together“.
3. **Diversity:** Conflicts make differences and diversity recognizable and usable. Without them life would be monotonous. Conflicts can make existing diversity, for example of ideas and opinions, visible and thus not least enable more creativity.

4. **Identity:** Resolution of conflicts is an essential aspect in the development of identity. A good example of this are conflict-prone phases in the development of adolescents - puberty - which enable and promote the development of an independent identity through the important resolution of conflicts with parents and other authorities.

Conflict resolution models

Conflict resolution management: *Mediation*

This model is a voluntary, structured, goal- and solution-oriented procedure in which a mediator supports the parties involved in resolving or settling the conflicts between them by mutual agreements through negotiations. The parties meet to work out the points of content with the support of mediation, to negotiate them and to develop solutions on their own responsibility. By being forced to find a solution to the conflicts, mediation strengthens the responsibility of the parties.

Preliminary phase

A prerequisite for promising mediation is that all participants are willing to voluntarily participate in the process.

Phase 1: Introduction, warming up, clarification

At the beginning of a mediation process, the framework conditions are clarified, common rules are agreed and a common goal of the conflict parties is defined. This creates a secure framework for the following discussions.

Phase 2: Perspective of the persons concerned, collection of topics

The parties to the conflict present their views on the conflict - without the other party.

Phase 3: Conflict clarification

Now the feelings connected with the conflict are expressed and wishes and interests are worked out with the support of the mediator. Core sentences for understanding the conflict are summarized - mirrored - by the respective opposite side so that misunderstandings are avoided and the way to the wishes and needs of the parties are found from the conflict positions.

The goal here is to create all-round clarity about needs and wants and to keep an overview.

Phase 4: Collect and develop possible solutions

In a creative process, all participants together decide how they want to settle their differences of opinion. Everyone bears joint responsibility for the solution. Ideas that seem nonsensical at first, often carry the core of the solution within - such that ideas may be expressed indefinitely. Limitations may only occur in the discussion and formulation of the agreement.

Phase 5: Agreement

The parties to the conflict agree on the proposed solutions that most appeal to them. If necessary, the agreements are also recorded in writing and signed by all parties concerned. Implementation is regulated and a follow-up discussion may be agreed.

Organizing and preparing Dialogue Events

From an organizational point we distinguish between four phases:

- Project management
- Preparation
- Implementation locally
- Finishing process

Project management

Step 1: Create schedule and define target group

Step 2: Create budget plan

Step 3: Various reconcilements

Step 4: Clarification of responsibilities

Step 5: Controlling

Step 6: Schedule control

Step 7: Regular team briefings

Step 8: Final report and accounting

Preparation

- Step 1:* Reconciliation Concept/Program
- Step 2:* Save the date
- Step 3:* Request venue
- Step 4:* List of participants
- Step 5:* Coordination with moderation
- Step 6:* Consider differences among target participants
- Step 7:* Organising translation/ interpretation
- Step 8:* Finding and Briefing Table Hosts
- Step 9:* Inputs from people who cannot be present
- Step 10:* Organize catering
- Step 11:* Organize necessary materials on site
- Step 12:* Create registration form
- Step 13:* Send invitations

