ETORKIZUNA ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 14th MEETING

20/10/2021

Contents

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

ZOOM, 20 October 2021, 5 pm - 7 pm

1. Programme

Theme	Person responsible
Introduction and presentation of the session	Eider Mendoza, Provincial Government of Gipuzkoa
Introduction	María José Canel, Professor of Political Communication and the Public Sector, UCM Anne Murphy
Group dynamics and session summary	María José Canel, Professor of Political Communication and the Public Sector, UCM Anne Murphy
End of session	Eider Mendoza, Provincial Government of Gipuzkoa

2. Group members

In attendance:

1. Eider Mendoza. **Provincial Government of Gipuzkoa**

2. Xabier Barandiaran. **Provincial Government of Gipuzkoa**

3. Ander Arzelus. **Provincial Government of Gipuzkoa**

4. Sebastián Zurutuza. **Provincial Government of Gipuzkoa**

5. Goizeder Manotas. **Provincial Government of Gipuzkoa**

6. Asier Lakidain. **Sinnergiak**

7. Mikel Irizar. **Eusko Ikaskuntza**

8. Andoni Eizagirre. **Mondragon University**

9. Naiara Goia. **Aranzazu Laboratory of Social Innovation**

10. Gorka Espiau. **Agirre Lehendakaria Center**

11. Fernando Tapia. **University of the Basque Country**

12. Miren Larrea. **Orkestra**

13. Eva Sánchez. **Orkestra**

14. Mikel Gaztañaga. **Orkestra**

3. Introduction and presentation of the session

The Deputy (Provincial Minister) for Governance opened the session. *'Hello and good afternoon to you all. The most important part of today's session is going to be the presentation by María José Canel. So, I will keep this short. Some of you don't know María José Canel, so I'd like to give a short introduction before her presentation.*

'In the last session we identified three projects, one aimed at the Provincial Government; one at the "exterior"; and one that sought to continue working on developing the concept. At the last session, we did a number of evaluations, and the results were very satisfactory. They showed that people prefer face-to-face sessions. Although today's session is online, all subsequent ones will be face-to face. Our original proposal was to do half and half, but it is clear that people prefer face-to-face meetings. We also asked for contributions on a definition of collaborative governance. The contributions are included in the criteria. However, we will gradually adapt this definition as time goes by. I think there are high expectations, so we will have to be capable of meeting them. The participants were also in favour of moving from theory to practice.

Having concluded her introduction, the Deputy for Governance handed over to María José Canel. María José gave her presentation in Spanish.

4. Presentation by María José Canel

María José Canel took the floor and thanked everyone for attending the session. *'The idea is that I will give a short talk, and then we will have a group session. First, though, I would just like to thank the Provincial Government again for letting us accompany you in the process. The Provincial Government is really determined to ensure that its activity*

has an impact on the territory in which it operates. Anne and I are very fortunate to be involved in this process.

'I'd like to kick off the presentation with a question we were asked by the Provincial Government; "How do you see us in the Provincial Government?" First of all, I think it's great that an organisation is asking us this kind of question. So, our presentation today will focus on trying to answer. In other words, we will talk about how we see the Provincial Government. However, we are conscious that there are some people at this meeting who do not officially form part of the Provincial Government. I have to say, though, that the people at the Provincial Government have a capacity to make people from outside feel part of it as soon as they come into contact with it. So in the group meetings, we want to combine people from inside the Provincial Government and those from outside, to provide some contrast.

'We came to the Provincial Government through the Etorkizuna Eraikiz project. That was in 2018, or late 2017. We were contacted by the Head of Strategy and Research. Since then, we have done a lot of listening — to what the Provincial Government is doing, what it says, what it proposes and how it imagines itself. A lot of effort is being put into getting collaborative governance up and running. And collaborative governance means change. Etorkizuna Eraikiz won't go anywhere if the Provincial Government does not change the way it works. The Provincial Government is committed to changing the usual way of drawing up the budgets. Through Etorkizuna Eraikiz, the Provincial Government is committed to involving society in the decision-making process. It is determined to ensure that decisions are taken on a cross-cutting basis. In other words, the decisions should not be made in isolation, with no communication between departments, which tends to be very common.*

'We have been working in Ekinez Ikasi, which uses the Action Learning method — in other words, learning by doing. That requires creating spaces of trust. These spaces allow you to start acting right from the beginning of the process, rather than at the end, as is usually the case. Starting from these actions, you can create spaces where you can consider, question and discuss the actions that are being implemented. In this methodology, learning is seen as being cyclical. It's like a continuous spiral.*

'Altogether we have had three interventions. The first was in 2018. That first intervention was confined to the political group, in other words, to the Deputy General (Provincial First Minister) and the other deputies (ministers). In 2019, the Provincial Government realised that we had to go beyond this framework, and two groups of technical staff were created. At that point, we felt there was still another step that needed to be taken. So it was proposed to set up a panel composed of both political and technical staff. We were taking a chance with this project. This third intervention, involving politicians and technical staff, concluded in June 2021. Over the years we have discussed, reflected and worked on several projects, such as Adinberri, Gipuzkoa Taldean, the Think Tank, etc. So we think we have got into all the different corners of the Provincial Government. In other words, we feel we are familiar with it.*

'We have reflected on the impact Ekinez Ikasi has had. We believe that now that several projects have been implemented, things have started to move. This is the impression that Anne and I have, but it is shared by the people from the Provincial Government. In June we conducted a shared reading with people who had participated in the process. That shared interpretation highlighted that there were still a number of gaps. It became clear that there was a separation between the political and the technical level. It also became clear that there was a gap between the Provincial Government and the provincial public sector. Another issue that came to light —although this is quite common in the public administration in general— is that the Provincial Government is hierarchical in structure. In other words, it has a very vertical way of functioning, with compartmentalised silo-like departments. We also identified a lack of communication within the Provincial Government. The process involved people from the technical level, who were given the same opportunity to speak as the politicians, and we realised that there is a lack of communication within the Provincial Government. The technical staff told us that they often don't hear about policy decisions.

