Response to the Notice on

Stakeholder Engagement on Cybersecurity in the Digital Ecosystem

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DEPARTMENT OF COMMERCE

National Telecommunications and Information Administration

[Docket No. 150312253-5253-01]

http://www.ntia.doc.gov/files/ntia/publications/cybersecurity_rfc_03132015.pdf

Stakeholder Engagement on Cybersecurity in the Digital Ecosystem

AGENCY: National Telecommunications and Information Administration, U.S. Department of Commerce.

ACTION:Request for Public Comment.

SUMMARY: The Department of Commerce Internet Policy Task Force (IPTF) is requesting comment to identify substantive cybersecurity issues that affect the digital ecosystem and digital economic growth where broad consensus, coordinated action, and the development of best practices could substantially improve security for organizations and consumers. The IPTF invites public comment on these issues from all stakeholders with an interest in cybersecurity, including the commercial, academic and civil society sectors, and from relevant federal, state, local, and tribal entities.

Introduction

Multi-stakeholders processes built on the principles of openness, transparency and consensus, can generate collective guidance and foundations for coordinated voluntary action. Open, voluntary and consensus-driven processes can work to safeguard the interests of all stakeholders while still allowing the digital economy to thrive.

I am believer in governance and that government have a role in supporting our complex society organize itself and function. Meta-Governance - how do we govern governance systems is with the pace of change and developments in cyberspace creating appropriate forums to effectively do governance and meta-governance - is critical. Choosing the right methods, processes, practices using resources available

US Government agencies have a unique convening capacity - to invite key stakeholders together.

US Government agencies also have the capacity to skillfully name challenges that need to be addressed by multiple stakeholders.

The heart of the questions in this Notice of Inquiry by NTIA: Stakeholder Engagement on Cybersecurity in the Digital Ecosystem is asking once the multiple stakeholders are convened together to address key challenges how can those gathered be facilitated in open and transparent ways towards consensus and to actually participate together voluntarily to solving the challenges.

I chose to answer this notice of Inquiry because I was directly invited to by Allan Friedman. I would like to contribute to addressing the critical cyber security issues. I believe that actually getting clarity on key terms in the document and answering the questions it poses will contribute to that.

I am an internationally recognized expert in two fields relevant to the questions posed.

- I am an Independent expert in user-centric digital identity and known widely in the identity community by my handle “Identity Woman”. I have convened the Internet Identity Workshop twice a years since 2005 and regularly invited to present about the field at other conferences.
- I am a convener of professionals in communities and a designer and facilitator of convening that enable those gathered to work successfully together. I have an extensive training in a range of methodologies that can be used to successfully create conditions for high-performance collaboration. I own a firm unconference.net that does this work around the world (clients have included the IEEE-EMBC [Engineering Medicine Biology Conference], Mozilla).

It was for these two professional area’s of expertise actively recruited by government officials to actively participate in the National Strategy for Trusted Identities in Cyberspace effort and recruited to join the Identity Ecosystem Steering Group and run for the formative management council and was elected two subsequent times before resigning in Feb. 2015.

Much of my response to this NOI about cybersecurity generally is informed by my direct experience with my direct and sustained involvement in NSTIC one of the administration's keystone efforts in addressing major cybersecurity issues that affect national security. I bring to the table extensive professional expertise in convening and crating conditions for professional technical communities to take collaborative action together. Throughout the document I share some of the patterns in the Group Works Deck a Pattern Language for Bringing Life to Meetings and other gathering. - http://groupworksdeck.org/ because of their relevance to understanding key patterns and because I was one of the co-creators of this creative commons licensed work. I also reference resources, methods and processes, extensively in this document with the hope that these make a difference and can be used going forward by this and future administrations.

Naming

The whole range of issues that is put forward in Question 2 are worthy of attention they are well articulated and cover a broad range of issues in the realms of Network and Infrastructure Security, Web Security and Consumer Trust, Business Processes and Enabling Markets. Later in the document I will comment on the Privacy Issue 2.v.(j).

I want to name what you are doing with question 2.v that is **NAMING** this key work is a very good first step in getting stakeholders together. It is a pattern in the Group Work Deck (seen on the left and it is also in the convening - change catalyzing models of both Meg Wheatly's Burkina Institute and Joy Anderson's Criterion Institute. I will share both of these models quoting from articles on their sites and then reference their work to explain how it applies directly to the efforts you are taking to do multi-stakeholder engagement.

Quoted from Berkana's Four Stages for Developing Leadership-in-Community
http://www.berkana.org/articles/lifecycle.htm

Berkana works with pioneering leaders and communities using a four-stage approach. This has evolved out of our understanding of how living systems grow and change, and years of practice and experimentation.

I. Name
Pioneering leaders act in isolation, unaware that their work has broader value. They are too busy to think about extending their work, and too humble to think that others would benefit. Berkana's first act is to recognize them as pioneers with experiences that are of value to others.

II. Connect
III. Nourish
IV. Illuminate

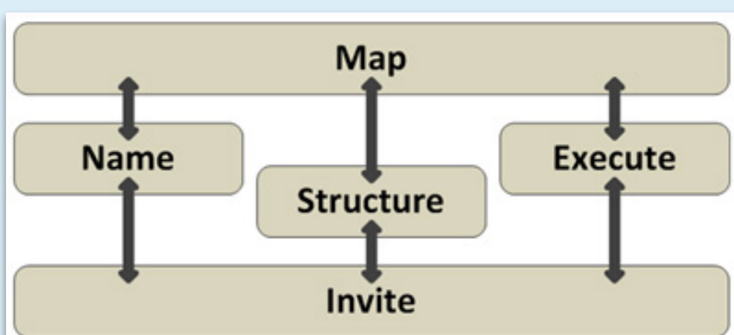
Quoted from Criterion Institute's Methodology Page http://criterioninstitute.org/about/our-approach/methodology/

We believe that building fields in the social change space requires five core activities: Mapping, Naming, Inviting, Structuring, and Executing. Each of these parts can be thought of independently, though all may be necessary at any given time to move a project forward. They are not employed in chronological order, but rather the results of work in any one area may impact the other four. We perform these activities informed by how we see connections in a network.

Two things are essential about this methodology:

Its fluidity matches the reality of the social change space. It captures people with its elegance and resonance with their experience. And it is the antithesis of a canned process, which creates trust.

It is accessible and useful. We've used it to launch multiple ventures and do field-building work in very different environments, and the components are easily understandable and broadly relevant.



Quoted from Criterion Institute Map Page http://criterioninstitute.org/about/our-approach/methodology/map/

In naming, Criterion Institute creates an identity that allows an idea to be succinctly and powerfully communicated to others. When we name, we hold space for the development of an idea. We push the need, understand the relevant contexts and trends, clarify the objectives, and play with the positioning.

In the process, we maintain the delicate balance of avoiding premature or easy solutions, which however appealing, might fail to allow all of the needed parties to participate or to fully understand the richness of the opportunity. In a structured, attentive way, we allow the name to emerge, or the venture to live into a name, similar to how an individual lives into various names throughout a lifetime.

Naming is usually a communal and iterative act. It requires the perspective of others.

Criterion often leverages our network to spot trends and common desires. Good naming is essential to the viral ability of a venture. It enables others to see themselves as part of the project, laying the foundation for invitation.

Naming continues throughout a project as elements come into focus. If a project appears adrift, a revisit of naming may clarify what is amiss. A description of the idea written early in our work on a venture often evolves dramatically as conversations, research, and due dilligence move us closer to execution.

We are relentless in creating an identity that communicates the idea and the venture succinctly and powerfully to others.

Naming involves strategy, market research, and branding. Early in ventures, naming allows us to identify and capture moments of alignment, hone in on short-term capital, and attract an early set of committed leadership.

Re-Framing

Once you have named an issue..what do you do next? and how?

One key thing to know is that in naming an issue and inviting those who also share/see/have/want to address the problem named - those convened and invited into a multi-stakeholder process need to participate in a more in depth “naming” or **RE-FRAMING** to fully articulate the problem. This process of co-creation together by multiple stakeholders has huge benefits. It gets those convened to wrestle through what was really meant by the original government definition/naming of the problem. Different industries/sub-industries/specialities often have important but sometimes subtly different ways of looking at the same problem.

My experience with NSTIC (and I Imagine this is very common in other processes) is that there was a huge rush to “solve” the problem without making any time or space for the range of industry, civil society, government and interested public constituencies to dialogue amongst themselves and the government leaders convening around NSTIC about what it said and to create alignment between this vast range of participants they hoped to engage. Some said that the NSTIC document itself was a Rorschach test - that different industries all saw very different things in the document. The fact we didn’t take time to have a multi-stakeholder dialogue about what it said from all these various perspectives meant that the work done by the IDESG to address the challenges it outlined was largely incoherent and was one of the many reasons industry participants steadily dropped out of the process.

The time taken to re-engage with *“the problem statement”* means that those who participate in this process actually have co-ownership in the new articulation of the problem and thus have a stake in working together with those who they co-own the problem they named in sharing success in working to solve it together.

This type of early success (collaborating to define/articulate re-frame the problem with a range of multiple stakeholders) can build momentum and grow trust (ability to struggle through difficulty/disagreement) for working together on the next phases of the effort.

An example of this intense rush "to do work" can be found in the Appendix where I include the full text of an e-mail suggesting that just over a month into our existence everyone agreed without objection to begin addressing the development of an Identity Ecosystem Framework. I objected because sufficiently broad stakeholder engagement has not yet been done to actually figure out what that meant or would entail.

Shared Understanding -> Shared Language

One of the aspects of working towards as shared problem definition across multiple diverse constitutes - the multiple stakeholders from various sub-industries, academia, state-local-tribal governments, civil society groups, the interested public etc. - is the development of shared understanding - that is that various groups each talk about the same problems or related problems with their own language (words) [they may use the same words to describe different things or use different words to describe the same things]. If time is not taken to actually get these discrepancies sorted out - if the stakeholders just talk past each other then they can NEVER get to consensus and to actually participate together in solving the challenge.

This critical step - taking time to develop shared understanding and support the emergence of shared language is little understood, not well done and often totally skipped. I named the importance of this step in my response to the Governance NOI for the NSTIC - IDESG in July 2011. The NSTIC NPO seems to have interpreted my advice but totally in the wrong way - they paid Deloitte staffers $125 an hour to put together a 87 page Terminology Report[1]. While such a document sounds like it is what you need for shared understanding it is not. Share understanding must come with discussion and dialogue (predominantly face to face) between stakeholders about the challenge at hand and the information, knowledge, resources and ideas to solve the problem.

Here is what I shared with the NSTIC NPO in my governance NOI page 10-12.

> Collaboration is a huge theme in NSTIC. Below is the initial approach to collaboration in the document:
>
> > *The National Strategy for Trusted Identities in Cyberspace charts a course for the public and private sectors to collaborate to raise the level of trust associated with the identities of individuals, organizations, networks, services, and devices involved in online transactions.*

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[1] NSTIC National Program Office Discussion Draft TERMINOLOGY REPORT https://www.idecosystem.org/system/files/filedepot/10/NSTIC%20Terminology%20Report.pdf

Collaboration, as defined by Eugene Kim, a collaboration expert and the first Chief Steward of Identity Commons, occurs when groups of two or more people interact and exchange knowledge in pursuit of a shared, collective, bounded goal[2].

To achieve the challenging goals set out in NSTIC, such as raising trust levels around identities, high performance collaboration is required. Both **SHARED LANGUAGE**[3] and **SHARED UNDERSTANDING**[4] are prerequisites for high-performance collaboration[5].

This is a powerful excerpt from Eugene Kim's blog about two experiences from technical community participants (including Drummond Reed from the user-centric identity community) that paints a clear picture of the importance of time for, and the proactive cultivation of, shared language:

Drummond Reed recently wrote about the Identity Rights Agreements session at last month's Internet Identity Workshop. While the outcome was fruitful, Drummond wrote, "The biggest frustration was that after an hour and fifteen minutes we were just really getting started – we needed a good half-day on the subject."

Jamie Dinkelaker told me a similar story last year in describing a OA gathering of gurus. The goal was to share knowledge and to advance the state of the art, but the participants spent most of their time arguing over the definition of "services."

The problem in the first case was with expectations. The participants should have expected some ramp-up time would be necessary to get started, because they needed to establish some shared language The problem in the second case was with process. The participants did not have an effective strategy for developing shared language and thus, the latter ended up monopolizing the whole workshop.

Shared language is a prerequisite to collaboration. Without shared language people can't collaborate. It's that simple. When a group tries to collaborate without having shared language, the group will try to create it, whether it's aware of this principle or not. The creation process is often frustrating and painful, and as a result, people sometimes try to skip this step or belittle the process. This is a problem. You can't skip this step.

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[2] Blue Oxen site from the Internet Archive https://web.archive.org/web/20120210203910/http://blueoxen.net/wiki/Collaboration

[3] Blue Oxen site from Internet Archive https://web.archive.org/web/20110812181019/http://blueoxen.net/wiki/Shared_Language

[4] Blue Oxen Site from Internet Archive https://web.archive.org/web/20110812181030/http://blueoxen.net/wiki/Shared_Understanding

[5] Eugene Kim has a Pattern Repository for High Performance Collaboration https://web.archive.org/web/20120211090011/http://blueoxen.net/wiki/High-Performance_Collaboration There are many key aspects including Group Development (https://web.archive.org/web/20120211184411/http://blueoxen.net/wiki/Group_Development) such as the Drexler/Sibbet Team Performance model (http://www.grove.com/site/ourwk_gm_tp.html) seven-phase model: * Orientation * Building Trust * Goal clarification * Commitment * Implementation * High-performance * Renewal
Groups can be viewed through a number of lenses. We can view them in terms of the connections between the entities (i.e. Social Networks), by their bureaucratic or operational structure (Organizations), and by their affinities (Community). (https://web.archive.org/web/20120313182042/http://blueoxen.net/wiki/Groups) [several related topics are linked from this page]

When designing collaborative spaces — both online and face-to-face — you have to build in time and space for developing shared language.

If you examine every good collaborative, face-to-face process for large groups, you will find that all of them generally recommend a minimum of three days. I haven't found a rigorous explanation for why three days work so well, but the pattern is consistent, and we can certainly speculate. Much of it has to do with building in enough time to develop shared language....

The first day is always about developing shared language; MGTaylor calls it the "Scan" day. Phil Windley [Note: I co-produce the Internet Identity workshop with him] calls it the "butt-sniffing" day. Regardless of what you call it, you need to design for it. It's going to happen whether you like it or not. The question is whether or not it will happen effectively while leaving time for action.

There are two myths regarding how you create shared language. The first is that "shared" is equivalent to "same." They're not. Shared language means that you understand how others around you are using terminology. Some level of sameness is obviously useful, but when you're dealing with something relatively complex, sameness is both impossible and undesirable.

- Developing Shared Language[6], June 9, 2006, Eugene Kim's Blog

Developing shared language is a messy problem, because communication is a messy process. A good collaborative process recognizes this messiness and factors it in.

- Shared Language defined on Eugene's Blue Oxen Wiki[7]

Is there currently shared language amongst the identified NSTIC stakeholders?

No. I participated in both the NSTIC governance and privacy workshops in June and did not find there was shared understanding or language amongst stakeholders gathered. I did experience shared language and understanding between the people I knew from the user- centric identity community (and its neighbors). But there are many new stakeholder groups that I was unfamiliar with and found in many conversations that people were talking past each other constantly. This experience of not having shared language was one of the reasons the breakout group conversations were not productive and many experienced frustration.

Eugene Kim notes that that shared language is not developed by intentionally agreeing to agree on language. The glossary in the back of the NSTIC does not beget shared language because it just defines terms as used in the strategy document. The shared language needed for collaboration emerges from conversations and the meaning exchanges within those. To succeed the NPO must focus on cultivating contexts for the development of shared language amongst stakeholders.

[6] Blue Oxen site from Internet Archive https://web.archive.org/web/20110812181019/http://blueoxen.net/wiki/Shared_Language

[7] Blue Oxen site from Internet Archive https://web.archive.org/web/20110812181019/http://blueoxen.net/wiki/Shared_Language

In my response to the NSTIC governance NOI[8] I went on to articulate from page 12-15 the history of how the Identity Community that I helped found and have been instrumental in leading for the past 10 years. It highlighted the specifics of how we developed shared understanding and facilitated the emergence of shared language that allowed us to collaborate across very different companies and perspectives on defining key ideas such as the Laws of Identity and Identity Lexicon and principles that were became part of the existing industry work referenced in the NSTIC document.

I made the point that Collaboration Doesn't "Just Happen" on page 15

> The point in sharing all these stories about evolving identity systems is to make clear the collaboration present at the first Internet Identity Workshop. It was no accident that the community worked together to develop shared language and grow understanding using in shared spaces (mailing lists podcasts, conference rooms, our own conference), with shared displays (wiki's, white boards). We are very lucky to have Eugene Kim[9], a collaboration expert, give us good advice about practices (both online and offline) to use that mapped to proven patterns of collaboration[10]. His advice steered us away from making organizational choices for the community that would likely disrupt or inhibit collaboration, and towards methods and patterns that enhanced collaboration. I and others proactively wove[11] the community together linking people who shared ideas and interests.
>
> The user-centric identity community's culture of collaboration online and at events has continued since that first IIW in part because we (myself, Doc and Phil) don't steer the

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[8] My response to the NSTIC NOI on Governance can be found online at http://www.identitywoman.net/nstic-response-by-identity-woman and in PDF format http://www.identitywoman.net/wp-content/uploads/2011/07/NSTIC-NOI-Kaliya1.pdf

[9] Eugene Kim was active in the early days of the Identity Commons/Internet Identity Workshop community and currently leads the Changemaker Bootcamp [http://changemakerbootcamp.com/]: *Practicing the skills we need to change the world.* He is the cofounder of two social change consultancies focused on helping groups of all types — Fortune 500 companies, nonprofits, government agencies, foundations, and global movements — collaborate more effectively.

[10] Blue Oxen site from the Internet Archive - https://web.archive.org/web/20120211090011/http://blueoxen.net/wiki/High-Performance_Collaboration

[11] defined by Bill Traynor (http://valueofplace.wordpress.com/2010/05/24/the-essence-of-weaving/) - Community Weaving - Weaving is the intentional practice of helping people to build – and connect to – more relationships of trust and value., mostly by virtue of being genuinely interesting in building and connecting oneself to more relationships of trust and value. The generosity inherent in the act of weaving can only come from one place – the genuine caring and curiosity of the weaver...the motivation to want this person in your network. If that is the case, the weaver is able to open up all kinds of space for relationship building, action and reciprocity. Summarized by Eugene Kim: https://web.archive.org/web/20110917080032/http://blueoxen.net/wiki/Network_Weaving

1.Weaving is not about acting, it is about being.

2.As a weaver, I am caring and curious and here, right now.

3.Practice Reciprocity.

4.The core capacity for weaving is self-knowledge.

The essential mantra: Your question is my question.

community. Instead, we make space for it to self organize and get work done with proper support.

It is critical to draw on the work and experience of people like me who have had real success in bringing together multi-stakeholder communities that achieve high performance collaboration. This involves not being focused on and therefore attached to end supposed end-results that "need to be achieved" for success but instead focus on the process itself and know that the process IS policy and taking care of it (picking good processes, stewarding them along with a focus on the health of the community going through the process) will lead to good results - will create the groundwork for collaboration to emerge.

In my leadership role within NSTIC representing one of the several different stakeholder groups on the management council and participation in several committee mailing lists and directly to IDESG leadership I repeatedly articulate the need to focus IDESG time and energy to focus on a process to develop Shared Understanding and support the emergence of Shared Language[12].

Anti-Pattern: PreDetermining Outcomes

From question 3 of the NOI

Implementing the Multistakeholder Process: Commenters also may wish to provide their views on how stakeholder discussions of the proposed issue(s) should be structured to ensure openness, transparency and consensus-building.

Several times in the IPTF NOI about Stakeholder Engagement on Cybersecurity in the Digital Ecosystem questions including asking about very specific potential outcomes. While it is good to outline and understand a range of potential outcomes. Over focus on any particular definition of outcome can lead to a very distorted process that in its unfolding becomes de-legitimate to the stakeholders involved and in the end when the process is evaluated its legitimacy will be undermined in the public eye.

This pre-definition of how things should happen was endemic in the NSTIC process lead by the NPO while working towards the formation of the Identity Ecosystem Steering Group. It started out with the questions that were asked in the NSTIC NOI about governance - there were many pre-assumptions about acceptable structures for the IDESG and how its governance would work. I almost didn't even respond to the NOI because I felt they were so prescriptive and had such a predefined picture. To get around

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[12] December 6th, 2012 - Standards Committee List - Commenting on the Agenda for the 6 Dec Standards Committee Meeting -
http://mail.idecosystem.org/pipermail/standards_sc_idecosystem.org/2012-December/000289.html
October, 17, 2013 - to Daza Greenwood vice chair of the Plenary to Bob Blakley chair of the IDESG Plenary and Brett McDowell Chair of the IDESG management council.

this dilemma I stepped out of those questions in my response choosing to ask (and answer) questions they did not ask[13].

The NSTIC NPO put forward a proposed charter and bylaws for the IDESG organization before it met. It created a method to elect a management council for the Identity Ecosystem Steering Group. This amount of pre-work (leadership by the government to get to a private sector led organization existing) might have been acceptable if it was simple and gave the leaders who would be elected freedom to actually make key decisions together as a multi-stakeholder group.

However the charter, bylaws and rules of association were based on a having a very complex organizational structure (I explain it fully in my presentation to Hackers on Planet Earth[14] in July 2014). The NSTIC NPO also pre-defined every committee that should exist along with outlining a two year work plan to get all the things done they thought should be done to create an Identity Ecosystem Framework all before the IDESG ever met for the first time and before there were any private sector leaders elected to lead it. While this pre-work helped some private sector players come to the the first meeting according to the NPO "because they wanted to know what would be done and how" it also undermined the ability of the private sector leaders who showed up to LEAD because so much had already been done and it prevented them from coming together to form a collective multi-stakeholder group that collaboratively shape their own version of the end goal "the challenge" - what they would participate together in solving. The steps to create shared understanding that I had proactively recommended both in my Governance NOI and once on the first Management Council of the IDESG were skipped and 20 months into its existence I heard a man from a major technology/communications company make the observation that everyone was talking past each other. His analysis was indeed correct.

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13 Questions I asked that the NSTIC Governance NOI didn't ask:

- Is there currently shared language amongst the identified NSTIC stakeholders?
- Is there currently shared understanding and alignment amongst the identified NSTIC stakeholders?
- What processes and structures are needed to meet the goals of NSTIC?
- How does the steering group incorporate a broad range of stakeholder perspectives? In particular, how does it incorporate the perspectives of regular people from very diverse backgrounds and life stages who are doing transactions in the Identity Ecosystem as it evolves?
- How is legitimacy earned, from the many organized stakeholder "groups", but also from regular people?
- How can the NSTIC NPO facilitate the emergence of consensus amongst stakeholders?
- What processes and structures are not likely to achieve the goals of NSTIC?
- How can shared language and understanding be developed by such a wide range of stakeholders?
- Is there really private sector motivation to implement privacy processing technologies like U-Prove and IDMix that provide verified anonymity
- How nature "governs" thriving ecosystems of diverse organisms?
  How are the services that we think of as "identity management" done in nature? How are networks facilitated so that information flows in trusted ways?

14 Slides http://www.slideshare.net/Kaliya/hope-x-talk
Video http://livestream.com/internetsociety3/hopex3/videos/57076992

Multi-Stakeholder Processes

Here are Questions 3 and 4 from the NOI are very dense and leave much to be unpacked:

3. Please comment on what factors should be considered in selecting the issues for multi-stakeholder processes.

Implementing the Multistakeholder Process: *Commenters also may wish to provide their views on how stakeholder discussions of the proposed issue(s) should be structured to ensure openness, transparency and consensus-building.*

Analogoies to other Internet-related multistakeholder processes, whether they are concerned with policy or technical issues, could be especially valuable.

4. Please comment on the best structure and mechanics for the proces(es). If different security issues will require different process structures, please offer guidance on how to best design an appropriate process for the issue selected.

Mapping

Mapping is articulated by Joy Anderson in the Criterion Institute Methodology diagram in the blue box above and specifically articulated in the box below.

One can map an industry/issues landscape and then through that process find a name for an issue or once one has a "name" for issue proceed to map it out along with the industries it touches.

Mapping can be can be done in a variety of ways but like **RE-FRAMING** a problem by those trying to collaborate to solve it is best done by the multi-stakeholders one is seeking to involve in the multi-stakeholder processes.

