



ETORKIZUNA
ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 5th MEETING

18/11/2021

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SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

Zoom, 18 November 2020, 5 pm–7 pm

1. Programme

| Theme | Presenter/Driver |
|---|----------------------------------|
| Introduction and presentation of the workshop (10 min.) | Xabier Barandiaran/ Miren Larrea |
| Presentation on the challenge to be addressed (45 min.) | Manuel Villoria |
| Group work - (50 min.) | Miren Larrea |
| Exchange of main ideas, close of session and evaluation (15 min) | Xabier Barandiaran |

2. Members of the group

In attendance:

1. Sebastian Zurutuza. **Provincial Government of Gipuzkoa.**
2. Ander Arzelus. **Provincial Government of Gipuzkoa.**
3. Xabier Barandiaran. **Provincial Government of Gipuzkoa.**
4. Ion Muñoa. **Provincial Government of Gipuzkoa.**
5. Goizeder Manotas. **Provincial Government of Gipuzkoa.**
6. Eider Mendoza. **Provincial Government of Gipuzkoa.**
7. Itziar Eizagirre. **Provincial Government of Gipuzkoa.**
8. Miren Larrea. **Orkestra.**
9. Asier Lakidain. **Sinnergiak**

10. Gorka Espiau. **Agirre Lehendakari Center.**
11. Naiara Goia. **Aranzazu Laboratory of Social Innovation.**
12. Andoni Eizagirre. **Mondragon Unibertsitatea.**
13. Juanjo Álvarez. **Globernance.**
14. Daniel Innerarity. **Globernance.**
15. Mikel Irizar. **Eusko Ikaskuntza.**
16. Fernando Tapia. **University of the Basque Country**
17. Ainhoa Arrona. **Orkestra.**
18. Eva Sánchez. **Orkestra.**

3. Introduction and presentation of the workshop

The Orkestra Researcher welcomed the participants and told them that the Head of Strategy and Research would be joining them later. She welcomed DFG7 and ECO10 who are joining the deliberation group as permanent members.

DFG7 introduced himself. He said he was the technical head of the Directorate for Human Rights and Democratic Culture at the Provincial Government of Gipuzkoa. *“And because of that “democratic culture” in my title”*, he felt it would be a good idea to keep up to speed on what was happening in the Think Tank on New Political Culture. As for his professional background, he said that he has worked on *“sustainability, democratic processes, public functions and governance for sustainable development, especially in public institutions”*.

ECO10 then introduced himself. He said he had a PhD in Law and was a lecturer in Philosophy of Law at the Law School in the University of the Basque Country. He also holds the position of Vice-rector for Scientific Development and Transfer. He said he had joined the group *“because we designed a multidisciplinary research project, called the “Fast Scientific Response Unit” to accompany this type of process and it may be of value for the reflection-action process that is being launched here”*.

The Orkestra Researcher thanked the new members and shared the screen to run down the agenda for deliberation. The theme to be discussed in the session is how to promote individual responsibility *“as a value in our projects and actions. We will tackle it in two sessions, this one and the next”*. Based on the working themes of the Think Tank, she said, they have come up with a [four-axis structure](#). Four different work

groups have been created in which participants will work in some sessions, although not all the time. She also set out the [programme](#) for the session.

She presented Manuel Villoria *“who we have managed to contact thanks to Globernance’s accompaniment in this process. He is a professor of Political Science at the Rey Juan Carlos University and is especially well-known for his work on corruption”*. She particularly thanked him for showing such flexibility in adjusting his talk to the group's requirements.

4. Presentation by Manuel Villoria

Manuel thanked the organisers for the invitation and greeted the participants in Basque, *“Arratsalde on guztioi”* (“Good evening everyone”). *“I am a lecturer in Political Science, and I have two specialist fields: political theory and —quite differently— public management. I want to share with you a few reflections from both perspectives”*.

From the area of Political Theory, he highlighted the importance of deliberation in our democracy. *“This is why the Provincial Government of Gipuzkoa’s initiative is so important”*. From the area of social psychology and public management, he said, *“I want to speak about ways of turning groups into teams”*.



“From the first perspective, what I have to say is quite basic: we all know that when language is used properly, it is an essential element of communication. And when that happens in certain conditions, it enables us to understand each other. So I want to speak about the use of communication as an action whose aim is to understand each other”, though it can also be used for other purposes, such as manipulation, selling something, etc.

“The idea is that when humans meet together in public spaces and when we have the right conditions to understand each other and share positive moral values, we can achieve a better world and emancipate ourselves, etc”. Habermas has talked about this, he said. “He speaks of the importance that coffee houses and salons used to have... People would set out their ideas there without any economic interest, with a civic energy which was transmitted through the newspapers and thus reached the institutions”.