'We also found that the Provincial Government often has problems dealing with complex problems. In addition, there are a lot of deep-rooted procedures or ways of working in the Provincial Government, which are very difficult to change. We also saw that projects such as Etorkizuna Eraikiz might be interpreted as being just marketing exercises by the Provincial Government, as a way for politicians to make themselves look good. In this regard, there is a need for improved communication. For a real cultural change to take place in the Provincial Government, communication has to be widened and made more cross-cutting. Another aspect we identified is that there is a challenge for politicians to take on board a new way of doing politics. Nonetheless, we have to say that we have seen a commitment among staff at the Provincial Government to implementing these changes.

'The collaboration between the Provincial Government and the regional public sector needs to be increased and consolidated. We know that one of the issues the Provincial Government is concerned with is to define the role of the foundations. There is also concern about how the foundations can be integrated into the dynamics of the Provincial Government. At the same time, when we talk about collaborative governance, we are talking about governing collaboratively, and that means understanding and listening to what society demands from the administration and politicians. In other words, we need to ask ourselves: what does society expect from politicians and from the Provincial Government? In that regard, another of the challenges for the Provincial Government involves listening.

'In June we identified some very important challenges. We also identified some shortfalls. Obviously, though, it's not all bad. The real question is this: "Is there a real willingness to change and to address these challenges?" And the answer is yes. There is a real willingness to make changes and to work collaboratively. Anne and I have seen a strong desire for change in the Provincial Government. There is a clear determination to develop the model of collaborative governance. There is a strong degree of commitment in the Provincial Government. Anne and I have worked a lot with government and the public sector, and we can honestly say that the Provincial Government of Gipuzkoa has a higher-than-average level of commitment. We have also seen a high degree of professionalism. Highly trained staff. There is a lot of data showing that the Provincial Government works with professionalism. We have also seen courage. We have thrown down a series of challenges to the Provincial Government and they have responded positively.

'From our research, we see that at both a political level and a technical level there is a shared idea of what we want to do. It is true that there are many challenges; it is true that we still need to roll out the Etorkizuna Eraikiz project in the Provincial Government. But it is also true that the Etorkizuna Eraikiz project has been widely shared. There is communication within the public sector. There is a consistency between the discourse and the Provincial Government's goals. And I would also like to add that there is an

awareness. For example, there is a public awareness of the Provincial Government's leadership. The data confirm that the Provincial Government plays a leadership role in Gipuzkoa. At the same time, we have seen that a project along the lines of Etorkizuna Eraikiz is very well suited to Gipuzkoa. In other words, we believe that Gipuzkoa is a fertile ground for this type of project. The Provincial Government accepts that Gipuzkoa is a territory that has a tradition of working collaboratively.

'During the process, Anne and I had a number of doubts. There were several questions we asked ourselves. One of the most recurrent was: "Is there enough determination to implement such a complex process?" In other words, is there enough determination to share authority with others? The Provincial Government is promoting the idea that over the next few years politicians will share authority with its technical staff and the wider citizenry. That means that decision-making power will be in the hands not just of the politicians, but also of the technical staff and the citizens. That suggests that there is determination on the part of the Provincial Government. However, will it be enough? Sharing power with third parties entails a high degree of complexity. Today, we have launched a fourth intervention. And for that reason, I am prepared to say that there is determination on the part of the Provincial Government. In this last process we have thrown down a challenge to the Provincial Government and they have accepted it. Four groups have been set up, combining both politicians and technicians, which will be facilitated by technical staff from the Provincial Government. There are forty-four people in all.

'In the Provincial Government, people have told us it's as if we were doing magic. They told us we've brought about something of a miracle. And Anne and I ask ourselves: Where is the magic? What has happened? We have identified four elements. On the one hand, this type of process helps people to open up to learning. In order to learn, it is necessary to question things that have previously been taken for granted. In that regard, we have created a space here where people dare to question things. Technical staff questioning politicians, politicians questioning politicians, politicians questioning technical staff, deputies questioning deputies, deputies questioning the Deputy General. People have dared to ask questions that can undermine some deep-rooted structures —

structures and practices that have never been questioned before. So we think this is one of the elements that has brought about that magic.

'Another element in working this magic is the value of being brave. It might seem obvious, but when someone dares, it means there is something of value there. That is to say, it is being assigned a value, it is valued. We have seen that some people —technical staff, directors general and politicians, begin the process with a feeling of frustration, fear or trepidation and gradually gain courage. To coin a phrase, we have created a space of light and warmth. We believe that part of the magic happens because this is a space where people don't feel alone. Quite often, even in organisations like this, where you are surrounded by people, you can feel lonely. You can be surrounded by people, but still feel isolated. In that sense, we could say that courage means being open to new ideas. And that means opening windows or doors, as well as listening.