Quoted from Criterion Institute Map Page http://criterioninstitute.org/about/our-approach/methodology/map/

Mapping informs and directs Criterion Ventures' other activities. Through maps we bring to light relationships which matter to the venture's success. Mapping is a mode of thinking around what is essential in the venture. It plays a myriad of roles depending on the state of the venture, including highlighting challenges, informing decisions, shifting the playing field and engaging stakeholders. Pulling connections and interrelated forces into a visual context brings new insights to life.

We work in complex environments. Mapping enables us to bring relationships to light, to see patterns in complexity, and to anchor our understanding. We map what is known. Then, beginning with the analysis of our results, we move beyond that to mapping the unknown.

We map diverse things. In the course of ventures we have mapped relationships, power, money, players, social causes, language, assets, outcomes, opportunities, and social networks.

We map continually. There is not a "mapping" phase to a venture. Rather mapping is a discipline which we bring with us throughout a project. We may map at the outset to create a direction, at a point of confusion to bring more clarity. Maps communicate efficiently and effectively. Examples include bringing new team members up to speed quickly, illustrating to funders the leverage of their investments, or providing the relevant data to make a decision.

Maps allow individuals and groups to see themselves in the context of an idea and a context. This picture enables them to place themselves in the mix as they wish to be seen or to play. Such self identification can forge working relationships between otherwise estranged groups.

The maps we create enable us to continually learn about the social space. We map by ourselves, and with talented providers who extend our capabilities. Mapping may require strategic analysis, market research, the application of new technology, or the engagement of relevant networks.

Community Mapping Examples

At the Internet Identity Workshop in October 2011 the identity community conference / unconference /workshop that I have lead since 2005. I lead a session by the community to map all the different standards that touched on identity by all the different standards's bodies. We had representatives from all of them at our conference and it was the perfect opportunity to get a full picture from all the major SDO's who's work touched on identity.

These can be seen on my blog IdentityWoman.net[15] and a list typed on on the ID Commons wiki[16]

These were made available to the NSTIC NPO and the IDESG but they never used them.

The NSTIC NPO hosted several workshops leading up to the first meeting of the Identity Ecosystem Steering Group. The first one was about governance at the beginning of June 2011. It was very poorly designed and facilitated. The NPO did an amazing job of inviting organizations who's work was relevant to the development of the Identity Ecosystem - there was over 300 organizations there. I personally knew about 75 of them (given I lead a major conference in the field this was unsurprising) I was amazed at how many groups I had never heard of or met. Instead of inviting or supporting sense making about who was there and how we might relate to one another or what key ideas meant. The NPO took the opportunity to speak "at us" for a day. Then when we did break out into groups they were very large over with about 75+ in each and the meetings of this size were "facilitated" by staff members of the NPO with no experience at all in leading such groups or helping large groups actually collectively engage with the questions we were asked to "answer" in these short breakout discussion. It was a lost opportunity when a huge number of stakeholders were in the room to actually facilitate dialogue amongst us using well known and proven process methods like Open Space Technology or World Cafe.

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15 http://www.identitywoman.net/recent-travels-pt1-iiw

16 http://wiki.idcommons.net/ID_Related_Standards

During the 2nd workshop hosted on the topic of Privacy that was hosted at MIT (I was flown out by the NPO staff to present about the Personal Data Ecosystem[17]) several us were frustrated with lack of a shared map of who the stakeholders we were constantly being reminded about would be part of this Multi-stakeholder process. We got some cards and began writing down the groups we knew about - we then got some sticky tape and clustered them on a white wall. This is the map that resulted.

I took this list and then worked to create a wiki book. A little known function of wikipedia to be able to compile articles in to book form. Each stakeholder listed that had a wikipedia article was put into this book. Our hope that it would serve as a basis for understanding the landscape of groups that should and needed to be involved. Identity Commons included the list in its NSTIC NOI Response[18] and the full document can still be found in drop box[19].

[17] Slide Show presented at the NSTC NPO Privacy Workshop by Kaliya “Identity Woman” http://www.slideshare.net/Kaliya/personal-data-ecosystem-nstic-privacy-workshop

[18] http://www.nist.gov/nstic/governance-comments/Identity-Commons_NSTIC-Governance-NOI-7-30-11-Response.pdf

[19] https://dl.dropboxusercontent.com/u/6534205/NSTIC-Orgs.pdf

This wall sided Map (which is 5 feet by 15 feet) of organizations created at the Internet Identity Workshop number 16 in May of 2013. It was collaboratively created by 250 people within an hour and has on it more then 450 organizations (many of them listed multiple times by more then one person). You can read more about the process I designed and we used to create it on my unconference.net blog[20]. It was very informative about the range of activity happening in the identity space. I took this map and brought it to the IDESG Plenary that happened the same week in Silicon Valley and put it up on the wall. This was at the time that within the IDESG where questions about where to outreach to and who should be involved were being asked. Much information was here but it was not taken advantage of by the NPO staff who explicitly were tasked with doing outreach or the IDESG communications committee.

Here is another community Map example. At the third Internet Identity Workshop in May 2006 I worked on a community map to reflect various Mailing lists (green dimonds) Protocols (yellow dimonds) Events/Gatherings (pink trapazoids) Podcasts in a community series (purple semi-circles) Publications (rectangles with corners turned over) Blog (blue rectangle with squiggly blue line.

It is essential to emphasize that *the process of creating the map and the fact that the communities co-create them is AS important as the resulting contents of the maps*. If a sufficiently broad range of stakeholders is present when creating these types of community and sense making maps - then those from stakeholder groups that were involved can see themselves in the co-creation of the maps and it forms the basis of beginning to come to a

[20] http://www.unconference.net/community-mapping-organizational-affiliation-and-involvement/

consensus. Maps also serve another purpose they help to to Invite (Criterion Model) and who to Connect (the Burkana Model).

Before moving on to those key concepts I would like to share two other Mapping Methods that I put forward in the NSTIC process that I think could have tremendous value to any number of the IPTF issues. Above in this document I talked about the need to develop Shared Understanding and support the emergence of Shared Language. I was not suggesting that people just sit around and chit chat amongst themselves to some how do this. Technical communities of professionals seeking to work together to solve hard problems that we currently find in securing cyberspace.

In my response to the NSTIC NOI I worked with the creators of two different mapping and sense making methodologies to explain their methods and how and why they would be relevant to the challenges outlined in NSTIC and in particular understanding 1) the tensions or polarities that are present within the system and 2) the different roles and value exchanges in the current ecosystem and a way to explore roles and value exchanges within a future - co-created ecosystem.

I thought that they would be fantastic exercises for diverse groups of stakeholders to work together on developing in a multi-stakeholder process. If maps were co-created those interacting together to create them would naturally develop shared understanding (Asking each other what they meant in the process of defining roles, value exchanges and understanding the upsides and downsides of particular poles) and hopefully some shared language would emerge that would then support further collaboration to dive into solving more of the specific challenges.

For this response I did not have enough time to dive into the specifics of the challenges outlined in question 2 of the IPTF document, I know that many of them could use these two methods as well. I would be happy to engage with Allan or other government officials working on these cybersecurity issues to explore how they might be used for specific challenges. I am including my NSTIC articulation of these methods so you get a clear picture of these mapping methods and their potential to support use in these cybersecurity challenges you are seeking to address. Page 25-35 exerpted from of my NSTIC governance NOI response from July 2011.

Ecosystem Maps - Present, Evolving, Future

Polarity Management

Section co-authored with Barry Johnson and Jake Johnson (and can be found online[21]).

Polarities

Natural systems thrive when polarities are in dynamic balance - breathing in and out is a polarity humans leverage moment to moment. At the same time, we must attend to more than our Inhaling and Exhaling. We must attend to where the oxygen comes from and where the carbon dioxide goes. Paying attention to polarities within a part of the

[21] http://www.identitywoman.net/ecosystem-maps-present-evolving-future

system is important to sustain life and, it is not enough. The part must also pay attention to the other parts and the whole for its own survival.With any polarity, it is always in the long-term interest of each pole to take care of both poles.

The Part and Whole polarity is available to be leveraged at every level of system. The individual cell in an organ; an organ in an organism; or, an organism in a larger community. We are talking about the development an Identity Ecosystem as a human techno-social systems ecosystem where polarities need to be leveraged. It seems appropriate as a way to gain insight and agreed upon signs of systems health to identify key polarities with stakeholders and monitor how well they are being leveraged over time. This ongoing assessment allows for informed self-correction as part of the dynamic balancing of the polarities in response to changing circumstances.

Polarities in the Strategy

The NSTIC Document clearly articulated many inherent tensions - polarities that exist when considering the formation of an identity ecosystem. This expression of polarities was one reason it was so well received by such a broad range of stakeholders. These stakeholders reflect different points of view relative to some key polarities. Those with perspectives that are on opposite ends of a polarity could see their point of view reflected in the outline of the broad vision. To make a ecosystem function the vision must be grounded and the tensions leveraged in service of each stakeholder group and the whole ecosystem.

Mapping the key polarities and getting broad stakeholder agreement on how to leverage them creates a process and structure to successfully negotiate the tensions between “opposing” stakeholder groups. It is also possible to assess how effectively a list of key polarities are being leveraged. This can be done by an unlimited number of people who only need to have access to the internet. The results can be broken down by any combination of demographics built into the assessment at the front end. The assessment also includes “Action Steps” and “Early Warnings” created with the stakeholders which support the effective leveraging of the key polarities.

When a polarity that we actually need to leverage, is instead treated as if it is a problem that we need to solve, those favoring different poles get into a power struggle over which pole will dominate. This leads to a vicious cycle in which everyone looses. The system looses first as energy is wasted in the either/or fight between the two poles. The system looses, again, when one side wins, because the result is to also get the downside of the “winners’” pole. Then the system looses, yet again, when it actually finds itself with the downside of both poles.

On the other hand, when a polarity is identified as a polarity, it is possible to leverage both poles in a way that creates a virtuous cycle supporting both poles and the system as a whole. This is why it is important to be able to identify and leverage key polarities in the systems we want to work.

Here is a list of Polarities reflected in the NSTIC document and named in the governance NOI:

Tensions / Polarities in NSTIC	
User-Centric (Part)	Organization Centric (Whole)
US Focus (Part)	International Scope (Whole)
Civil Liberties (Freedom)	Reducing Fraud (Accountability)
Privacy (Control of Information Flow)	Information Sharing
Effective Social Systems	Effective Technical Systems
Voluntary Elements	Required Elements
Security	Usability
Identifiers	Claims
Custom for Particular Sector (Part)	Interoperable (Whole)
Private Sector Interests	Public Sector Interests
Operational Standards	Innovation
Short Term Action	Long Term Vision
Formal Systems	Informal Systems

Developing Polarity Maps work for the Identity Ecosystem

Proven Process for Leveraging Polarities: See, Map, and Tap.

A sub set of stakeholders would be involved in each step of the process. Once a draft assessment has been developed by the sub set of stakeholders, a much broader group of stakeholders will have the opportunity to experience and modify the draft assessment as a final step in confirming the final assessment.

See: The sub set of stakeholders gather and identify 4-8 of the most critical polarities that need to be managed for a healthy identity ecosystem.

Map: Each of the identified polarities are mapped which is a values and language clarification process. Agreement is reached on the positive (upsides) of each pole and the negative (downsides) of each pole which occurs when you over-focus on one pole to the neglect of the other pole. A Greater Purpose Statement (GPS)is agreed upon which responds to the question: "Why should groups invested in one pole generate a shared polarity map with groups invested in the other pole?" Then a Deeper Fear is also identified which a common fear of something advocates for each pole want to avoid. This completes a polarity map.

Tap: Ideas are generated for how to gain or maintain the upsides of each pole. This is done through Action Steps in support of each upside. Ideas are also generated for Early Warnings that let you know when you are getting into the downside of a pole so that you can self-correct early.

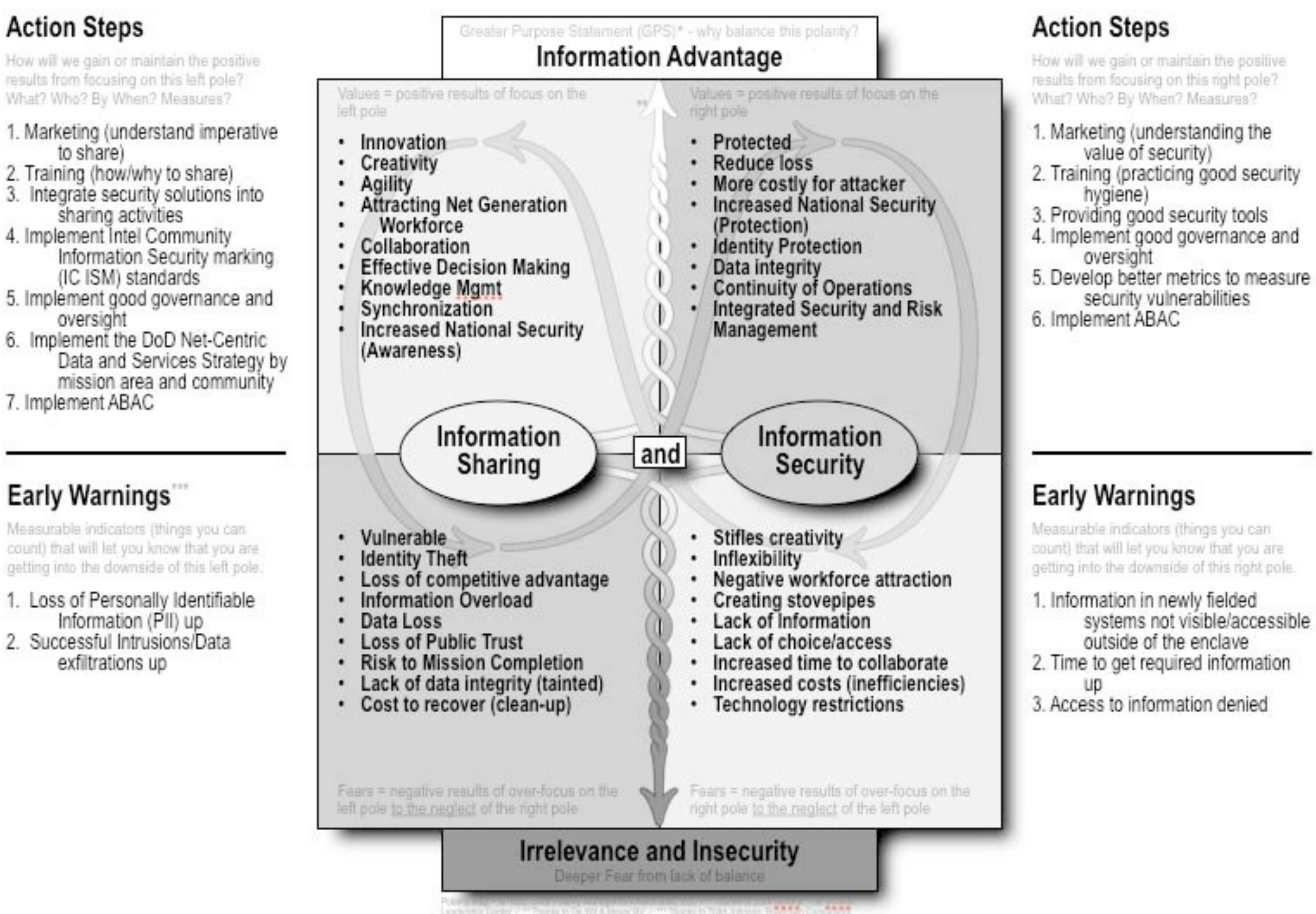
The objective is to create a virtuous cycle between the two poles in which you maximize the upsides of each pole and minimize the downsides. When this is done well, the system is more likely to thrive and move toward the Greater Purpose agreed to by all stakeholders.

Example of leveraging a polarity with the Deputy CIO at the DOD:

When Dave Wennergren was the CIO for the Navy, he learned about Polarity Management® through Frew and Associates working with Barry Johnson. When he moved to the position of Deputy CIO for the DOD, he noticed a chronic tension everywhere he went as he was exploring information issues within the DOD. Some were strong advocates for Information Security. Others were strong advocates for Information Sharing.

See: Wennergren saw this tension as a polarity he could leverage rather than a problem he needed to solve. The polarity is Information Sharing and Information Security.

Map: He invited Barry Frew and Barry Johnson to map this polarity with him and his executive team.



Tap: After completing the map, they created Action Steps and Early Warnings in order to be intentional about going after both upsides and minimizing both downsides. The office of the CIO of the DON also looked at the draft and enhanced the map, action steps, and early warnings.

The diagram above is an example of their work.

It is very efficient. This is especially true if you contrast this process with not seeing this tension as a polarity and getting into a chronic power struggle between those wanting Information Sharing as a “solution” and those wanting Information Security as a “solution.” It does not matter who “wins” in an either/or power struggle, our country loses. Information Sharing without Information Security makes our country vulnerable because of access to information by those who would harm us. Information Security without Information Sharing makes our country vulnerable because of lack of needed and coordinated information throughout the DOD.

All polarities work in very predictable ways allowing us to be both strategic and tactical in leveraging them within the Identity Ecosystem.

Real Time Strategic Change

There are six polarities, the Real Time Strategic Change Principles that support system identity and improvement. These principles have been tested and proven effective in field settings around the world. Pay attention to them in systems work and your desired future is more attainable, faster and more sustainably. Each is defined as a key polarity – a tension between two elements that need each other over time to ensure greater system health.

Making Reality A Key Driver

Know the inside of your system and also know the outside too. Put together what you learn and you’ll make informed decisions and take strategic actions.

Engaging and Including

Provide clear direction and invite participation. Lead in both ways and you’ll make smarter choices and create the commitment needed for useful continuity fast and lasting change.

Preferred Futuring

Combine the best of your past and present and compelling visions for your future. Build this picture and you’ll create your best future.

Creating Community

Ensure you focus on both the system as a whole achieving its full potential while at the same time finding ways for each part of the system and people in it to achieve their full potential. Do this and people achieve peak performance by becoming part of something larger than themselves that they have created and believe in.

Thinking and Acting in Real Time

Be in your future and plan for it at the same time. Learn to do them equally well and your desired future will happen faster.

Building Understanding
Stand up for what you believe in and be curious about what others think. Support both interests and you will continue to learn and develop – individually, in your teams and as an entire system.

We have repeatedly witnessed the magic of what happens when you bring disparate ideas, intentions and hopes together. People yearn to be heard. They want to be part of solutions to problems that affect them. Skilled design and facilitation make it possible to tap into this common human desire. Shared trust between consultants, clients, and participants is the second ingredient that helps make this happen. It is through the ideals and values of Real Time Strategic Change that we continue to hold hope for the world and for our chances of having a positive impact on it.

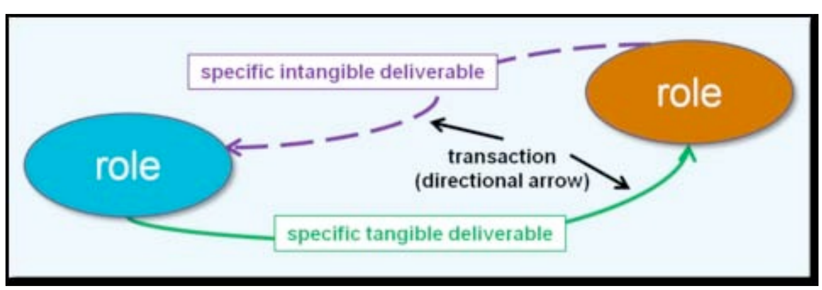
Value Network Mapping and Analysis for NSTIC Stakeholders

Section Co-Authored with Verna Allee, ValueNet Works (and can be found online[22].)

Living systems require exchanges with the environment in order to continually renew themselves. These exchanges are of two basic types: matter and energy and (or) cognitive exchanges that express the intelligence of the system.

From a living systems perspective, the molecular level of business economic activity also is the exchange. In traditional business thinking we have thought of economic exchanges only in terms of goods, services, and revenue – the "value chain" transactions. One can think of resources and money as roughly equivalent to the living systems exchanges of energy and matter in living systems.

In addition, as living networks, communities, companies and business webs engage in more than material exchanges - they also engage in cognitive exchanges. Sustainable business success depends on exchanges of information, knowledge sharing, and open cognitive pathways that allow good decision making. These exchanges not only have value, but are essential for the success of the enterprise, so they must also be considered as economic exchanges.



The Identity Ecosystem, as a human techno-societal system, operates as an ecosystem that has many roles. Between these roles value flows that is both tangible and intangible (things that are recognized but not easily quantified) deliverables.

[22] http://www.identitywoman.net/value-network-mapping-and-analysis

The value network modeling approach would model this ecosystem as a value network of roles and interactions that are involved in specific system-level outcomes. Roles can be played by organizations or individuals. In value network modeling, specific deliverables between roles are defined as a way of describing the creation and dissemination of value, and to understand how the innovative exploitation of technology and knowledge take place. When the interaction between the different players works well – new, valuable knowledge is generated which is quickly put to practical use. This creates the foundation for innovations and attracts investments.

Any Value Network ecosystem analysis typically addresses three levels of assessment:

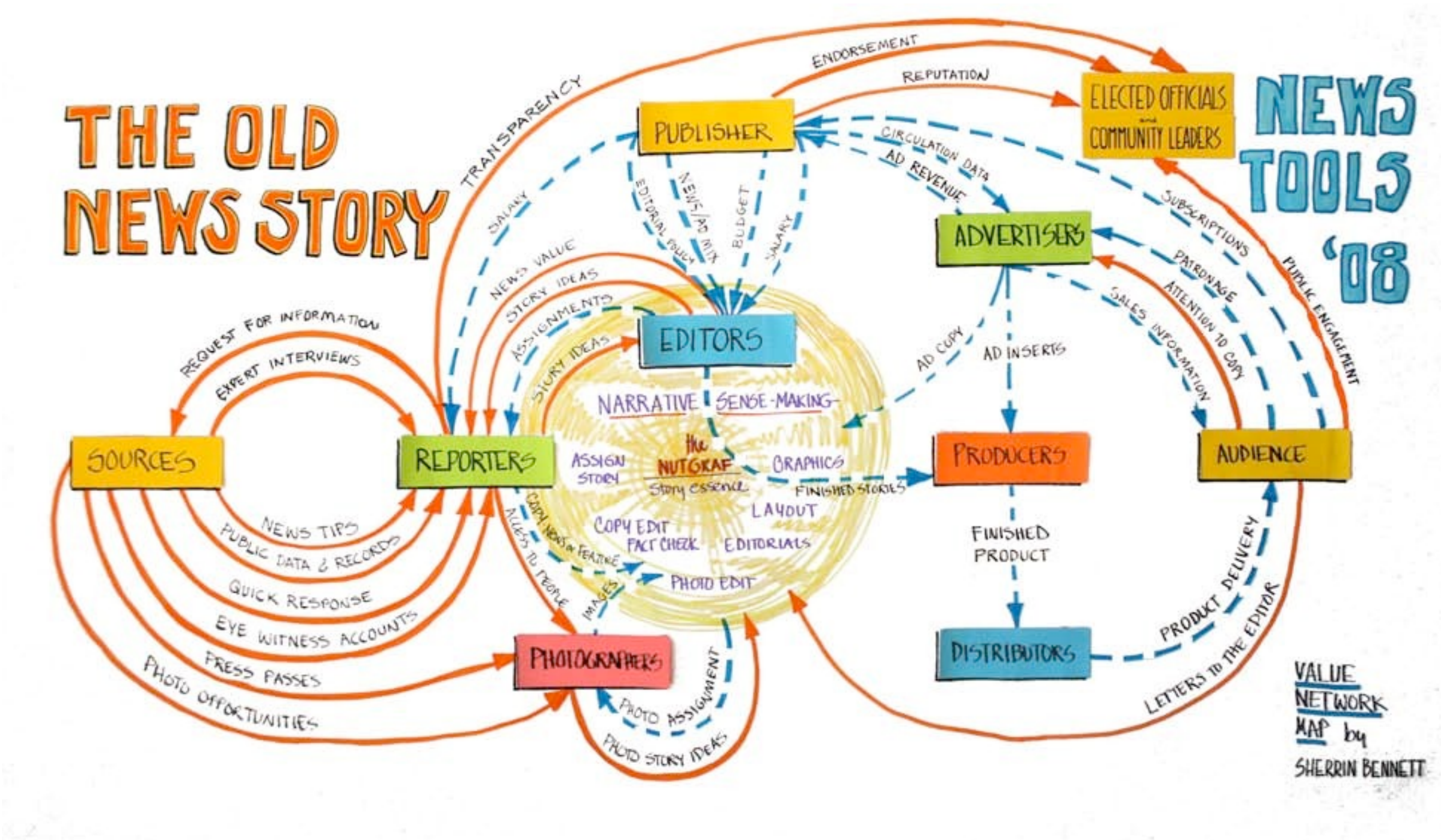
- The roles, products, services and knowledge – including data flows – that work within the value network.
- The enabling technologies that support role execution and deliverables.
- The conditions, enablers, and constraints that influence the ecosystem.

