

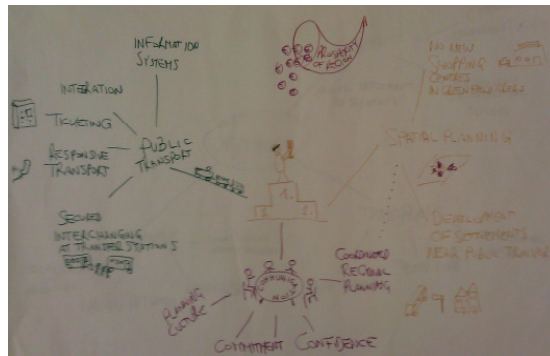


# Poly-SUMP - DD 3.2.1

## *Practical Guide on running a Future Search Workshop for polycentric regions*

Report prepared by Missions Publiques

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## 1. What is a Future Search Workshop?

*Future Search Workshop: Bringing the “whole system in a room” for better decision making*

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### 1.1. History

The Future Search Workshop (FSW) has historically two independent sources. The one was the German *Zukunftswerkstatt* (“Workshop of the Future”), originally created and engineered at the beginning of the 80’s in order to allow ordinary citizens to participate in urban planning to achieve a “democratization from below” from such processes. The other source is the North-American Future Search Conference, developed at the beginning of the 90’s and aiming at accompanying organization in the search of a common ground on which building a better future. By the beginning of the new century, the two models merged to give birth to the Future Search Workshop.

### 1.2. Conditions for success

FSW rests on four main conditions for success:

- Get the “whole system” in the room. This means that all parties having a stake in the outcome should be invited and motivated enough to come so that the working group represents a significant cross-section of the stakeholders.
- Act following the Funnel principle: start by exploring the larger context before seeking to fix any part. Get everyone talking about the same world. Think globally, act locally.
- Be sure to put the common ground and the future in the focus of the work while treating problems and conflicts as information, not action items.
- Encourage self-management and responsibility for action by participants before, during, and after the future search.

### 1.3. Process

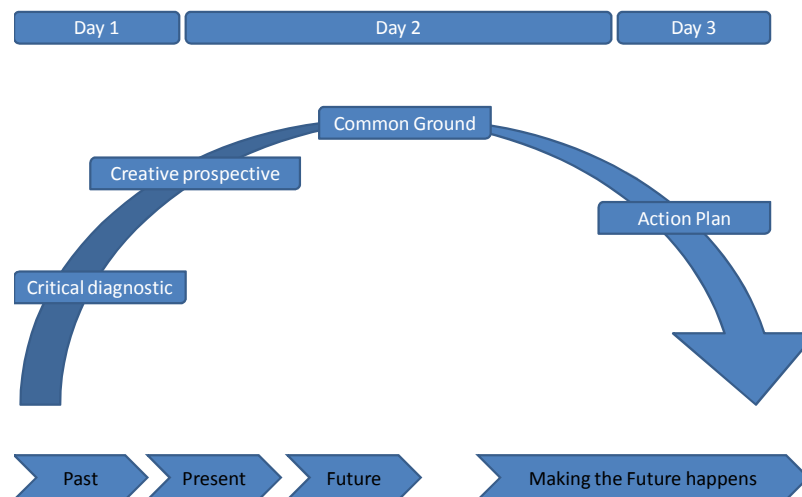
The FSW is typically articulated around three stages (see image):

- **Critical diagnostic:** during this step, participants analyse the current situation of the topic of the conference (for polySUMP, mobility): they reflect on the past evolutions of their environment, trying to find out what they have in common and what makes them different. They then work on the same way on the present situation. They finally explore the structural trends that are going to influence their field of action in the future.
- **Imagination and common ground:** during this step participants become the opportunity to develop visions of an utopian and perfect future, without any obligation to be realistic. They



share this vision with the other participants and develop scenario i.e. stories depicting how this utopian situation was reached. All participants then define their common ground and shared principles of actions to reach this desired future. They also write their differences and dissensions down.

- **Building an Action Plan:** during this third step, participants focus on the formulation of concrete projects and actions based on the visions previously developed. They work with the help of a structured guideline (Name of the action, stakeholders, goals, finances, needs, risks and chances, etc.)



## 1.4. After the Workshop

The result of the three days is a document with Actions (what we are going to do) and Task forces (who from the workshop is going to do it). The different task forces are autonomous and they have to organize themselves after the three days. That is the reason why it is highly recommendable to fix at the end of the 3-days event a date for a follow-up meeting in which participants will be able to report what they already done, what they plan and what help they need.

## 1.5. Further readings

<http://www.futuresearch.net/index.cfm> (Network of Future Search Conference Organizers).

<http://www.futuresearch.net/method/applications/sectors-11047.cfm> (Example of a process on transportation in Utah).

Weisbord, Marvin et al. (1992): *Discovering Common Ground*, Berrett-Koehler. (the basis book on FS conference).



## 2. Before the FSW: the Roadmap

### Summary

Here are some indications and tools that will support you in order to organize and facilitate a Local Future Search Workshop (LFSW) in your region. This document is the result of the first half of PolySUMP. What you will have to do in order to prepare a LFSW:

1. Define topic of LFSW
2. Fix date and venue of LFSW
3. Create an ideal group with the help of the stakeholders grid
4. Prepare convincing arguments
5. Write a letter/mail of invitation
6. Prepare and apply your invitation strategy
7. Manage the responses
8. Organize Logistics of the event
9. Prepare facilitation

### 2.1. Define topic of LFSW

#### 2.1.1. Finding the good question

The topic of your FSW should be large enough to attract diverse people but should not be too broad or too distant from the SUMP topic: you would risk having no precise action plan and producing a high level of frustration.

Key words : interactive, participative, mobility, 2030, strategic planning, stakeholders involvement, creative framework, efficiency, smart territories, inclusion, think out of the box, change, improvement, action plan for future decision, update, time to reset, enlarge the perimeter of coordination, cooperation, leverage, ...

*The basic question you ask is: which actions can we develop and commit to in order to foster a better, more sustainable, mobility in our polycentric region?*

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The title and subtitle should be appealing and contain something catchy.