'Finally, I would like to say that we are building on reality. That is very important to us. Well, actually we think all the elements that make the magic happen are very important. However, we think this one is central to the methodology we are working with. Reality is complex, it is convoluted. That is why our methodology is based on actions that have actually occurred in reality. So, I would like to conclude by saying that we believe that the magic is "the house", it is the Provincial Government. With this process, the people of the Provincial Government themselves have begun building on reality. I know there are plenty of people here today who have taken part in a range of processes with the Provincial Government, but I am talking here about the experience Anne and I have had. They tell us: you are making magic. But, in reality, the magic is being made by you. The Provincial Government is making the magic itself. You are using your own resources. But are there threats to that magic? I think there are. The key is to ask questions. So the threat is that there might not be any legitimate spaces in which to ask those questions. In that regard, we need to explore the spaces in which questions can be legitimately asked. Spaces where you can legitimately question the Provincial Government's routines. Spaces where you can question embedded routines that prevent you from moving forward. That is why the threat is everything that makes people mistrust the capacity to collaborate.

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'With the Provincial Government we have seen that there is a willingness to experiment. Not everyone has participated in the Ekinez Ikasi process. But there have been people from the Provincial Government who have been involved, who have experimented. We find that those who have participated in the process have derived enormous satisfaction from it. Even so, as I said before, there are threats. One of the biggest threats is that we want to stay in our comfort zone. Because routines always bring comfort. I would also like us to ask ourselves this question: "Who have we not dared to invite to the table?" So, these are the issues I think are important. My apologies if I've gone on too long. I'm going to hand over to Anne now.'

Anne Murphy then took the floor and said *'Now I'm going to set you some questions for you to answer once you get into the groups. You are going to get into groups of four. We will try to combine different perspectives, different profiles in each group. We'd like each group to have a mixture of people from inside and outside the Provincial Government. You'll have about twenty minutes to discuss the questions. After that, the group representatives will explain what they've discussed in their respective groups. Finally, at the end of the session, we'd like to discuss the ideas that have come up during the session.'*

María José Canel added that *'the question we'd like you to discuss in the group is as follows: "What risks and levers do you see for the magic to keep operating in the Provincial Government?" You may also have other issues you would like to discuss. You will automatically be assigned to a (Zoom) room with the other members of your group. So we'll see you back here in twenty minutes.'*

5. Group dynamic

All the participants returned to the main (Zoom) room. Anne Murphy took the floor again. She said *'Now the group representatives will have some time to explain the ideas*

that have been discussed in their groups. You will have a limited time. Then María José Canel will take the floor to summarise.'

The results of the group dynamics were as follows:

Group 1:

The representative of Group 1 was ECO5. He said *'I will set out all the ideas proposed in the group. We felt that the risks could be summarised in three main ideas. The first idea we mentioned is how to gradually move from small working groups to larger ones. How to reach more people. Taking into account the size of the administration. Closely linked to this is the way that timing and resources can facilitate or affect the initial interest or excitement. The second risk we identified is related to the way we ensure that this initiative continues on into the next political cycle. In 2023, there is going to be political change, in one direction or another. So the challenge is how to lay the foundations so that the project continues on, regardless of that political change.*

'The third risk is on a more operational level. We talked about who should break out of the comfort zone and how they should do it: charismatic people, non-charismatic people, etc. What do we mean by charisma? What kind of charisma should a politician or technician have? Another issue that came up was: How do you include people who are not in favour of the process? We accept that the people who tend to participate in this type of process are the ones who are most motivated. So, what do we need to do to get people who are less motivated to participate in the process? So to sum up, the three risks are as follows: how to move from small groups to larger groups; how to ensure the continuity of the project without its being affected by changes in the political cycle; and, finally, more technical issues.

'We also identified three levers. First of all, we believe that it is necessary to highlight and publicise what is being done. There has to be an awareness that we are experimenting with something new and innovative, and that has to be highlighted. It was also mentioned that it has been an advantage to create groups with different

profiles, combining politicians and technicians. Communication between them can facilitate the way the risks we mentioned are handled. In addition, we believe that it facilitates mutual understanding. We also believe that this type of experience can serve to generate new leadership. We also mentioned that Etorkizuna Eraikiz has experience. It's been around for a while. That helps it to have visible and tangible results. And, having tangible results makes it easier to communicate the initiative, including to society. I hope I've managed to sum up all the ideas that we discussed in this group. Thank you.'