It is a proven method for mapping diverse industry network ecosystems with decades of practice and application. It provides a visual model and analytical structure as foundation for defining the emerging identity ecosystem and exploring possible scenarios and policy models. It is a dynamic approach to business modeling that scales from shop floor to industry ecosystems.Before sharing how I think this process can be used as part of speeding up the time it takes to make the NSTIC vision real, I want to share an example from where I applied this process to build shared understanding between two very different professions developing a map of the traditional industry and look at how the whole system shifted when the future was envisioned together.

Example of Applying VNA to the Changing Journalism Ecosystem

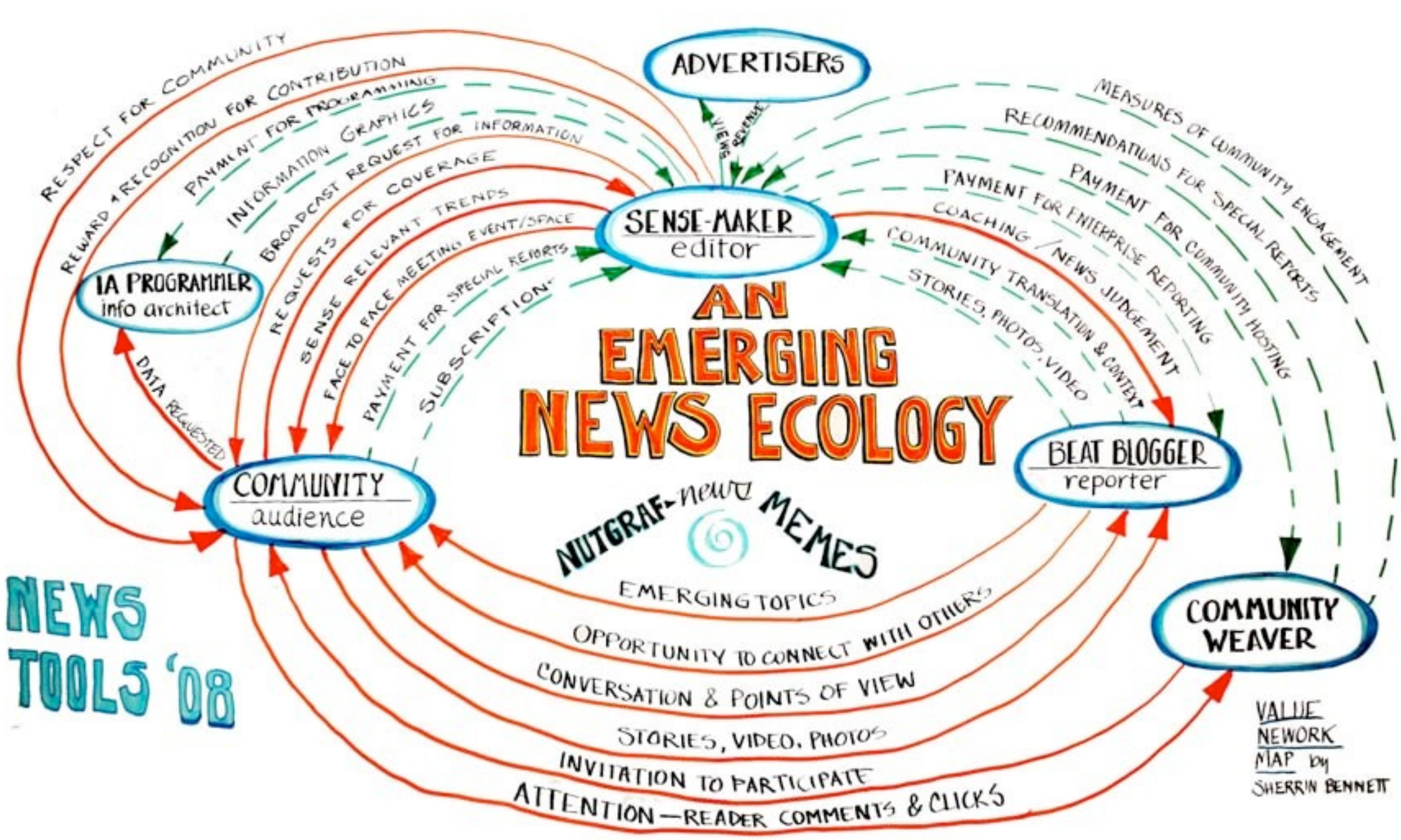
I (Kaliya) was invited to join the facilitation team for an interactive ongoing series of conferences called Journalism that Matters for their 2008 conference Silicon Valley event. They were interested in my expertise convening interactive conferences for professional technology communities because they wanted technologists and journalists to consider how new technology tools and new journalist roles were emerging in journalism. When the other facilitators talked about the ins and outs of journalism they kept mentioning “the news room.” It was clear to me that if technologists were coming to this meeting that they would need more background about the ins and outs of what happened in Journalism. But there was no clear ecosystem map or picture for this core activity of the news room.

To bridge this gap I brought in Value Network Mapping as a process to both map out the roles and value flows in the existing ecosystem. It gave all who had never worked in the journalism industry a clear picture of how journalism happens via the various roles and value flows centered around the news room. Here is the map we collaboratively created with journalists.



* Intangibles play such a big part of the overall value flows a choice was to make intangibles are solid lines and make tangibles are dotted lines.

Value Network Mapping gave us a process to consider how roles from the traditional journalistic roles changed when new value flows enabled by new technologies happened. Below is the map of the future that was put forward as a straw man at the event for all to consider and contribute to.



Applying VNA to NSTIC Vision for an Identity Ecosystem Framework

For a future Identity Ecosystem as envisioned by the NSTIC document to emerge it is vital to gain a clear present state understanding of the many industry ecosystems and consider how they can converge into a more integrated Identity Ecosystem Framework. Just as the polarities in an ecosystem can be named and mapped collaboratively by diverse stakeholder groups,the roles in the ecosystem and the value flows between them can be mapped collaboratively by diverse stakeholder groups.

Stakeholder groups have very different points of view about what is most important to them. A collaboratively developed Value Network Map can provide a common visual and analytical tool to talk about issues as they are expressed in the real flow between entities rather than just abstract ideas. A range of use cases can be explored and different constraints could be applied, including using the maps to develop regulation and liability scenarios.

The risk for not doing this kind of foundational work is high. Most ecosystem models do not address the gap between a high level landscape view (such as a few PowerPoint slides of stakeholder groups), typed lists of issues and proposed solutions or policies. The risk of jumping from high level views into policies or accountability frameworks without actual models of those policies as implemented is very high, particularly in the case of NSTIC.

Further, NSTIC must be inclusive about shaping the conversation around models and standards or regulators can easily fall into knee-jerk policy making that will constrain the market in unhealthy ways. With private sector leadership driving NSTIC it is vital that viable market models exist for services that choose to adopt enhancing technologies for verified anonymity. However, this conversation needs to include a diverse range of stakeholders, not just large companies. This means engagement conversations needs to include multiple stakeholders at a level that avoids insider jargon and engages people in pragmatic models of how proposed changes would actually work in implementation.

As a stakeholder engagement activity, the process of developing value network maps of present and future potential Identity Ecosystem states with a range of stakeholders can foster a much higher level of support and agreement amongst stakeholders with interests. Diverse stakeholders with seemingly unresolvable points of view could collaboratively work to find value flows that bring value to business (they make money) and protect people's by limiting the flow of personally identifiable data and sensitive metadata and data sets. It may be that new roles are needed in the ecosystem for these two goals to be achieved. Any proposed roles, new services and regulations needs to be understand in terms of their systemic impacts on the existing system to manage both risks and opportunities. One thing all stakeholders share is a goal for the overall system and individual identities within it to be trusted. Trust is an emergent property of a healthy ecosystem that serves all stakeholders: individuals, organizations, businesses and government that play different roles in the system.

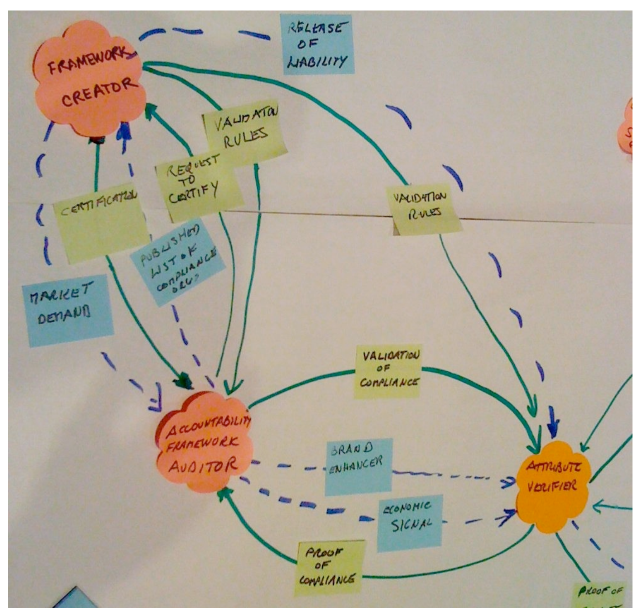
There is widespread agreement that new accountability frameworks are needed to grow trust. How these get accountability frameworks are created, listed, complied with and audited is still being worked out. This issue area is an ideal “test” scenario for using the value network as a common analytical framework. Using Value Network Mapping and Analysis in a collaborative process to understand how these new frameworks fit in at a system level could increase understanding of their uses and the roles associated with them, illuminate risks and implementation issues and increase trust in them through this higher level of transparency. The mapping and engagement process can be done periodically as the ecosystem evolves to ensure that value and trust are growing.

Value Network Mapping and Analysis is an invaluable tool to clarify specific roles, value flows and key activities within the ecosystem. It will provide a way for people to contribute coherently to the larger conversations about the ecosystem as a whole. The value network models will provide a common visual and analytical language to integrate discussions that will take place in meetings across different jurisdictions and industries and increase transparency for critical decisions.

Applying VNA to the Personal Data Ecosystem

The first Industry Collaborative Project of the Personal Data Ecosystem Consortium (which Kaliya founded and serves as the Executive Director for) is using this method to gain shared insight into the overall market model and consider how it will evolve differently in different industries.

Here is part of an initial map from the first collaborative mapping session Personal Data Ecosystem Map that took place June20-21, at the Cloud Identity Summit. This section of the map shows the flow of implicit (blue dotted lines) and explicit (green lines) value flow between an Accountability Framework Creator, Accountability Framework Auditor and an Attribute Validator. This very early view illustrates how important it is that these roles and flows be integrated into the larger Personal Data Ecosystem mapping effort. See an example of a map in progress around Accountability Frameworks.



Maps collectively made by stakeholders from particular industries that are involved with NSTIC could be developed and then shared with other industries who also made maps. In sharing maps of existing industry value flows. Insights into how things could work in the future when two industries work more closely together.

This map in progress for the Personal Data Ecosystem Consortium focuses on how value flows between Accountability Framework Providers, Accountability Framework Auditors and Attribute Verifiers.

Benefits of Systems Mapping Processes

Section by Kaliya Hamlin

Value Network Mapping and Polarity Mapping and Management are system level sense making and future insight. These processes give vastly different stakeholder groups the opportunity to come to broad agreement, consensus if you will, about the nature and shape of the ecosystem. What organisms are in the ecosystem? How do they interact? What are the inherent tensions that need to be managed for the ecosystem to thrive?

They are complementary because early warning signs for the down side of polarities could be identified for particular roles in the ecosystem defined in the value network mapping process. action steps for particular roles could be anticipated and put into action when particular warning signs emerged in other roles.

Stakeholders with seemingly opposing points of view or with very different emphasis of what is important can see how their perspectives fits with others in a holistic way. They can also come a shared understanding of overall ecosystem health and work together to proactively maintain it. These maps should be updated regularly and remapped every 3 years.

Having shared maps of the roles and polarities will go a long way to having productive dialogue between all the ecosystem stakeholders. The next section goes on to cover options for having effective systems level dialogue among self identified stake holders and perhaps most importantly regular people who are doing transactions in the ecosystem.

Value Network Maps and Polarity Maps are not the only to process tools that could be used to help bring shared language and understanding to the NSTIC stakeholder community.

Invitation

Communities form by the process of working together making to Re-frame, Create Maps develop share Shared Understanding and develop Shared Language. To be part of a community in formation one must know about it - the creation of successful broad multi-stakeholder efforts requires effort and focused attention on the process and practices of **INVITATION.**

Implementing the Multistakeholder Process: *Commenters also may wish to provide their views on how stakeholder discussions of the proposed issue(s) should be structured to ensure openness, transparency and consensus-building.*

Who to Invite?

Talking to known existing stakeholders and asking them who should also be involved is a great starting point and documenting this in an open way on a wiki or community site. Naming the issue and inviting potential stakeholders to self-identify (sharing contact details in an online form) requesting involvement as a stakeholder is another way. Proactive outreach to various existing industry associations, meetups, forums & conferences (local, national and international) in publications / newsletters on blogs.

Different types of cybersecurity challenges have different ranges of stakeholders. Some are highly technical and have a relatively small number of stakeholders - who are basically all known to each other already and have a total number that is low enough that basically "all" of them are able to come together to address a given problem.

Some cybersecurity issues are vast in scope such as Privacy and Identity that outcomes of any process to develop guidelines and industry practices that inform emergent regulation and "trust framework development" (technology policy sandwiches that should more aptly be called accountability frameworks[23]) literally touch the lives of every member of the general public (in all phases of life) and inviting civil society groups that represent a diverse range of that public is key to getting the public's buying to the ultimate results of these processes.

Cybersecurity issues of all scopes can do with mapping out the range of technical and policy stakeholders in a landscape and ensure that proactive innovations are made to an appropriate range of stakeholders that are identified.

What do you Invite to?

This depends on what part of the process you are in. One can not create effective problem solving communities or organizations with a kind of immaculate conception approach - they don't just "appear" from no where fully formed these are living systems that thrive with connection ongoing nurturing. They grow they start out small and then they grow larger.

One could start with an invitation to a meeting to map a problem. This map would then identify a next group of stakeholders to invite to further meetings to explore the issue and

[23] The Trouble with Trust and the Case for Accountability Frameworks see on page 83

begin to work together. Do you invite people to a local regional gathering - that will cost them 1 afternoon or do you invite them to a 3 day meeting in a different city that will cost them 3 days of work and $ 3000 to cover the flight and a hotel. There are many facts to to this questions and it will be covered more below.

How to Invite?

One must develop a compelling invitation to the any stakeholder one is seeking to attract to a mutli-stakehodler process. While the NSTIC NPO did an excellent job of inviting a vast range of stakeholders to participate with attendance at the Governance Workshop in June 2012 reaching above 300 and the initial meeting of the IDESG in August 2012 approaching that number as well with over 900 organizations and individuals initially signing up.

After this initial successful burst the number of new participants never grew beyond a small trickle declined declined after this despite having a staff person who's sole job was outreach and basically travelled full time around the country to various conference to spread awareness about the effort and presumably invite them to participate.

When one invests this much in invitation one needs a clear compelling invitation - I attended a conference where this individual was making a presentation about NSTIC and it was so confusing and convoluted - it was unsurprising that not many new folks showed as a result of that weak ongoing invitation effort.

> Quoted from Criterion Institute Invite Page
> http://criterioninstitute.org/about/our-approach/methodology/invite/
> It is through careful invitation that Criterion Institute brings together the people and organizations who will enable a venture to succeed. Inviting and evaluating input from many angles allows us to weigh not only the opportunities ahead, but the challenges we may face as a venture develops.
>
> We invite individuals and institutions into a venture early and often, utilizing a network rooted in 500 connectors, well placed and connected people who believe in Criterion and in the value of our offering. We create an effective network of engaged players, whether those are endorsers, customers, distributors, board members, donors, or any other group. Strategic engagement develops buy-in, builds buzz, or allows us to avoid pit-falls.
>
> **We insure that the invitations are authentic, recognizing that these interactions form the basis of the brand experience.** We execute through a web of relationships via informal and transient economic relationships such as bartering. **We build trust quickly and play with a sense of openness and fairness.**
>
> Inviting can be branding, business development, sales, marketing, customer care, and partner development.

Where are the "OnRamps"?

To have an open process that is transparent one must figure out how to support new people joining the community. There must be an effort to welcome new people who were not at the very first or first few meetings but who wish to engage in an ongoing way. On January 9th, 2013 6 months into the IDESG I wrote this to the chairs list. "We have to get way better at articulating the "on ramps" and participation pathways - Those who could be involved in NSTIC are diverse interms of knowledge, time, field of work, ability in desire to contribute." This gets us to Question 5

5. How can the IPTF promote participation from a broad range of stakeholders i.e. from industry, civil society, academia and international partners? In particular, how can we *promote engagement from small and medium-sized enterprises (SME) that play key roles in the digital ecosystem? How critical is location for meetings, and what factors should be considered in determining where to host meetings?*

It is most vital to remember that not all potential stakeholders in any given process are "the same" they are diverse. While for some narrow cybersecurity issues with a small number of stakeholder constituencies they could be very homogenous for many of the issues you are tackling of high complexity and inter-relatedness they are heterogenious. This means you must structure the processes you are using in ways that meet that diversity rather then expecting it to vanish.

Power differences between different stakeholders must be addressed so that the "weaker" participants continue to have access to the process.

What does it mean to volunteer. Many participants from large companies while they voluntarily participate in multi-stakeholder efforts they actually do so as part of their day job and are in effect paid to participate. Some civil society groups (civil rights/privacy groups) do have some paid staff time to dedicate to such efforts but it far less the major multi-national technology companies.

I was the representative for the Small Business and Entrepreneur stakeholder category within NSTIC. I chose to run for that position because I founded and at the time lead the Personal Date Ecosystem Consortium a trade association of startup companies working the development of tools for people to collect manage and get value from their own data. None of those companies had enough time to participate themselves in the NSTIC effort they were very glad that I was showing up in the process to participate on their behalf. I also am a small business owner of my firm that designs and facilitates interactive events unconference.net.

SME participants have very very very limited time to engage with these efforts and avenues

> Quoted from Criterion Institute Structure Page http://criterioninstitute.org/about/our-approach/methodology/structure/
>
> Structuring includes diverse elements such as business planning, organizational design, resource recruiting, establishing legal and governance structures, and performing due diligence.
>
> Structuring is an iterative process. For instance, an initial business model may prove untenable, and need to be rethought. Or a set of resources refocused. As execution proceeds structure evolves. Structure requires disciplined thought and analytic rigor, and it is often supported by scenarios, plans, pro formas, lists, etc…
>
> Whatever your venture's status, Criterion Institute constructs a model to achieve its goals. The components are familiar – business models and strategies, team, funding, legal entities, risk, requirements, etc… Some ventures have clearly defined business models, but need teams. Others have a strong collection of players, but lack a financial model.
>
> We often find elegant structure evolves not from myriads of requirements lists but from a varied team working at the nexus of disciplined thought and creative possibility. As we consider structure, we expand possibilities by bringing players to the table based on the project's needs. We identify and name the best set of partners to move a venture forward, the talent (both paid and volunteer) that will make the venture work.
>
> Concurrently, we consider the possibilities created by various legal structures. We believe the purpose of corporate structure is to manage the relationships necessary to do business. As the rules change and new opportunities emerge, the ability to capture new, unexpected relationships while maintaining existing commitments provides the foundation for success.
>
> With the help of the David and Lucile Packard Foundation, we have developed Structure Lab, a formal framework and learning experience for thinking about structure as part of social venture strategy it.

for their participation need to be structured in ways that they can meaningfully contribute in limited amounts of time without traveling far - one way to do this is with distributed meetings (my proposal for this can be seen further down in this document).

Inclusion of Diverse Stakeholders

A different way to articulate the goal in the question above is Inclusion. Prior to the IDESG forming and while actively participating in its leadership I relentlessly advocated for the organization to proactively work on this.

[Standards_sc] Agenda for the 18 July SCC meeting

Kaliya, Identity Woman - Planetwork Kaliya at planetwork.net
Thu Jul 18 17:23:40 EDT 2013
http://mail.idecosystem.org/pipermail/standards_sc_idecosystem.org/2013-July/000938.html

Kathy Tilton: Part of our charter is to identify standards gaps; however, we have also said we need to be requirements driven. So a gap is identified when a requirement has been expressed and either no standard exists that satisfactorily addresses the requirement or a standard exists that partially meets the requirement but needs extension/revision. So where do these requirements come from?

Kaliya: I think we have to ask regular people who are using identity systems today about what they experience today, what is wrong with it and how it could work better in the future[?] I have suggested several times that the use-case group work to solicit input from REGULAR PEOPLE via formats like short videos on social services like You-Tube. Maybe a discussion guide we could put out that enables an hour long conversation amongst regular people who meet in their religious congregations, sports leagues, knitting or model rocket clubs to share a vision of what they want. What can't they do online now that they want to do that some of the tools we have at our disposal can do.

We also need to be engaging with actual groups that represent regular people as part of their advocacy "job" in Washington DC. I would like to see the NPO staff who have responsibility for outreach to diverse communities of potential participants to actually share who they are reaching out to and how so we can get a handle on if they are doing any outreach to, ethnic, religious, sexual, disability and other communities who's voices should be heard.

[Standards_sc] Agenda for the 18 July SCC meeting

Kaliya, Identity Woman - Planetwork Kaliya at planetwork.net
Fri Jul 19 15:02:09 EDT 2013
http://mail.idecosystem.org/pipermail/standards_sc_idecosystem.org/2013-July/000949.html

Peter Brown: Short of some Madisonian ideal of perfect representation of all “regular people”, we have to do the best we can, with the people we have, and the resources and processes at our disposal, accepting also that work on use cases and the like are done in good faith with intent to capture as much as possible the realities of “regular people” (of whom, we sometimes forget, we are all examples).

Kaliya: The NSTIC document explicitly talks about the need for the ecosystem to work for people and to be user-centric in its orientation. If we scope the shape the identity protocols in a way the looks over the needs of significant obviously identified groups and WE didn't proactively invite them in and get their participation that is our fault not "theirs"

It is up to us to be inclusive. We have to figure out how to invite in, how to listen and how to incorporate what these types of groups representing diverse regular people looks like.

We are all examples but so far there have not been many people from participating in the organization and contributing to use-cases.

1) religious organizations or representing their needs/issues - has outreach been done to the national Council of Churches, Jewish organizations, Muslim organizations, Sikh organizations, Buddhist Organizations, Hindu Organizations, the United Religions Initiative?

2) the full range of the diverse ethic groups in our country - Has someone from the NPO knocked on the door of say La Raza or the NAACP? how about South East Asian immigrant community

3) the first nations people of this country - although tribal governments are part of one of the stakeholder categories has one native person from a tribal government ever attended any meeting? Has the NPO actually met with any group representing native peoples?

4) What about the disabled community - there are many groups who represent these constituencies in DC. Have meetings been had with them proactively inviting them to participate and contribute use cases?

5) Sexual Minorities - Transgender, Intersex and others not fitting into a gender binary. Baking gender binary into all the credentials we see being used in this ecosystem seems like not the best idea.

6) The undocumented and the doubly undocumented (these people don't even have paperwork from their home country).

When I was asked along with a puzzled look how one would engage these types of groups by someone at the NPO .... I said one would in DC "open the phone book" because these groups all have advocacy groups with offices in DC. It is those groups JOB to be engaged with government initiatives to advocate on behalf of their "group" of one type of regular people. That is they might be able to give paid staff time to participate on behalf of their constituency.

So far I don't think any meaningful systemic and supported effort has been put in to doing real outreach. To in a simple way ask for input - to have a discussion guide some local chapters could use to have a conversation about how identity works and what people from whatever group might want.

[Taxonomy] Our First 2014 Taxonomy AHG Meeting - Thursday, 1/9 @ 12:30 PM ET

Kaliya kaliya at planetwork.net

Wed Jan 8 15:12:42 EST 2014

http://mail.idecosystem.org/pipermail/taxonomy_idecosystem.org/2014-January/000591.html

On Jan 8, 2014, at 9:44 AM, Aestetix <aestetix at aestetix.com> wrote:

Aestetix: I am doing my best to keep up the discussion, I apologize if I have missed anything important. Please keep in mind that due to "life" I am generally unable to make the phone calls, so these notes and online discussion are pretty much all I have to work with. If there are more effective ways I can contribute, please let me know. :)

Kaliya: Let me re-iterate what Aestetix said.

He is a regular citizen with out a "day job" in the identity technology industry. The fact that we have created an "open government" initiative that does 100% of its business between the 9am pacific and 5pm eastern means that all those who are interested but are otherwise engaged in regular work activity can't.