“With new communication models, we have lost this model. As a result, there has been a structural change in the public space and a transition from sound rational civic reflection to a response to economic and manipulative interests”.

He highlighted the "lifeworld", a concept also used by Habermas. *“As people, we communicate within a cultural system, with shared meanings and certain personality structures... in that context we speak and communicate, creating spheres of communication in which understanding is the key”.* On the other hand, we have the system, which ignores communicative action to enable the system to keep reproducing (e.g. technology, market and bureaucracy). *“Habermas calls it the colonisation of the world by the system. This administrative economic rationality is superimposed on communicative spaces of understanding”.*

“In the face of this situation, one response may be deliberative democracy, which means tackling political themes in dialogue, argument and rationalisation. Deliberative democracy means people really coming together and resolving common problems”.

“In this regard, competitive elitism has had an important role in the present democracy. Shumpeter said that democracy is an institutional arrangement whereby certain people acquire power by means of a competitive struggle for people's vote”.

“We fight competitive elitism with deliberation. Even if the dialogues are not conclusive, at least they will have a sound base”. Here, Habermas's Principle of Discourse also comes into play; it means being governed by the same rules in the deliberation:

- The different parties are free to speak and set out their points of view without any restriction on communication; in short, these are the fundamental rights of liberalism.
- Equality between the parts, so that their arguments have the same weight in the discourse process, everyone has the power to initiate and maintain dialogue, to question and respond.
- We accept that in any discussion what should prevail is the force of the best argument, with no-one being able to resort to coercion. Nonetheless, the definition of the best argument is contingent: We need to accept that the best one is that which the participants are capable of recognising as such, based on their unmanipulated convictions, beliefs and values.
- It must be open in character, so no relevant information is excluded, and an attempt is made to find consensus in resolution.

Manuel said that true deliberation occurs when these conditions arise and added that in all of it there is an underlying attitudinal element: *“we have to escape from ourselves and our ideology and put ourselves in the position of everyone else”.*

“From the economic perspective, the technical-economic world has been made independent of the intersubjective world and is going to colonise it. There are ever fewer spaces for seeking communication with the aim of understanding. We must maintain the spaces of deliberation, although we need systems in society as well”.

He considers that the role of civil society is essential, that area of associative relations between peers where citizen responsibility is forged and the common opinion and will are formed. *“True democracy has to be sensitive to this public opinion and for that, it is necessary to make this relationship between civil society and the institution more fluid”.*

“Evidently, there are difficulties to this utopian approach. Deliberation does not always generate consensus; external arguments do not always transform our own preferences; we do not always recognise the best argument, because our emotions and

cognitive frameworks get in the way. And there are some individuals who cannot deliberate, and we need to think about who should deliberate on their behalf. Moreover, there are circumstances in which it is necessary to make decisions without time for deliberation. Profound cooperation between citizenry and government would blur the role of government. There may be deliberation, but the political decisions taken subsequently may not follow that logic; and there may be very technical decisions that require great help”.

Manuel said that there are huge difficulties, but he also believes that there are many examples throughout the world where deliberation has begun, and it has operated at that level. *“Not everyone has been transformed, but there are many people whose horizons have been widened thanks to deliberation. There are many spaces that are contributing ideas reached in consensus and places in which deliberative processes lead to public decisions. Despite all the difficulties, there is always an opportunity for deliberative spaces to exist”.*

One of the keys for healthy deliberation is to be clear on the difference between negotiating and deliberating. *“In a negotiation, you are going to try to get everything you can for yourself. In a deliberation, you try to get everything you can for your society, by seeking out the best arguments and looking for the best for everyone. Deliberating is not the same as manipulating or strategically influencing. Some people just want to listen to themselves and others go to triumph, but that is not deliberating”.*

In short, the final idea is that deliberating requires a set of complex elements.

From the sphere of management, in order to achieve real coordination, true cooperation and an effective commitment, you need deliberation.

“In order to successfully turn a deliberative group into a team, you have to overcome certain pathologies that exist in groups. When you are trying to create a team, you find people who are going to interact face to face very frequently, who share rules and have the same goals while carrying out interdependent roles”.

He listed some of the most common problems faced by groups, in order to explain the transition from a group to a team.

- The social burden: if there are a lot of people, the group does not work *“you need to have just the right number of people to deliberate”.*

- Polarisation: tendency to make more extreme decisions because of group pressure. Groups polarise and you have to use solid scientific data to prevent this happening.

- Group think: when —for whatever reason— there is strong leadership, it must be very impartial, because we all tend to follow the leader. And following the leader means not really deliberating.

- Conformity: tendency to follow whatever the majority decides and polarise ourselves against what it opposes. As an example, he mentioned the experiments by Ash.

- Competitiveness: groups tend to be competitive; this is often a problem.