### 2.1.2. Homework

In order to find your question, you can search an answer to following questions. You should involve some partners/colleagues to this review:

- Is the title of our Future Search clear enough for participants that are not involved in the topic?
- Is it appealing enough to tempt potential participants to give 20 hours of their time on 3 days?
- Is there a risk of being perceived abstract, too wide (risk of confusion in the perception) or too narrow (interest for a very small number of stakeholders)?
- Who will be attracted, who is going to come if we propose to treat this question?
- Is there a way to formulate the title to stimulate the interest and make this future search something very tempting and very special, not yet tried?

## 2.2. Fix date and venue

### 2.2.1. Reminder

This is the second task you will have to do. Don't forget:

1. To choose a date not sooner than six months after Project begin
2. Try to get at least one twinned region within the partners that would be interested in doing the FSW at the same time as yours. So you will be able to create this feeling of "we work all over Europe", on the same day.
3. To choose an adequate venue: the room should be big enough, has room for group work, much space on the walls in order to show all the production of the three days. Furthermore it would be good to have two more rooms for the morning of day two (scenario building) (plus room for food and beverage).

### 2.2.2. Homework

Visit the location and ask yourself following questions:

- is there room enough for twelve round tables?
- Is there enough space on the walls?
- How is the acoustic of the room?
- Will it be very hot in there? Is there enough light?



- Can we go out during breaks?
- How is the place to be reach: can participants reach it with public transports?

## **2.3. Create an ideal group with the help of the stakeholder grid**

### **2.3.1. Reminder**

The success of your LFSW depends on how much and how diverse participants will be. So please be very attentive in looking for very diverse participants. The size of the group matters as well: to get creative and different approaches, it is necessary to have the possibility to group the participants into small groups and to create stimulation between these groups. Ideal groups would count 50 to 60 participants belonging to at least 5 different types of stakeholders. Under 30 participants belonging to 4 different types of stakeholders, we do not recommend to facilitate the future workshop.

Also do not forget to adapt your strategy to the topic of your FSW.

### **2.3.2. Homework**

Fill in the stakeholder grid that you will find in annex.

## **2.4. Prepare convincing arguments**

### **2.4.1. Reminder**

These arguments have two roles:

- First, they will help you to be convincing power in the process of invitation. So please work on these arguments together with your colleagues that will also be part of the invitation process. It is very important for you to be at ease with these arguments and to be convincing and convinced (hope you are at this stage of the process).
- Secondly, they will be important in order to convince the people you will invite. One way to make the invitation process successful is to organise one or a few stakeholders meetings. Each of them will last 2 hours. You will present the process and the reasons to be part of it. You may use these invitations meetings to engage the participants as partners to the process and as active inviting partners.

### **2.4.2. Homework**

Produce a document on the model of the FAQ below.





## Frequently Asked Questions

### What is a polycentric SUMP exactly?

*“If you imagine your city in 20 years, what would you like it to look like? A place where children can play safely? Where the air is clean? Where you can walk to do your shopping? With lots of parks and green space? Where businesses can prosper? But how do you realize such a vision? Sustainable urban mobility planning is planning for the future of your city with its people as the focus.”*

**Planning for People – SUMP web-site:** <http://mobilityplans.eu/http://mobilityplans.eu/>

SUMP is the acronym of Sustainable Urban Mobility Plans. Planning urban mobility is a complex undertaking for any city, but it is even more complex when urban functions, people and mobility are scattered in different towns of polycentric regions. Poly-SUMP is now a new acronym for a new planning concept, i.e. Polycentric Sustainable Urban Mobility Plans. Poly-SUMP is planning mobility for diffuse cities. The “diffuse city” concept is to be related to the pattern of concentration versus distribution of the population, jobs, attractors etc. who generate daily mobility flows in a given region.

Planning daily mobility in polycentric regions will require to coordinate policies and services of many actors – transport and urban planners, local and regional policy makers, urban and interurban public transport providers – within and across different urban centres and administrative boundaries. Without any such planning, people are almost obliged to take the “do it yourself” solution of individual car use for any daily mobility purpose. This is increasingly problematic for large portions of the population living in the polycentric regions.

### What is the poly-SUMP project?

Exploiting the “diffuse city” concept, Poly-SUMP is now a new European Commission - Intelligent Energy Europe project, started on 15 April 2012 and running until 15 October 2014. The project is coordinated by Regione Marche (Italy) and implemented by a consortium of regional authorities and experienced consultants and research institutes in urban transport planning across Europe.

The aim of the project is to develop a polycentric sustainable mobility planning methodology, testing concrete planning processes based on the Future Search approach in six participating regions of Europe – Marche (IT), Central Alentejo (PT), Central Macedonia (GR), Rhine Alp (AT), Heart of Slovenia (SI) and Parkstad Limburg (NL) – and checking the transferability of the approach to other six regions in Europe (twinned regions). The expected outcome of the project will be detailed guidelines to develop and implement poly-SUMP planning experiences in the polycentric regions of Europe.

### Why a Future Search Workshop? How does it work?

*“The major benefit of Future Search is transforming a system’s capability for action. You can do that in a few days when you observe our principles. We believe we can save you considerable trial and error if you take advantage of our experience”.*



**M. Weisbord & S. Janoff, Future Search – Getting the Whole system in the Room for Vision, Commitment and Action.** Future Search web-site: <http://www.futuresearch.net>/<http://www.futuresearch.net/>

Future Search is a learning laboratory for “getting everybody improving whole systems”. A Future Search typically is a three days meeting involving 60 to 100 people who share a common purpose. Future Search enables organizations and communities to learn more together than any one person can discover alone. Bringing the “whole system in the room” makes a shared encounter with complexity and uncertainty feasible, leading to clarity, hope, and action. The key word is shared. When we explore common ground with others, we release creative energy, leading to projects that all value and none can do alone. People use Future Search for three main purposes:

- To create a shared vision and action plan for an organization, network, or community
- To enable all stakeholders to act on common ground and take responsibility for their own plans
- To help people implement an existing vision that they have not acted on together

This helps to extend traditional processes of change and organizational/policy development in new directions.