If we are serious about having an inclusive, open process then we have to think about this choice of timing and method. This is a point obviously not just about this list but about all IDESG activities.

Deciding that agreement amongst whoever happened to show up on a call actually means there is consensus is flawed too.

I have suggested many times that we do a different type of community process to get to a working vocabulary for this community to meaningfully discuss core issues. Hint it isn't done linearly with slide deck's and once a week phone calls with people who don't really know each other and don't speak other then to argue about the meaning of words from very different angles/ points of view.

- Kaliya

March 27 Tech President (at my urging) covered this inclusion and diversity issue.

In Obama Administration's People-Powered Digital Security Initiative, There's Lots of Security, Fewer People[24]

> But three years into this supposedly citizen-powered process, Kaliya Hamlin, one of the group's own management council members, and a privacy activist and conference organizer, is charging that the effort is less diverse and inclusive of the citizenry than it should be, and instead is being overtaken by the executives in the digital-security industry. Hamlin says that the group has not done the necessary legwork to seek out the range of input needed to create a set of authentication choices that would fairly accommodate everyone.
>
> "This group does not currently have any member organizations who explicitly represent women, people of color, LGBTQ, persons with disabilities, immigrants or youth members," she wrote in an e-mail she is circulating online. She has also aired her concerns with the leadership of IDESG, she said in interview, but has received no substantive response.
>
> "There is a danger that without the input of regular people (and organizations that represent them) we could end up with a very restrictive digital identity system," she explained in a write-up on her concerns that she's distributing to allies via e-mail. "Just as pre-civil rights voting rules limited the rights of African Americans, Latinos and the poor to fully participate at the polls, this digital identity system could restrict everyone's ability to participate in everyday activities online."

As a result of this media coverage at the next plenary a representative of the NAACP and the Association of the Blind presented. They both employed us the members of this multi-stakeholder group to be sure that stakeholders like them were active in an ongoing way in the process. After that meeting no steps were taken to change how the organization operated to become inclusive.

I have one final e-mail that illustrates the challenge I was naming along with the concrete solutions that could address the challenge these flows into the next sections of the document on structure of meetings and community managers.

[24] http://techpresident.com/news/24824/obama-administration%E2%80%99s-people-powered-digital-security-initiative-there%E2%80%99s-lots-security

Some context that is also relevant to understand the context of the message. The NSTIC NPO chose to fund the ongoing work of the IDESG through a grant to an entity to manage it administratively for the first two years. Once it awarded the contract it could not change contractors and it could not change the contract. The company chosen was given 2.5+ million dollars to run the infrastructure for the community. The private sector leaders were given NO - ZERO transparency into the budget at any level. We were not able to recommend resources be directed to particular activities. This seriously limited our ability to actually lead. In the summer of 2014 we were finally going to have our own funds to spend as the secretariat contract was ending. This was the e-mail I wrote to my fellow leaders on July 8th and I highlight the key questions that face(d) the IDESG and are very similar to questions that cybersecurity with even mildly broad multi-stakeholder constituencies must consider.

Reading Materials for Tomorrow's Board Meeting

> From: Kaliya, Identity Woman - Planetwork Kaliya at planetwork.net
> To: All the Member's of the Management Council at their individual e-mail addresses.
> Jul 8, 2014
> http://mail.idecosystem.org/pipermail/standards_sc_idecosystem.org/2013-July/000949.html

Dear [Fellow] IDESG Leaders,

I am also writing you to share my concerns about proceeding in defining and negotiating contracts with contractors for very large amounts of our budget to do key pieces of work when I am still not clear that we are all clear on what needs to be done and how.

I think we should spend 2 days together to really align and make choices based on all the good work that has been done to assess what we could and should be doing - and how we allocate budget to get it done. This includes the work from Scott Spann, the most recent work from the NPO about strategic direction, the work by peter brown to articulate key work areas, the list of all the deliverables in the spread sheet of deliverables.

I am concerned about committee to budget for subject matter experts - as I understand them to be defined until we are clearer about the direction we are needing to go and what type of expertise we need….and how we get it. I think we are making a bunch of assumptions and we should meet together and work out how we invest our resources in what we really need.

Reading the document from the management council there is the proposal that this organization start to operate like other standards bodies and organizations.

Most standards bodies are run for and by the corporations building standards and technologies. We have to innovate how we bring these practices and people TOGETHER with civil society and other business input into what we are seeking to build.

Other standards bodies and organizations are not trying to define how digital identity works for 300+ million people and with a government mandate to get inclusive input from the private sector including non-governmental organizations that represent those people in the process.

I know what I am saying it gets outside of people's comfort zone of what they feel the "know" for how these bodies work. I would like us to seriously consider a few things.

1) How do we enable broad participation for people who have LIMITED time to contribute? This includes anywhere from 15 min a month, 1 hour a month, 1 hour a week. How do we structure ways people can contribute and give feedback in a way that does NOT require endless attention.

2) Can we consider how we get answers to key questions and get input from a broad swath of the plenary using distributed meetings around the country? These would have pre-defined focused questions along with clear deliverables we seek from each meeting - these would all be shared publicly and results synthesized.   This provides a way for people to connect to one another - in a low cost to them (no airplane or hotel involved), relatively high personal value (networking with local professionals) way.

3) How can we in the coming year invest in real community cultivation and management? To grow from where we are at about 70 active members to 300+ where we were and ideally more at the level of 1000 groups involved (To have meaningful broad society by-in to the work products and outcomes).   This would both be online and in person and be a focus on what some times can be seen as "touchy-feely" but is what helps the human side of us - feel connected and want to be a part of something.
 This will help us grow more then focus on "deliverables".

Building on point 3 - I was just at a community organizing meeting in SF - I went with my partner and it was the first time we had attended this meeting… it was going a bit over time and we picked up our things and headed out. The woman leading it made a point of coming out to the hall and thanking us for coming and making a contribution. We are much more likely to come back - because she did this. These small human touches make the difference. We also should be cultivating an online community sharing and connecting and commenting - in a way similar to what happened in the early identity gang years - this built a REAL community of people engaging meaningfully over years. This to me is a type of subject mater expertise - that is CRITICAL that we fund and support.

IN closing I will say what I often say and was highlighted at this last plenary by people speaking from the NAACP and Association of the Blind - that people like them - and their organizations need to be involved as the work is being done. I am personally still VERY concerned about how we are creating an inclusive organization and making sure that people of color, those with disabilities, women, sexual minorities and those of religious faith are meaningfully involved in the MAKING of the legal agreements / the "frameworks" and understanding the technologies we are proposing be at the heart of ecosystem.

I look forward to being with you all in person and figuring out how we create a functioning thriving identity ecosystem.

Regards, - Kaliya

Events, Structure and Mechanics

How critical is location for meetings, and what factors should be considered in determining where to host meetings?

Please comment on the best structure and mechanics for the proces(es). If different security issues will require different process structures, please offer guidance on how to best design an appropriate process for the issue selected.

These questions are critical and often not even considered. Throughout the my involvement with NSTIC leading up to the creation of the IDESG and as part of its leadership I considered these questions and actively put forward ideas about meeting structure and community mechanics.

Much of what I outline was shared with the NSTIC-IDESG business planning committee in an email with the subject line Event Choice Landsacpe[25].

Events have a variety costs associated with them.

The way I think about events is from my experience working with professional technical community over the last 10 years helping to put on almost 200 unconferences (participant driven events where most of the content of the day is put forward by them the day of the event).

Questions for Event Design

When I work with these clients I go through a series of questions and then use that material to inform design choices. I bring those to the client and then we work together on the final design. These are the types of questions that should be asked about any particular cybersecurity issue the IPTF is seeking to address:

- What is the purpose/mission of the organization?
- What is the purpose/reason/goals for the event?
- Who is coming to the event? What are their goals/needs?
- Where are they coming from? What capacity do they have to travel or not?
- Are diversity and accessibility a goal? What are the needs issue that need to be sure to be included?
- Are new participants being invited? How will they be included/brought up to speed?
- What time availability do people have?
- What value will different types of people get out of the meetings?

When I work with clients, all these questions are answered first and then I work on a design that will meet the needs of the organization, the needs of the people attending and have a high probability of fulfilling the goal.

[25] [Busplan_subc] Event choice landscape
Kaliya, Identity Woman - Planetwork Kaliya at planetwork.net
Fri May 17 15:13:53 EDT 2013
http://mail.idecosystem.org/pipermail/busplan_subc_idecosystem.org/2013-May/000049.html

Processes to use in Event Design

There are a wide range of process options the National Coalition for Dialogue and Deliberation developed the Engagement Streams Framework[26] which has a matrix of proven practices and divides them into 4 broad categories. This summary takes information from their charts and puts it into narrative form here. Processes are listed in only one stream of engagement here but in the NCDD guide processes are useful for more then one stream of engagement.

Exploration: To encourage people and groups to learn more about themselves, their community, or an issue, and possibly discover innovative solutions. Its key features are suspending assumptions, creating a space that encourages a different kind of conversation, using ritual and symbolism to encourage openness, and an emphasis on listening. This is important when a group or community seems stuck or muddled and needs to reflect on their circumstance in depth and gain collective insight.

Appropriate Processes: Conversation Café, Intergroup Dialogue in the classroom, Wisdom Council, Wisdom Circles, Socrates Cafe, World Café, Open Space, Appreciative Inquiry, Bohm Dialogue.

Organizers Strategy: To encourage new insights and connections to emerge by creating a space for people to share both their thoughts and their feelings.

Key Design Questions for Organizers: How can we ensure that people feel safe expressing what inspires and touches them? What kind of techniques or rituals will stimulate listening and sharing, without making people uncomfortable?

Conflict Transformation: To resolve conflicts, to foster personal healing and growth, and to improve relations among groups. Its key features are creating a safe space, hearing from everyone, building trust, and sharing personal stories and views. This is important when relationships among participants are poor or not yet established and need to be. Issue can only be resolved when people change their behavior or attitude, expand their perspective, or take time to reflect and heal.

Appropriate Processes: Sustained Dialogue, Intergroup Dialogue in communities, Victim-Offender Mediation, PCP dialogue, Compassionate Listening.

Organizers Strategy: To create a safe space for people with different views to talk about their personal experiences and feel heard. Often, to set the groundwork for deliberation and action.

Key Design Questions for Organizers: How can the issue be framed so that all sides are brought to - and feel welcomed at - the table? What are people's needs relating to this issue, and how can divergent needs (healing, action, respect) be met effectively? If a conflict exists, how overt and volatile is it? How, if at all, will you transition people to "what's next"?

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[26] http://www.ncdd.org/files/rc/2014_Engagement_Streams_Guide_Web.pdf

Decision Making: To influence public decisions and public policy and improve public knowledge. Its key features are naming and framing, weighing all options, considering different positions (deliberation), revealing public values, and brainstorming solutions. This is important when the issue is within government's (or any single entity's) sphere of influence.

Appropriate Processes: National Issues Forums, Citizens Jury, Deliberative Polling, 21st Century Town Meeting, Charrettes, Citizen Choicework, Consensus Conference.

Organizers Strategy: To involve a representative group of citizens in thorough conversations about complicated policy issues. Ideally, the group is empowered by governance.

Key Design Questions for Organizers: How can we best represent the public (random selection, active recruitment, involving large numbers of people)? Should/can public officials participate in the process side-by-side with citizens? What kinds of materials need to be developed or obtained? How can we ensure that this process influences policy?

Collaborative Action: To empower people and groups to solve complicated problems and take responsibility for the solution. Key Features Using D&D to generate ideas for community action, developing and implementing action plans collaboratively. This is important when the issue/dispute requires intervention across multiple public and private entities, and anytime community action is important.

Appropriate Processes: Study Circles, Future Search, Appreciative Inquiry.

Organizers Strategy: To encourage integrated efforts among diverse stakeholders, sectors, organizations, etc. involved in the problem.

Key Design Questions for Organizers: Who needs to be at the table? What kind of power dynamics exist already? What group/leader/institution is most resistant to change? What group tends not to be at the table, although they're affected?

In summary I strongly recommend that all government officials reading this download the Engagement Framework Guide it has all the methods outlined above with a few sentence description along with where to learn more about them. http://www.ncdd.org/files/rc/2014_Engagement_Streams_Guide_Print.pdf

Another similar but different resource to help inform deciding what processes to chose for public decisions by the Ad Hoc Working Group on the Future of Collaboration and Consensus on Public Issues. http://ncdd.org/rc/wp-content/uploads/2010/09/spectrum2008-CollabConsensusInPubDecisions.pdf

Industry Engagement?

I know what you are thinking but this stuff is all about "public engagement" and we are primarily focused on trying to get industry stakeholders to solve really hard complicated cybersecurity issues.

Industry Engagement IS Public Engagement

The Industry is part of the public and the open, transparent, voluntary processes mandated by the ecosystem engagement efforts coming out of government would do well to follow the Core Principles for Public Engagement. The project "was launched in mid-February 2009 to create clarity in our field about what we consider to be the fundamental components of quality public engagement, and to support President Obama's January 21, 2009 memorandum on open government. The following principles were developed collaboratively by members and leaders of NCDD, IAP2 (the International Association of Public Participation), the Co-Intelligence Institute, and many others."[27]

The Core Principles for Public Engagement[28]

These seven recommendations reflect the common beliefs and understandings of those working in the fields of public engagement, conflict resolution, and collaboration. In practice, people apply these and additional principles in many different ways.

1. Careful Planning and Preparation
Through adequate and inclusive planning, ensure that the design, organization, and convening of the process serve both a clearly defined purpose and the needs of the participants.

2. Inclusion and Demographic Diversity
Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.

3. Collaboration and Shared Purpose
Support and encourage participants, government and community institutions, and others to work together to advance the common good.

4. Openness and Learning
Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate public engagement activities for effectiveness.

5. Transparency and Trust
Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed.

6. Impact and Action
Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential.

7. Sustained Engagement and Participatory Culture
Promote a culture of participation with programs and institutions that support ongoing quality public engagement.

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[27] http://ncdd.org/rc/item/3643

[28] http://ncdd.org/rc/wp-content/uploads/2010/08/PEPfinal-expanded.pdf

Those planning stakeholder engagement ignore the above principles to their peril.

The Fabulous POP Model

This is another resource to consider how to choose the right method aligns with what I outlined above as far as questions to ask to help determine the process one should use.

Purpose: Why? Why are we undertaking this? What is the purpose?

Outomes: What are the specific outcomes we want to accomplish as a result of this action?

Process: What steps will we take to achieve these outcomes and fulfill the purpose?

Further elaboration of each step are outlined in this seven page document by the Social Transformation Project - http://stproject.org/toolkit_tool/the-fabulous-pop-model/

Cost to Participants to Participate

Participating in any government convened stakeholder engagement has a cost to participants. This must be considered when designing the engagement. To have a truly broad range of stakeholders involved one must consider how those with a range of time commitment availability have and structure the communities /organization's ongoing activities in a way that can take advantage of their volunteer energy.

The IDESG chose structures that had a very high time/money cost to participate. They chose to have meetings all over the country 4 times a year and to participate in those face to face would have required a $12,000 and the ability to take between 3-4 days off work - or have your time there "covered" by your employer or be independently wealthy enough to just purely volunteer. In between those face to face meetings it chose to have committees that met weekly for an hour or more in a completely linear way. To know what was going on in various committees you had to join multiple mailing lists and attend hours of calls each week. There was no clearing house/information sharing function actively taken on by the secretariat or the NPO.

I repeatedly asked this type of question of our leadership group and no time or attention was ever taken to consider how we structured ourselves/conducted our business. My hope in sharing with the IPTF that you will consider these types of questions when relevant to engaging a broad array of stakeholders.

Subject Re: Planning and Questions for how we proceed.

By Kaliya to IDESG Leaders

August 1, 2014

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How are we stepping back and making space for people who have different
levels of time and capacity to engage to do so? (one hour a month, 15 min a
month, 1 hour a week - no "real" volunteer has 15 hours a week to 1)
understand what is going on and 2) meaningfully contribute.  We need subject
mater expertise in HOW we conduct our business not just "product
development."
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As the work progressed around certain work products it become clear that long linear process on weekly tele-conference was proving inadequate for two primary reasons. The sort of work that was being done like defining functional models was best done face to face with a white board where people could see the same diagram and work together to draw it or collaborate in co-creating a diagram using sick notes on paper. The high cost and low frequency of our face to face meetings got me to thinking that distributed meetings around they country could be an innovative way to meet many of our goals. Get initial drafts of key deliverables developed, and get feedback on deliverables developed by others as they moved towards completion in a rapid way. Ensure a large number of a broad range of the stakeholders were engaged. Have the cost to participation in terms of time and energy be low (one afternoon driving to a local location vs. getting on an airplane and loosing 4 days of travel. Here is out I outlined this idea in July of 2013 it served as the basis of a more formal document I outlined in July of 2014 to the Management Council to consider as we finally had control of our budget and the possibility was there to allocate it to this type of experiment. Needless to say they didn't try it. I think it has huge potential and the IPTF should try it.

Subject Proposal for Input into Functional Models work

From: Kaliya to NSTIC NPO Staffers, Chair of the Plenary and Chair of the Standards Committee (who was tasked with getting the functional model done). July 24, 2013

Hi All,

I have been advocating that we work on organizing localized regional face-to-face meetings to get input into the IDESG work products.

This method could be used for a variety of work items that need input. We can see how this might work with this need that is surfacing to create functional models that reflect the true scope of the NSTIC vision. It is an opportunity to get divers people from across the spectrum of those involved in the ecosystem to spend a face to face afternoon together contributing to making this.

I propose this parallel processing mode of getting work done because of the limitations that only serial work via conference call and documents shared in three forms (ppt, word, excel) presents. This often means one person is "drawing the diagram" if there is one in isolation and then sharing it. With the number of [elements in the] functional model reaching 73 the time that will be needed to complete this and have consensus about it could be years.

We can use this as an opportunity to accelerate the amount of work that can get done by using parallel processing from the members of the plenary by supporting local regional meetings of existing (and hopefully also new) plenary members who can meet in parallel around the country to move work items forward.

This has the advantage of tapping the wisdom and contribution of the members of the plenary. And have the bonus effect that those who do participate might invite not-current plenary members who might find value in contributing to the face-to-face meeting to join and participate.

Contributions are scoped in a way that those participating only need to show up for that time (an evening or an afternoon). Although some pre-reading or watching a video might be involved - they contribute into a well structured activity and then they don't need to actively be engaged or follow committee meetings for months. It will provide an opportunity for mutli-disiplinary / multi-perspective teams based locally to work together and actually "make" inputs for the plenary that do reflect the diversity of interests and needs.

It requires work by the committee seeking to get input and once the meetings have happened synthesizing and listening to the outputs of those meetings. However this is faster then a small group doing all the work in a serial process.

If there is interest in pursuing this idea for getting input I am happy to lead the group who wants to figure out the input to this meeting, simple instructions and product guidelines together.

As for inputs for this potential exercise. Their has been excellent work done to identify different roles and functions that different groups (73 so far). The question is what do those functional roles in the matrix look like when they are linked together to provide ecosystem functionality. What do the pictures look like of it all working together?

We will need to design the exercise we ask these small groups to deliver in their afternoon of work. This is a task that can use collective intelligence and higher bandwidth communication of people being face to face in a room together using post-it notes or white board to map out and talk about how do the functions flow. The goal at the end of these meetings is to have each small group that meets "ship a product" that is a diagram of a functional model. We may have other products we ask them to ship back to us like "questions that surfaced in your discussion".

We could even make a design and try it out - then refine then ask the distribute meetings of plenary members to do it.

To prepare for the small local groups we should have calls with the volunteer local co-leaders who agree to host/facilitate the afternoon to coach them on the process and answer questions. Hopefully we will be able to have 6-12 meetings involving 3-12 people at each one and getting input from 100+ plenary members.

We need to find IDESG plenary members who could get access to a conference room for an afternoon within a window of a couple weeks when we are doing it.

We set a date/time in these cities based on the availability of space volunteered by members.

I suggest we get co-leaders (they don't have to be the same as the people volunteering space). People may not know this but often public libraries have meetings spaces.

The Secretariat then needs to send an invitation to all the people who are in a local regional area to let them know about the meeting in their region. The should also send out a note to all plenary members with all the dates but the role of invitation is key to getting people to show up.

The openness and transparency is not achieved by every thing in every meeting being recorded but the fact the inputs are open and the out-puts are shared with everyone publicly.

Input to the IDESG Strategy and Framework Planning & Development Work:

Creating Broad Based Consensus within the IDESG on critical Questions, Issues and Deliverables via Distributed Face to Face Meetings

written by Kaliya "Identity Woman" Hamlin,
Management Council Delegate for Small Businesses and Entrepreneurs.
August-Sept 2014

The NSTIC - IDESG has a mandate to operate via "consensus" I have put forward several times the challenge of naming a specific facilitation methodology "consensus" presents to an organization structured the way this one is. If you asked a professional facilitator they would describe "*Consensus"* as requiring unanimity in the group. This meaning of "consensus" however is not the right one meant by the authors of documents outlining the NSTIC-IDESG and its mode of operation.

It seems that what they meant in using the word "consensus" to describe the modus-oparendi of the IDESG was that the IDESG would foster broad dialogue amongst a range of stakeholder communities and that amongst them there would be broad agreement a rough "consensus" that would be a viable path to creating an identity ecosystem and the framework(s) to support it that would be in alignment with the NSTIC guiding principles.

The IDESG Plenaries in mailing list activity, NPO staff outreach and speaking at events and the NSTIC workshops prior to forming the IDESG and other outreach done by the NPO, Management Council members, committee chairs and ordinary IDESG members have meant 1000's of organizations and maybe as many as tens of thousands of people. These are all potential participants in the process of contributing inputs into the creation of an identity ecosystem and its framework, iterating it as it develops and blessing the outcomes to achieve broad consensus. However it leaves these questions:

> How do you solicit the input of 100's and 1000's of people from many dozens of stakeholder communities and come to a consensus?
>
> How do you come to consensus about complex issues and complex technologies and their intersection?

The current governance structure, organizational structure, organization of work projects and items is not working well enough to get broad involvement and converge on consensus.

There are many active committees with many critical questions and issue areas that require meaningful space for in-depth dialogue. This is difficult to achieve on mailing lists, via linear conference calls and in the occasional plenary. The broadness of engagement enhances legitimacy of the inputs (they are seen to be coming from multiple diverse stakeholders) to answering the questions increases the ability for the outputs the "answers" to be seen as legitimate and worthy of consideration for adoption by a broad range of Americans.

Below outlines a strategy to broaden input, increase engagement, raise the quality of input, increase the speed of being able to get work done and increase the likelihood of success. Members of the IDESG and those in the broader community that the NSTIC vision touches upon.

There are two parts to organizing executing on the strategy for having distributed meetings, both critical to success. One is the logistics around organizing the meeting the other is figuring out what to do in the meeting, what the out puts are and how to collect and organize them and reflect them back to all who participated in attended to feel like they had success.

Meeting Design

The structure of the meetings is simple.

It is designed to be a self facilitated conversation based on outline and discussion guide. There are two volunteer discussion leaders/hosts per meeting who are in touch with HQ before and after along with holding space during the meeting to help it progress.

Each conversation has between 5 and 20 people. They are designed to be 3 hours long (but could be slightly shorter or slightly longer).

Each location has a simple set of deliverables - outcomes from the meeting they send back to HQ.

The two discussion host go to a briefing about the meeting two weeks before.

Their job is to do a simple opening, welcoming people, sharing the outline of the meeting and discussion topics/questions. Present any material that was prepared by HQ for consideration in the meeting (presenting a video, sharing a diagram on a hand out, sharing key work products that are seeking feedback/input). They and bring the questions outlined in the discussion guide forward. They are also responsible to report back to HQ the outputs of the meetings.

Another role to consider is a venue host (who booked room at the venue). The venue host may or may not be one of the two discussion leaders.

At the conclusion of the meeting the hosts send the results to HQ in the form of photos, notes (whatever the requested format was for the output) these are all made public on the IDESG website. The hosts also share key issues, insights or questions that arose that were outside the scope of the requested outputs.

HQ takes the outcomes of the meeting - synthesizes them and reflects them back to everyone who attended all meetings.

The outcomes are used as key inputs to the ongoing work of the IDESG including the framework and other key deliverables.

[Note this synthesis process will need organizational support (meaning paid staff time)].

Logistic Design

1-4 months ahead

Identify a meeting week.

Ask IDESG members in various metro locations (or really city or town) to find an morning-afternoon or evening that they could be a venue host for a 3 hour meeting and book a room in their office, local library, co-working space etc.

Get those times and locations collected and listed on the IDESG site along with links to sign up.

Create a way to sign up to attend the meetings via a platform like eventbrite.

1-2 month ahead

Work to identify people attending who are are willing to be discussion leaders - each location should have two leaders.