“A team must have an identity built around the goals; it must be of the right size; be internally organised (rules, roles, etc.); ensure the participation of all; generate an atmosphere of reciprocal understanding (tolerant climate), offer mutual support and recognition and be productive in terms of the goals set and maximum respect for the individual”.

He listed the skills required in any group:

- Seeking clarification when something is not understood.
- Acting as a catalyst of collective participation
- Being alert to the existence of consensus as soon as any signs of it emerge. When agreement is reached, the matter is closed and that is an end to it. If not, a lack of consensus can arise where previously there was consensus; it can turn into an endless circle.

- Effective management of the time and the agenda.

- Always summarise discussions and agreements.

The teambuilding process requires asking questions such as "Who should I be here?" What is my role in the group? How much influence and control will I have in this group? Will be my aims and needs be satisfied by the group? What level of intimacy will the group require?

“You have to find your own place in the team and feel the influence of everyone on the team: you need to find an answer to your goals and needs in a group and you must know the level of involvement that the team requires of you and whether it matches what you are prepared to offer”.

He concluded with the following idea: *“An effective team has members with clear commitments, who feel comfortable with them because they feel that their contribution is worthwhile for society”*.

The Orkestra researcher then opened the Q&A session:

ECO1 asked two questions:

- Do you know of any long-term experience of deliberative processes?
- In the area of innovation, do you think the concept of *sense-making* is comparable to the idea of deliberation as you presented it?

DFG7 also asked two questions:

- When you speak of the freedom of the different parties to set out their points of view, how do you manage power?
- How do you manage inequality of interests and fears?

Manuel answered their questions as follows: *“There are examples at an international level; there are quite a few in Germany in large municipal areas. In Spain, there has been interesting research by the CSIC in which they randomly selected people whose aims represented the citizenry at large. They sat these people down to talk and to try to find solutions to the problem of uncontrolled outdoor drinking among young people (the so-called “botellón”). They were divided into groups and received a broad and open set of information. People’s perception of the problem changed after the process: they were more willing to listen and enter into dialogue”*.

For him the key lies in communicating on the plane of social improvement: *“continued interaction balances out inequality between the groups, but you have to watch out for conformity”*.

The Orkestra Researcher thanked Manuel for his talk.

ECO8 said that Manuel had managed to combine the conceptual with the practical projection, *“which is no easy task, and he has provided us with a perfect bridge from the conceptual to action”*.

The group said goodbye to Manuel.

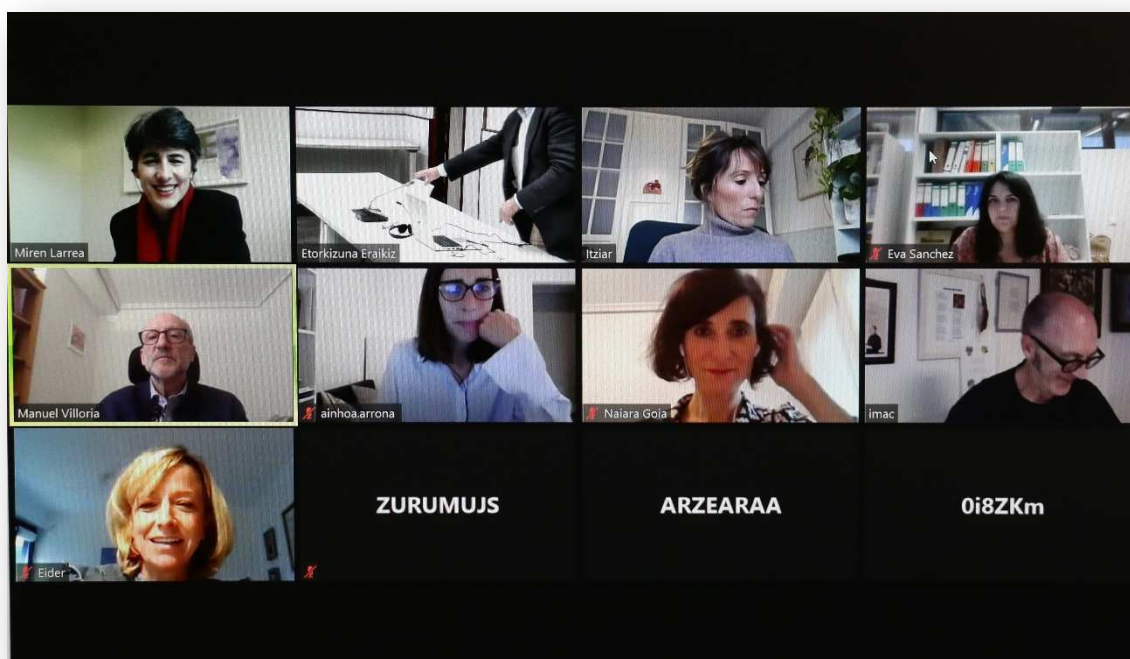
5. Deliberation in groups and sharing in full session

The Orkestra Researcher presented the dynamic, saying that for the next 50 minutes they would work in the same groups in which they would later be doing the

home assignments. *“Later on in the process, we will change these groups, but for the time being we're going to work like this”.*

She said that there are two guiding questions. They would have to answer then and then set out their answers in the template she had sent out by e-mail. She invited the Head of Strategy and Research to speak while the logistical team prepared the separate groups.