A Future Search is typically articulated around three stages:

- **Critical diagnostic:** during this step, participants analyse the current situation of the topic of the conference (for poly-SUMP, transportation): they reflect on the past evolutions of their environment, trying to find out what they have in common and what makes them different. They then work on the same way on the present situation. They finally explore the structural trends that are going to influence their field of action in the future.
- **Imagination and common ground:** during this step participants become the opportunity to develop visions of an utopian and perfect future, without any obligation to be realistic. They share this vision with the other participants and develop scenario i.e. stories depicting how this utopian situation was reached. All participants then define their common ground and shared principles of actions to reach this desired future. They also write their differences and dissensions down.
- **Building an Action Plan:** during this third step, participants focus on the formulation of concrete projects and actions based on the visions previously developed. They work with the help of a structured guideline (Name of the action, stakeholders, goals, finances, needs, risks and chances, etc.)

Ok, nice theory, but what am I going to work on concretely? What are the results going to be? Are they going to be useful to anyone?

In Poly-SUMP, the reason to work together on the international level is the need for local and



regional planners, operators and decision makers to look beyond the border of their own city, especially in the polycentric regions where the urban functions are distributed in different poles and sustainable urban mobility plans are to be developed and implemented with an holistic (connecting local and whole area issues) and multi-level governance approach (connecting different levels of government in the region).

We want to invite you to the European FSW. So you will work with 40 people from six regions of Europe that are partners in the Poly-SUMP project. The two core question of the meeting will be:

How do we create a sustainable urban mobility plan in a poly-centric region of Europe?

Which actions are the most important to undertake to makes it happen?

So the “action plan” you will work on is going to encompass all the idea you already have, you will discover form other participants and you will create together in order to implement a poly-SUMP. You will answer very concrete questions on the realization of your plan: which transports will be the best? Which kind of new mobility we will have to take into account? How do we support the people in their change of mobility patterns? Etc.

Once done, your work will be used for two purposes. Firstly, the European “action plan” you will produce will be part of the creation of a guide for polycentric regions wishing to implement a poly-SUMP on their own: so you will help many fellow regions in Europe to advance in the creation of a sustainable mobility in Europe. Through the international dimension of the project you will help the creation of a comparative assessment of barriers and challenges concerning the future of mobility.

Your experience at the European level will support, other civil servants, civil society activists, planers, in their work, in their questioning, in their search for new innovative ways of thinking and of acting on mobility. Secondly, you will be able to gain experience in the FSW methodology which may help you in future planning processes.

Wouldn't it be better to let experts shape the agenda? Why me? I have nothing to say about mobility.

FSW builds on the idea of collective intelligence. And you are an important stakeholder in this topic, because you work on it. But also because you live with it, want to change it. Maybe also you just experiment emerging ways of mobility. You also know your Region and its challenges. So it is very interesting to have your point of view, your opinions, your ideas and projects on board. It will enrich the whole process with new information and impulses.

What are the advantages of taking part for me?

You will be able to work with important stakeholders from 6 other regions in Europe on a central topic of the coming 20 years. So you will have the unique occasion to experience a very innovative and efficient process of policy building that will help you in the future for your own work. During the process you will develop a common shared vision on future scenarios of mobility, integrating plans at different levels of government and removing barriers and constraints toward a sustainable mobility. As a result you will create a first strategic blueprint action plan.



Because the goal of the poly-SUMP project is to create a guideline to help regions in Europe to implement participatory processes for the creation of their own poly-SUMP, your work will directly serve many regions in Europe. This relation between the international and the regional Workshop is very central to the project because the international workshop will be the starting point of the capacity building process at the local level. The local workshop aim will be to build a local shared vision and a local action plan. Therefore being part of the two processes will place you in a strategic position to also influence the regional process and better take part in it. You will be referenced as a partner of the project gaining visibility and influence in the topic. Moreover you will meet many key stakeholders of the branch, be able to connect with them and strengthen your network.

### Will I be free to say what I want?

Future Search is an open process which builds on the opinion of the participants and on their wishes. It is facilitated through a team that ensures fair conditions for deliberation and participation. Your word will count and you will be the actors of the process. Furthermore, we will work on a strategic level and what you will say will not be used against you later.

The level of abstraction of our work on a guideline for polycentric regions will allow overcoming the risk of local tensions and misuse of the information and opinions you will bring. We will play on many levels while providing you thoughts and expertise. You will share the work, move around, live with uncertainty, and make your visions visible. In the Future Search Workshop, you will talk over issues you have not raised before with people you have never met before. Many may take, thanks to this new experience, responsibility for matters previously avoided or ignored, because out of their individual competences and legitimacy to act.

### 3 days is a lot. Can I come for one part of the process?

The process goes through different stages in order to create a common ground in the group of participants on the basis of a shared diagnosis. Developing a concrete action plan also demands for careful thinking. A shorter process would not allow this “alchemy” to happen. FSW builds on the competence of the stakeholders and their diversity and can then best profit from the phenomena of collective intelligence: the result of the process has strong chances to be highly qualitative and very innovative. The process can handle on a very compressed way the high complexity of a poly-SUMP. That is the reason why we will have to stay on board for the three days.

### Who pays for it? What are going to be my expenses?

Poly-SUMP is an EU project. Your travel and stay expenses for the FSW are going to be reimbursed. Your time is for your own account.



## 2.5. Write a letter of invitation

### 2.5.1. Reminder

This letter should be the strategic document that will motivate potential participants to take part to the LFW. It should be: Direct, clear, short, convincing, nice-looking, adapted to the stakeholder you write to.

### 2.5.2. Homework

Please answer following questions:

- Is my letter understandable if I am not part of the organizing team?
- What is the most important reason for someone to come in my region?
- What reason could have people not to come? How do I prevent this from happening?

### 2.5.3. Example of an invitation letter

#### ***DRAFT INVITATION LETTER FOR FUTURE SEARCH WORKSHOP***

To:

(Place and date)

**We need you to shape the future of Mobility in Europe!**

Dear Madam, Dear Mister,

As **President of the Marche Region**, I would like to personally invite you to participate to a “Future Search Workshop” in Ancona, Italy from March 7 to 9, 2013. During these days you will be able to exchange with **30 to 50** other participants coming from different regions across the Union about the future of mobility in Europe.