Group 2:

The representative of Group 2 was the Deputy (Minister) for Governance. She said *'We also identified several risks and several levers. However, we believe that the risks and the levers are sometimes similar. And some of those we identified are the same as those that the representative from Group 1 mentioned. In terms of risks, we highlighted the lack of continuity, not only of the political group, but also of the people who are currently in Etorkizuna Eraikiz. In other words, on the one hand, you have the continuity of the political group that has been behind Etorkizuna Eraikiz. And on the other hand, there have been people who have played a key role in the promotion, emergence and continuity of Etorkizuna Eraikiz. And those people may not be around in the next political cycle. Nonetheless, we also see this as a potential lever, because Etorkizuna Eraikiz is cross-cutting enough and strong enough to continue despite the political changes. Obviously, it will not continue on the same terms. But even so, it can survive because it is cross-cutting. The new political culture or collaborative governance can no longer be reversed. There's no going back now. So our group identified the non-continuity of the political group, or the replacement of the people who have participated in Etorkizuna Eraikiz, as both a risk and a lever. Because, as has been said, Etorkizuna Eraikiz is plural enough to allow it to continue over time. And also, there is no turning back now on the road to collaborative governance.*

'Another risk involves working in the short term. In other words, there is a risk that we launch short-term projects that do not endure. Another risk, which is also a lever, is that in the coming years there will be a lot of new people joining up. The people who will be

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joining us will have a completely different culture. There is a risk is that the old culture will permeate the new. But by the same token, if there isn't that transmission, the experience that has been built up may be lost. Another lever involves all the new things like digitalisation and automation that will help projects like this to thrive. This type of innovation can help to bring about change. One of the risks we identified is the saturation of cross-cutting themes. Another is that small failures might generate a certain disillusionment. Transforming the Provincial Government is a long-term project. In that sense, it could lead to frustration or disappointment. In short, every risk has its lever, and vice versa.

Group 3:

The representative of Group 3 was ECO13. She said that *'Our group has identified several risks. The first is that there are ways of doing things that are so deeply rooted that they can hinder cultural change. This is closely linked to the divide between technicians and politicians and the other types of divide that have also been mentioned. Someone also mentioned that processes of change can be influenced by a sense of inertia, and ultimately that can hinder cultural change. Another risk is the lack of vehicles of communication. In the absence of good vehicles of communication, it is impossible to build bridges. Another risk we identified was that a certain confusion may arise between projects. We discussed whether the projects are being interpreted in different ways. That might be a risk. Such confusion can hinder the process.*

'Another risk is that there is not enough determination to share power. Earlier we were asked; is there enough determination to share power? There is obviously a risk if that determination doesn't exist. It is very difficult to measure how much is enough. Even if there is a lot of determination, it is no guarantee that it will be enough. Another risk that was mentioned is that of inertia. It takes a lot of willpower to overcome inertia. We highlighted a number of levers. The first is commitment, political commitment. The others are also very important, of course. But clear political commitment is very important. In addition, it is commitment that will legitimise the process. This is why we particularly stressed political commitment. We also considered the role of the

facilitators. We think facilitation can be seen as a lever for change. So, those are our thoughts.'

Group 4:

The representative of Group 4 was ECO12. She said *'We identified a number of risks. One of them is that this type of dynamic might go no further than the politicians and the technical staff. That is to say, it might be limited to the dynamics between politicians and technicians, without reaching society. Another possible risk that was mentioned is that of being the inheritors of a political culture that is resistant to the new political culture. In other words, there may be some resistance to change. We also identified a number of levers. For example, collaborative work is generating relationships of trust, which in turn generate relationships of horizontality. It was also mentioned that opportunities are being given to people and initiatives that are bringing about change in the Provincial Government. At the same time, situations and spaces for dialogue are being created. We think that is important. We would also mention that there is an awareness of the depth of the process. That is obviously a lever. And there are guidelines coming from Europe that can be of help in transforming the institution.'*
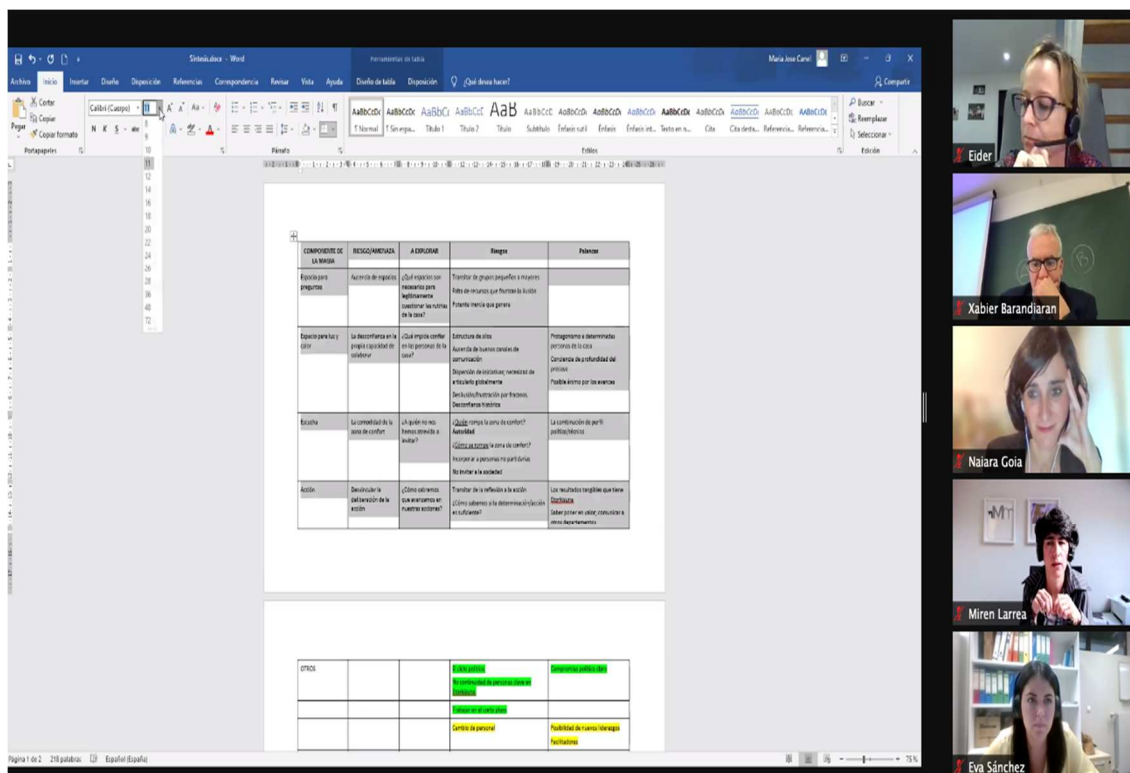
Once all the representatives had discussed the ideas that had come up in their groups, María José Canel took the floor again. She thanked all the representatives and said that *'In the last part of the session we are going to summarise some of the key ideas set out in these last interventions.'*