The Head of Strategy and Research apologised for the delay and said that two things had struck him on joining the session. The first was that he was very pleased to see the group they form. He is very excited that they are deliberating on governance in the round. His second reflection was that Manuel has set out a number of axes for reflection that they can address in practice.



Finally, he said that they are now at an important point; they have some very important projects underway and the most important question they need to ask is how to put the new political culture into practice and how they could implement it in the participants' projects.

The participants then left the full group meeting for 50 minutes.

On their return, the Orkestra Researcher took the floor, saying that they had been very focused on the debate and that now the time had come to complete the agenda by sharing their discussions. She reminded them that one member should have

acted as secretary and compiled their reflections in the corresponding template to email it to her.

ECO5 said that in his group they had talked mostly about the group itself and about what they can do as a group: on the one hand, to reinforce the concept of collaboration and on the other to create a team around collaborative governance.

DFG6 explained what her group had done: they have identified the project on which they are going to work together and have agreed to work on the Provincial Government's capacity for joint work. They have selected the Aurrerabide project and want to use this opportunity to introduce it in all departments, finding facilitators who can help to promote it.



ECO 3 said that they have clearly identified where to position their contribution as a group. Their group is very close to practical work and action, which are developed jointly by social agents and society itself. He said they have already decided on a date to work together and had concentrated on organising themselves as a group rather than answering the questions.

ECO9 said that they had decided to consider a case study to investigate an example which goes from words to actions and that has demonstrable results that can be communicated internally and externally.

6. Evaluation and end of session

The Orkestra Researcher said that in Manuel's presentation *"there are elements that are of help, perhaps not so much to our work as a group, but to see how we have to work as a group. It has been useful for laying the foundation for passing into action and although we may not reflect on what Villoria said, we will apply it"*.

Due to the virtual format of the session, she sent out a link for them to submit their evaluation, using Google Forms.

The Head of Strategy and Research closed the session by saying that there was nothing major to say other than to *"thank everyone for their participation. Both the talk and the group work have been very interesting, and we have a long road ahead of us"*. He welcomed the new members and said he was pleased *"we have shown that we can go beyond mere "presenteeism" and can continue working"*.

7. Appendices

a. Presentation used during the session



Deliberation Group on New Political Culture 18/11/2021

The agenda we prepared

| DATE | CHALLENGE |
|---------------|--|
| | (The agenda consists of challenges. These challenges have been mapped from a general plane to the specific context of the projects we are concerned with. These challenges will be shown to the experts. They will propose what theme/theory/concept/tool we should work on at each meeting) |
| 16/09/2021 | The group develops its own definitions for two concepts that reflect the results of the process <ul style="list-style-type: none"> - New political culture - Equality |
| 14/10/2021 | Understanding complexity and developing a systemic approach to the projects/initiatives we are going to work on |
| 18/11/2021 | Promoting individual responsibility (values) in our projects/initiatives |
| 16/12/2021 | Promoting individual responsibility (values) in our projects/initiatives |
| January 2021 | Creating areas of trust and reinforcing communication in our projects/initiatives |
| February 2021 | Developing effective systems for listening to society in our projects/initiatives |
| March 2021 | Transforming public administration within the framework of our projects/initiatives by strengthening the ties between political and technical personnel |
| April 2021 | Preparing the results of the process |
| May 2021 | Decisions on the future of the process |

The challenge we are tackling today: understanding the complexity of our projects and developing the systemic approach

Programme

| Theme | Presenter/Driver |
|---|-------------------------------------|
| Introduction and presentation of the workshop (10 min.) | Xabier Barandiaran/ Miren Larrea |
| Presentation on the challenge to be tackled (45 min.) | Manuel Villoria |
| Group work (50 min.) | Miren Larrea |
| Pooling of principal ideas, close of session and evaluation (15 min.) | Xabier Barandiaran |