This event is part of the project Poly-SUMP (“Planning Sustainable Mobility in the Diffuse City Regions”) aiming at proposing a guideline for polycentric regions in Europe wanting to develop and implement a sustainable urban mobility plan (SUMP) for and with the citizens and relevant stakeholders.

That is precisely the reason why I want to invite you, as you were identified as one of the important actor of mobility in your region.

I would be glad to count you as a participant. Your input, cooperation, and ongoing commitment are



vital to the success of this critical endeavour.

You will find attached more informations about the poly-SUMP project, the Future Search Workshop and the practicalities concerning your participation. You can contact us at: **XXXX**

## 2.6. Your invitation strategy

### 2.6.1. Some rules

You will have to recruit a group of 80 people in order to have 64 participants on the Future Search Workshop Day. This will be the most challenging part of the LFSW. Once you have the group in the room, you won. It is very important to start this task soon enough and to devote it some time. Do not do it alone, you would just frustrate yourself. Work as a team on this.

Here are some strategies proposed by partners to PolySUMP for having all confirmations soon enough for the meeting.

1. Find key stakeholders and speak with them in order to make them active partners to your FS, and also to test their willingness to promote and use the results (at the condition that they are good of course).
2. Organize one or more pre-meeting(s) with important key actors: each participant that comes engages himself in the invitation process and commit to bring ten people or more, to publish in newsletters, websites, social medias, ....
3. Let organisations apply as such: do not ask for participation of a person but ask for the participation of the organization as an organization. Ask the organization to send two people (so that if one of the two can not we don't loose the organization).
4. Ask to book seats because number of seats is limited: create an incentive and the idea that it is an unique event.
5. Insist on following argument: Your voice will be heard: you will have influence on what is going on.
6. Create a list of participating institutions on the web in order to give an incentive to other participants to come: they will be present, so will I.
7. Introduce a financial participation fee of say 15€ that will be reimbursed on the first day in order to make non attendance more costly.
8. Present the results of the evaluation.
9. Ask people to send info material that you will make available during the meeting.



10. Make connexions with other LFS if we have a common date.

11. Say Stakeholders that they are co organizers and have only to bring new people: offer to let them put their logo but in this case pay attention to have a balanced set of organizations.

### 2.6.2. Homework

Please answer following questions:

- Will you do a pre-meeting? With whom? Where? When?
- Will you visit some stakeholders? Who? When?

## 2.7. Manage answers

### 2.7.1. Strategies

Managing answers is quite easy if you have some tips in mind:

1. Update the stakeholder grid for each answer you get. Use a color code to differentiate approvals, to be confirmed and refusals.
2. If it is a refusal, write an answer/call back in order to ask if there is someone else that could come instead.
3. If it is a positive answer, write/call back in order to ask if a second person would accept to come also.
4. Monitor the diversity of the group: do you have too much of a category? Then search for more of another!

You may want to set up an event on an event platform like amiando or eventbrite (is there something comparable in your country? Do you know a talented programmer that could set up a similar form for you on a site?). If you do so, be aware to create a non profit event without invoice.

### 2.7.2. Homework

How do you manage the answers? How often do you make a team work in order to assess the progression of your group? Will you set up an Amiando/Eventbrite event?



## **2.8. Organize Logistics of the event**

### **2.8.1. Reminder**

You will need a room with a particular setting: with room for group work, room of the walls to put the results, etc.

### **2.8.2. Homework**

Please **adapt** and **fill in** the checklist you will find attached.

## **2.9. Prepare facilitation**

### **2.9.1. Reminder**

Facilitation will be your main task during the 3 days of the FSW. It is not a complicated task but it definitely has to be well prepared. In order to be prepared take a good look at the Facilitation Tips and tools (see below) and the facilitation guide (see below).

### **2.9.2. Homework**

Define who is going to moderate the Future Search. Produce a facilitation guide for you in your language on the basis of the guide we provide you. Produce the working sheets of the three days.

## **3. Facilitate the LFSW**

### **3.1. Facilitation guide**

We provide in this document a typical facilitation guide for three days FSW. This should give you an overview of the detailed progression of the workshop.



In blue you have some extra tips and advices for your moderation

## Day 1: A shared diagnostic (255' - From 14:00 to 18:15 for example)

Time		What?	How? Who?	Why?
11:00 13:00	120'	Arrival – registration	<p>Badges, participants list, participant folder</p> <p>Prepare the participant folder with:            PolySUMP Presentation (Flyer from ICLEI)            Future Search Handout (S1-S1)            Programme (S1-S2)            Rules for good dialogue and deliberation (S1-S3)</p>	<p>You will have to put a table number on each badge in order to prepare session 3. During session 3 participants are gathered in interests groups. So you will have to take your participants list and prepare group from 4 to 6 stakeholders with common interests or coming from the same origin (for example civil servants with civil servants, NGO's with NGO's, politicians with politicians, etc.) you will have to take some time to prepare this grouping.</p>
10:00 13:00	180'	Prepare the room	<p>Put the <i>Future Search progression logic (S0-S1)</i> on the wall (do a big version of it in A0 or draw it).            Prepare the <i>time line</i> on the wall. Make it very big! Bigger is better.            Write the programme on a flip chart            Give number to the tables, prepare random selection chips (you should have groups of 5 to six people. So 6 time 1, six</p>	

Time	What?	How? Who?	Why?
13:00 14:00	<b>Lunch</b>	times 2, six times 3, etc.) Prepare tables: maximum 6 chairs, in a cabaret form (dispatched in room), put <i>rules for time keeper</i> on the table (S0-S2), put pens, post-its, white paper, water, glasses.	
14:00 14:30	<b>30'</b>	<b>Introducing the Local Future Search Workshop (Session 1)</b>	
14:00 14:15	<p><b>Opening</b></p> <p>WAIT for all people to be there even if it takes five minutes more. So you will not have to reset the whole system after ten minutes.</p> <p><b>Presentation of the LFSW</b></p> <p>Hello and welcome. I am X and this is Y and Z. We will be the team of moderators supporting you through the process.</p> <p style="text-align: center;">Why are we here? What are we going to do?</p> <p>(A) The goal of the meeting is for you to work on an action plan at regional level concerning sustainable mobility.</p> <p>(B) The project is part of PolySUMP. It is a EU funded project. Six</p>	<p>As people enter the room, ask them to pick a table number and send them there.</p> <p style="text-align: center;"><b>Plenary</b></p> <p style="text-align: center;"><i>PolySUMP Presentation (flyer ICLEI)</i></p> <p style="text-align: center;"><i>Future Search Handout (S1-S1)</i></p> <p style="text-align: center;"><i>Programme (S1-S2)</i></p> <p style="text-align: center;"><i>Rules for good dialogue and deliberation (S1-S3)</i></p>	<p>Present the project, the methodology. Clear the expectations. Make clear what can/can't be done.</p> <p>Clear the rules for good dialogue and deliberation.</p>