6. Presentation of the panel: synthesis between the groups' contributions and María José Canel's presentation

María José Canel said *'All the interventions were very interesting. I have been taking notes on the issues raised in the different interventions. I will now review some of the ideas that have been highlighted. One of the risks mentioned was that of transitioning from smaller to larger groups. Another one was the lack of resources and how this can*

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ORAIN

lead to disillusionment with the process. Often a process is launched but ends up being abandoned due to lack of resources. That generates frustration. You also mentioned the strong sense of inertia in the Provincial Government. At the same time, in the block related to space for light and heat, one of the risks mentioned was a mistrust in the capacity to collaborate. You mentioned the silo structure. The absence of good communication channels. You also mentioned the fact that initiatives were scattered and the need to structure the project in global terms. Another risk that was mentioned was that of generating disillusionment or frustration with the process. The levers you mentioned included the prominent role being given to certain people from outside the Provincial Government. There is also an awareness of the depth of the process. Another lever is that the process generates excitement/interest and that helps to move the project forward.

'The third block we have defined is the space for listening. One of the risks mentioned in this area is an unwillingness to step out of our comfort zones. Earlier, we asked you: Who have we not dared to invite? Here, you mentioned a number of risks. You wondered who should break out of that comfort zone and how. Who has the authority to break out of the comfort zone? In the Provincial Government, it is rigidly determined who can break out of the comfort zone. That is often why we don't invite certain people — so they don't break that comfort zone. One of the risks mentioned is that we do not invite people who do not support the process, people who might make us uncomfortable. And another risk you identified was that of not inviting wider society. In other words, not extending the process to society. One of the levers identified is the fact that a good mix of political and technical profiles has already been achieved.

'The third block is action. The risk is of dissociating deliberation from action. We asked you: How will we know that we are making progress in our actions? The risks you mentioned in this area were as follows: on the one hand, moving from reflection to action. On the other hand, you mentioned how you know whether there is sufficient determination to go deeper into the process. Amongst the levers, you mentioned the tangible results of Etorkizuna Eraikiz. In this regard, it is important to highlight the results Etorkizuna Eraikiz has obtained. But for that we need data. We need to evaluate the results, and for that we need data.

'There have been several ideas that I have also compiled in the table. For example, staffing changes, which you mentioned as both a risk and a lever. On the one hand, it is a lever, because it presents new opportunities. New leadership can be generated. Many of the new people joining can be trained in this new culture. But, on the other hand, there is also the risk of losing the experience that has been built up. Nonetheless, it was mentioned that there is a process for training facilitators. It is a process of multiplication. At the same time, there is the question of the political cycle. I think the question is this:

"How do we make Etorkizuna Eraikiz a project for everyone?" Not just a project of those of us who are here today, but of the entire Provincial Government and society as a whole.

'I have created a final synthesis based on your contributions. We have five minutes left. We're going to use the time for any other comments you want to add. There might be something else we haven't mentioned or stressed enough.' She thanked them and handed over to the Orkestra Facilitator.

The Orkestra Facilitator said, *'This is a tool we are going to work on. This deliberation group is committed to accompanying three transformation processes. One project is clearly defined as being targeted at the Provincial Government. The aim is to implement collaborative governance in the Provincial Government and to transform it. However, there are still a lot of things that need to be delimited and specified. So this material is very interesting when it comes to delimiting and specifying the process of transforming the Provincial Government. I should also say that this exercise does not end here; we have opened up the process and we will continue to work on it.'*

DF1 then took the floor, asking María José Canel and Anne *'whether Ekinez Ikasi would be possible without Etorkizuna Eraikiz.'*

Anne Murphy said *'That is a very good question, but it's a difficult one. I think the motivation and the strength comes from Etorkizuna Eraikiz. However, I think Ekinez Ikasi also feeds into Etorkizuna Eraikiz.'*