2 weeks ahead

Host a conference call with discussion leaders to go over the discussion questions and the requested discussion outcomes/work products.

Hosts are supported with signage they can download to post in their venue to help people find the room in the building.

1 week ahead

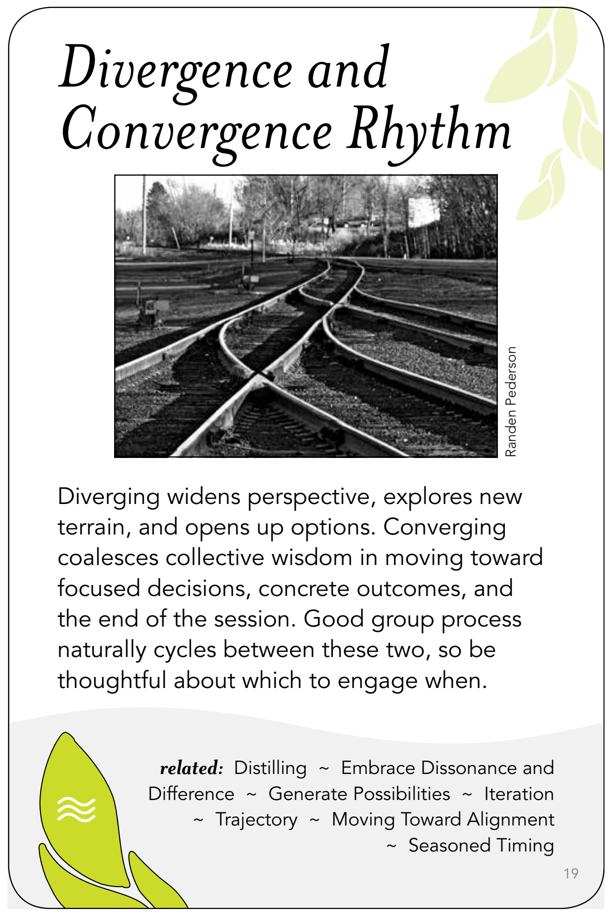
All those who are signed up are pinged and encouraged to attend - an agenda is shared and what is expected of those attending along with the potential benefits they will receive if they make the effort to attend.

Meeting Happens

The Venue Host and Discussion Leaders submit back to “head quarters” the outputs of their conversation - both the required deliverables and other things that surfaced in the conversation that are of note.

Following the Patterns

The above idea to have distributed meetings across the whole country to tackle the development of key work products and getting feedback on key deliverables ad they moved toward the goal of getting multi-stakeholder consensus follows the Subgroup and Whole Group pattern from the Group Works Deck (I was one of its many co-creators). Those seeking to choose processes that will be effective in solving cybersecurity challenges in multi-stakeholder consensus driven processes would be wise to pick up a copy and keep it by your side to help in the discernment process that you will be engaging with.



Another critical pattern found in the above idea and throughout many successful designs is Divergence and Convergence Rhythm. Being all together and focused on the same thing and then taking time to diverge and focus on different things. When tackling complex issues it is vital that this rhythm be regular and well thought through. Unfortunately the NSTIC NPO and the IDESG did go both converging and diverging but out of rhythm - to much convergence at plenaries (where everyone is listening to one thing in a one-to-many format) and two little divergence where people were off doing different things. The almost non-existent processes for sense making across the IDESG as a whole and the wider industry at large meant no one felt in sync or “converged”.

Synchronous <—> Asynchronous

Rhythms of convergence and divergence can be considered across different communication modalities considering. I developed this matrix to consider the options.

	synchronous	inbetween	asynchronous
face to face	Everyone Meets in One Place at one time. Listening to one thing or Community Mapping.	Open Space Technology World Cafe	People Gather in small groups at slightly different times.
voice	Tele-conference (everyone calls into a shared line and talks together)		Listening to a meeting later that was recorded. Listening to a Podcast
onlin e	Chatting in IRC or other chat program.	Twitter	E-mail conversations, Wiki documentation. Online Forums.
video	Wathcing a lives stream / looking at a webinar in real time as it happens. Being on a video call with multiple people.		Watching a recording of a webinar or video of someone speaking.

Different modalities have different time - effort - cost trade offs. These should be considered for both those you are inviting to participate and those organizing. In efforts were those convening/organizing are paid and those who are participating are voluntarily doing so it is generally better to err on the side the paid convener bearing the hire cost.

Open - Transparent - Dimensional Cost - Choice Matrices

Considering elements in a cost matrices for face to face events should include many things beyond the direct day-of venue costs. Different choices in event design and process design create different forms of openness, transparency, inclusion and likely hood of consensus and collective action emerging. It is critical to think about what types of openness you need and want - what types of transparency you need and want along with how much those choices cost. Those words have broad meanings and picking from among a range of good but different costing solutions to achieve the goals you have will be your mission IPTF. I offer these variables for your consideration.

- Registering people
- Coordinating people (in one or multiple locations and online)
- Coordinating with a venue(s)
- Venues (Hotel, convention center, other space)
- Figuring out where people stay.
- Feeding people
- Transporting people
- Creating welcoming space (Aesthetics)
- Design of the event time together
- Preparation for the event including getting people to contribute to inputs into the meeting.
- Facilitation of the event.
- Audio Visual within the space.
- Broadcasting the proceedings via video or via video.
- Recording the proceedings (audio and/or video/slides)
- Summarizing the proceedings
- Documenting visuals generated at the proceedings
- Follow-up including getting outputs to the wider community.

I suggested to the IDESG that they do an informal survey to other organizations who have openness as a goal actually practice openness balancing these different cost inclusion trade offs and why they make those particular trade offs you could do the same.

Connect & Nourish

After someone is invited into a multi-stakeholder process and one actually participates in some way one connects to other people. In any effort where the primary participants one is seeking to involves are doing so voluntarily this is essential to remember. They want to connect to other people and feel a part of something.

They want to be nourished in both human basic social/ emotional ways when they participate in any activity but they also want to have professional value - in learning new things / understanding emerging technologies on behalf of their companies and having the opportunity to contribute in a meaningful way.

Who does the work of inviting, connecting and nourishing the multi-stakeholder communities? Who tracks who is showing up to events and who's participation is dropping off? Who actively seeks to acknowledge the work of volunteer contributors (how you "pay" volunteers efforts)? Who proactively works to connect participants to one another who might learn from each other, help each other or collaborate together?

In the first online community forums on the internet Online Community Managers[29] emerged to support their ongoing health. When these online communities also meet face-to-face the role can continue into "meat space" too. With the emergence of social media sites the need for and scope of this work has grown.

If one was to archetypically define this type of work it is feminine and focused on supporting the overall health and well-being of individuals and the whole. In our culture broadly and in technical communities in particular this work is often taken for granted and may be not seen or noticed if is happening, not supported or resourced (with a funded staff position).

Expecting volunteers to outlay the level of emotional work required for growing and maintaining a thriving community for any given issue beyond a short period of time is not reasonable. When this work is not done communities don't cohere initially or once they have formed they can fall apart

Quoted from Berkana's Four Stages for Developing Leadership-in-Community
http://www.berkana.org/articles/lifecycle.htm

Berkana works with pioneering leaders and communities using a four-stage approach. This has evolved out of our understanding of how living systems grow and change, and years of practice and experimentation.

I. Name
II. Connect
Life grows and changes through the strength of its connections and relationships. (In nature, if a system lacks health, the solution is to connect it to more of itself.) Berkana creates connections in many different ways. We design and facilitate community gatherings. We host networks where people can exchange ideas and resources. Our collaborative technology supports communities of practice through dedicated websites, online conferences, asynchronous conversations and cocreated knowledge products.

III. Nourish
Communities of practice need many different resources: ideas, mentors, processes, technology, equipment, money. Each is important, but foremost among these is learning and knowledge: knowing what techniques and processes work well, and learning from experience as people do the work.

Berkana provides many of these sources of nourishment but, increasingly, we find that the most significant nourishment comes from the interactions and exchanges among pioneering leaders themselves. They need and want to share their practices, experiences and dreams. Creating opportunities for people to learn together has become our primary way of nourishing their efforts.

IV. Illuminate

[29] http://en.wikipedia.org/wiki/Online_community_manager

because no one is paying attention to and actively nourishing the "being" aspect of the effort. I implore the IPTF to consider hiring community managers to ensure success.

It may also be the case the some of the stakeholder you seek to be involve are easily swayed to participate and some need much more proactive engagement to get even a small amount of participation. This variability in participation can be tracked by and addressed in a proactive manner by a community manager. From the very first convening of the IDESG key stakedholder categories had far weaker levels of participation. Despite naming this and asking for help to increase participation from those groups no resources were actively invested in this effort by the management council.

For the first two years the IDESG was run by the secretariat neither they nor the NPO effectively supported this role in the community. When we got control of our own budget in the summer of 2014 I pulled together this case for a community manager. I hope you find it informative.

Community Management

written up by Kaliya "Identity Woman" Hamlin August 2014

> ***Community*** - from wikipedia: A community is a social unit of any size that shares common values. Although embodied or face-to-face communities are usually small, larger or more extended communities such as a national community, international community and virtual community are also studied.
>
> In human communities, intent, belief, resources, preferences, needs, risks, and a number of other conditions may be present and common, affecting the identity of the participants and their degree of cohesiveness.

The NSTIC vision articulated in the April 2011 document was a broad and inclusive one that brought together a variety of professional industry communities , and citizen advocacy communities, within the US and globally. It also called for a multi-stakeholder process inclusive of those different communities to create an Identity Ecosystem and the underlying tech-policy Framework for it.

The many different communities that were attracted to engage with the vision outlined in the document rarely talked to one another. Each community has its own history, culture and language it uses to talk to itself. To get a meta-community to form the first step is developing shared understanding.

To weave a meta-community out of a community of communities, a critical step is to actually support the different people from different communities speaking to one another - in meaningful dialogue that supports their learning about different perspectives. If this type of community process is designed well by a professional community manager, organizational development consultant, collaboration professional, meaningful work of the larger community can also be done at the same time.

In time with enough cross pollination and a shared language, a common set of words and meanings will form across many communities and will emerge. This needs to be facilitated from people talking to one another directly and largely face to face. It cannot be formed from glossaries or dictionaries that define every known word that might have been used in one community or another. This common set of words and meanings a shared language can form the basis of a community that can collaborate in a high-performance way.

NSTIC requires high performance collaboration across a range of stakeholder categories and a range of different professional technical, business and citizen advocate communities.

The social practices focused on the emotional life and well-being of people and the emotional life and wellbeing of the overall community are what the practice of community management is about. This is essential for a community that is called voluntarily together to work on a common project will be successful.

If you have an organization that is doing “outreach” and when those out-reached to ‘reach back’ to the organization and no one is there to receive them - to support them finding a social/professional place in the IDESG then what is the point of investing in more messaging and outreach?

Those people who go out of their way - drive or fly hundreds of miles to a meeting, spend 1000’s of dollars, take multiple work days off--

- How are they welcomed?
- How are they oriented to how to participate?
- Who is there to acknowledge them and their contribution?
- How are those who are not the current typical NSTIC participant proactively welcomed and specifically encouraged to engage?

How are we designing our community processes and collaboration practices to welcome volunteers and their contributions?

How are we actuality tracking what people (volunteers) say they will do - and then going back and asking them to actually contribute the contribution they offered. This small social tracking of offers and seeking to proactively receive them can make a huge difference in community engagement.

When people are NOT getting paid their only reward is coming from this type of social interaction to feel received, to feel that one’s work is valued and has a place.

If they are asked - if their contribution is SEEN and valued then they are much more likely to actually do it.

How are we asking what gifts and talents people have to offer? This social practice of getting to know people and then to as their talents or skills might be useful - asking them to give them is a key way to get community engagement and also high quality good work.

Having clearly scoped community goals and outcomes with clear pathways to contribute in small but meaningful ways is also critical to working volunteer driven professional work environments. This needs to be done and soon or those engaged will continue to withdraw as the time commitments and insensitive knowledge engagement needed to meaningful contribute will be to high. Good community mangers know how to help design these and solicit the work needed to make them successful.

All of this is emotionally intensive and engaging work and if it is to be done well at the scale the NSTIC / IDESG needs to be operating at needs a at least one if not two full time staff. There also needs to be ongoing learning and training in community building and engagement for those who are on the staff of the NPO, serving on the management council and working for the IDESG Inc.

If you are interested I can share more about the experiences of the more then a half dozen people I have reached out to and invited to participate in the IDESG. Some were more successful then others; however almost all have dis-engaged because in part of the lack of effective community cultivation and management. It should also be noted that none of the African-American technology professionals I invited to the process continue to be involved in the IDESG. This to me highlights that a management professional with experience in cultivating diverse inclusive communities would be invaluable to changing the current rates of diverse participation in the IDESG.

No Consensus about Consensus

Is consensus an idea or a method?

I am a trained professional facilitator - that is just as an architect is trained in architecture and a medical doctor is trained in medicine and a lawyer is trained in the law. I am a trained facilitator and if you went to other professional facilitators and asked them what is consensus the would say it is a method or a process. One that is best use with small close-nit groups that have known each other for a long time, with that are relatively homogenous (that is alike) have a high tolerance to hold and the collective skill to resolve conflict.

Just like Like the IPTF the NSTIC document calls for consensus and many of documents about governance developed by the NPO also called for consensus. I was profoundly worried about this choice of process for a mutli-stakeholder process working on such range of very complex interconnected issues. As soon as I saw it I spoke out and was repeatedly told that they had not chosen a method or process.

I posed this on my blog just after the first meeting of the IDESG in August 2012.
Consensus Process and IDESG (NSTIC)
http://www.identitywoman.net/consensus-process-and-idesg

> In my governance NOI response I proposed several different methods be used to solicit input from a wide variety of stakeholders and bring forward from those processes clear paths for making a real strategy that take input from a wide range of stakeholders.
>
> When the first governance drafts came out of the NPO, they articulated that the steering committee would operate via consensus BUT then it also articulated a whole set of voting rules for NOT abiding by consensus.

When I asked about their choice of using the term consensus to define a particular methodology - they came back and said well we didn't actually mean to suggest the use of a particular process.

But consensus IS a process method[30] I said...and they said we didn't mean to proscribe a method. So we were sort of in a loop.

Now that we are in this stage that is considering governance and systems for the community of self identified stakeholders (and people beyond this group who will be the users of the outputs). What I don't know is if people really know what real consensus process is or if we have anyone who is experienced in leading actual consensus processes? It keeps feeling to me like we are using Roberts Rules of Order and then getting everyone to agree - thus having "consensus". That isn't consensus process.

Tree Bressen who was the leader of the Group Pattern Language project[31] (I participated along with many others in its development) has an amazing collection of resources about consensus process including a flow chart of consensus process and Top 10 mistakes to avoid them[32].

Are we using consensus process?

One of the big issues of our democracy today (in the liberal west broadly) is that we have this tendency to believe that "voting" is the thing that makes it democratic. Voting is a particular method and one that by its nature sets up an adversarial dynamic. There are other methods and ways of achieving democracy and we can go well beyond the results of our current systems by using them. Tom has done a lot of research into them over the years at the Co-Intelligence Institute[33] and has published two books The Tao of Democracy[34] and Empowering Public Wisdom[35].

I am glad methods outside what has been the normative frame of "Roberts Rules of Order" as Democracy are being considered...however we need to be clear on what processes we are using.

It should be noted that virtually no processes was actually seriously considered and we ended up with what who ever was running the meeting thought was Robert's Rules of Order with some "consensus" salt sprinkled on top for good measure as the way basically all meetings were run. It was incredibly frustrating and there was almost time given for the Processes that are outlined in this document and the resource it points to.

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30 http://processarts.wagn.org/Consensus_Process

31 Group Works Deck: A Pattern Language for Bringing Life to Meetings and other Gatherings http://www.groupworksdeck.org

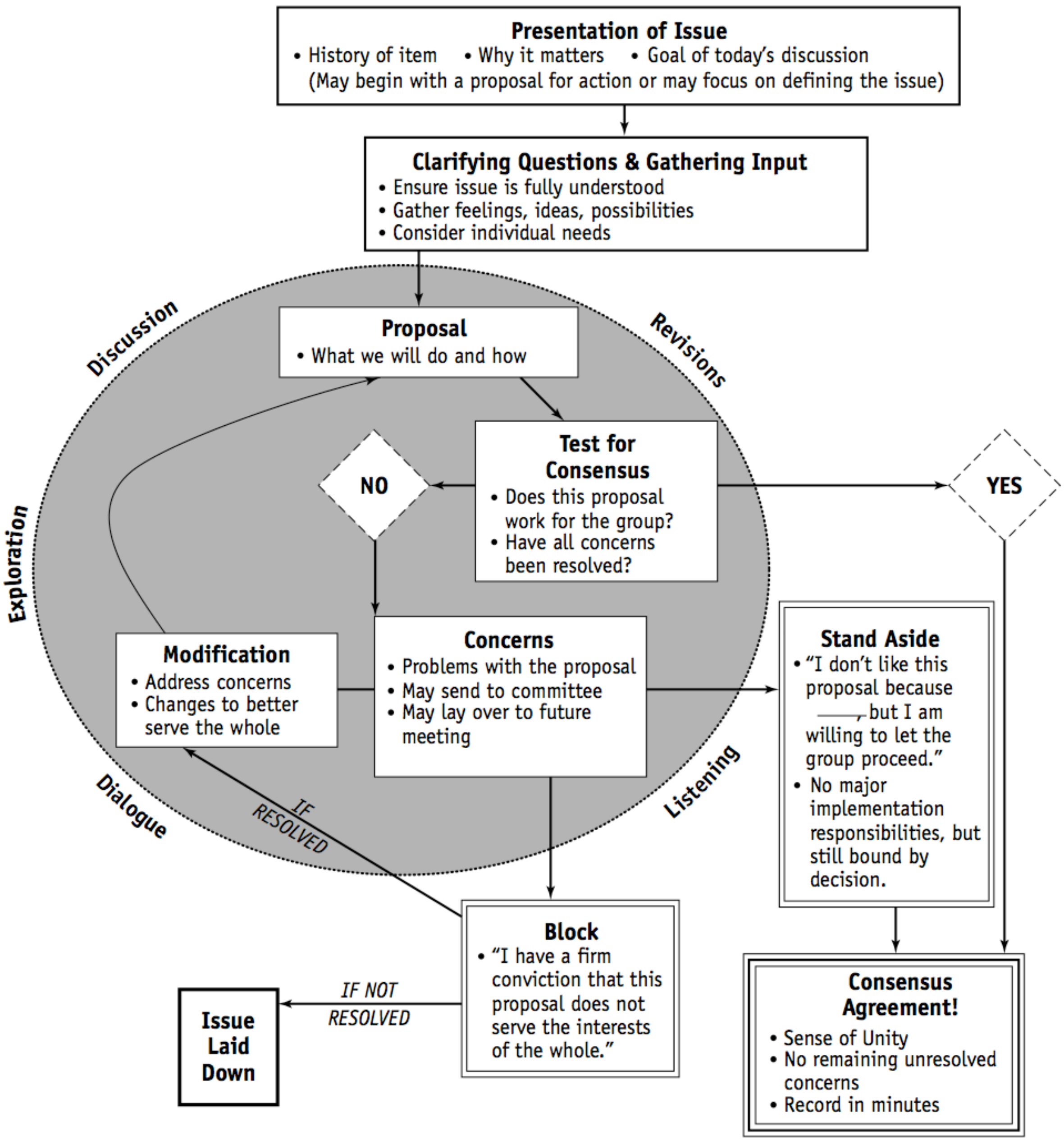
32 Top 10 mistakes to avoid them http://treegroup.info/topics/Top-10-Consensus-Mistakes.pdf

33 Co-Intelligence Institute http://www.co-intelligence.org/

34 The Tao of Democracy http://www.taoofdemocracy.com/

35 Empowering Public Wisdom http://empoweringpublicwisdom.us/

Consensus Flow Chart



Consensus Basics

by Tree Bressen http://www.treegroup.info/topics/A1-consensus_basics.html

Consensus process is a powerful tool for bringing groups together to move forward with decisions that are inspired and effective. However, like many tools, using consensus requires learning a particular set of skills. Groups who try to apply it without learning those skills often end up frustrated, when what's really needed is more training, knowledge and practice.

Cooperation is the basis of community. Consensus is a thoroughly cooperative form of decision-making. While not appropriate for all situations—it's not generally recommended for a quick fix to a crisis or deciding what color to paint the barn—for groups that have a shared purpose, explicit values, some level of trust and openness to each other, and enough time to work with material in depth, the consensus process can be immensely rewarding. In contrast with the separations of majority voting, consensus bonds people together.

The search for consensus agreement relies on every person in the circle bringing their best self forward to seek unity. The group need not all think the same, have the same opinion, or support the same proposal in a unanimous vote. Rather, what is being earnestly sought is a "sense of the meeting." This is the essence of what the group agrees on, the common ground, the shared understanding or desire.

* * *

Typically, a member brings forward a topic for discussion. It may be in the form of a question, a statement of a problem, or an idea for implementation. Once the item is framed by the presenter, there is time for clarifying questions. Often people in a meeting start to evaluate and form responses to an idea before the sponsor is even half finished stating it; setting aside explicit time for questions first allows everyone to understand the idea and its context before jumping into the fray.

The next phase is usually open discussion. The facilitator keeps track of time and calls on people in turn. Participants may ask more questions, pose hypothetical examples, list concerns, say why they like an idea, make suggestions, etc. A natural, free-flowing discussion can build energy, but if the pace gets too fast then less assertive members will likely feel excluded. The facilitator may suggest varying general discussion with other methods such as brainstorms or small groups. People need to monitor their pace and pay attention to each other's needs. Finding the balance comes with practice and feedback.

As participants' comments are integrated by the facilitator, some sense of the group's direction emerges. As the facilitator attempts to name this and reflect it back to the group, it also becomes clear where there is not yet alignment with that direction. This is where the main challenge in using consensus lies. If an environment where everyone's piece of the truth is welcome can be created, the inherent wisdom and creativity of the group comes through. Once substantial airing of the issues has taken place and every member has made a good faith effort to find solutions and common ground, there are three structural responses available to each participant: agreement, standing aside, or standing in the way (blocking).

Agreement does not necessarily indicate high enthusiasm or that the proposal fulfills one's personal preference. It means that maybe you love it or maybe you just think it's okay, but you see how it benefits the group and you can live with it.

The second possibility is standing aside. One may choose to stand aside due to personal conscience or strongly differing individual opinion; either way, one owes it to the group to explain one's reasons. In the Quaker tradition, standing aside means that you would not be called upon to be an active implementer of a decision, though you would still be bound by it. Even though you may vehemently disagree, you honor the group's need or desire to move in that direction. If more than one or two people are standing aside, it is a signal that the group is not yet in alignment.

The third option is standing in the way of a decision, also known as blocking. It is the ability to prevent the will of the rest of the group that gives consensus its special power, and it's also what many people are most scared of. Blocking is never to be undertaken lightly. It is the responsibility of any participant with concerns to bring them up as early in the process as possible, and normally the ideas and feelings of every member are naturally woven in as the discussion moves along. In a well-functioning consensus group, the frequency of blocks ranges from nonexistent to extremely rare.

However, occasionally in the course of years, it may happen that a member perceives a proposal as representing a disastrous direction for the group. Not a big risk or a decision that they personally don't like, but an action that would contradict the group's purpose, mission, or values, irrevocably injuring the organization or its members. It takes significant ego to presume that you have more wisdom than the rest of the group; yet paradoxically, one must never block from an egotistical place or from personal preference. When the alternative is catastrophe, it becomes a member's responsibility to serve the group by stopping it from moving forward. Anyone considering blocking a decision is obligated to thoroughly explain the reasons and make every effort to find a workable solution. Caroline Estes of Alpha Farm, a respected consensus teacher, says that if you have blocked an emerging consensus half a dozen times, you've used up your lifetime quota.

Making a Plan

I lived at Acorn Community in rural Virginia for over four years. When i first arrived, the standard procedure at meetings was for the group to gather around the breakfast table, eating and chatting until someone picked up the clipboard with the list of meeting topics and suggested one for the group to start with. When that topic was finished, we'd move on to another one, until at some point a gardener would complain that the day was moving on and it was time to get to work outside. Discussion would be wrapped up, perhaps by agreeing in a bit of a rush to whatever was proposed most insistently, and the clipboard would be hung on a hook until the next meeting.

Some months later, Formal Consensus teacher CT Butler came through and suggested we consider planning our agendas in advance. "Huh?" "What's that?" "Wouldn't that take too much time?" He suggested that our meetings would move along so much more efficiently that it would be worth the time.