Time	What?	How? Who?	Why?	
	<p>regions are working in the same way. Thanks to your work it will be possible to make clear what the problems are in polycentric region. One hope is naturally that the EU will take in account the specificities of polycentric regions for example in form of specific financing.</p> <p>12. How are we going to work? We will use a method called Future Search Workshop. For details, see the handout you have in your folder. In your folder you also have the programme. Please take it we are going to detail it. So you see the progression [<a href="#">show Future Search progression logic (S0-S1) on the wall and explain the progression</a>].</p> <p>Key points here:</p> <ol style="list-style-type: none"> <li>1. Future Search relies on present actors: you have the knowledge, you have the competence.</li> <li>2. We will work in little groups and deliberative settings. There will be room for bilateral discussions during breaks and evenings.</li> <li>3. In future Search conflicts and problems will be treated as information. We will acknowledge them and take them in account for action planning. But not concentrate on discuss them.</li> </ol> <p>Are there some questions on the programme?</p> <p><b>Practicalities</b></p> <ol style="list-style-type: none"> <li>5. Toilets, room, lunches, hotel, etc. Q&amp;A on practicalities</li> </ol>			
14:15	5'	<b>Presentation of the group</b>	<b>Plenary</b>	Get to know the participants better

Time		What?	How? Who?	Why?
14:20		<p>Participants answer questions with a hand-vote:</p> <p>Who is from: here this city [name it naturally]? From [10km]...? From ... [50km]? Etc.</p> <p>Who works for a public authority? A firm? An NGO? Who is an elected representative? Something else [Ask two or three]?</p> <p>Who is in _____ for the first time?</p> <p>Who knows the FS methodology yet? A comparable methodology [ask which one]?</p> <p>Who came by plane? Bus? Bike? Car? Train? A mix?</p> <p>Who is confident that this FSW will bring something? What [ask two or three]?</p>		
14:20		<b>Crossed presentations</b>	Interviews (5')	Initiate the group dynamics
14:30	10'	Participants make a short Interview of someone else in the room: why are you here? What do you do for a job? Etc.	Facilitators take three or four examples in the room (5')	
14:30	<b>60'</b>	<b>A shared diagnostic – Looking back (Session 2)</b>		
14:30		<p><b>Introducing session 2</b></p> <p>We are going to start our trip in the future by looking back. For this we propose you to fill in this time line. We invite you to answer three questions:</p>	<p>Participants answer questions <b>individually</b> on post-it (5') and then share/aggregate at their table in <b>mixed subgroups</b> (5')</p> <p><i>Post-its and A shared diagnostic – looking back (S2-S1) – One sheet for each table</i></p>	<p>This session is very important to start the group dynamic. It will allow the group to share common events and key events of their lifes. By starting at the individual level, they are able to start at a manageable level which is not too</p>
14:50	20'	<ol style="list-style-type: none"> <li>1. In the past 30/50 years, which were for you the three most important events of <b>your life</b> concerning mobility?</li> <li>2. In the past 30/50 years, which were for you the three most important events in <b>your region</b> concerning mobility?</li> <li>3. In the past 30/50 years, which were for you the three most important events in <b>Europe and the world</b> concerning mobility?</li> </ol>		

Time	What?	How? Who?	Why?
	<p>We will work in the following way:</p> <ol style="list-style-type: none"> <li>1. You will write three to four events for each question</li> <li>2. You will write ONE event with ONE date (can also be a decade) on ONE post-it so that we can organize them</li> <li>3. You will start working individually during 5'. Individually means that you won't speak with your neighbours: this is very important because we want first to have YOUR experience. Then the one of the group.</li> <li>4. Then you will share and maybe aggregate (put same post-its together) the results at your table during 5'.</li> <li>5. Then we will gather all post-its and produce the time line.</li> </ol>		<p>complex and too analytic. Then they go to the regional and global level in order to put some generalization into the diagnostic.</p>
<p>14:50 15:30</p>	<p><b>Results are shared and organized on a common time line</b></p> <p>Pick a table. The first participant stays up, comes to the side of the time line and presents three post-its (one for each level). He/she sticks post-its on the time line. You ask: Does someone has the same post-it? If someone has the same, the second facilitator picks up and aggregate (you have to ask participants to write the date or period on the post-it).</p> <p>Rules are:</p> <ol style="list-style-type: none"> <li>1. Always have three persons ready to go and present (so when you start, ask three people to come).</li> <li>2. Second facilitator is ready to get same post-its (if you can its best here to have two facilitators gathering post-its and one leading the moderation).</li> </ol> <p>At the end, give a feedback on the four or five trends that strike you most: think about the biggest differences in the perceptions of the group members and also on the biggest resemblances: what is common to all? So you will start the process of the group building and common ground finding right</p>	<p><i>Time line on the wall</i></p>	

