The conflicting issues table

Conflicting issues and features raised by the project of renewable energy are approached here through gaps and convergences between project manager's and other actors visions.

The main inputs for identifying conflicting issues and features will then refer to project manager's present and future vision documents, as well as stakeholder's vision documents as built in step 2.

The consultants, that if possible will be the same who performed the interviews with the PM and stakeholders during step 2 will prepare the 'key issues table' out of this information.

The main component in step 3 is the conflicting issues table. This table is used to help the consultants synthesize and analyse the now large set of information they collected so far, focusing on conflicting aspects and strong consensus points of the project. It is an instrumental component that would be fruitfully used by a team of several consultants to share their interpretations of the project acceptance. The table will force them to discuss the collected material, to summarize information into a few key words, to comprehend each stakeholder's rationale and each of the 5 projects dimensions.

Finally, the table will focus the discussion on gaps and divergence relative to the referential Project manager's future vision and installation features.

The table is a matrix representing the different issues and actors visions associated with the project. Different poles are displayed in column (infrastructure, economy, social, environmental, regulatory) and the different stakeholders visions in rows. Internal coherence by each vision (by row) and the consistency of each aspect (by column) can be checked. Moreover, the table allows for two synthesizing judgments (the last two columns) and a list of key issues.

Different stakeholders' visions are examined and confronted with each other in order to find out key issues divided into 3 subcategories marked with 3 colours:

- conflicting issues,
- points of strong agreement.
- not sufficient or unresolved issues,

	Business as usual vision	Project Manager	Actors x	Actor Y	Actor Z	Controversy	Opportunities
Infrastructure		(cyan)	(red)	(red)		(green)	(green)
Economic	(red)		(red)		(green)		
Environment				(cyan)			
Society		(cyan)					
Policy	(red)	(cyan)			(green)		

Issues are presented (policy, social, economy, infrastructure, environment) in columns. On the project manager side, the issues are the objectives and benefits that the project manager thinks the new technology will bring to the local and wider context in which it will be installed. On the stakeholder's side, the issues are the problems they believe the technology will help raise or solve. Actors visions are presented (project manager, stakeholders -categories of actors) in rows.

Two synthetic columns sum up most striking controversial and consensual issues.

Are there conflicting issues/features of particular accuracy between PM and other stakeholders? Are there features that are particularly consensual? One example of conflicting issue is that of ownership of the infrastructure in the geothermal project, or the mandatory labelling of GM food. There are strong debate and strongly diverging positions about these. One example of features might be aesthetics of wind turbines, the PM might estimate that wind turbines are modern lighthouses and embellish the landscape with modernity, whereas safeguarding associations of heritage and housing might considering them as terrible monsters of steel that spoil the landscape.

By drawing this table, consultants will more clearly identify key actors and key issues/features with conflicting or consensus potential. The exercise is one of synthesis, so the most obvious and serious conflicting areas have been identified already in the previous steps. Provided that consultants have a good background knowledge of the project and their actors, it will help point to major issues that might threaten the project acceptance. This table will be send to the project manager prior to step 4 meeting for validation during the interview.