María José Canel added *'It's a very good question. In my opinion there is a certain mutual feedback between a methodology such as Ekinez Ikasi and a project such as Etorkizuna Eraikiz. The Etorkizuna Eraikiz philosophy matches the Ekinez Ikasi methodology very well. Ekinez Ikasi is a methodology that enriches the philosophy of Etorkizuna Eraikiz. So I would say there are shared narratives of what we want to do. There is a common goal or task, and that improves the collaboration.'*
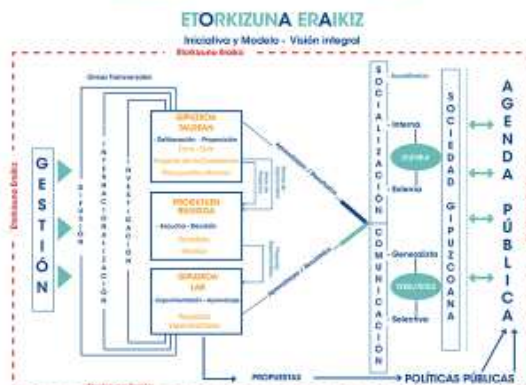
7. Assessment and end of session

The Deputy of Governance took the floor, saying that she had *'liked the presentation very much. I also found the interventions by the group representatives and the group discussion very interesting. Today's session will enrich the projects that are currently underway. In my case, I believe that today's session will be of help in the project I am leading with the aim of transforming the Provincial Government. So I would like to thank you for the presentation and for this session.'*
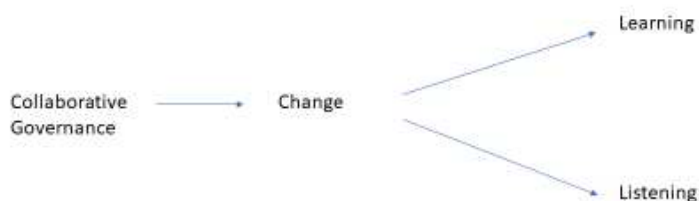
She reminded the participants to *'fill in the evaluation sheets. That is very important. I'd also like to remind you that the next session will be on 24 November, when Stéphane Vincent, from La 27e Région in France, will be here. He has a lot of experience in a project we want to carry out: mapping collaborative governance in Gipuzkoa. The session may be interesting for that mapping project. So we invite you all to attend. Finally, I would like to answer the question DF1 asked earlier. In my opinion, this type of project would never have arisen without the intellectual curiosity and the motivation behind Etorkizuna Eraikiz. For that reason, I want to thank you all. It's a project that will require time, but it's worth it. It is time well spent. Thank you. We'll see you next time. '*

8. Appendices

a. Presentation used during the session

How do you see "the House"?

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa

ETORKIZUNA
ERAIKIZ
Construyendo el futuro
de Gipuzkoa.

Collaborative → Change → Learning
Governance   → Listening

"Our Journey"

Interventions by Ekinez Ikasi	
April - November 2018	Political team
January- June 2019	2 technical (civil service) groups
October 2020 -June 2021	2 political/technical groups

"Our Journey"

Contributions of Ekinez Ikasi

At an individual level:	At an organisational level: Processes	Others
Learning to listen	Cross-cutting conversation on Civil Service needs	Collaborative learning space
Increased in-house understanding	Listening group in Governance	Networking in the Ekinez Ikasi group
Increased knowledge of people's needs	Group to define the role of intervention	Cross-departmental relations
Cross-cutting/holistic view of the problems	Cross-cutting conversations on Adinberri (Economic Promotion, Tourism, Strategy)	In-house spaces for reflection
Attitudes for collaborative work: Humility, security, openness, sharing	Conversation groups to transmit new ways of working to technical staff	Utilisation of in-house knowledge
Learning how to synergise efforts	Working group to define new residential model	Identifying factors that hinder organisational learning
Acknowledgement of need to identify best practice	Inclusion in the agenda of a model definition of foundations	Bringing visibility to other ways of doing things, which can be extrapolated to other areas
	Application of Ekinez Ikasi-style conversation for EBA	Extension of the Etorkizuna Eraikiz culture: greater identification with the project
	Implementation of Aurrerabide in the Infrastructures (Roads) Department	Permeation of the discourse of collaborative governance
	Analysis of permeation of equality policies (Equality, Civil Service, Culture)	Greater communication between departments
	Structuring of Aurrerabide with: Roads, Culture, Promotion, Civil Service	Seeds of a collaborative culture
	Civil Service Training Plan	
	Off. of Services & Innovation: communication with Think Tank and Treasury Dept.	
	Potential network of facilitators from the Dept. of Services & Innovation	
	Possible process with service heads relating to Civil Service	

Shared reading (June 2021)

How are we doing as a Provincial Government?	Challenges
- Political tier (deputies) separated from the structure - Provincial public sector separated from the Provincial Government - Hierarchical institution, vertical work, compartmentalised departments - Saturation of cross-cutting policies - Important policies are not sufficiently communicated - Difficulty in making complicated decisions - Internal suspicions about an "attempt at marketing"	➢ To extend these processes internally in order to **bring about change in culture** ➢ **To define the means of "in-house transformation"**: going from the individual to the collective ➢ To reinforce the **political commitment** with new ways of doing things ➢ To improve **internal communication** ➢ **To consolidate the network of collaboration between Provincial Government** and provincial public sector ➢ **To explore expectations** with data ➢ To extend the **listening process to society**

✓ Willingness to work collaboratively and positive experience when collaborating

"Our Journey"

GAPS IDENTIFIED

- Between departments
- Political posts/technical staff
- Society/Provincial Public Sector
- Between different tiers of civil servants
- Listening Theory/Listening Practice

POSITIVE FINDINGS

- Willpower
- Commitment
- Professionalism
- Boldness
- Care
- Shared discourse
- Awareness (Provincial Government and society)

ISSUE:

➤ Is there enough determination to deal with the complexity of sharing authority with…?