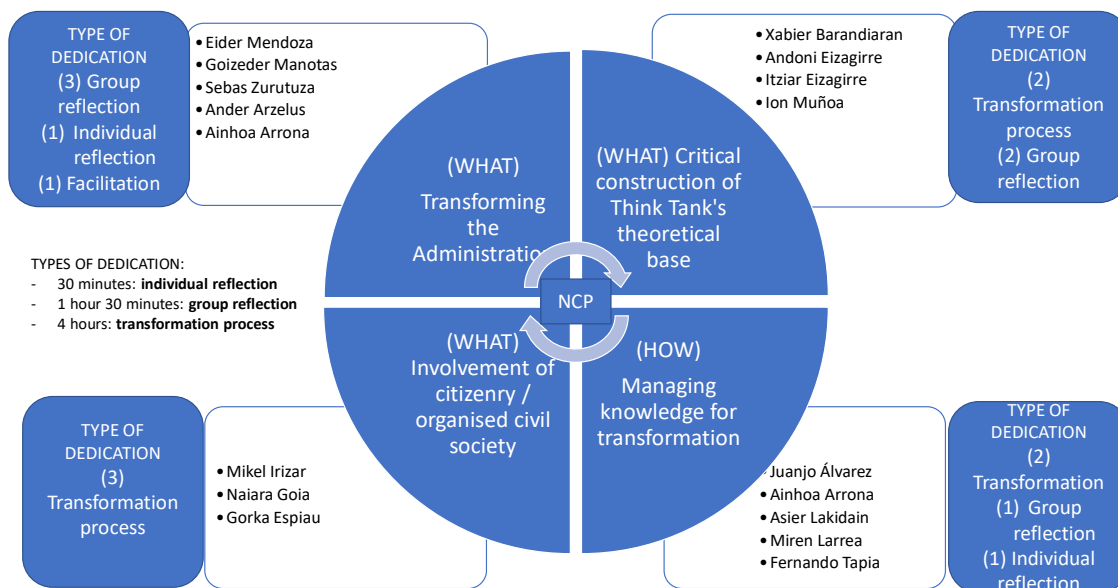
From the assessment sheets

What did you like least about today's session?

- Perhaps it would have been preferable to have presented more ideas/frameworks/methodologies in order to understand the complexity and, in particular, to work on just one. However I know this is difficult in such a short time.
- The face mask
- I arrived late but it was interesting.
- Perhaps **the fact that there was no chance for debate in smaller groups.**
- The technical problems with the audio.
- The distance and difficulties in hearing properly.

What would you change for the next workshop?

- I might add **a space for open, cross-cutting debate.**
- There was enough time for debate today; I think we need to take the debate further
- I think that the combination of virtual (existing) + physical works well. I think it would be right to keep it as it is.
- Nothing.
- **More space for the group dynamic**



Introduction to the dynamic

Nature of the groups: although there will be changes, today's groups are the ones we have established for the home tasks, to bring stability to the work carried out over the last month.

Dynamic: each group will answer two questions:

(1) **What** ideas, concepts or proposals in today's presentation do you think are most significant when it comes to responding to the problem your group is going to be addressing?

(2) **How can** the ideas, concepts or proposals you have highlighted **be put into practice** in your team's process?

Template for Dynamic 1

What ideas, concepts or proposals in today's presentation do you think are most significant when it comes to responding to the problem your group is going to be addressing?

- The deliberative process is more than just a tool; it is a key element that establishes the goals/destination
- We need to start from a basis of freedom and equality
- I was reminded of the concepts that are used when discussing communities of practice: mutual commitment is important. Integrating the ethical dimension. For this, we need shared goals
- Public officials and other agents have to share this ultimate goal of the deliberation, which will be of help when moving into practice
- Participation in a deliberative process requires self-knowledge (own role). Each member needs to contribute the issues of interest to them and listen to those of others (there may be a lack of capacity to process others' desires, a lack of ability)
- We have to remember that it is not just instrumental, but we are going to see an element of instrumentalisation. We need to be clear at all times about the goal and about what needs to be achieved. The new political culture is not trivial. In the spheres where we want to apply it, it needs to be known that we want to export the deliberation. There may be resistance in those spheres, but it is necessary to negotiate and insist.

Template for Dynamic 2

How can the ideas, concepts or proposals you have highlighted be put into practice in your team's process?

- There is a lot of self-knowledge and mutual knowledge in this group, but it is necessary to reinforce the level of negotiation. The presentation mentioned that when participating, each person brings with them their own fears and power games. It is necessary to develop ways of taking matters to their field and applying them; that has to be communicated ("Having spoken, I would like to apply these things. These are my problems") and take it to the field of negotiation.
- Another domain beyond politics
- I would apply a methodology to avoid a "wisdom war". Take a theme, and have each person work on it from their own field. Reflect on how we are going to project each theme. Then share it here (it will be systematised to share it with the others)
- We will contribute by listing the impact tasks, but how do we translate that into clear and understandable language? To what extent or how can it help to implement it in practical processes? The problem is the methodology
- Relationship to Villoria's presentation: improve collaborative governance between us; we will go from being a "group" to being a "team", pooling all our resources for the common goal.
- We accept the common goal at a normative level and we accept certain rules of behaviour; we are not here to argue with each other to achieve a goal

