



Carroll, & Franck & Associates

1357 Highland Parkway
Saint Paul, MN 55116
Phone: 651-690-9162
Fax: 651-690-9156
carrfran@gmail.com

To: MPRB PAC members
From: Consultant Anne Carroll
RE: Draft results from 1/3/19 group exercises
Date: 7 January 2019

This memo provides the draft results from the three norming and framing group exercises PAC members completed during their 3 January 2019 PAC meeting.

Group Norms

Below is information about the process and results from this exercise from the January 3, 2019 MPRB Pesticide Advisory Committee (PAC) meeting. The exercise was facilitated by consultant Anne Carroll. Documentation was prepared by Anne Carroll and PAC volunteers Kari Christianson, Alex Roth, and Matt Stasica.

Norms: Process

- 1. Introduction:** You are a completely new group, arriving in different ways and from different places, all with much to offer that is of great benefit to the MPRB. Creating group norms early, and refining them as needed moving forward, can substantially improve your working relationships and the quality and value of your collective recommendations.
- 2. Overview:**
 - Norms are:
 - Standards that you establish to help you accomplish your work together
 - Often the “unwritten rules” about the beliefs, values, and operating principles that members think are important
 - Sometimes the themes in stories you tell about important events, celebrations, and rituals
 - The way the group does things that really count – the way the place really works
 - Norms *usually* are not:
 - Written policies
 - Codified in managerial memos
 - Formally included in job descriptions
 - Formally stated anywhere in the system
- 3. Individually brainstorm and select top few**
- 4. Post on wall and cluster (see photo)**
- 5. Refine and commit**

Once the norms are finalized, they should be used. The consultant provided the following **monitoring recommendations:**

- Restate and recommit to your agreed-upon norms at the start of each meeting
- Plan time at the end of meetings to:
 - Review your performance against your norms



- Agree how to improve your work together going forward

Norms: Results, Initial

The results below include only the top items few from participants' lists; they do not include the additional content from individual lists. Following these are results that include all content, with cluster heads added and reorganized for clarity.

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ● Get started on our mission ● Follow mission ● Stay on mission ● Keep Committee mission/goals in mind ● Strive for goals ● Progress toward and respect our shared goals | <ul style="list-style-type: none"> ● Stay aware about timing ● Arrive on time | <ul style="list-style-type: none"> ● Be civil ● Empathize ● Respect others' opinions ● Respect shared goals ● Be aware of pronouns ● Avoid emotionally loaded language |
| <ul style="list-style-type: none"> ● Remain professional ● Be accountable ● Stay factual ● Do homework ● Be educated and informed ● Support our commitments ● Follow through ● Be civil ● Be creative ● Be insightful | <ul style="list-style-type: none"> ● Be collaborative ● Work toward consensus ● Seek common ground ● Work as a team | <ul style="list-style-type: none"> ● Agree to disagree ● Assume good intentions ● Apologize for mistakes |
| <ul style="list-style-type: none"> ● Stay/keep on topic ● Be concise when speaking | <ul style="list-style-type: none"> ● Participate ● Be honest with others ● Share and note all voices and expertise ● Share the space ● Allow everyone to speak ● If you tend to speak a lot, be mindful of speaking less; if you tend to speak less, be mindful of speaking more ● Respect speakers ● Respect the group ● Be respectful | <ul style="list-style-type: none"> ● Be patient ● Be open to new ideas ● Give ideas fair consideration ● Seek out different viewpoints ● Listen with curiosity ● Seek first to understand ● Listen |

Norms: Results, Complete

The results below include content from the wall plus additional items from individual lists that were not posted on the wall. This complete content has been reorganized and given cluster heads to reflect the additions, along with some consolidation of duplicate or overlapping content to improve clarity and understanding.

Be respectful

- Be respectful, mindful
- Dialogue respectfully; respect speakers; respect others' opinions
- Respect the group
- Honor differences of opinion; agree to disagree
- Empathize
- Be aware of pronouns
- Avoid emotionally loaded language

Listen

- Seek first to understand; listen respectfully; listen without judgment
- Listen with curiosity
- Deeply listen when others are speaking (vs. thinking about what you will say next)
- Be patient

Participate, in shared space

- Encourage participation by all members; be supportive
- Actively participate; stay engaged
- Be civil; be courteous and polite
- Allow everyone to speak; be inclusive of everyone in the group; give everyone the

same speaking influence; take turns

- Share and note all voices and expertise
- Don't dominate the conversation; don't speak over others; don't attack or namecall; don't interrupt
- If you tend to speak a lot, be mindful of speaking less; if you tend to speak less, be mindful of speaking more
- "[Progressive stack](#)" approach to speaking order
- Be concise when speaking; don't belabor a "dead horse"

Be open-minded and humble

- Be open to new ideas; there are no bad ideas
- Give ideas fair consideration
- Seek out different viewpoints
- Show honest enthusiasm
- Be creative
- Be insightful
- Assume good intentions
- Be aware of your own biases
- Apologize for mistakes

Collaborate

- Be collaborative
- Work toward consensus

- Seek common ground
- Work as a team
- Follow facilitation
- Be cohesive

Be responsible, prepared

- Remain professional
- Be educated and informed; gather input; be intelligent
- Stay factual
- Be thoughtful, considered
- Be realistic
- Be direct; make your opinion known; articulate clearly
- Speak from experience
- Be accountable; do homework; be timely; follow through on and support commitments
- Be dedicated
- Create and use governance structures
- Be honest about the operation and achievement of the Committee

Focus on mission, charge, goals

- Keep Committee mission/goals in mind
- Progress toward and respect our shared goals
- Stay on topic

Scope Parameters

Below is information about the process and results from this exercise from the January 3, 2019 MPRB Pesticide Advisory Committee (PAC) meeting. The exercise was facilitated by consultant Anne Carroll. Documentation was prepared by Anne Carroll and PAC volunteers Kari Christianson, Alex Roth, and Matt Stasica.