Where are we today?

Interventions by Ekinez Ikasi	
April - November 2018	Political team
January- June 2019	2 technical (civil service) groups
October 2020 -June 2021	2 political/technical groups
October 2021	2 political/technical groups
	4 groups led by in-house facilitators
	44 people

Where are we today?

"Magic"

Where is the "Magic"?

Where is the Magic?

- The value of being open to learning: Space for ASKING (AND ASKING ONESELF) QUESTIONS
- The value of being brave: Space for LIGHT and HEAT
- The value of being open to the new: Space for LISTENING
- The value of building on reality: Focus on ACTION

Where is the Magic?

- The value of being open to learning: Space for ASKING (AND ASKING ONESELF) QUESTIONS
- The value of being brave: Space for LIGHT and HEAT
- The value of being open to the new: Space for LISTENING
- The value of building on reality: Focus on ACTION

➢The Magic is "the House" (the Diputación)

Risks/threats to the magic of the house?

Component of magic	Risk/threat	To be explored
The value of being open to learning: Space for ASKING (AND ASKING ONESELF) QUESTIONS	Absence of legitimate spaces	What spaces are needed to legitimately question internal routines?
		What prevents trust in internal staff?
The value of being brave: Space for LIGHT and HEAT	Mistrust in capacity to collaborate	Who have we not dared to invite?
The value of being open to the new: Space for LISTENING	The convenience of the comfort zone	How will we know that we are making progress in our actions?
The value of building on reality: Focus on ACTION	Decoupling deliberation from action	

Group assignment

• To keep the magic working internally and externally:

- Where do we see risks?
- Where do we see levers?

A summary of the results of the group-sharing process is enclosed

b. Final summary table with the participants' contributions

Riesgos y palancas para la "magia" de la casa				
Sugerido por Anne Murphy y María José Canel			Identificados por los participantes en el programa	
COMPONENTE DE LA MAGIA	RIESGO/AMENAZA	A EXPLORAR	Riesgos	Palancas
Espacio para preguntas	Ausencia de espacios	¿Qué espacios son necesarios para legítimamente cuestionar las rutinas de la casa?	Transitar de grupos pequeños a mayores Falta de recursos que frustran la ilusión Inercia potente que impide cuestionamiento	
Espacio para luz y calor	La desconfianza en la propia capacidad de colaborar	¿Qué impide confiar en las personas de la casa?	Estructura de silos Ausencia de buenos canales de comunicación Dispersión de iniciativas; necesidad de articularlo globalmente Desilusión/frustración por fracasos. Desconfianza histórica	Protagonismo adquirido por determinadas personas de la casa Conciencia de profundidad del proceso Posible ánimo por los avances realizados
Escucha	La comodidad de la zona de confort	¿A quién no nos hemos atrevido a invitar?	Atreverse a preguntar: ¿Quién rompe la zona de confort? ¿A quién se la da la autoridad? ¿Cómo se rompe la zona de confort?	La combinación de perfil político/técnico

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			Incorporar a personas no partidarias No invitar a la sociedad	
Acción	Desvincular la deliberación de la acción	¿Cómo sabremos que avanzamos en nuestras acciones?	Transitar de la reflexión a la acción ¿Cómo sabemos si la determinación/acción es suficiente?	Los resultados tangibles que ya tiene Etorkizuna Saber poner en valor; comunicar a otros departamentos lo que se logra
OTROS MÁS GLOBALES			El ciclo político. No continuidad de personas clave en Etorkizuna.	Compromiso político claro
			Trabajar en el corto plazo	
			Cambio de personal	Posibilidad de nuevos liderazgos Facilitadores

THINK TANK

SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

==ZOOM== MEETING 20 October 2021

CHALLENGE TO BE WORKED ON IN THE SESSION

In the previous session we presented three areas of action; the project for developing collaborative governance in the Provincial Government of Gipuzkoa; the map of collaborative governance in the territory and the development of the deliberative group itself. On this occasion we will be launching a reflection to assist in the first of these actions.

Our guest expert at the session will be María José Canel. Following the discussions we have had on the role of experts, as well as giving a presentation, she will also take charge of driving the session. In other words, as well as sharing her knowledge, she will help us orient it towards action. To make this dynamic possible, we have decided to hold this session by Zoom. All future sessions will be face-to-face.

AGENDA FOR THE SESSION

- Introduction
- Reflection by María José Canel on the Provincial Government of Gipuzkoa
- Group dynamic
- Close

THINK TANK

Process of deliberation on new political culture: Working Document No. 15

DEVELOPMENT OF COLLABORATIVE GOVERNANCE WITHIN THE PROVINCIAL GOVERNMENT OF GIPUZKOA: HOW DOES THE COUNCIL SEE ITSELF THROUGH THE EKINEZ IKASI PROCESS?

(20 October 2021)

Introduction

This Working Document No. 15 is the second of the documents from the 2021-2023 phase. The first set out the methodological bases of action research in the new phase and introduced the three projects that will serve as a framework for the action. One of these projects involves the development of collaborative governance within the Provincial Government of Gipuzkoa (DFG).