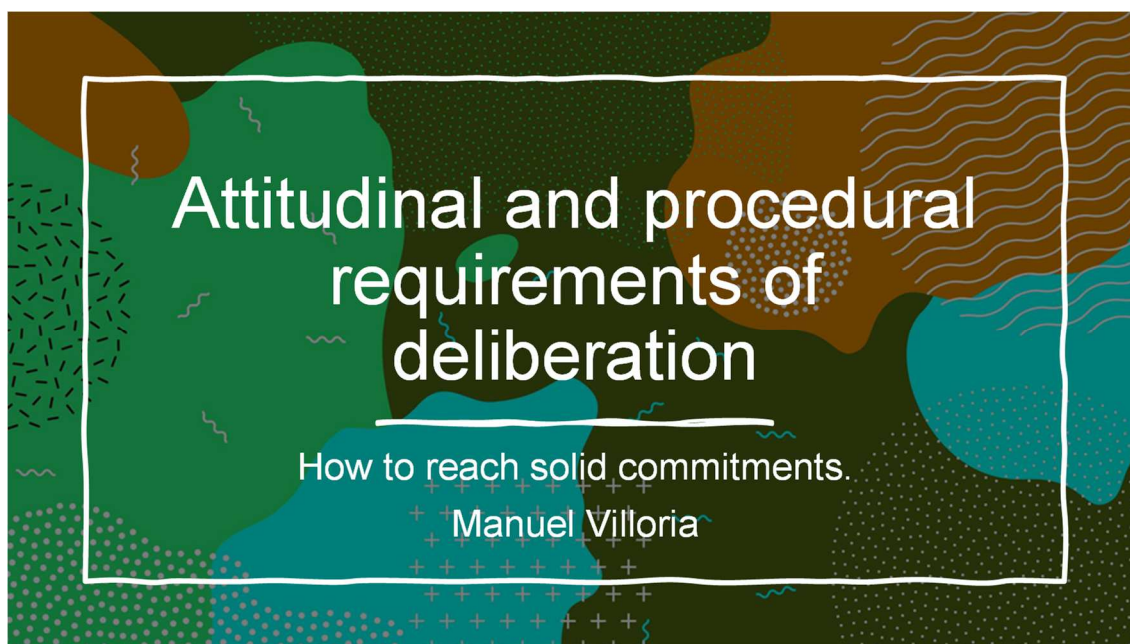
Homework for next month:

We will share the homework by email after analysing today's results, but we will be sending you a work proposal for each group



Please remember to answer the questionnaire of assessment and action-oriented reflection

b. Presentation by Manuel Villoria



Theoretical origins

- The potential of the social spaces of communication. Action oriented towards understanding.
- The public space in a historical context.
- Informal meetings by a select group of the bourgeoisie in salons, clubs and coffee houses , combined with the spread of the first newspapers, helped to facilitate the emergence of a sphere of discussion and debate, which gradually took on the function of transmitting private concerns and needs to the public authorities.



Theoretical and conceptual bases

- The “structural change” of the public space came with the appearance of new media. Many of these —particularly the large news agencies— were in the hands of (or greatly influenced by) the state and large financial groups.
- Thus the public space ceased to be occupied by reasoning citizens and became subject to an integrating culture involving the mere *consumption* of news and entertainment; it was restructured with purely “demonstrative and manipulative” aims.

- The concept of the lifeworld refers to the basic resources, contexts and dimensions of social action that enable actors to co-operate within the bases of a mutual understanding: cultural systems with shared meanings, institutional rules that stabilise patterns of action and structures of personality acquired in the family, church, neighbourhood and school.
- A “system” as a set of predefined situations, or modes of coordination, in which the demands of communicative action are side-lined, within certain specific legal limits. The primary examples of systemic coordination are the markets and bureaucracy.

Lifeworld

CURRENT THEORETICAL AND CONCEPTUAL BASES

- “Colonisation of the lifeworld by the system”; i.e. the invasion by economic-administrative rationales of sectors (political, moral, etc.) that should be subject to communicative rationales.
- In contrast: *deliberative democracy*. This consists, in short, of linking the rational resolution of political conflicts to argumentative or discursive practices in different public spaces. The principle of legitimacy is made to depend on the achievement of agreements on political rules or decisions that are as broad as possible, and obtained through dialogue.

Competitive elitism

- **Schumpeter and competitive elitism: democracy is simply an institutional arrangement whereby individuals acquire the power to make political decisions through a competitive struggle for people's vote (1976: 269).**
- **Banish the idea that the people have conclusive and rational opinions on all political issues.**
- **Select the elites.**

Theoretical bases

- However, this deliberation, from which the mandatory rules will arise, requires control, and this control is the institutionalisation of the “principle of discourse”. This principle establishes that the only valid rules are those in which all those affected can consent as participants in a rational discourse (1998, p. 29).
- It is therefore essential to establish what the requirements of discursive procedure are; i.e. the requirements which, if respected, will lead to morally correct deliberations and agreements.