We decided to try it as an experiment. Three of us formed a committee and drew up a form for each meeting. We worked out in advance which items would be discussed when. We clarified which community member would present each item, for how long, and who would facilitate each week. We tried to give the harder items to more experienced facilitators, and used team facilitation for newcomers to learn skills. All the roles were rotated among willing volunteers, and we made sure no one tried to present an item at the same time as they facilitated or took notes. We reserved a few minutes at the end of every meeting for brief evaluations, so we could give ourselves feedback on what worked well and what could be improved.

In order to deal with the concern that we not lose out on any of our precious meeting time, we started adding an "overflow" item to the plan too, so that if we finished all the other items faster than we expected, we'd be ready to go with something to fill in the rest of the time.

Once we saw how much more effective we could be, there was no turning back. Factors that influenced the agenda included who was home that week to sponsor or participate in the discussion, urgency of action needed, balancing heavy and light items at each meeting, which items had been waiting longest for attention, and so on. The agenda planners posted clearly whether the item would be an introduction, discussion, or possible decision. While at the beginning it could take two hours of person-time to work it all out, later we became so accustomed to juggling the different factors that one person could plan a week's agendas in twenty minutes.

Delegate, Delegate

Acorn's approach to agenda planning illustrates an important principle for making consensus process work. How many times have you seen a meeting bog down in details to the point of exhaustion? Learning to distinguish when an item is small enough to fit in the box of a committee or manager's domain can save everyone countless hours of frustration and boredom.

Committees fall into two categories: standing and ad hoc. Standing committees perform ongoing tasks for an organization. Typical examples for a community might include Membership, Finance, or Road Maintenance. Ad hoc committees are formed for a one-time task, such as planning a party or doing legal research on land zoning.

When a committee is set up, it's important to be clear about the extent of their power. What is the purpose of the committee? Are they doing research only and reporting back? Making recommendations for the larger group to implement? Making decisions and following through themselves? Committees need a mandate from the larger group and a timeline. Even if the committee's work isn't finished for a while, reporting back in a timely manner keeps the committee and the larger group in touch with each other.

The most functional size for a committee is usually three to five people. A balanced committee includes representatives of the breadth of opinion on a subject, as well as depth of expertise. You probably need people who are energetic initiators, thorough on follow-up, skilled at writing, smooth interpersonal communicators, linear thinkers and gestalt thinkers—luckily each person does not need to have all of these qualities, so long as they are represented in the group! One person should be designated as the convener, who sets up the first meeting.

If the committee is open to it, posting when and where its meetings will take place so that others may observe can help defuse possible tensions. Once trust is built and the relationship is established, the larger group will naturally send items to the committee for seasoning and input. When the committee returns its ideas to the larger group for final decisions, a sense of wider ownership and participation is created.

Minutes

Have members of your group ever sat around arguing or scratching their heads, wondering just what it was you decided about that guideline eight months ago? Figuring it out can take ten minutes or three hours or be impossible. Minutes make all the difference. They serve as the memory of the group and create a common record that everyone has access to.

The notetaker's goal is not to record who said what when. Rather, the information readers will likely want to know is:

- date of the meeting
- who was present
- title of each item clearly labeled
- main points of discussion
  - ✳questions answered
  - ✳range of opinion
  - ✳concerns raised
    - ✦ whether each concern was resolved or not
  - ✳ "sense of the meeting"
  - ✳new ideas
- agreements and decisions
  - ✳ reasons and intentions for a decision
- name and reason of anyone standing aside
- next steps

If that's all too much to cover, then just go for the core: if there is a proposal, and especially if there is a consensus decision, that needs to be stated clearly and explicitly. During the meeting, if the group is nearing consensus, the facilitator should state the sense of the meeting and then have the notetaker read out the proposed minute, because it's the minute that will actually serve as the record of what was agreed to.

Finally, minutes will be most useful when the information is clearly organized. Acorn found it useful to index them by both subject and date. If no one is enthused at the prospect of taking on this task, you may consider hiring the services of a professional indexer.

The Role of the Facilitator

As Caroline Estes has previously written, the role of the facilitator cannot be over-emphasized. The facilitator is responsible for keeping the meeting on track. Yet every member is also responsible for each other and the group, and every person can engage in facilitative behaviors such as soliciting input from quieter members, bringing the discussion back to the main topic, and summarizing what's been said.

Facilitation is an art and a skill, a science and an intuition; every facilitator has room for growth. If your group is inexperienced in facilitation, consider bringing in someone to give a workshop or sending a few people off for more training, who can then teach others when they return. There are also books and other resources listed at the end of this article.

Rotating everyone through the role helps minimize power differences in the group. If the least skilled members get more practice, it brings the level of the whole group up a notch. Being thrust into the facilitator role makes people better meeting participants too. However, it makes sense to call upon more skilled facilitators for more challenging or controversial topics.

The facilitator is the servant of the group. She or he must never push their own agenda. While everyone has biases, for the duration of the meeting it is the facilitator's job to leave their attachments aside in order to be a clear channel for what the group needs. Neutrality and objectivity are essential. If you are in the facilitator role, a few minutes before you start, clear your mind of worries and fatigue; breathe and center; ground yourself. All your attention will be needed for the task at hand.

As the facilitator, you carry an attitude of group success. For every group, in every situation, there is common ground that can be discerned—your job is to see that and reflect it back, over and over. As each person speaks, listen carefully, and every few minutes step in to weave together what's been said. Look for the reasons behind the positions. If someone's contribution is hard for others to take, search for what's underneath that others will be able to relate to and name it. If someone becomes frustrated, look for what's not being heard. Unity is present, waiting to be discovered. Have faith.

Energy, tone and body language will tell you at least as much as the words spoken.

Tell	Sell	Test	Consult	Co-Create

Don't be afraid to name openly what you see happening, yet be gentle and concentrate on the positive. Some groups employ a vibes-watcher to pay special attention to this. The vibes-watcher may suggest a break, or a moment of silence. Silence is a powerful tool. Sometimes a moment to think is all that's needed to break a tension. Seek the path forward, but don't be afraid of conflict; it's a natural experience and it shows that people care enough to put energy in. Highly skilled facilitators are able to take that energy and use it to help the group.

If someone proffers a premature block, you can work with the substance of their objection in the moment, or you can acknowledge the seriousness of their concern and ask them to hold it and listen with an open mind to more discussion. If you come to a stuck point, remember that you have options. An item can be laid over for future discussion. You or someone else can talk one-on-one with an individual during a break. Items can be sent to a committee for further consideration. The group can request help from an outside facilitator. With patience and effort, agreements can nearly always be reached.

* * *

Facilitator Paul DeLapa sees consensus as a creative route to collective discovery. More than a decision-making method, "Consensus is a process that leads to agreements that people are unified on," he says. "It requires a different mind-set . . . to create and build out of what's present." All our lives we're taught that we'll be rewarded for delivering the "right" answer—suddenly there is no right answer. Instead, there is a cooperative search for elegant, creative solutions that meet everyone's needs.

In a culture where we're taught that every person must struggle for themselves and we can't get ahead without stepping on others, consensus is a radical, community-building alternative. Consensus teaches that no one can get ahead by themselves: our success with the method depends utterly on our ability to work with others. Competition is no longer the root of experience; instead, we honor and integrate the diverse life surrounding us. Consensus is interdependence made visible.

Tree Bressen, facilitator and teacher, has been assisting intentional communities, nonprofits, and other organizations with group process since 1994. Pages from her website are available for copying and distribution free of charge as long as you continue to include these credit lines and contact information.

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5 Pathways to Effective Decisions

http://stproject.org/toolkit_tool/5-pathways-to-effective-decisions/ © 2013 Robert Gass

To highlight the critical issue at the HEART of the choice to focus so intently on consensus I am going to exert the Co-Creation section of this document. It begins by outlining these five decision making modes:

> This model has the potential to clear up much of the confusion around decision-making that exists in many groups. Each of the 5 modes has its use, depending on the nature of a given decision. The involvement of team or group members increases as we move across the styles from left to right.
>
> **Co-create**

In the previous four modes, the person(s) with authority still retained decision- making power.

In the mode of co-creation, a critical line is crossed. Real decision-making power is being given away.

The group or designated persons are now being delegated power, and now have the final responsibility for the decision. The person with authority may choose to participate in this decision-making process, but only as an equal.

NOTE: It is very important to not engage a group in the Co-create mode unless the leader is willing to abide by the decision. It is depowering and even disabling for a leader to cede power, then take it back whenever they don't like the decision. (It is, however, possible to pre-establish certain parameters or requirements for the decision.)

Within the Co-create mode, there are different decision-making rules:

1. **Majority rule**: the decision is made by voting with simply majority, or 2/3's rule, etc.
2. **Consensus**: the group must come to agreement of all members.
3. **Modified consensus**: the group sincerely strives for consensus. When consensus proves impossible, the group either moves towards a vote, or the person(s) with authority make the decision.

In the Co-create mode, it is important there be clear and shared understanding of which of the three decision-making rules is being used.

Several things are important to highlight from the note section and use the NSTIC experience to reflect on - *it is very important to not engage a group in the Co-Create mode unless you the leader is willing to abide by the decision.* Reflecting on the NSTIC process the NPO actually did not abide by the decision to co-create with the private sector. It first undermined our capacity to decision make by overly prescribing functionality of the organization in their proposed formation documents for the organization. The two things that were particularly bad were pre-defining the committees that would come into existence and defining a very very detailed 2 year work plan for all the said committees and various other actors in the the organization.

If one is choosing to co-create then it is really critical to have a clear and shared understanding of which of the three decision making rules is being used. The NPO and IDESG continually used the word consensus but did not mean consensus process as defined above (but many stakeholders coming to the process/organization assumed that was what they meant). The IDESG documents defined the default functional process as Roberts Rules of Order but then also stated they sought consensus. After much back and forth the ombudsman decided that consensus was no sustained objection and after a few rounds of one objection then decisions would be forced to a vote that would require 3/4 majority to pass.

I went out my way in my NSTIC governance NOI response to outline some potential methods that would achieve the goal of the idea of consensus without burdening the organization with the requirement to use the process while also avoiding the downfalls of Robert's Rules of Order. It makes sense to share this next essay with you so the different processes are crystal clear are clear.

Comparison of Robert's Rules of Order, Consensus Process and Dynamic Facilitation

http://www.co-intelligence.org/I-comparisonRR-CC-DF.html

By my network colleague Tom Atlee and Rosa Zubizarreta along with help from with help from Jim Rough, Lysbeth Borie, Sam Kaner, Win Swafford, John Flanery, Keith Brown, Liz Biagioli, Sarah Logiudice, Dianne Brause, Devin Dinihanian, Alexis Reed and Peggy Holman.

There are many ways to run a productive meeting, but three styles have a certain archetypal feel to them. Comparing these three styles -- Robert's Rules of Order, Consensus Process, and Dynamic Facilitation (also called "choice-creating") -- can give us insights into the possibilities and trade-offs we encounter as facilitators and participants in meetings. Hopefully the rough-hewn analysis here will be expanded, deepened, and transformed over time into guidelines truly useful to everyone. Its current articulation will probably be of most interest to facilitators.

Here is a brief description of each of the three archetypal approaches.

ROBERT'S RULES OF ORDER was created after the Civil War by a US Army officer, Henry Martyn Robert. It is the predominant mainstream approach to meetings in the U.S. It lays out procedures for getting proposals raised, discuss, amended, and voted on in meetings directed by a chairperson. It is based on the belief that a majority can be counted on to make decisions that will work for the whole group, and that rules for orderly deliberation are the best guide to getting there. ("It is much more material that there should be a rule to go by than what that rule is..." Robert's Rules of Order Revised, 1996)

There are many forms of **CONSENSUS PROCESS**. The form discussed here is a secularized derivative of Quaker practices that is widely used in intentional communities and activist groups. It explores a problem and diverse solutions more fully than Robert's Rules, seeking an option that earns the agreement of all participants. It assumes that everyone has a piece of the truth and uses facilitation to help the group make productive use of that insight.

DYNAMIC FACILITATION was created by consultant Jim Rough to enhance creative problem-solving in institutional settings. It has been picked up by activist and community groups because of its capacity to handle "impossible problems" and "difficult people" and to creatively use conflict. A dynamic facilitator follows the group's interest and energy wherever it goes, so a group often ends up in a very different place than they started, frequently with a collective breakthrough of some kind.

In this article, wel'll attempt to lay out these meeting facilitation styles on a spectrum ranging from the orderly sensibilities of Robert's Rules (RR), through the exploration-towards-agreement of Consensus Process (CP), to the discover-and-create energetics of Dynamic Facilitation (DF). We'll consider many aspects of meeting process, noting how each approach deals with each aspect.

CAVEATS

> *We treat RR, CP, and DF as if they are distinct approaches. However, keep in mind that this is a spectrum, so there is a lot of overlap and potentially controversial more-or-less-ness to the characteristics we describe. We think of each description below as an archetypal description of a particular approach's "center of gravity" rather than as a comprehensive description covering all instances of its use.*
>
> *There are many other approaches to facilitation that could be explored along this spectrum. We view these three approaches as markers to think with, not as exclusive or all-inclusive categories.*
>
> *Ideally, the material below would be a table, but is presented here as a list to make it emailable. The materials on each approach -- currently mixed with data on the other approaches and distributed over more than a dozen cross-categories -- can be readily re-arranged to constitute a good description of that approach.*
>
> *Finally, this is a draft. We welcome corrections, additions, modifications and suggestions.*

Now let's look at the characteristics of these approaches and how they each deal with a number of factors we find in any meeting.

NOTABLE STRENGTHS

At their best, each of these processes evidences the following characteristics:

RR: Robert's Rules is efficient at getting through an agenda. It offers order and predictability. People can understand how to operate the system by studying the rules, and a group can revise its procedures by discussing them. It's many checks and balances can provide an enormous degree of protection against demagoguery, impulsivity and laziness. Robert's Rules gives people shared language, and shared points of reference with which to communicate thoughtfully and systematically about their process. Historically, it demystified democratic decision-making for the general public, permitting -- for the first time -- democratic control of the process itself, expanding the possibilities for self-governance.

CP: Consensus process is good at making decisions that everyone agrees to, that can last. It is characterized by thoughtfulness and care, and making sure everyone is heard. It helps people feel collective accomplishment as progress towards consensus is reflected back to the group. It is resilient, since the group holds part of facilitation role.

DF: Dynamic facilitation stimulates, focuses and combines people's creative energy to deal with big issues, "impossible" problems, difficult people and chaos -- at a whole-system level. It evokes out-of-the-box creative problem-solving, a spirit of community, coherence, energy and fun. It creates an atmosphere conducive to the transformation of people and problems.

FOCUS / SUCCESS CRITERIA / GOAL

RR: Robert's Rules focuses on efficiently choosing proposals that are supported by a majority of those empowered to make decisions. Success = workable decisions made in a timely, orderly manner. The goal for the group as a whole is to manage itself independently of internal and external domination.

CP: Consensus Process focuses on weaving many evolving pieces of the truth into decisions everyone present can agree with, constantly oriented to what is best for the whole group. Success = decisions that have staying power because the deliberations were so thorough, wise and inclusive that everyone involved is willing to engage fully in their implementation. Consensus seeks at least agreement -- and, at best, shared understanding so deep that it aligns everyone naturally to a shared approach to the situation. The ultimate goal of consensus is communion in collective action.

DF: Dynamic Facilitation focuses on inviting the energy of the whole person and the whole group to surface, in order to allow shifts that lead to transformations and breakthroughs in understanding, feeling, relationship, possibility, etc. As a shared field of perception ("co-sensing") is created that is spacious enough to include all of the diversity of perspectives, ideas, and concerns present in the group, participants' creativity blossoms and previously-unthought-of solutions emerge with ease. In many cases, this involves re-definitions of the original problem statement, often leading to addressing and solving underlying issues that originally seemed beyond the group's capacity to resolve. Nonetheless, success is not defined solely by the solutions, but also by the ongoing creative conversations that are generated among participants and among others in the larger group, organization or community. It is the collective creativity and transformative power of conversation that constitutes the ultimate goal of dynamic facilitation.

THE FACILITATOR

RR: The chairperson (who has a clearly defined role and constraints) maintains order, keeps discussion progressing towards a decision and decides (with the parliamentarian) procedural matters by the book. This requires someone who knows procedure; it doesn't require that they have lots of training. Because of its dependence on procedure, there are ways in which Robert's Rules are less dependent on the "person in front of the room" than consensus and dynamic facilitation are.

CP: The facilitator (who has broad, loosely defined powers to frame the emerging meaning for the group and to order the traffic of discussion) monitors participants' behavior to help them play their cooperative roles in surfacing truths on behalf of the group. If the group is experienced with consensus, a slightly-trained facilitator can do a good job. In many groups, the consensus facilitation role is rotated or shared by everyone.

DF: The facilitator (who has broad, intuitive powers as a mirror, evoker and guardian of group safety) ensures each contribution is accessible to the whole and well-acknowledged; helps the group's natural energy further the unfolding of collective discovery and transformation; and creates a space safe enough for authentic participation. Dynamic facilitation is a "quantum art," in which the qualities of presence, trust, and openness held by the facilitator play a key role in the process. While these "being skills" can be learned and developed, they require dedication and depth on the part of the facilitator. At the same time, since this approach is focused on the quality of the on-going process as well as on outcomes, it can be considered more forgiving of "mistakes".

THE IDEAL PARTICIPANT

RR: In a meeting governed by Robert's Rules, the ideal participant is rational, articulate and knowledgeable about procedure.

CP: The ideal consensus participant is cooperative and speaks their piece of the truth on behalf of the whole group. They discern what is key for the group and what is merely their personal view, and they let go of the latter. They assume their share of responsibility for creating a safe, productive meeting.

DF: The ideal participant in a dynamically facilitated meeting acts and speaks from their authentic self, even if it seems divergent or unrelated to the issues at hand. Their role in preparing for unpredictable breakthroughs is to just be who they are, and not to edit or censor their contributions.

WHAT THE FACILITATOR REFLECTS TO PARTICIPANTS, AND WHY

(Note: "Reflection" here refers to the action of "mirroring back what was said.")

RR: The chairperson reflects proposals, amendments, seconds, etc., to the whole group, as these things occur, in order to formally track the status of a proposal on the floor.

CP: The consensus facilitator reflects evolving issues, solutions and agreements to the whole group, to help them free their attention from personal agendas and conflicted details so they can sustain attention on the progress of the whole group's discussion.

DF: The dynamic facilitator often reflects what individual speakers have said back to the individual, in order to help participants feel truly heard. This helps free participants' attention, allowing them to engage in the ongoing flow of the conversation as well as to be open to the unexpected. The words that are reflected also serve as a symbol to spark the next stage of the group's self-organizing energy. At various stages of the process, the facilitator also reflects his or her perception of the group's evolving journey back to the group -- again as a symbol -- to help the group track their own progress or to facilitate closure.

PROPOSALS

RR: Proposals are solid and dominate the discussion. They are only impacted by amendment and vote. Proposals are considered and decided one at a time. The first proposal on a topic to pass is considered the solution and automatically nullifies all other options on that topic for that meeting.

CP: Proposals surface naturally during dialogue about the problem and are discussed as they arise. Discussion often starts regarding one initial, sponsored proposal, but multiple proposals often emerge and then co-exist while their merits are explored.

DF: Proposals are encouraged and recorded on a chart pad as possible solutions, but they do not determine the subsequent flow of conversation, nor do they become the focus of a deliberate decision-making process. Although anyone can comment on any proposal at any time, the facilitator persistently seeks new possible solutions. As the conversation follows its natural energy and shared perceptions grow, consensus solutions emerge that contain the shared energy of the group.

RELEVANCE

RR: Relevance is determined by the topic under consideration and the stage of the conversation about it, as specified by the rules. When a chairperson deems a comment irrelevant, he or she declares the speaker "out of order," which silences them.

CP: Relevance is determined by the group-approved agenda, as judged by the facilitator. A major distraction is called a "cross-town bus" and is "parked elsewhere" for handling at another time, if desired. If there seems to be strong group energy to pursue on an emerging topic, the facilitator can check if the group wants to alter their agenda.

DF: Relevance is made visible by the flow of group energy. A group's continually shifting sense of what's relevant arises naturally from the evolving, interacting concerns of all participants. The energy and comments of any group member at any given time are considered contributions to this process. Their creative energy is sought and followed, trusting that relevance, if not obvious, will become clear. Something that seems totally irrelevant one moment may prove to be the doorway to a breakthrough in the next moment. The facilitator intervenes not to weed out irrelevance, but to sustain this flow of group energy. For example, the facilitator may skillfully recast someone's "objection" as a "concern" to help the group not bog down in unproductive "back-and-forth" arguments. Or the facilitator may intervene if the group gets sidetracked into a heady discussion of well-worn ideas that have no creativity or passion. Traditional approaches to relevance are never pursued at the expense of the group's creative energy.

INTERPERSONAL ISSUES, EMOTION & CONFLICT

RR: Interpersonal issues are not dealt with by Robert's Rules, especially if they're emotional. The focus is on reasoned articulations germane to the topic, so passionate outbursts may be declared out of order. Conflict is channeled into the approved procedures of amendment, discussion, voting and procedural challenges (and sometimes procedural manipulation by the parliamentary powers-that-be).

CP: Interpersonal understanding is often pursued in a consensus meeting as a goal in itself, so that participants feel fully seen and comfortable as part of the group. (Communion is a high value in most consensus groups.) Strong emotions regarding the topic are often withheld to reduce the chance of open conflict, and because people are trying to stay focused on what's good for the whole group.

DF: Abundant interpersonal understanding is generated by giving participants the opportunity to hear each other in much greater depth than is usually the norm. Participants' contributions, especially at first, are directed to the facilitator, who elicits and records the contributions, invites extended elaboration, and reflects their contents back to the originator. This creates a space in which other participants have the opportunity to "witness" without falling into usual patterns of response and argument. Emotions are fully welcomed, initially by the facilitator, and eventually by the participants themselves as the spaciousness of the shared container is established. Conflict is re-channeled by the facilitator into an expression of the various partisan concerns, directed towards the facilitator instead of at other participants. The facilitator records the concerns on chart pads as well as reflecting them back verbally to the speakers so that all parties feel heard. Upsetting interpersonal misunderstanding are turned into shared challenges. They become impossible-seeming issues requiring creative breakthroughs to resolve -- i.e., more grist for the mill of dynamic facilitation.

FIXED IDEAS, JUDGEMENTS, IDEOLOGIES

RR: People push their fixed ideas to see whose will prevail.

CP: People try to suppress their own fixed ideas for the sake of the group.

DF: Fixed ideas and passionately-held beliefs are welcomed, listened to, reflected, and fully acknowledged. In the process, people often find themselves choosing to let go of fixed ideas quite easily, as there is nothing to defend.

DISAGREEMENTS

RR: Disagreements can be openly expressed if they conform to the agenda, the procedure and the stage of the meeting. If they are not resolved by discussion and amendment, they are dealt with either by voting (ending up as minority/majority positions where the majority wins), by tabling them for later, or by simply ignoring them.

CP: Whatever disagreements actually exist are valued as information resources for building a solution everyone can agree with. Participants whittle away all the disagreements until there's nothing left but agreement -- or participants make room for diversity in the agreement -- or one or more people let go of their attachment to their perspective. Often disagreements dominate the discussion until they disappear through exploration. At the decision-point, any remaining concerns are formally listed in the minutes.

DF: Disagreements are treated in a similar way as conflict: Each point is reframed so that it is a valuable addition to the group exploration -- a concern, an alternative problem statement, a possible solutions, or an additional piece of data. Each is acknowledged and recorded on the group's charts. No effort is made by the facilitator to reconcile disagreements, nor to invite the group to do so, as entering agreement/disagreement mode is understood to entail a loss of creative energy. Instead, the facilitator focuses on enlarging the space to include all perspectives, validating each one in turn, and keeping the flow going. At the same time, as the conversation continues, the group itself will tend to spontaneously generate new perspectives that include a synthesis of previously conflicting views.

COMPROMISE

RR: Robert's Rules strategists value compromise as a way of building the majority they need to prevail.

CP: Users of consensus process respect compromise as one tool to build agreement, but think of it as weaker than solutions that satisfy everyone's deepest needs or interests.

DF: The whole purpose of dynamic facilitation is to enter the realm of co-creativity, where compromise is naturally regarded by all participants as unnecessary, uninspiring, and not nearly as much fun.

THE ROLE OF INDIVIDUAL VOICES IN DECISION-MAKING, AND THE STATUS OF DECISIONS

RR: Individual voices and well-being are not intrinsically important. People are valued for the quality of their preparation (which RR strongly supports, allowing them to engage at an advanced decision-making level), their proposals, thier information, their votes, their knowledge of procedure, and their conversational civility. The majority rules. Dissenting minority opinions and leftover feelings and dissatisfaction are ignored. Decisions are considered final until overturned by a new majority.

