

Now that you've taken a stab at constructing a causal flow diagram based on the case of the De Beers Victor Diamond Mine environmental assessment process, in particular, looking at the consultation process, I'm going to take you through my first cut at this particular system, as I worked through it. We were charged with going through all of the documentation, around this environmental assessment process, as well as lots of correspondence—things that you won't have to do, thankfully, that I've tried to condense down into a page or so. As I was doing this I was actually, as a systems thinker, working through this particular system.

This was me, constructing an early causal diagram. Actually, this is me, imagining what I might have done when I first came across this case. Again, there'll be opportunities here that you'll be able to see where I could probably improve on my use of the labeling of variables, and you might

even catch a missed polarity or so. Again, these are just to give you a sense of how I worked through these things. When I thought about the complexity of this consultation process I thought about how, if it was more complex, it would lead to an increased cost of the environmental assessment process. From the De Beers prospective and from that particular purpose of getting the mine operational and getting a return on investment, that increase in cost of the environmental assessment would decrease the profitability of the mine.

At the same time, if you have an increase in the complexity of the consultation process, it would decrease the speed of the environmental assessment, and thereby decreasing the profitability of the mine. You could also link the speed of the environmental assessment process to the cost of the environmental assessment process, but there may be other

complexities involved there. That was me, taking an initial cut.

You'll see that it's quite linear, so you may have done the same thing when you started off developing what are those key variables, and the types of interconnections and the polarities. This was my initial cut at trying to do this.

Then I started to ask some more questions and as I dug up more data and developed a better understanding of the case, what I realized was there was not only that sort of set of dynamics going on in terms of the cost and the speed reducing the profitability of the mine; but on a broader scale, we also had entrenched positions with reference to different stakeholders that, as these kinds of processes came into being, and as this process developed over time, you would start to see entrenched positions leading to an incomplete understanding of relevant stakeholder interest which would increase the complexity of the consultation process.

As First Nations, in this case, were not pleased with the type of consultation process that was going on, they became more entrenched, and that led the company to say, "*Whoa, what's going on?*" Maybe not sharing various kinds of data and knowledge that they might have [shared] if there was a better relationship between the two, led to distrust as well as a lack of understanding. This would feed into this particular dynamic as well.