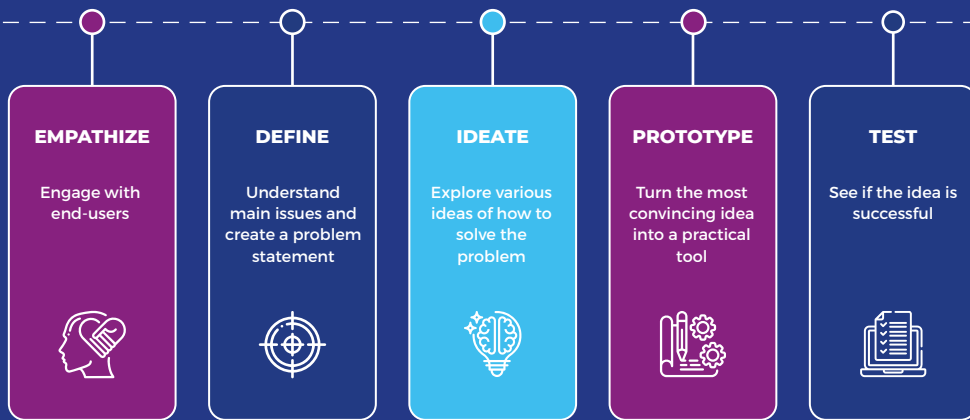


# INNOVATIVE APPROACHES TO URBAN SECURITY



## Consortium



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 882749

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[www.icarus-innovation.eu](http://www.icarus-innovation.eu)

### Contact us

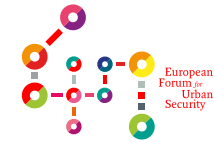
[info@icarus-innovation.eu](mailto:info@icarus-innovation.eu)

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**IcARUS**  
INNOVATIVE APPROACHES TO URBAN SECURITY



## Design Thinking with IcARUS

# How to ensure effective multi-stakeholder partnerships?

The variety and diversity of stakeholders in a given challenge can be a hurdle for achieving successful outcomes. Synergies and dynamics among parties are vital for a smooth and enjoyable working process.

# 7

## principles to bear in mind

### 1.

#### Deal with conflict

- Members will inevitably have different interests and will face different challenges.
- Tension is unavoidable but should be embraced instead of ignored. It might lead to productive change or even fruitful discussions within the team.
- To struggle is expected, to struggle unproductively is to avoid.

#### Clearly map the hurdles the team is facing

Where is the issue? With whom? Why did it happen? How to collectively solve it? For example, for a party the coordination of the team may not be fruitful: where exactly is this coordination leading to tension? Who can the party approach to talk about this problem? What led to the worsening of this situation? What steps can the party take together with other members to tackle this issue?

### 2.

#### Communicate effectively

- Lack of communication can be the main obstacle for an effective multi-stakeholder cooperation.

- Members should foster communication. How? Listen, don't assume, be honest, be respectful, be empathetic.
- Decision making mechanisms are a product of the communication of the team: capacity and willingness to communicate are vital elements for partnerships.

#### How can internal communication be improved?

Choose the right software (when online) that everyone can easily use, capture feedback even individually, talk F2F when possible, make sure you have the right target, make time for team building activities.

### 3.

#### Foster participatory learning

- Stakeholders need time and space to learn together. They have to talk, share, make decisions, analyze, and reflect on their work. This depends very much on the project stakeholders are working on, for instance they might need on-field expeditions, tailored workshops, seminars, or even to be divided in teams working, learning, and reporting on separate topics.
- Participatory learning techniques hinge very much on the kind of work stakeholders are carrying on.

### 4.

#### Have a common vision

- Define your shared goal at the beginning of the activities. A common vision, however, does not only mean sharing the same objective, but also the way to achieve it (what path to follow, why starting this journey).

- It is always very hard to look at things in the same exact way in a team, but stakeholders should remember that they all 'hold a stake' in the outcome of the work: the way to envision the journey must accommodate all parties for the final result to benefit everybody.

### 5.

#### Work with power

- Power imbalances can be expected when partnering with different stakeholders.
- Embrace the tension, do not avoid it: power can be a hurdle as much as can be a tool to exploit for positive change.

**For example:** if the parties agree, a specific inner-group of stakeholders can be empowered more than others in order to use that power in a constructive way. Yes, there is power imbalance, but what is more important is the journey (and the goal: what is the best way to reach it? Can empowering specific stakeholders more than others help?).

### 6.

#### Clearly define expectations

- At the beginning of the partnership, stakeholders should always set out what each of them expects from the journey they are starting.
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- Embrace negativity: a stakeholder can expect the partnership to fail and might have valid reasons to think so. Discuss

about it, don't exclude the opinion just because it is not optimistic

- Be inclusive. Come back to the expectations once the partnership has gone on for a while: how have these expectations changed? Have they been met?

### 7.

#### Trust and share information

- No trust, no team. Trust your fellow stakeholders. Trust the process.
- First, trust within the group can arise from the fact that in this partnership each actor has something to gain from the work: sharing a common goal (or a common enemy, such as 'failure of the project') makes us trust our fellow partners.
- Provide opportunities to better connect among members along the way (trust needs time), highlight successes of parties, admit your ignorance on a topic or question, encourage transparency in accountability (no blaming, but recognizing one's own faults).
- There should be an underlying level of trust in the process: stakeholders need to always see the bigger picture, and be reminded of that along the way (why are we doing this? Where are we at? What was our motivation to start?).
- Information must be shared: transparency is essential (not just in terms of documentation or files, but also in terms of honesty: be transparent in what you want, what you don't want, what you believe in, what you deem useless).