CURRENT THEORETICAL AND CONCEPTUAL BASES

- The freedom of the parties to speak and set out their points of view without restrictions on communication; in short, the fundamental rights of liberalism;
- Equality between the different parties, so that their arguments have the same weight in the process of discourse, i.e. everyone has the power initiate, maintain dialogue, question and respond;
- An acceptance that it is the force of the best argument that must prevail, without the possibility of resorting to coercion; nonetheless, since the definition of the best argument is contingent, it is necessary to accept that the best is that which the participants are capable of recognising as such, according to their un-manipulated convictions, beliefs and values;
- Open in nature, with no relevant information excluded;
- Unanimity in resolution.



Theoretical base

- Adopting this moral stance requires that each person step outside their own conceptions of what is right and trying to put oneself in the other's place, taking the focus off their own perspective to reach an understanding of the different arguments as impartially as possible.

Theoretical base

- In the welfare societies, technical-economic world has become independent of the intersubjective world and threatens to colonise it; at the same time, the public administration acts according to a hierarchical order, with defined powers and established procedures; both domains are subject to their own systemic dynamics. How do we integrate them into the world of communication and discourse?

- To achieve this, the role of civil society is essential; i.e. that area of associative relations between peers where citizen responsibility is forged and the common opinion and will are formed.
- A democratic political system must be sensitive to the public opinion thus generated. However, the reality shows the tremendous manipulation exercised and the series of walls public opinion is required to pass through: political parties and their bureaucracies, the media and their interests, etc.
- It is therefore necessary to make the connection between civil society and the central nucleus of state power more fluid.

CURRENT THEORETICAL AND CONCEPTUAL BASES

Difficulties

First, deliberation does not always generate consensus

Second, even the best external arguments do not always transform people's own preferences.

Individuals do not always recognise the best argument; we are constantly conditioned by our emotions and cognitive frameworks.

Fourth, there are individuals who by reason of age or pathology cannot participate in deliberative processes; who defends their interests?

Difficulties

- Fifth, any government has to make certain decisions with only a very limited time to consider the alternatives
- Sixth, very close cooperation in decision-making between citizenry and government make it more difficult to hold government accountable for its mistakes

Difficulties

- Seventh, even where deliberation exists, decision-making may not be consistent with it
- Eighth, there are certain very technical decisions in which the citizenry cannot deliberate without the help of government and experts; others are taken at an international level; the infotainment society exercises a hegemonic manipulation....

Differences

Negotiate or deliberate

Manipulate or deliberate

Strategically influence or deliberate

Listen to oneself or deliberate

Triumph or deliberate

Why deliberate?

Coordination

Cooperation

Commitment

How



TEAMWORK

| PROBLEMS | SOLUTIONS |
|--|---|
| <ul style="list-style-type: none">• Social charge• Polarisation• Group thinking• Conformity• Competitiveness | <ul style="list-style-type: none">• Right size• Scientific data• Impartial leadership• Attitudes/values• Common goals and processes |

Deliberative teams

A TEAM MUST HAVE:

Identity centring on goals

Right size

Internal organisation (rules, roles, etc.)

Participation of all

2-way understanding (tolerant climate)

Mutual support and recognition

Productivity

Maximum respect for the individual

SKILLS TO USE IN MEETINGS

Ask for clarification if you don't understand something

Act as a catalyst of collective participation

Be alert to signs of consensus.

Manage the time and the agenda of meetings effectively

Summarise discussions and agreements

Final reflections

- The teambuilding process happens because the team members gradually give the right answer to four types of question:
- Who should I be here? What is my role in the group?
- How much influence and control will I have in this group?
- Will be my aims and needs be satisfied by the group?
- What level of intimacy will the group require?

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Final reflections

To the first question, each member must find an answer that allows them to understand their value for the group and their indispensableness, even they are not the best prepared member.

To the second question, they must find an answer that enables them to know that they have some influence, again even if they are not the most skilled, and therefore the most influential member of the group.

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Final reflections

The third question is related to the need for members to find an answer to their goals and needs in the group, so that they feel comfortable in it.

And the fourth question determines the level of personal involvement the team requires and whether or not that level of involvement is worth each member's while.

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Final reflections



A team requires mutual acceptance and mutual familiarity, and achieving that can only be achieved with time and feedback.