This document is a continuation of the previous one and sets out the results of the session held on 20 October 2021. At this session, participants worked to build a shared initial diagnosis of Etorkizuna Eraikiz and the conditions in the Provincial Government for tackling the development of collaborative governance internally. This diagnosis began with an analysis by María José Canel and Anne Murphy based on their experience in facilitating the Ekinez Ikasi process. This process is being developed using an action learning approach. Action learning is one of the recognised traditions of action research in the field of organisational transformation. The methodology for preparing this diagnosis is therefore in line with the principles of the think tank. Based on this diagnosis, the deliberation group worked on an exercise that allowed previous learnings to be adapted to the think tank's current challenges.

Initial lessons: diagnosis of the situation and key question

María José Canel presented, as a result of the learning process at Ekinez Ikasi, a diagnosis with seven main elements:

- Separation of the political level (deputies) in the structure
- Provincial public sector separated from the Provincial Government
- Hierarchical institution, vertical work, compartmentalised departments
- Saturation of cross-cutting policies
- Important policies are not sufficiently communicated

- Difficulty in making complicated decisions
- Internal suspicions about an 'attempt at marketing'

This diagnosis was accompanied by the identification of seven challenges:

- To extend these processes internally in order to bring about change in culture
- To define the means of 'in-house transformation': going from the individual to the collective
- To reinforce the political commitment with new ways of doing things
- To improve internal communication
- To consolidate the network of collaboration between Provincial Government and provincial public sector
- To explore expectations with data
- To extend the listening process to society

In addition, a series of divides had been detected between:

- Departments
- Political and technical staff
- Society and the Provincial Public Sector
- Different tiers of public service personnel
- The theory of listening and the practice of listening

A number of positive factors were also listed to address these challenges, including:

- Willpower
- Commitment
- Professionalism
- Courage
- Care
- Shared discourse
- Awareness (both within the DFG and in society)

In light of all these lessons, challenges, divides and positive factors, a question was posed, which was used as a synthesis for defining the next steps: 'Is there enough determination to deal with the complexity of sharing authority with…?' María José Canel stressed the relevance of the term *enough*. The diagnosis has shown that determination exists; however, processes such as Etorkizuna Eraikiz require high levels of determination, and this is therefore an important question.

Elements for deliberation in the think tank

After sharing the learnings from Ekinez Ikasi, a framework for deliberation in the think tank was proposed. This framework was based on the concept of magic, initially posed

as something beyond our comprehension but which makes things happen. The word 'magic' has been used to describe what has happened in Ekinez Ikasi. The following framework was proposed to boost the elements that underpin the magic — in other words, the elements that make things happen.

Four types of value that explain the magic were identified:

- The value of being open to learning: Space for ASKING (AND ASKING ONESELF) QUESTIONS
- The value of being brave: Space for LIGHT and HEAT
- The value of being open to the new: Space for LISTENING
- The value of building on reality: Focus on ACTION

For each of these types of value, the risks and elements to be explored were also specified

Table 1. Types of value, their risks and elements to be explored

Value of…	Risks	Elements to be explored
Opening up to learning	Absence of legitimate spaces	What spaces are needed to legitimately question internal routines?
Being courageous	Mistrust in capacity to collaborate	What prevents trust in internal staff?
Being open to the new	The convenience of the comfort zone	Who have we not dared to invite?
Operating on reality	Decoupling deliberation from action	How will we know that we are making progress in our actions?

With this framework in mind, it was proposed to reflect on the risks and levers for progress, with the group co-generating the results shown in Table 2. The contents, together with those of the previous ones, will be included in the process of designing the action aimed at developing collaborative governance within the DFG, as set out in the previous working document.

Table 2. Risks and levers for the 'magic' of the Provincial Government				
Suggested by Anne Murphy and María José Canel			Identified by programme participants	
COMPONENT OF MAGIC	**RISK/THREAT**	**TO BE EXPLORED**	**Risks**	**Levers**
Space for questions	Absence of spaces	What spaces are needed to legitimately question internal routines?	Transitioning from small to larger groups Lack of resources frustrating the interest/excitement Powerful sense of inertia that hinders questioning	
Space for light and heat	Mistrust in capacity to collaborate	What prevents trust in internal staff?	Silo structure Lack of good communication channels Dispersion of initiatives; the need to provide overall structure Disappointment/frustration over failures. Historical mistrust	Prominent role acquired by certain people in the Provincial Government Awareness of the depth of the process Possible encouragement for progress made
Listening	The convenience of the comfort zone	Who have we not dared to invite?	Daring to ask: Who breaks the comfort zone? To whom is authority given? How is the comfort zone broken? Bringing in non-supporters Not inviting society	Combination of political and technical profile

Action	Decoupling deliberation from action	How will we know that we are making progress in our actions?	Moving from reflection to action How do we know if the determination/action is sufficient?	The tangible results that Etorkizuna Eraikiz has already had Knowing how to publicise; communicating what has been achieved to other departments
OTHER MORE GLOBAL ELEMENTS			The political cycle. Non-continuity of key people in Etorkizuna Eraikiz.	Clear political commitment
			Working in the short term	
			Staff changes	Possibility of new leadership Facilitators