CP: There is some real care for the well-being of individual participants. The facilitator makes sure each person is heard and is in agreement with the final decision. During the process, individual ideas are considered group property from the moment they're spoken, and thus individual voices can be subsumed into "the whole" (given no special attention) until closure is near, at which point individual dissent and concerns are expressly solicited by the facilitator. An individual who doesn't consent can stand aside and let the group proceed anyway, or they can block the decision. (Note: A block is not a veto, nor is it properly undertaken to aggrandize an individual's views or power. In most cases it is only allowed when someone feels that the proposed decision would be disastrous for the group. Groups that allow casual blocking find they cannot function with consensus. Thus the importance of shared community values and sensibilities.) Decisions are usually considered final.

DF: Each individual voice is fully heard early in the process so that everyone's contribution is available to the group and everyone has the free attention to see it. After that, the facilitator follows group energy, helping individuals to be creative and unique. The facilitator assures that individual voices are always appreciated and never meet with judgment. Eventually differences become an asset, making the process more fun, breakthroughs more likely and resulting solutions better. It is important to understand that instead of consciously pursuing a "decision-making process", dynamic facilitation invites the spontaneous emergence of collective breakthroughs. These collective breakthroughs are NOT decisions, and do NOT involve a process of stopping to check for individual "agreement". In fact, collective breakthroughs are often only pointed out by the facilitator to the group AFTER the fact, some time after the group has naturally shifted their energy to resolving a whole new set of problems that have emerged as a result of having addressed and resolved the initial problem set. (Of course, once a group has become more used to this process, they become better able to recognize their own breakthroughs themselves.) Dynamic facilitation elicits co-creativity by encouraging participants to involve their whole selves in the process, and welcoming fully individuals' emotions, beliefs, perspectives, etc. During the initial stages of this work, quieter individuals or those who prefer greater structure may feel somewhat overwhelmed, especially since the process does not proceed (like decision-making processes) in a linear, step-by-step fashion. As a result, initial breakthroughs may sometimes be revisited as participants develop greater capacity to voice any withheld concerns and contribute more fully to the group (or as circumstances change), thus increasing (or sustaining) the quality of results over time.

REQUIREMENTS FOR COMMUNITY AND TRAINING

RR: Robert's Rules can function in the absence of community spirit, thanks to its highly structured procedures. It needs a chairperson knowledgeable about procedure. Participants need to know at least basic procedures to participate.

CP: Consensus requires a high level of community spirit and commitment -- AND it builds community by building attunement to Spirit and/or to each other. Participants need to understand consensus process, to monitor their participation to fit the needs of the group, and to follow the facilitator's guidance regarding the process. Consensus can work with only a moderately trained or moderately experienced facilitator, thanks to its cooperative nature and group support.

DF: Although dynamic facilitation generates a great deal of community spirit, it does not require that spirit as a pre-existing condition in order to succeed. It works best in the presence of real differences of opinion which, when they produce breakthroughs, generate powerful group feelings. The group requires no initial training, but does require a skilled facilitator to ensure good results.. (It remains to be seen if dynamic facilitation would develop a peculiar "community culture" if used regularly in an intentional community -- in which the group shares responsibility for the process, the way consensus-trained groups do -- and what the results of that would be.)

(Note: There are other processes, such as Bohmian dialogue, Listening Circles and Open Space Conferencing, which can quickly evolve to require no facilitator at all. Much more inquiry is needed about the role of facilitation and process structures in creation and maintenance of self-organizing systems.)

RELATIONSHIP OF RULES TO OUTCOME

RR: Those with greater awareness of the complex rules and procedures -- and with facility in using them, or control over their application (such as the chairperson) -- can "win" more often than others, or can block the efforts of others. This is frowned on by Robert's Rules. The chairperson can vote if he or she is a member of the assembly.

CP: There are far fewer rules in consensus process than in Robert's Rules. Shared awareness of rules tends to make manipulation difficult, and empowers all individuals equally. Manipulation by the facilitator is possible, but is usually monitored by the group. The facilitator cannot participate in the substantive discussion or decision-making unless they turn over their facilitator hat to someone else. There is no voting.

DF: Although there are some handy dynamic facilitation techniques for dealing with various situations, there are few, if any, "rules." In fact, rules are viewed as an extrinsic management approach that usually interfere with the intrinsic, self-organizing dynamic of change that is the trademark of dynamic facilitation. The structure of the meeting is largely contained in the chart pads on which the facilitator reflects the evolving content of the conversation -- chart pads usually headed "Problem statements," "Solutions," "Concerns," and "Data." The group's dependence on the facilitator makes participants vulnerable to facilitator manipulation. But if there is manipulation, then -- by definition -- the group is no being dynamically facilitated.

SOURCE OF TRUST / SOURCE OF DIRECTION

RR: Trust in standardized procedures results in well-controlled meetings. "Orderly progress will get us where we want to go."

CP: Trust in the wisdom generated by respectful dialogue among all involved creates a self-governing community. (In Quaker consensus process, the source of trust is the Divine speaking through the members of the meeting.) "Together we can weave a greater truth than any of us can find alone."

DF: Trust in the creative, mysterious, unpredictable process of life -- both conscious and unconscious -- leads dynamic facilitators to evoke self-organizing conversations and ongoing evolution. "Making room to share our full uniqueness with each other, paradoxically allows the power of co-sensing, co-creativity, and synergy to emerge among us. We don't back away from conflict, evil or dragons, but face them and hang out ... and trust that they will be transformed, that somehow they possess parts of ourselves that have been missing. Together we can call forth or create the resources needed to get beyond any problem."

CHARACTERISTIC PROBLEMS

RR: The focus on a single proposal per topic can preclude the possibility of totally different and far better solutions emerging and being considered.... The dominance of procedure can deaden the meeting if participants have not done good homework.... Majority rule is intrinsically adversarial, so there's often a dissatisfied minority ready to impede implementation or to overturn the decision later when they accumulate enough power to do so.... It's more about decision-making than listening to each other or generating breakthrough ideas.... The rules become an obstacle when certain people "act out" in the group by raising trivial concerns with regards to proposals under consideration....

CP: The focus on community can lead to groupthink and reduced energy. Some community-oriented people develop the capacity to appear open, while subtly defending their turf or manipulating others.... It takes time for the culture of community to develop, so consensus may be applied where there isn't enough shared sensibility to allow it to do its magic...Important hot topics can be neglected as "cross-town busses" (side issues to be dealt with later).... Taking people's statements in order of hands raised (or other mechanical system) can bog the rapidly-evolving energy of the group.... Consensus is more about listening to each other than generating breakthrough ideas.... Consensus can often get bogged down by certain people "acting out" in the group by raising trivial concerns with regards to proposals under consideration, leading to frustration by other participants .... Consensus can raise issues that can't be resolved by consensus.

DF: During the initial stages of the process, quiet people often get less of a chance to talk... Since collective breakthroughs are not in the traditional form of decisions (and since they often give rise to an entirely new set of problems!), it can be difficult for participants to notice their own progress unless the facilitator points it out...If facilitation is not skilled, meetings can be experienced as too heady or zippy by more reflective or feeling-focused people... The non-linearity of dynamic facilitation makes it unsuited for getting through tightly timed agendas (although its effectiveness raises questions about the value of agenda-based restrictions on group energy)... Skilled facilitation is needed to generate clear successes.... The process is about generating breakthroughs to solve real problems. As such, it is not very effective in situations where people are strongly attached to "making a decision" between a fixed set of options as determined by a fixed definition of "the problem", and are unwilling to explore any deeper underlying issues, alternative problem statements, or creative, fresh approaches to solving the problem.

ENERGETICS

RR: Building and pushing.

CP: Weaving -- and deeply understanding the landscape.

DF: Bubbling up -- and quantum leaps.

I know that was long but I think it was critical to share to give an in-depth perspective about these three different methods co-created by some of the leading facilitation experts on the planet.

Stakeholder Engagement with Dialogue and Deliberation

I worked with Tom Atlee to co-write section in my NSTIC NOI called Insight for Governance pages 43-47. While it articulates specific ideas for NSTIC's steering group - the request for comment about how do govern and lead a group focused on a highlight complex cybersecurity issues with a range of stakeholders and using consensus process is very similar and I think worth sharing here so the ideas are available to the IPTF in answering this among other questions.

6. What procedures and technologies can promote transparency of process, including promoting discussion between stakeholders and ensuring those outside the process can understand the decisions made?

Insight for Governance

Co-Authored with Tom Attlee,Director of the Co-Intelligence Institute
http://www.identitywoman.net/insight-for-governance

The NSTIC governance NOI highlights the government's role should be in an ongoing way to protect people's interests. I invited Tom Attlee to co-author this section with me because of his 10+ years of research into a whole range of inclusive citizen engagement processes. The Tao of Democracy[48] is is book that looks at how the best of them effectively synthesize the people's perspective on whether their interests are being protected well enough.

I worked with Tom Attlee in 2006 to explore which emerging electronic collaborative tools (blogs, wikis, online forums etc.) could be used to augment and complement proven deliberative processes that were developed before the web existed (chart in Appendix 6). They have proven very effective, but also expensive and labor intensive. Based on this work with Tom, I wrote a chapter in the Personal Democracy Forum book *Rebooting America* on how these methods could be used to gain democratic insight that is deeper then from voting or polling. (text Appendix 5)

The authors of NSTIC did a good job of bringing forward clear overarching principles and guidelines for the development of an ecosystem. Naming these guidelines and principles is a great starting point; they are in alignment with citizen's people's interest. Turning to the "private sector" (inclusive of advocacy groups and civil society) to encourage the further development of accountability frameworks and networks is good. Clearly there are many private sector uses for more trusted identities, and the government can make use of them too.

There are currently many uncertainties about the market viability of technologies that provide verified anonymity. Dr. Stefan Brand's U-Prove technology has been around so long that the patent has almost expired. It has been involved with four startups before it was acquired by Microsoft. They have opened up the technology under the Open Specification Promise, even releasing code. The OASIS IMI standard is based on the work of Kim Cameron and the ideas of Information Cards being tokens for individuals to manage the sharing of claims using software agents on their machines. It looks like none of these technologies will get commercial support or be deployed[36].

The private sector has found that these technologies either reduce costs or increase revenue. In fact they increase costs (user ID systems and logins must be changed at great expense) and reduce revenue. For example, a publishing site not knowing a user's ID (e-mail address or URL) that can be looked up at Facebook, Twitter, LinkedIn, Google, Yahoo!, etc. means they can't know enough about the user to effectively target ads at them.

To make the vision presented in NSTIC real, deeper insight, consensus, collaboration and innovation is needed.

However taking on the responsibility of a whole ecosystem requires this group having broad insight into how the ecosystem is growing, evolving, working and earning legitimacy from stakeholder groups and the people with identities who are using the system.

As highlighted above, the number of self-identified stakeholder groups already exceeds 75 and could conceivably include every individual on the planet that uses digital networks. So the questions are:

> *How does the steering group incorporate a broad range of stakeholder perspectives? In particular, how does it incorporate the perspectives of regular people from very diverse backgrounds and life stages (see Appendix 3) who are doing transactions in the Identity Ecosystem as it evolves?*
>
> *How is legitimacy earned, from the many organized stakeholder "groups", but also from regular people?*
>
> *Legitimacy of the NSTIC steering group will emerge when a broad range of stakeholders, even those with "opposing" views, are following recommendations and working together towards the development of a coherent Identity Ecosystem. How can this happen? What processes could significantly increase the likelihood of this emergent property of legitimacy?*

The answer lies in not having the members of the "steering group" itself be the origin of the "steering" from their perspective. It should be a group that is serving as a steward

[36] RIP, Windows CardSpace. Hello, U-Prove
http://www.zdnet.com/blog/microsoft/rip-windows-cardspace-hello-u-prove/8717

of and coordinator of proven systemic dialogue processes that regularly engage a wide range of stakeholders. The steering group takes action and makes recommendation based on the clarity and wisdom surfaced from regular, systematized stakeholder engagement online and offline. This section outlines a proposal of how this could work.

What does the Steering group do?

(a) convenes periodic (at minimum every 6 months) stakeholder conversations (which include but are larger than the steering group) to get input on how the Identity Ecosystem Framework is working,

(b) (publicizes the recommendations and their status to the stakeholder community using online tools and collaborative platforms that invite response from stakeholder individuals and groups.

(c) adopts the recommendations of those conversations (or explains in detail why they cannot).

The steering group ensures that participants in subsequent periodic stakeholder conversations have read or are adequately briefed on the previous period's comments in the online stakeholder forums.

We suggest a twice-a-year Creative Insight Council (CIC) of 36 participants with six members randomly chosen from selection pools of each of the six primary stakeholder groups: government,

business, academia, standards development and technical organizations, consumer representatives, and privacy and civil liberties advocates .

Ideally, from the CIC on alternate quarters there would be

- a open World Cafe of all stakeholders (potentially up to 450 people) who wished to participate
- an Open Space unconference (similar to the Internet Identity Workshop) of all stakeholders who wished to participate, with the results of both posted for public/ stakeholder review.

These three processes (CIC, OST, TWC) allow both a 2x/year rigorous microcosm conversation with coherent recommendations AND two broadly participatory creative conversations open to any and all interested people that allow for innovations to surface, provide systems, and create coherence.

With some experimentation, these methods could be complemented with some online components; however at their core, they must remain face to face processes. To ensure their legitimacy and the inclusion of a broad range of perspectives (diverse geography, financial ability, etc.) compensation could be provided to regular citizens for participation in, for example, an Insight Council or Citizens Jury.

Engaging international stakeholders and people in the Identity Ecosystem living outside the United States may involve hosting or convening dialogues outside the US. There are efforts that are somewhat similar around the world and it may be possible for those efforts to also adopt these processes, and results could be shared.

Assumptions in this proposal:

A. The best way to (a) formulate and administer good evolving policy and standards for the ecosystem and (b) engage the voluntary cooperation of all players in the ecosystem on an
ongoing basis is to periodically involve the full spectrum of stakeholders in co-creating each iteration of that policy and those standards.

B. Effective co-creation requires conversation among a full spectrum of the players to ensure all angles are adequately addressed and to stimulate creativity to deal with divergences among their diverse interests and perspectives. To the extent this inclusive conversational work is not done, whatever was not adequately addressed in the policy and standards formulation will come back to disrupt the ecosystem.

C. Each iteration of policy and standards will produce unexpected consequences and opportunities which will need to be collectively noticed and dealt with in a timely way for the ecosystem to thrive; thus the need for iterative engagement of all the players. This is a form of collective intelligence to monitor the ongoing evolution of the Identity Ecosystem.

D. To accomplish these ends, the conversational processes and facilitation used must move beyond simply allowing all participants to speak but must also

(a) successfully engage the creativity of the group and all its members;

(b) successfully use differences and conflicts as grist for that creativity; and

(c) help the group satisfy its goals and expectations without controlling the conversation or pre-determining outcomes.

These requirements allow unforeseen problems, solutions, and possibilities to emerge and be addressed by the group, thus further reducing the chance of ill-conceived or inadequate policy results. Among the processes that serve this purpose well are Dynamic Facilitation, Open Space, and The World Cafe (see blow).

How is the Steering Group Composed?

If the purpose of the group is to hold space for the broad range of stakeholders to share insights, then it will be a far less “political body”. It is important to have a body that is diverse, but the mandate to listen and respond to the overall ecosystem makes it not “about” the members having the power to decide how to steer for all the stakeholders of the ecosystem because they were elected as their “representatives”, but rather their mandate is to convene periodic stakeholder conversations with well-tested proven methodologies and to act on the recommendations and insights they generate.

Since the NSTIC NOI asks respondents to directly answer this question, I am sure there will be many answers. Any number of steering group formations could work for this proposal to have its main function be effective stakeholder convening that surface issues.

Our proposal for a steering group is a stakeholder body made up of two representatives from each of the six main stakeholder groups elected by members of their stakeholder groups by nomination, instant-runoff voting, two-year terms (with the highest initial vote-getter in each stakeholder category having a 3-year term so that annual turnover is not total) and recall elections.

The primary stakeholder categories are:

- government,
- business,
- academia,
- standards development and technical organizations,
- consumer representatives, and
- privacy and civil liberties advocates
- other additional appropriate groups

The steering group also includes two members chosen at random from a pool of public volunteers.

Their decisions should be by supermajority. The relatively small size of the steering group (14 people) increases their operational efficiency, while the conversational and input systems described below maximize the inclusivity, depth, and effectiveness of their management capacity.

Other Possible Options for the Steering Group

Suppose each time a vote is taken, only half of the 14 people vote , picked from the group by random selection immediately before the vote is taken. In other words, only seven of the members (in my existing model) would vote on each decision, and it would be a different (unpredictable) seven each time. (This is similar to the story of the mother dealing with her kids arguing over who gets the biggest piece of pie; she has one kid cut the pie and the other one pick the first slice.) Since none of them know which of them is going to be empowered to vote next time, it is in their interests not to screw each other this time, and to support a process that helps them find solutions they can all buy into (like dynamic facilitation or a process that focuses on explicitly asking for and handling concerns).

Processes and Structures for Distributing Power and Ecosystem Evolution

Of course the number of sectors, organizations and reps could be adjusted in a variety of ways. My effort was to limit the size of the steering committee to increase its efficiency, while making it hard for adversarial power centers to battle and dominate, due to the open nonlinear (i.e., hard to control) elements I've injected into the voting process and the subsequent conversational protocols.

The power held by the steering group is real, but limited by the conversational context of its operations. The ability of any one entity in the ecosystem to skew outcomes is limited by the equalizing and randomizing factors put in place. In the system as specified here, there is FAR more motivation to seek solutions that integrate one's own needs with those of others than there is to seek solutions that benefit oneself at the expense of others.

Processes to be utilized by the Steering Group

Dynamic Facilitation (DF)

Dynamic Facilitation (http://tobe.net) is a powerful nonlinear creative process designed to use the group's diversity, conflicts and potential co-creativity and sense-making capacities to generate breakthrough solutions to intractable problems. It is based on several deep dynamics of individual psychology and group functioning:

a. When people feel truly and fully heard, they tend to become less defensive, less assertive, and more open to the views of others and to novel possibilities.

b. When all perspectives are respectfully collected into a whole, a picture of the situation is revealed that is both more messy and more comprehensive than the initial perspective of any individual participant.

c. If all participants have been truly and fully heard, their collective response to the messiness of their collective "map" of the situation is to try making collective sense of THAT -- i.e., to find a solution that includes or transcends all their individual perspectives.

As part of the DF process, disagreements and conflicts are legitimized as "concerns" and are duly heard and recorded by the facilitator. Furthermore, any statement of a concern or articulation of the problem, once fully heard, is followed by a question like "What do you think should be done about that?", giving the whole process a solution-seeking vector. Taken as a whole, the entire process constitutes one of the most powerfully creative conflict-digesting processes available.

Creative Insight Council (CIC)

A Creative Insight Council (http://www.tobe.net/DF/DF/page52/page52.html) is a small, legitimately representative microcosm of a community or stakeholder system that uses Dynamic Facilitation to help participants and others grow toward a more systemic understanding of the issues involved, by listening deeply to the various perspectives reflected in the group. As needed, a Creative Insight Council can draw upon the specialized knowledge of experts, outside stakeholders or leaders. However, instead of “lecturing,” these experts present their views within the context of a dynamically facilitated conversation.

Open Space Technology (OST)

Open Space Technology (http://www.unconference.net) is a simple process through which a gathering of people passionate about some subject or concerned about some situation can self- organize to talk about and/or take action on that topic. It is the main process used in the Internet Identity Workshop. Participants originate, announce, and post breakout sessions with titles of their choosing and, when all sessions are announced, work out their own individual participation schedules. Session times and locations are standardized but fully flexible, and participant meandering among sessions or not attending any sessions at all is fully legitimized (deemed productive).

Session conveners take responsibility for making sure some notes are taken and turned in for publication to the entire group. The whole group gathers at the beginning and end of each day's activities for sharing news and experiences. The chaos that results from this process is, in fact, surprisingly orderly and, perhaps most importantly, very energized and productive, regularly producing significant insights, new collaborations, and unforeseen possibilities. It is a potent tool for "covering the ground" of a complex topic, evoking useful responses to a shared inquiry, and assisting the players in a complex situation to self-organize into more productive roles. If done over multiple days, the iterative dynamics (issues arising in one day being addressed during subsequent days) tend to process the material at an increasingly deep and creative level.

The World Cafe (TWC)

The World Cafe (http://www.theworldcafe.com/) can engage dozens or thousands of people in productive conversation on a topic of shared interest over several hours or days. TWC is set up like a cafe with 3-5 people at each of many small tables, usually with paper tablecloths and writing materials for taking notes, sometimes flowers. This familiar setting itself facilitates the desired spirit of conversation.

The shared topic is framed as a question (powerful question design being a specialty of TWC practitioners) which participants discuss with each other for 20-60 minutes in each of several timed

conversational rounds. When each round ends, participants mix and move to other tables so that in each round they are talking with different people. As each round starts, participants are encouraged to share with their new tablemates highlights from their conversation in previous rounds. Their question may remain the same in subsequent rounds, or change to guide the conversation to new or deeper territory. In final rounds, participants are usually encouraged to seek together deeper patterns in the topic being explored.

TWC concludes with a "harvesting" process in which individuals can share insights or developments with the whole group. TWC by design provides each member of a large group considerable airtime and opportunity to interact in a small group, while simultaneously ensuring that good ideas get spread around and processed by the whole group. Quite often significant new ideas and possibilities emerge out of TWC's complex, randomly organized iterative dynamics.

Using These Processes

Dynamic Facilitation, Open Space and The World Cafe can all be convened outside of any decision-making process, simply as powerful forms of public/stakeholder engagement. However, within the context of a decision-making effort, all three are best viewed not as decision-making processes themselves, but as forms of dialogue that

Alignment is congruence of intention, whereas ***agreement*** is congruence of opinion.

Alignment as congruence of intention is congruence of resolution for the attainment of a particular aim. An aim being in and of the future, unknown or unpredicted variables inevitably enter the generative equations for its achievement. Inherent in alignment, therefore, is the spirit of quest.

The spirit of quest generates open and evolving dialogue-in-action. Participants of a quest bring in diverse points of view while remaining united in the same quest. When they jointly choose a course of action, they know that the choice is a tentative mutual agreement, to be modified, altered, or even discarded along the way. The question is not "who is right" but "what is best" for the fulfillment of the intention.

In an alignment-based organization or movement, disagreement among participants does not diminish but rather enhances the power of the alignment and its synergetic impact. Plurality and diversity of ideas and views, united in a shared intention, mutually enrich one another toward the achievement of an end. In an agreement-based organization or movement, on the other hand, disagreement among participants often leads to internal strife, divisive politics, splitting into cliques, or eventual demise.

An agreement-based organization can transform itself to an alignment-based organization by shifting its value focus from agreement to alignment, from opinion to intention. Alignment is not a static state; it is a dynamic process of constant aligning and realigning in the continual movement of time through the timeless commitment to an intention.

People who differ in their opinions can align in their intentions. No more do we need the usual politics of opinion-domination...What we need instead is a new politics of intention-alignment... beyond agreement or disagreement.

A set of critical challenges that face humanity today includes the challenge of whether or not we can shift our value focus from opinion to intention, whether or not we can affirm common intentions, whether or not we can transcend differences of opinion and unite in common intentions, whether or not we can forge a planetary alignment for the achievement of our common intentions, and whether or not we can reconcile seemingly conflicting or misaligned intentions.

From: Alignment Beyond Agreement By Yasuhiko Genku Kimura facilitate deeper group understanding and creativity prior to the formal decision-making process (e.g., voting). That said, good solutions often become so obvious in the dialogue process that voting becomes a formality to record the emerged consensus.

There are many other processes that could be used to gain insight from the community of directly engaged stakeholders and engage the larger public. The National Coalition for Dialogue and Deliberation Resource Guide on Public Engagement is one of the best resources for considering options

Stakeholder Insight Combined with Ecosystem Maps

Because these processes are public and the outputs published on the web, they create a level of systems accountability and increase the likelihood of earning legitimacy in the eyes of a vast majority of United States citizens and residents along with international stakeholders.

The initial consensus can be developed amongst diverse stakeholders using the systems mapping tools in the previous section. Consensus will not be on "the solution to the problems" but on the polarities inherent in the system and a shared map of the roles and value flows in the existing and proposed ecosystem. These will support effective dialogues that don't go in circles but actually get to real conversations about system needs from the perspectives of various stakeholders. Shared understanding with the maps as a common ground means that stakeholders with very different perspectives can agree on key pulse points to measure to see if the ecosystem is working in balance.

I believe the systems insight provided by the dialogue processes outlined in this section combined with a steering group whose mandate is to respond to the outputs of those regular stakeholder dialogues relative to the shared maps will be effective, within a few years, of a thriving Identity Ecosystem.