Implementation

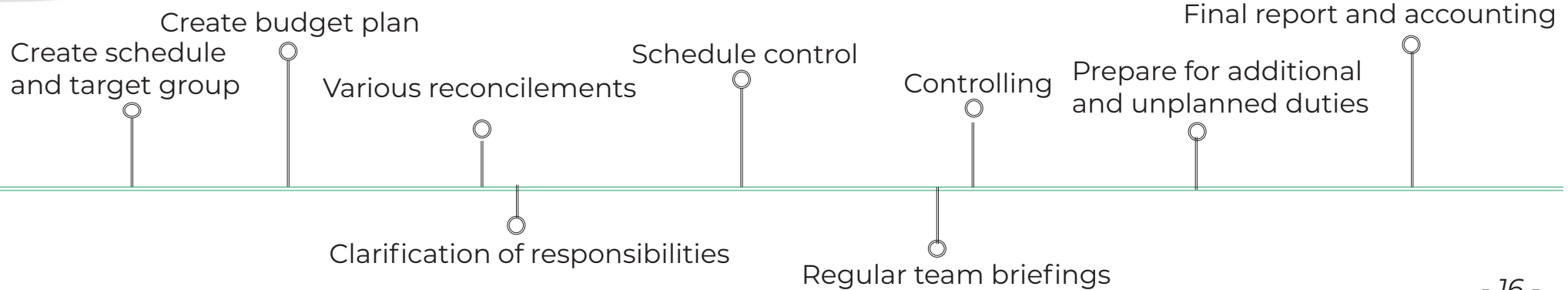
- Step 1:* Signage and photography
- Step 2:* Meet and greet
- Step 3:* Circle participant list
- Step 4:* Check-in support
- Step 5:* Use info-board
- Step 6:* Materials check
- Step 7:* Creative formats of participation
- Step 8:* Minutes
- Step 9:* Social Media