Parameters: Process

1. **Introduction:** An important initial step is to look at the “parameters” of your work as a PAC. As you are just beginning your work together, however, it could be difficult to reach consensus right now on what you are going to do and why. Sometimes a helpful way to look at this is to collectively identify the flipside -- what is *not* your job. This helps you prepare to agree in subsequent meetings what *is* your job.
2. **Generate ideas:** Given the Board’s charge, the excellent qualifications and commitment of PAC members, and what you learned in the overviews last meeting, identify what is clearly *outside* the boundaries of the PAC’s work.
 - a. Group practice
 - b. Individually generate 3-5 ideas on Post-its
 - c. Table-groups post and cluster ideas on your flipchart sheet and post sheet on wall
3. **Report out:** Groups round-robin report out

Next steps: Document and further discuss results to guide the PAC’s subsequent decisions about what *is* the PAC’s scope of work, deliverables, and timeline.

Parameters: Results

Below are loosely categorized results in response to: What is not the PAC’s job? What is outside our scope? The results not included below are: Save the city, save the world, and provide refreshments.

Authority, process

- Make budgetary decisions
- Make final decisions
- Finish all our work by April
- Tell staff what to do
- Lead with emotion; deal with emotional outbursts
- Be insular
- Speak as individuals for the Committee
- Represent the Park Board

Deliverables

- Write policy
- Write detailed procedures
- Write perfect recommendations
- Rewrite the Integrated Pest Management Plan

Content, research

- Address glyphosate use in other settings (e.g., agriculture)
- Determine the integrity of peer-reviewed research
- Do original/novel/our own research

Goals, Definitions of Success

Below is information about the process and results from this exercise from the January 3, 2019 MPRB Pesticide Advisory Committee (PAC) meeting. The exercise was facilitated by consultant Anne Carroll. Documentation was prepared by Anne Carroll and PAC volunteers Kari Christianson, Alex Roth, and Matt Stasica.

Goals: Process

1. **Introduction:** Now that the PAC has an initial group norms and a sense of what's *outside* your purview, it's helpful to *collectively* agree on what success looks like.
2. **Generate ideas:** Imagine...It's now early May, the Minneapolis parks are at that amazing spring moment of brilliant light, color, scent, and sound. You have completed your work together and presented to the Board, and *everyone* deems your work a success. What does that mean? What characterizes this PAC's success?
3. **Group practice**
4. **Individuals brainstorm** and start top ideas
5. **Forms trios and share** (see photos)
6. **Round-robin report out**

Next steps: Document and further discuss results to guide the PAC's work.



Goals: Results

Below are the results from all individual lists, organized by topic and with subheads added for clarification. The result not included below is: We get cake!

PAC contributions, value

- We reach consensus / agree on recommendations
- We feel our time is well spent, not wasted;
- We form positive relationships with each other; group enjoys working together and wants to continue; more people want to join our team
- Team stays engaged all the way through
- Everyone learns a lot
- We all feel good about recommendations
- Other CACs use our practices
- PAC fulfills its mission/charge and directive
- PAC work continues on to other pesticides

Recommendations

- Recommendations are science-based, proven; long-term, including implementation, monitoring, and adjustments; include practices and modifications
- We draw from pesticide-free models in other places
- Consensus on great alternatives to glyphosate (and other pesticides) for all MPRB uses; viable recommendations to transition away from glyphosate; educated concepts for the use of alternative materials and management practices; recommendations provide multiple alternatives so that board/staff have options for implementation; alternative to glyphosate is not another pesticide; ecologically safe methods
- Recommendations make the use of other (non-toxic) pesticides more feasible than before
- Recommendations tailored to meet the actual needs at the parks; recommendations help with MPRB's Integrated Pest Management Plan
- We create well-organized, clear, and succinct recommendations
- Recommendations are for pesticide-free, ecological-based parks management

- Recommendations that are viable and effective for pest management; recommendations consider feasibility of implementation; pesticides are able to be used when they are the best choice per the Integrated Pest Management Plan

Reception, acceptance

- Public accepts outcomes; park users are happy with park board policy
- Board accepts/approves recommendations
- We get good press
- Implementation is monitored for success

Outcomes (short-, mid-, and long-term)

- Recommendations result in change in policy
- The Board implements a sound and scientifically informed vegetation management policy; effective pest management practices are implemented
- Adopted recommendations improve the parks and environment for all stakeholders
- Recommendations lead to safer and more efficient/effective management of MPRB lands
- Reduce and in some cases eliminate the pesticide footprint on park properties; far less pesticides in parks; MPRB doesn't use glyphosate (or a replacement pesticide) in the parks in 2019
- Healthy, biodiverse parklands and recreation areas; more plants, more habitat
- Recommendations allow for new connections between communities and the parks
- This #1 park system in the country leads the nation to a healthier environment
- Recommendations become a new model for integrated pest management; other communities are inspired to adopt our recommendations; if recommendations are proven through implementation and

monitoring, other integrated pest management
efforts may try the same

- Goat herders in the parks
- Create new jobs; jobs for city youth