Alignment instead of Consensus?

So if there is no consensus on the meaning of the word consensus and formal consensus process is not a wise choice for creating agreement in large heterogeneous groups of multiple stakeholders perhaps a different work may be appropriate to articulate the intended goal state that IPTF seeks to create around these cybersecurity issues. I proposed the word alignment in my NSTIC governance NOI and think it still speaks to the root of the outcomes beings sought by the government amongst multiple relevant stakeholders.

Shared understanding arises from shared language. When groups collaborate effectively together, a recognizable pattern emerges for shared understanding. This means unifying a goal/mission/vision so that the question "what are we trying to do" doesn't continually to come up. Within this pattern collaborators aren't in group think but agree about their disagreements and understand what they are trying to do together - the create alignment.

9. How should evaluation of the processes be conducted to assess results and to ensure that recommendations and outcomes of the process remain actionable and current?

Alignment may be one of the most important things to measure. I proposed that the IDESG adopt a process invented by Eugene Kim, along with some colleagues, called the The Squirm Test[37]. They designed it to measure the level of shared understanding in a group:

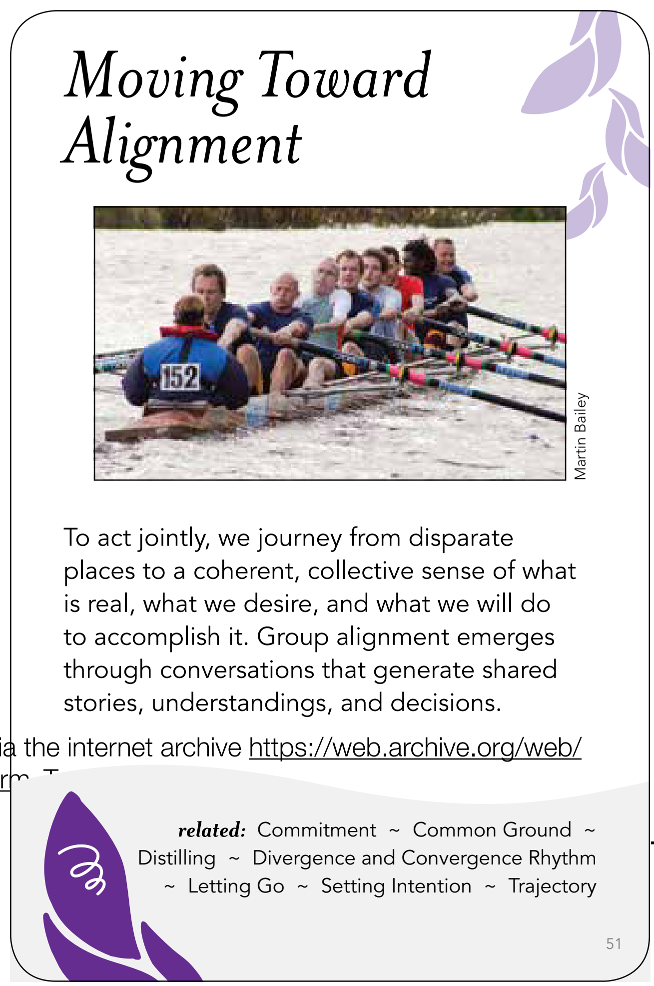
The Squirm Test is performed on a group of people collaborating on something together. You get all of the people in a room, seated in a circle, and sitting on their hands.

The first person then stands up and spends a few minutes describing what the group is working on and why. No one is allowed to respond except to ask a clarifying question.

When the first person is done, the second person stands up and does the same thing, articulating the group's goals and motivations in his or her own words.

Everyone in the circle speaks in turns.

You can measure the amount of Shared Understanding in the group by



[37] Squirm Test Defined here on Blue Oxen site via the internet archive https://web.archive.org/web/20110818015306/http://blueoxen.com/wiki/Squirm

observing the amount of squirming that happens during the process.

The squirm test is qualitative as a repeatable, measurable and visible to the whole group that does it.

Consensus by Exclusion

Throughout the NSTIC - IDESG process that I participated in actively for over four years. I spoke up and articulated important points on behalf of the stakeholders I represent and my from my own long standing industry role as an independent expert working on behalf of the rights and dignity of our digital selves. As I was leaving the organization in the of fall and winter 2014 it became clear that the way those leading the organization were seeking to achieve consensus was by othering and seeking to exclude anyone who disagreed or ask hard questions about ongoing work or processes. The Management Council had passed a resolution to get everyone on the board to sign a agree to a very statement of loyalty to the organization and has passed a very broad code of conduct that they explicitly said in closed meeting was to be used against particular who continued to ask hard questions and in their eyes disrupt the agenda's they were driving through via Roberts Rules of Order and its basic default modality back channel power politics for those with the most power and voice.

This was my last correspondence with the Management Council leaving the organization.

What are our goals?

Do we want the end product to be actually used by the broad diversity of the American people? I think we do.

If **we** do then we have to actually address the fact that the broad diversity of the American people are not represented and not active in the organization. We also have to address the fact that our chosen model of process - linear committee meetings with very small groups of people and no distributed or broader input/contributions methods will severely limit our ability to reach our goals.

It is in our charter, bylaws and rules that we are a consensus based organization - It seems that operating in a way that actively facilitates consensus is a goal.

Continuing the culture of creating consensus by othering and pushing out those who object will not be good for the organization or supporting the public believing in the legitimacy of the results. I think it is vital to be clear on how this othering is happening so that it can be addressed by leadership it includes, micro-aggressions, name calling behind people's backs, back channel bullying, passive aggression, biting aggressive sarcasm, anonymous trolling on twitter, lack of space to address, false praise / acknowledgment from leaders, and failure to appreciate people's volunteer contributions. An alternative to the cultural strategy of "othering" and exclusion to get to an illusion of consensus you could do some conflict mappping to understand the underlying conflicts driving the surface or apparent conflicts.

Consensus is a culture that one develops with conscious effort. Leadership within this process/ideal begins with listening and empathy. One needs to pick up the phone or better yet meet them in person talk with those who have objections whether formal or informal to understand the roots of their concerns and work with others with different concerns to find a path TO consensus. I hope that your new Executive Director takes the time to really sit down and talk to a whole range of people who have diverse perspectives both inside, those outside the organization and perhaps more importantly those who were in chose to leave and sit on the sidelines.

Quote from Brene Brown: http://brenebrown.com/2011/11/14/20111114thoughts-on-penn-state-html/

When the culture of an organization mandates that it is more important to protect the reputation of a system and those in power than it is to protect the basic human dignity of individuals, you can be certain that shame is systemic, money drives ethics, and accountability is dead. This is true in corporations, nonprofits, universities, governments, churches, schools, families, and sports programs. If you think back on any major scandal fueled by cover-ups, you'll see this pattern.

In an organizational culture where respect and the dignity of individuals are held as the highest values, shame and blame don't work as management styles. There is no leading by fear. Empathy is a valued asset, accountability is an expectation rather than an exception, and the primal human need for belonging is not used as leverage and social control.

We can't control the behavior of individuals; however, we can cultivate organizational cultures where behaviors are not tolerated and people are held accountable for protecting what matters most: human beings.

Quoted from Criterion Institute Execute Page http://criterioninstitute.org/about/our-approach/methodology/execute/

Criterion Institute moves ventures towards their vision, according to and accommodating plans. Often, our execution takes place in a space where control is fluid.

Execution includes management of complexities including communications, commitments, reporting and tradeoffs between time, cost and quality. Criterion's experience with execution, scaling and implementation allows us to outline clear objectives, lay out and hit concrete deadlines, and marshal the resources needed as complex systems come into being.

Sales, marketing, systems development, human resources, finance and all aspects of business are part of executing. Criterion's reputation of showing up and helping shines here – we move past helping to strategize or plan and just get things done.

Our role changes over the life of a venture but it is always defined by a set of outcomes and deliverables.

The Trouble with Trust

Trust is a big word. It means many different things. It is bandied about cybersecurity conversations far to loosely. I think to actually get clear in what we are seeking to do and the various types of trust we are trying to foster in the ecosystem we must actually think about its meaning and get far more specific every time we use it. Here is pages 20-24 of my NSTIC governance NOI the issues I name about trust are important to consider for a whole range of cyber security issues.

The Trouble with Trust and the Case for Accountability Framework

http://www.identitywoman.net/the-trouble-with-trust-the-case-for-accountability-frameworks

There are many definitions of trust, and all people have their own internal perspective on what THEY trust.

As I outline in this next section, there is a lot of meaning packed into the word "trust" and it varies on context and scale. Given that the word trust is found 97 times in the NSTIC document and that the NSTIC governing body is going to be in charge of administering "trust marks" to "trust frameworks" it is important to review its meaning.

I can get behind this statement: There is an emergent property called trust, and if NSTIC is successful, trust on the web would go up, worldwide.

However, the way the word "trust" is used within the NSTIC document, it often includes far to broad a swath of meaning.

When spoken of in every day conversation trust is most often social trust.

Trust in a social context: The typical definition of trust follows the general intuition about trust and contains such elements as:

- the willingness of one party (trustor) to rely on the actions of another party (trustee);
- reasonable expectation (confidence) of the trustor that the trustee will behave in a way beneficial to the trustor;
- risk of harm to the trustor if the trustee will not behave accordingly; and
- the absence of trustor's enforcement or control over actions performed by the trustee.

When discussing digital systems there is another meaning for trust related to cryptography and security and other policy enforcement.

Computational Trust - In Information security, computational trust is the generation of trusted authorities or user trust through cryptography.

Trusted Systems - In the security engineering subspecialty of computer science, a trusted system is a system that is relied upon to a specified extent to enforce a specified security policy. As such, a trusted system is one whose failure may break a specified security.

The choice of one individual to trust another depends on who they are, depending on the context, relationship and other factors. This can change and perhaps be tracked.

Trust Metrics -In psychology and sociology, a trust metric is a measurement of the degree to which one social actor (an individual or a group) trusts another social actor.

Trust Operates on Different Scales

In The Speed of TRUST: The One Thing That Changes Everything, Stephen M.R. Covey articulates 5 different ones. I think this model is helpful because it highlights how much trust means and how it operates differently at different scales.

Covey starts with people trusting themselves: **SELF TRUST**

Are we credible to ourselves?

- Do we have integrity are we congruent inside and out and walking our talk, living in accordance with one's own values and beliefs?
- What is our intent when interacting with straightforward motives based on mutual benefit?
- What are our capabilities? Do we have the ability to establish, grow, extend and restore trust? What abilities do you have that inspired confidence, talents attitudes, skill, knowledge, style.
- What are our results? Do we get the right things done, are they done well and what is our consistency of results or tack record?

People in the Quantified Self movement are actually using digital devices and sensors to track themselves. They are using data analysis tools to see how fast they ran or what their caloric intake was. One of the reasons people track themselves to work on improving themselves, set goals and measure achievement over time. As they achieve results towards a goal they increase their credibility - their self trust.

Covey moves on to people trusting each other: **RELATIONSHIP TRUST**

One cultivates this kind of trust with others when one behaves consistently in ways that build trust. People are biologically wired to track behavior of others and form opinions about trustworthiness in real time, all the time balancing a wide array of variables. One way to simplify this is to imagine that with every person you interact with you have a "trust account". The way you make deposits "In" to someone's bank account is to have consistent behavior. Deposits are withdrawn from the "account" when someone is not consistent in following agreements.

Behaviors he believes generate trust:

- Create Transparency
- Demonstrate Respect
- Practice Accountability
- Deliver Results
- Get Better
- Extend Trust

- ✦ Talk Straight
- ✦ Listen First
- ✦ Show Loyalty
- ✦ Confront Reality
- ✦ Clarify Expectations
- ✦ Keep Commitments

People are really different: different kinds of behaviors matter more or less to an individual, and therefore a behavior's meaning affects the current balance on any person's given trust account account differently.

The Identity Ecosystem is an online environment where individuals and organizations will be able to trust each other because they follow agreed upon standards to obtain and authenticate their digital identities and the digital identities of devices. The Identity Ecosystem Framework is the overarching set of interoperability standards, risk models, privacy and liability policies, requirements, and accountability mechanisms that govern the Identity Ecosystem.

This quote from NSTIC makes a big assertion that trust is going to flow between people because they followed agreed-upon standards to obtain and authenticate their digital identities.

The implicit use case might be an individual, lets say her name is Jenna, goes to an attribute verifier service provider like her retail branch bank with attributes like drivers license, latest utility bill and her record showing she has also had a bank account with them for 5 years. The bank checks Jenna's physical world credentials and then issue a digital token she can use to do 2-factor authentication online. The digital token, when she goes online, presents Jenna's name as written on her driver's license.

I see three behaviors in this use case:

Confronting Reality - there is a reality for most people in western liberal democracies that the government of the county or province you were born issued you a paper saying so, and this ironically named breeder document begets you more forms of identification. If a user has not been using their real name, they will now be forced to do so. The reality is, birthplace can have a huge effect on a person's legal and identify reality.

Creating Transparency - Jenna has linked her "real legal name" to an account which that when she uses it will be transparent about who she is and let everyone know. This means people who look her up online can find her street address in real life. Well, it turns out this creates a vulnerability because others can find where her house is, stalk her or make threats against her.

Practicing Accountability - The ability to be accountable. If Jenna choose a criminal action online, others would be able to trace her by the real name she was using. But so too if she was mildly socially rude, people would know to withdraw from her “trust account”.

There are nine other behaviors really matter in human to human trust relationships but which are not covered in any way by the standards for obtaining and authenticating digital identities - the so-called trust frameworks.

There are other aspect that are not comparable about this scenario when you map them to how people trust one another in everyday life. I don’t trust people because I know their legal name because I checked it on their drivers license. In physical space, I see someone I know and I know it is them because they are in the same body form they were last time I saw them. This verisimilitude to the mental picture I have of them allows me to authenticate36 them visually. When I see them, I can pull up my mental trust account and see how much I have deposited in their account.

In the digital realm, I anchor my mental trust account to identifiers I hold for people in my mind. I need to have confidence that the system they use to authenticate (using a user name and password) is secure, that it isn’t someone else logging in and “being them” because they control the identifier.

When people interact with businesses, they use similar mental models for judging trustworthiness based on observed actions and experiences. The use of the phrase “trust framework” by its very name implies that those who have complied with its requirements are trustworthy because they had a standard way to obtain a digital identity and authenticate. There is a great diversity of particular behaviors that people use to make trust judgements. If people want to use one trust framework or another because they judge one or another ratings agency assesses it to be more “trustworthy” we have a very messy, convoluted conversation.

In groups of people working together: **ORGANIZATIONAL TRUST**

This mode of trust is about alignment of the structures, systems and symbols of organizational trust. If trust is low in an organization, then to compensate, certain behaviors or systems patterns emerge that are costly: Redundancy, Bureaucracy, Politics, Disengagement, Turnover, Churn and Fraud.

For organization there is: **MARKET TRUST**

The perception of a business entity in the market place is where there are all kinds of services that help consumers navigate what products to buy. Market trust is developed by repeated activity observed over time.

Beyond the business or nonprofit is: **SOCIETAL TRUST**

This is about giving back and contributing to the society and the commons. It is particularly important to give back to society trust assets one owns but everyone benefits from. It is vital that societal trust be maintained because other scales for trust operate at this level as a support structure. This is where there is backup when other forms of trust fail and you can trust the court system to give you fair treatment when seeking redress.

“If NSTIC is successful, trust on the web would go up, worldwide.” The trust in this sentence is at the societal level scale and I believe it is true. However the way to succeed in achieving this level of trust is not to name policy-tech frameworks throughout the system “trust frameworks”. I am very keen on NSTIC succeeding, however I am concerned that naming this critical part of the proposed ecosystem “trust frameworks” will actually generate mistrust of the system. If the term “trust framework” is the way policy-technology frameworks within the ecosystem are named and explained to the public, but people find those frameworks untrustworthy, they will suspect anything self labeled with “trust”. People will ask themselves: why should we trust a Trust Framework? Who made up the trust frameworks? Individuals will think to themselves: I am the one who decides what to trust...don’t tell me to trust something just because you call it a “Trust Framework.” Given the recent large scale institutional breakdown in trust in the banking system, consumers are skeptical of large publicly traded companies saying “trust us” we have a “trust framework” to protect you.

I highlighted the challenge with using the word, trust, for policy-technology frameworks at the NSTIC governance workshop at the beginning of June where Jeremy Grant asked me if I had a better name. I do have a better name for trust frameworks:

Accountability Frameworks.

Here is some of my reasoning:

- It is 2 words.
- It captures the heart of the intended purpose: Accountability
- Accountability is achieved in these frameworks via both technology standards and policies that are adopted and audit-able.
- Trust remains an emergent property of these accountability frameworks.
- There can be real conversations by various stakeholders who may have different needs and interests about the nature of the accountability in different frameworks. They can look to see weather particular accountability frameworks are trustworthy from a particular point of view.
- It avoids the problem of talking about the "trustability of trust frameworks".

Trust is absolutely essential in the Identity Ecosystem. People must trust that the information they share will be handled with care, respected and that human dignity is maintained by the individual actors within the Identity Ecosystem. This is achieved by having real accountability in the system around the user’s rights to use their data being respected. When the system is functioning well and accountability frameworks are followed then overall systems behavior of the Identity Ecosystem will be trustworthy.

Web Security and Consumer Trust

2.v.(j) Privacy. As noted in the Cybersecurity Framework, privacy and civil liberties implications may arise when personal information is used, collected, processed, maintained or disclosed in connection with an organizations cybersecurity activities. How can risks to privacy or civil liberties arising from the application of cybersecurity measures or best practices be addressed in this process(es).

Digital Identity is not named because it is assumed to be being addressed by the NSTIC process and IDESG. As this document highlights that process and the IDESG organization may not be working particularly well to find the solution. I have more to say about this issue but the deadline to submit this document is here. I will close with this simple statement.

Getting digital identity working well in a way that regular citizens trust is is critical to success. This will require the engagement of a broad diversity of stakeholders and a wide range of the interested public.

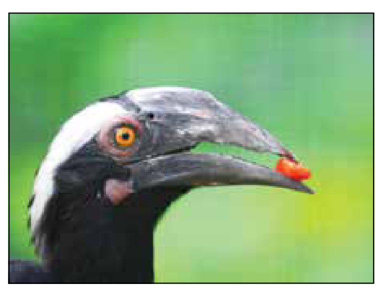
The model that British Columbia used to engage regular citizens in the future looking policy decisions around their provincial citizen services card could serve as a model for the US government to follow.

Quoted from Berkana's Four Stages for Developing Leadership-in-Community
http://www.berkana.org/articles/lifecycle.htm

I. Name
II. Connect
III. Nourish
IV. Illuminate

It is difficult for anybody to see work based on a different paradigm. If people do notice such work, it is often characterized as inspiring deviations from the norm. It takes time and attention for people to see different approaches for what they are: examples of what the new world could be. The Berkana community publishes articles, tells our stories at conferences, and host learning journeys where people visit pioneering efforts, learn from them directly, and develop lasting relationships.

Right Size Bite



Aziz J.Hayat

Break tasks, processes, and content to be absorbed into chunks that are an appropriate match for the time and people you have. Tackle complex topics and larger goals piece by piece.

related: Preparedness ~ Power of Constraints ~ Trajectory ~ Seeing the Forest, Seeing the Trees ~ Subgroup and Whole Group ~ Fractal ~ Priority Focus

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Appendix 1

[Chairs] Update Regarding Proposal for Getting to Work on an Identity Ecosystem Framework

Kaliya, Identity Woman Kaliya at planetwork.net

Wed Sep 26 03:00:42 EDT 2012

http://mail.idecosystem.org/pipermail/chairs_idecosystem.org/2012-September/000083.html

Daza: I'm very pleased to say that the Management Council meeting that just ended spent most of their time considering the topic of this thread. The Management Council will characterize it's views for itself, but I'm glad to say that there was no objection to (and in fact several positive statement in support) for a Chair initiated process to develop a chartered process to begin addressing the creation of an Identity Ecosystem Framework.

Kaliya:

I object.

The meeting got to a rushed conclusion.

First of all - there is no "one" - as in "AN" Identity Ecosystem Framework.

Second - there is also not a clear vision of what an "identity ecosystem" is that is shared by a wide range of stakeholders. Yes there is "an NSTIC" document and it has a lot of people from a range of stakholder groups "agreeing" that is might be a good strategy over all.

This appearance of agreement is both "real" and "unreal" at the same time.

Real because people from various points of view say - Yeah that sounds good. "I agree with that"...however...if you asked them to explain or draw out what they actually think "that" is you end up with VERY VERY different animals.

We could even informally do this - say have the secretariat randomly have us pair with another plenary delegate - and have us interview each other ...we would see how big the differences are.

What Bob said today in the Management Council meeting about the vision needing to come from the Plenary is really vital. We (the management council and it seems the Chair Mailing list as well) should be getting behind some real processes that will surface the differences and agreement and get us co-drawing some pictures of the "animals" we each see so that we kinda "get" what the different stakeholders who until this process never really talked to each other much before (some have been in dialogue for a long time and they already have shared understanding and many (But not all) have shared language.

[example I know that when "biometrics stakeholder says "verification" they mean what we user-centric and enterprise sentric Identity and Access Management people say "authentication" - therefore we have if we know this fact of different words meaning the same thing - a shared understanding across this difference - until we know that we mean the same thing with different words it is very different for us to speak to each other in a meaningful way - in time it may be that these two communities have enough interaction that naturally a shared language - as in the same words to mean the same things emerges but this can not be forced it is a human systems/ language/community thing]

There are many many many subtle differences and some massive differences in understandings across stakeholder groups and no a canonical dictionary is not the answer.

We must begin looking/listening to each others images/visions. WE must begin co-drawing these images together and if we have a good well designed process the very different visions can grow into a coherent whole of "where we need to be" with an ecosystem - then making it happen - building it will be "easy" - until then it will just be - the ugh! we are all (or many of us) are feeling.

As a forward looking step - here is my proposal for what we should do with our Plenary Time/energy and how we create alignment as fast as possible.

I would like to put an example forward of successful high profile mutli-stakeholder efforts (with real big industry, government and NGO involvement and buy in) that was successful and propose the secretariat actually engage with the leader of the process because of past success - likely a sign that future success with our complex hard to solve for mulit-stakeholder process needs some good leadership.

The example is Re-AMP - http://www.reamp.org/

I knew about Scott Span's work with Re-Amp before I found it written up in Visual Meetings by David Sibbet starting on page 94 (I think) (the visuals were not "the key" the buy in from the stakeholders and the way that the process for engaging with each other to get to a common vision is the key - visuals were complementary and made the process easier/faster)

Scott Span is the leader who helped bring about the synthesis of a really broad range of stakeholders to collaboratively address a complex problem with very real world implications - http://www.innatestrategies.com/docs/REAMPFinal.pdf

We need to engage with someone like Scott with REAL SKILL - who has the ability to lead (and buy in from) the self identified stakeholders to get through a finding shared vision process relatively quickly. This is what the 2.5 million dollars the Secretariat has is for...to actually pay for this kind of coherence creation amongst the stakeholder community. This is what we should be using face time for in our next Plenary.

As a comment about the governance documents/structures as they are now are "fine" there is no point in pouring our energy into them. They will do. They are sufficient for now. Once there is the below vision - it may become obvious out of the vision that is shared how to revise things...until then let it rest.

We must build vision as a community - real buy in to a common shared - co-created co-articulated in our own words - transcending "what the NSTIC doc says" to what WE SAY - what we co-own as stakeholders and are bought into making real/building together - until we have that we are just going to keep talking past each other.

Please let me be clear this is not a proposal to "talk" for the next 2 years. It is a firm articulation for the plenary body via the Secretariat to use real professionals who really do complex multi-stakeholder engagement work and have had success bringing coherence to problems like we are trying to solve who if they have real budget (We DO! thank-god) can produce results in the time-frame of months.

AFTER we have the above kind of coherence writing a table of contents for "one" of any number of techno-policy sandwiches "T**** frameworks" (PLEASE STOP WITH the TRUST label http://www.identitywoman.net/the-trouble-with-trust-the-case-for-accountability-frameworks) table of contents will be easy to write - because we won't be talking past each other or arguing.

Quite frankly until the diversity of use cases that represent the diversity of the american people are brought forward we can't solve this. We must have more then professional guys (and noble volunteers) who are NOT comprehensive in their personal embodiment of the diversity of use cases or "identities" as in groups they belong to.

So - I call for Bob our Plenary Chair to engage with the Secretariat (in consultation with the Management Council) a professional like Scott Spann for at least one full day of the upcoming Plenary and to get community buy in about the process we will engage in over the next 3+ months to grow coherence.

- Kaliya