Time		What?	How? Who?	Why?
		now.		
15:30 16:00	30'	<b>Coffee Break</b>		
16:00 16:50	<b>50'</b>	<b>A shared Diagnostic – The present (Session 3)</b>		
16:00 16:20	20'	<p><b>Introducing session 3</b></p> <p>Ask all participants to calm down again and be silent. Introduce next session: we go on working on the diagnostic and turn to the present situation of sustainable mobility in our region. We invite you to answer two groups of question:</p> <ol style="list-style-type: none"> <li>1. If you think on the present state of sustainable mobility in your region: What are you particularly <b>proud of</b>? What are the best practices?</li> <li>2. What do you <b>regret</b> the most? What are the worst practices?</li> </ol> <p>We will work in the following way:</p> <ol style="list-style-type: none"> <li>1. You will go to the table which number is on your badge [see preparation of room above to prepare this]. The reason for this is that we are now going to work in institutional/topical/interest subgroups. To do the diagnostic we need to have the view of group of actors that may not agree. And it is important to see the differences. That is the reason why we put you in these groups. So you will be able to be with people that we think may quite agree with you.</li> <li>2. You will work individually and answer the two questions. Reminder: write ONE answer on ONE post-it but as many post-its as you want.</li> </ol>	<p>Participants answer the questions <b>individually</b> on post-it (5') and then share/aggregate at their table in <b>interest subgroups</b> (15')</p> <p style="text-align: center;"><i>Post-its,</i></p> <p style="text-align: center;"><i>A shared diagnostic – The present (S3-S1)</i></p> <p style="text-align: center;"><i>Prepare and distribute two flip charts at each table: one with “proud of” and one with “regret” in the middle</i></p>	<p>The goal of this session is to acknowledge the present situation from an emotional and then a comparative point of view. Share the common best/worst practices in the region.</p> <p>See different point of view emerge coming from different stakeholder groups.</p>

Time		What?	How? Who?	Why?
		<p>Individually means that you won't speak with your neighbours: this is very important because we want first to have YOUR experience. Then the one of the group.</p> <p>3. Then you will share and produce a mind map on the paper board we distribute you: that is to say that you will stick post-its together to create categories in order to better visualize the results. You will produce two mind maps: one for the things you are proud of. And one for the thing you regret.</p> <p>4. Then each table will present her mind maps</p>		
16:20 16:50	30'	<p>Results are shared and mind maps put on the wall: two people from each table stand up and come to the front to present their mind maps</p> <p>If something is striking you, do not hesitate to comment at the end of the presentation. But if you do so, do not forget to speak as moderator: do not enter into a discussion or a judgement about the results. Speak about differences and similarities between groups. Goal here is the same as before: to give a feedback to the group about what they SHARE or not.</p> <p>When they are ready with their presentation, they pick a number for the next session and go back to their table.</p>	<p><b>Plenary</b></p> <p><i>Mind maps from each table</i></p>	
16:50 17:40	<b>50'</b>	<b>A shared Diagnostic – Future trends (Session 4)</b>		
16:50	20'	<b>Introducing session 4</b>	Participants answer the questions <b>individually</b> on post-it (5') and	Take in account some development we can

Time	What?	How? Who?	Why?
17:10	<p>Ask all participants to go to the table they picked. When they sit, ask them to calm down again. Introduce next session: we go on working on the diagnostic and turn to the future situation of sustainable mobility in our region. We would like you to answer two questions:</p> <ol style="list-style-type: none"> <li>1. If you think on the <b>30/50 years that come</b>: which are the three trends that are going to impact mobility (not relevant if good or bad: just things that are going to happen) <b>in your region and your country?</b></li> <li>2. If you think on the <b>30/50 years that come</b>: which are the three trends that are going to impact mobility (not relevant if good or bad: just things that are going to happen) <b>in Europe and more generally?</b></li> </ol> <p>We will work in the following way:</p> <ol style="list-style-type: none"> <li>1. You will first work individually and answer the two questions (5'). Reminder: write ONE answer on ONE post-it but as many post-its as you want. You will write regional and national trends on <b>YELLOW</b> post-its and European and international trends on <b>GREEN</b> post-its. Individually means that you won't speak with your neighbours: this is very important because we want first to have YOUR experience. Then the one of the group.</li> <li>2. Then you will share at the table and cluster post-its that fit (15'). If you find common trends at different levels choose one level to put them (the level you think will have more impact).</li> <li>3. Then each group will present its results.</li> </ol>	<p>then share/aggregate at their table in <b>mixed subgroups</b> (15'): They cluster post-its together to prepare the presentation.</p> <p><i>Post-its of two colours: <b>YELLOW</b> and <b>GREEN</b> (or other colours of course but two different)</i> <i>A shared Diagnostic – Future trends (S4-S1)</i></p>	<p>not influence. See chances and risk that these developments bring with them</p>
17:10	<p><b>Results are shared</b> 30' Pick a table. The presenter stays up, comes to the side of the Mind map and presents the post-its. One facilitator stick the post-its and organize</p>	<p>One giant <i>mind map</i>. Write “Trends 2050” in the middle.</p>	



Time	What?	How? Who?	Why?
17:40	<p>them. You ask: Does someone has the same post-it? If someone has the same, the second facilitator picks up and aggregate (if you can its best here to have one facilitator gathering same post-its, one concentrating on the mind map and the categories and one leading the moderation).</p> <p>At the end, give a feedback on the four or five trends that are most present and ask some participants why they put these trends.</p>	<p>Try to have a square mind map and not a 16/9 or long one. Be prepared in your mind to create categories like “economy, transports, technique, governance, politics, etc.”</p>	
17:40 18:15	20'	<b>Day 1 – Evaluation and conclusion</b>	
17:40 18:05	<p><b>Weighing the results</b></p> <p>We are now going to conclude the day. Before that we would like to invite you to do a last exercise. We will give you eight sticky dots and invite you to stick them on the walls as you leave the room. Here are the rules for the sticking:</p> <ol style="list-style-type: none"> <li>1. You choose one answer from this afternoon that you see on the walls: it can be an event, something you are proud of or you regret, or a trend.</li> <li>2. You stick one dot or more than one dot on it. That means that you find this item very important.</li> <li>3. You can put all you dots on one item. You must not stick all your dots.</li> </ol> <p>This will allow you to see were you are as a group. What are the main priorities, and maybe hopes and worries you share or you do not share.</p> <p>At the end, give a feedback on the four or five trends that are most present. Then ask the group for an evaluation of the day: How are you feeling? Does</p>	<p>Many <i>sticky dots</i> (8 * number of participants, so around 500).</p>	<p>Evaluate day 1, set clearly the priorities present in the group through aggregation</p>