- Step 10:* Last Briefing -Host tables

Finishing process

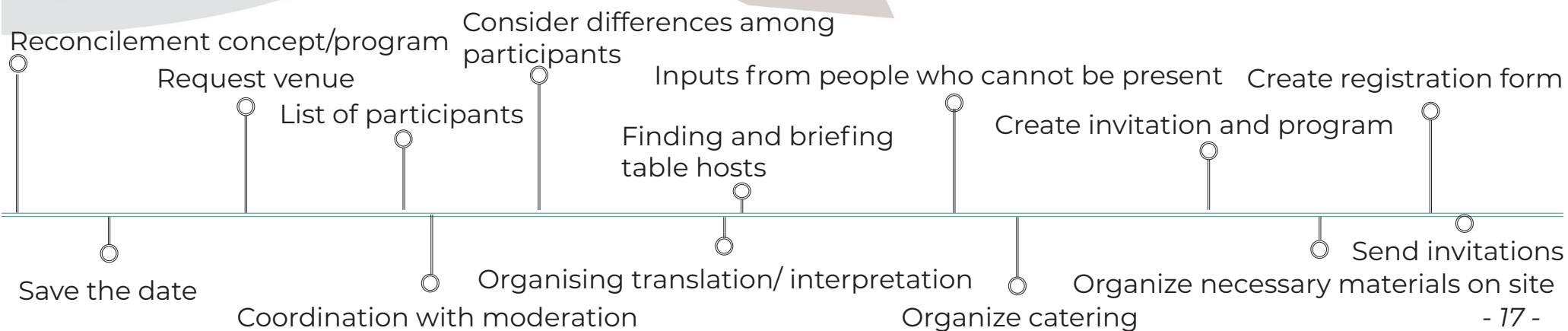
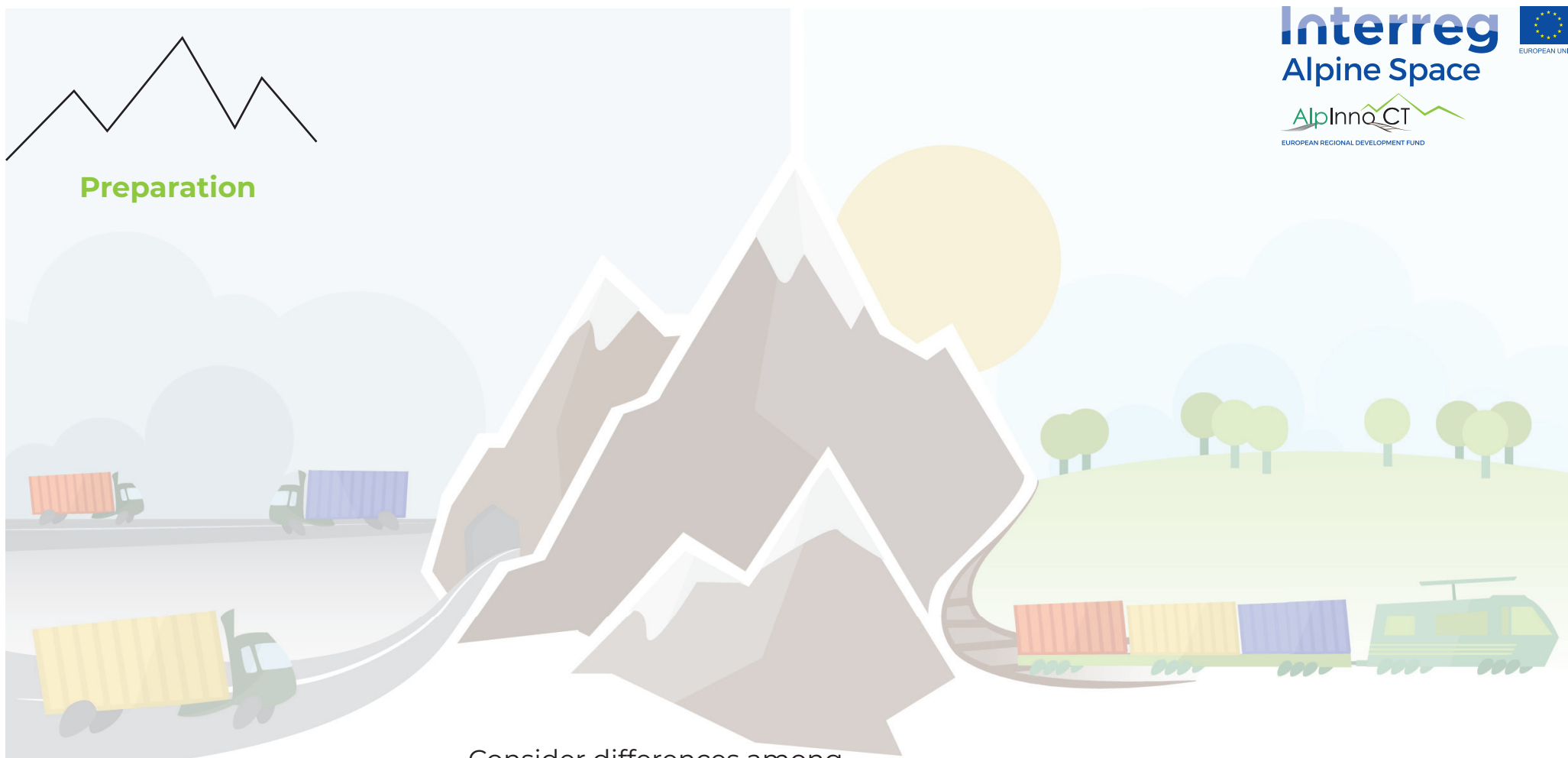
- Step 1:* Collect presentations
- Step 2:* Send feedback form
- Step 3:* Prepare and merge results
- Step 4:* Send documentation to participants
- Step 5:* Write press releases and articles