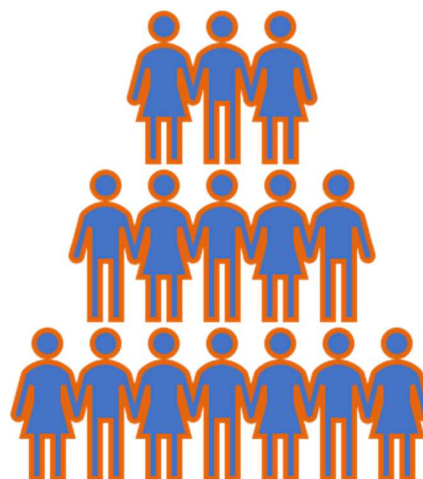


Feedback is of key importance for teambuilding. This feedback is achieved through sincerity and mutual respect.

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End

- To sum up: an effective team is characterised by having members with clear commitments who feel comfortable with those commitments, because they feel that what they contribute — through communication and effort— is paid off by what they receive —through social and informal rewards.



THINK TANK

Process of deliberation on new political culture: Working Document No. 5

AXES FOR EXPERIMENTATION WITH THE NEW POLITICAL CULTURE IN ACTION

(18 November 2020)

In the first four working documents, the group working on the new political culture at Etorikizuna Eraikiz Think Tank, considered a number of themes related to the crisis in liberal democracies, the challenges associated with this crisis and some basic definitions. This fifth document sets out the agreed axes for experimenting on the work group's reflections in action.

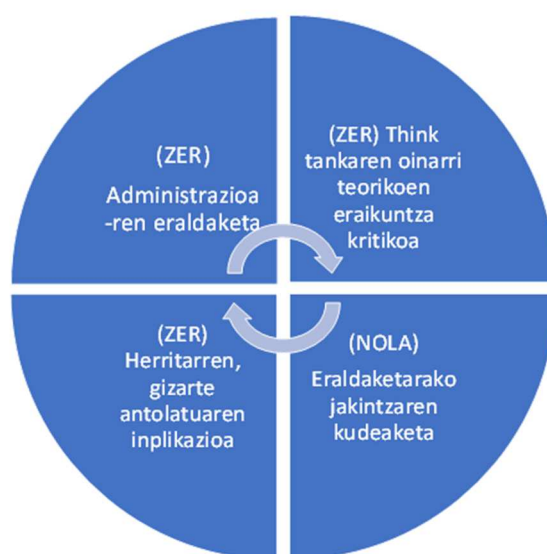
Behind these axes lies the relationship that the action-research method proposes between reflection and action, which is reflected in the concept of praxis. Praxis is a specific relationship between theory and practice, in which the theory is tested out in practice rather than just being compared with other theories or discussed. And so, in the Think Tank, the knowledge in question is not only discussed by the participants and external experts; it is also put into practice. This exercise will help us to gain awareness of, understand, analyse and diagnose different ways of working and, when the time comes, to change them.

As well as being valuable in itself, the action also marks another step in the process of generating new knowledge. In other words, the lessons learnt in action will be brought back to the Think Tank's deliberation process and used as one of the items for collective lesson-learning. However, in order to develop this form of knowledge co-creation, it is necessary to agree on feasible spaces and procedures for reflection. Between October and November 2020, therefore, the group worked on developing these spaces and procedures. The members of the group have grouped the experimentation processes into four axes:

- a) The processes of transforming the administration.
- b) Involvement of the citizenry and organised civic society
- c) Critical construction of the Think Tank's theoretical bases
- d) Managing knowledge for transformation

Different participants will meet up around each of these axes. On some occasions they will each work on a separate project; on others they will engage in shared projects. Most of these axes help understand what the new political culture is and what needs to be done to develop it. However, the aim of one of the axes is to provide a methodological contribution on how to work on the new political culture. One of the strengths of the Think Tank is the combination of these different types of knowledge. This is illustrated in the following figure.

Figure No. 1. Axes for cogenerating knowledge on the new political culture in action.



At the same time, each participant has chosen a particular degree of intensity with which they can participate. Each degree of intensity requires different tasks:

- a) *Individual reflection.* Participants will use both the contributions made by the experts at the workshops and those discussed with the group to make an individual reflection on their practical work, which they will write out and share with the group.
- b) *Group reflection.* As well as their individual reflection, the participants will also discuss the theme with another work group that shares the project on which they are working. The aim of this work will be to narrow the gap between the

Think Tank's deliberations and practice, increasing the group's level of awareness and improving the quality of the analyses and diagnoses.

- c) *Experimental transformation.* Participants who commit to this degree of dedication, as well as undertaking the two exercises above, will try to make decisions and transform something together with the work team.

Finally, the main problem the participants had in addressing the above axes, with the different levels of intensity, was seen to be a lack of time. This is not anecdotal; it is a structural problem that is found in most processes for transforming the new political culture. To help with this problem, facilitators have been appointed in some of the groups. Their work is to create the right conditions for participants to reflect, make decisions and move to action. *Inter alia*, their functions include creating and convening spaces for reflection, preparing documents to help in reflection and decision-making processes and reporting all the work carried out in new documents.