Time		What?	How? Who?	Why?
		someone have a doubt about the process or the results? Does someone has an idea?		
18:05 18:15	10'	<b>Conclusion</b> 10. Presentation of programme of day two 11. Practicalities (Restaurant, hotel, etc.)		Prepare day 2

## Day 2: Imagining the future of mobility in our region (640' - From 09:00 to 18:00 for example)

Time		What?	How?	Why?
09:00 09:20	20'	<b>Introduction</b>  Ask three to six participants if they have some comments on the previous day, some elements they would like to share. Present the programme of the day with the help of the progression logic panel. Today we are going to develop some scenarios and then agree on the common ground we have.  Then ask if someone has technical questions on the programme. Be aware that you may have some questions about the methodology itself and the non-sense of the creative part. But stick to it, and explain why you are doing this (see the why column of the next session in this table).	<b>Plenary</b>  Participants enter the room, pick a number and go to the corresponding table.	Concentrate on the topic again, integrate the results of the many informal discussions
09:20 12:30	<b>190'</b>	<b>Day 2 – The future we want for mobility in our region (Session 5)</b>		

Time		What?	How?	Why?
09:20 09:30	10'	<p><b>Introduction session 5</b></p> <p>Explain (if not done) why you are turning towards the future. Explain the importance of fostering creativity, of thinking out of immediate contingencies, of presenting a wished future.</p> <p>You will surely have comments on the fact that this is not a priority when the budget for the next year is not even sure, when governments is cutting budgets everywhere, etc. Here you have to support the group in showing participants that this is exactly the reason why you do this exercise: everyone has wishes and ideas about a good future, a good life, a good politics. This is what we are going to search for now. Then we will translate these wishes and ideas into an action plan, which will take in account limitations of the present context. But doing the exercise of creativity is the best way to transform problems into opportunities.</p>	Plenary	The goal of this session is to <b>foster creativity</b> and to permit to think out of the box. It also allows the different stakeholders to mix themselves across boundaries in order to develop a <b>positive</b> and <b>wished</b> common future.
09:30 10:30	60'	<p><b>Launch the prospective exercise</b></p> <p>I invite you to close your eyes and take a deep breath. We are going to make a jump trough time ... here we are ... Today is the [<i>day of your LFSW</i>] of 2050. Our Region just won the Nobel Prize of sustainability for being the most sustainable region in the World. Now I would like to ask you:</p> <ol style="list-style-type: none"> <li><b>The painting:</b> how is the day-to-day reality of our region? How do people move? Do they move? How do the technologies, the regulation, the governance structures look like?</li> <li><b>The Path:</b> What happened? How did we manage this? What were the key moments, the key decisions? How did we organize the change?</li> </ol>	<p>Participants develop a scenario in <b>mixed subgroups</b> (60').</p> <p>You will have 10 to 12 groups of 4 to 6. They take their time, and use all possible and wished forms of expression: images, videos, painting, writing, theatre, interviews, etc.</p> <p>The scenario <b>should NOT</b> be</p>	

Time	What?	How?	Why?
	<p>Which obstacles had to be overwhelmed? How?</p> <p>We propose you to follow these rules:</p> <ol style="list-style-type: none"> <li>1. Take 10' to decide the form of your scenario: will it be on paper, will it be a theatre play, will it be an interview, will it be a sculpture, a collage, etc.</li> <li>2. Then decide which elements will be part of the scenario: if you can't agree on some of these elements (for example some see a world with nuclear power and other not), do decide if you want to explain it that way ("we are in a world were the two opinions co-exist") or if you want to treat this difference as an information (note it somewhere and work without it for the scenario). Most important thing is, do not discuss too long on these differences, focus on the wishes you have as a group.</li> <li>3. Keep 10' at the end to prepare your presentation. Who is going to say what, in which order. How are you going to stand? Is the presentation fitting in ten minutes?</li> <li>4. Be clear: even if you describe something really new and different, be aware that you speak with people from 2013. They do not know everything about your time.</li> <li>5. Be complete. If you want to describe the state of the art and the path, do not forget to give some clues about the important milestones and moments of this evolution.</li> <li>6. It is a scenario on the future: you do not have to be realistic. Everything you will produce will have a sense because it will reflect what you wish! But you also may want to build on the trends you exposed yesterday and on the diagnostic you did.</li> </ol> <p>During the 60' go from group to group and ask them what they are preparing, if they need some support. Remind them the rules above.</p>	<p>bound to financial / technical limitations, but <b>may</b> be "realistic".</p> <p><i>Flip-charts, pens, post-its, magazines, computers, cameras, etc.</i></p> <p><i>The future we want (S5-S1)</i></p> <p>During this moment it is very important that moderators go from group to group. Take time with each group. Listen and push them (see moderation advanced in the document moderation tools and tips).</p>	

Time		What?	How?	Why?
10:30 10:50	20'	<b>Coffee Break</b> (groups have the right to terminate their scenario and presentation during break but should go out and take some fresh air).		
10:50 12:30	100'	<p><b>Results are shared and discussed</b></p> <p>Ask the first group to come to the front and present their vision. Rules are:</p> <ol style="list-style-type: none"> <li>1. You have 10' to present. Do not speak to quick. Let other participants time to catch your presentation.</li> <li>2. Then you will have 10' of feedback and questions from other participants. Example of feedback are: "I particularly liked this ....", "I wonder why you put this element", "I did not understand this idea", "why was that a milestone"</li> <li>3. During feedback, next group prepares itself, to be ready.</li> </ol> <p>As a facilitator you will have a very important role here: it is to catch the concepts, the main arguments and ideas, the obstacles and milestones, the technologies and elements of governance, the conflicts and achievements that groups present. Also you should already have an ear for VALUES, MILESTONES and GOALS. This is all the more important as groups do not make a direct presentation on flip chart but present a theatre play for example.</p>	<p><b>Plenary</b></p> <p>Each group presents its vision (10') and becomes a feedback (10').</p> <p>Moderators take note of the presentation.</p>	
12:30 14:00	90'	<b>Lunch</b>		
14:00 16:30	150'	<b>Finding a Common Ground for action (Session 6)</b>		
14:00	10'	<p><b>Introducing session 6</b></p> <p>Introduce the session by showing the progression graphic. You are now at the</p>	<p>Participants enter the room, pick a number and go to the</p>	<p>Find out the common goals of the</p>