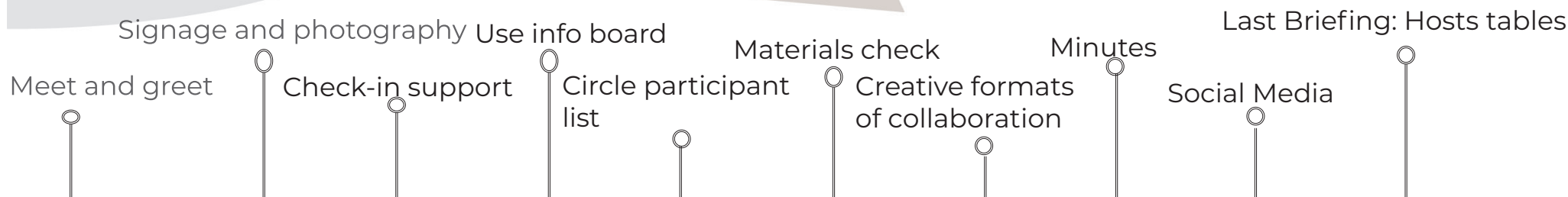
Project management

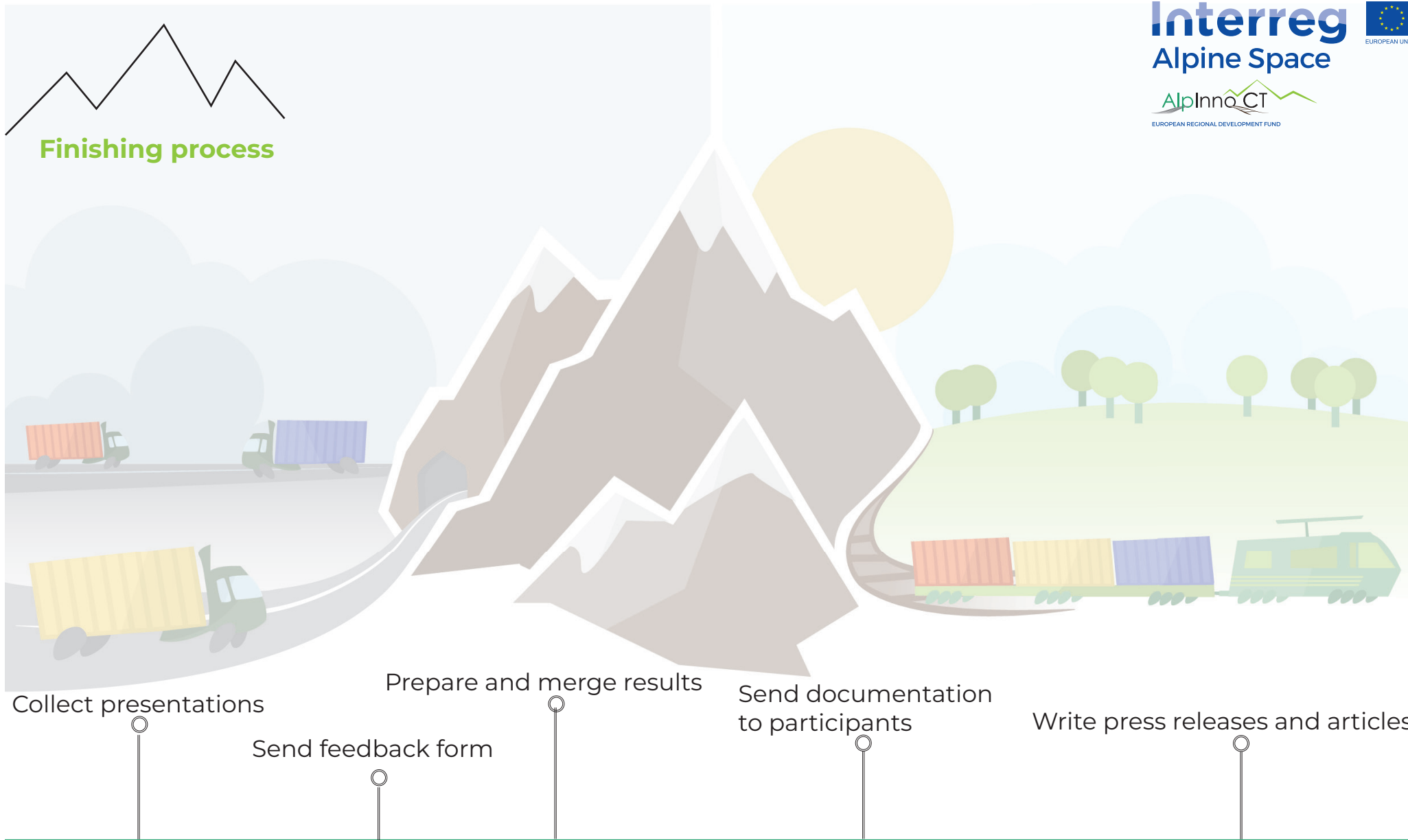


Preparation



Implementation





List of figures

Fig. 1: Scope of participation. Source: <https://www.partizipation.at/praxiswissen.html> (Accessed September 9th 2019)

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