Time	What?	How?	Why?
14:10	<p>top point of the curve and start going down again. You will now take a look at your shared diagnostic and vision and find out, on which common values and goals you will be able to base your future action together. At the end you will identify important milestones in this direction.</p> <p>Now, what do we mean by values, goals and milestones:</p> <ol style="list-style-type: none"> <li>1. A <b>value</b> is something you want to fight for. A principle that drives your action (gives a framework to it). This can be freedom for example. Or Responsibility.</li> <li>2. A <b>goal</b> is something you want to reach in order to translate the values in actions. If you take freedom, a goal could be: allow each citizen to choose the way they move from A to B. If you take responsibility it may be: we want to reduce CO2 production by 50% until 2050.</li> <li>3. A <b>milestone</b> is an important action/group of action/event which will create a new dynamic. In the first case it could be: build multi-modal hubs that allow people to park, to take a bus, a bike or a train. In the second case it could be: create a strategic plan for sustainable mobility in the region.</li> </ol> <p>Other example from EFSW in Ancona that build chains of VALUE → GOAL → MILESTONE</p> <ol style="list-style-type: none"> <li>1. Responsibility → Produce half of Co2 of today → Strategic plan for mobility in the region</li> <li>2. Equality → Allow people to move also in little cities → create a state of the art of mobility in little cities</li> <li>3. Quality of life → lose less time in transport → have a meeting of all transport authorities</li> </ol>	<p>corresponding table.</p> <p><b>Plenary</b></p>	<p>stakeholders that will work together on the regional level.</p> <p>Treat conflicts as information.</p> <p>Do not take time to resolve conflicts but see the common foundation for future action. Focus on this and acknowledge differences.</p>

Time	What?	How?	Why?
14:10 16:30	<p><b>Having this in mind, we ask you to answer three questions</b></p> <ol style="list-style-type: none"> <li>1. Please think about three <u>values</u>, three <u>goals</u> and three <u>milestones</u> you find important for reaching the future you wish</li> <li>2. Which are in your group, the <u>values, goals</u> and <u>milestones</u> that are shared by all of you?</li> <li>3. Which are in your group, the <u>values, goals</u> and <u>milestones</u> that are NOT shared by all of you?</li> </ol> <p>Here is how we are going to work:</p> <ol style="list-style-type: none"> <li>1. You take 10' individually to answer the first question. We invite you to go around and to look at what you produced yesterday and today. You can also go take a walk. Or seat. But take the 10' without speaking to anyone. One idea, one post-it.</li> <li>2. Take 40' to exchange at your table (<b>build 12 groups with each 4 to 6 people</b>).</li> <li>1. Each participant presents her/his three values, goals and milestones. When two post-its can be merged, merge them.</li> <li>2. One of you is going to take the responsibility of being "the merger": He/her will take each post-it in turn and ask the group if its agree with this value/goal/milestone. If you all agree stick it on the flip chart called "Agreement". THIS IS NEW. IT WAS CHANGED IN ORDER TO TAKE WEBINAR 5 feedbacks into account.</li> <li>3. If someone in the group does not agree on <b>the value/goal/milestone itself</b>, stick it on the flip chart called "disagreement".</li> <li>4. If someone does not agree on <b>the way the value/goal/milestone is formulated</b>, try to find a way to say it, where all agree. If this works, stick the post-it on the flip chart called agreement.</li> <li>5. Who is going to be the merger at table 1, table 2, table 3, etc.</li> </ol>	<p>Participants work in <b>mixed subgroups</b>. Results are noted on two different flip-charts.</p> <p><i>The Future – Common Ground (S6 - S1)</i></p>	

Time	What?	How?	Why?
	<p>3. Go to the next table and work with another group during 30' (<b>Build 6 groups with each 8 to 12 people</b>). Present your results and ear their results. Then merge the list of each group into one list. Stick the post-its back and forth.</p> <p>4. Then gather with another group (<b>so here you will have three groups of 16 to 24 people</b>). Do the same as before during 30'.</p> <p>5. At the end we will meet in plenary and present the three lists of agreements and disagreements. We will merge what can be merged during 30'.</p> <p>This session is the core of the Future Search. It is the moment during which participants search their common ground and your role is to support this complex and difficult task. Go from group to group and look at the disagreement. For each of them ask:</p> <ol style="list-style-type: none"> <li>1. Which is the reason why you disagree?</li> <li>2. Can we have an argument for and one argument against?</li> <li>3. For people that disagree, would you have an alternative formulation which would be good for you? If not, write the counter-arguments down.</li> </ol> <p>Also look at the items and if something is not clear for you (for example the group put "innovation" as a value), ask:</p> <ol style="list-style-type: none"> <li>1. You put "innovation" as a value. But would you fight for it? Should we rename it "change"?</li> <li>2. Propose to reclassify items if they are not clear for you and if you already saw comparable items in other groups.</li> </ol> <p style="text-align: center;"><b>BACKUP SOLUTION IF THIS TAKES TOO MUCH TIME / IF PARTICIPANTS ARE TOTALLY LOST</b></p>		



Time		What?	How?	Why?
		<p>WARNING: This should not be the way to do it. You should not plan this session like this. BUT ... as we agreed in Webinar 5, here a proposal of backup:</p> <ol style="list-style-type: none"> <li>1. Do part 1. (individual) and 2. (subgroup) as planned. Then ask the group how they feel. Take time to clarify the concepts (value, objective, milestone). Stick to one definition for each (prepare this definition).</li> <li>2. Instead of 3. And 4. Give time to each subgroup to discuss on the results of 1. And 2. The instruction you give is: "we now let you discuss about these values, objectives and milestones at your table. Try to agree on some of them. If you do not agree put one argument for and one argument against on post-its".</li> <li>3. Take time in plenary to gather the results on three flip charts (values, objectives, milestones): write down each item, merge the one you can (for example if liberty comes twice). On the right side of the flipchart let some space for voting.</li> <li>4. After having gathered all item give instruction for a vote: "you will receive 9 sticky dots each. Go a put them on the values, objective AND/OR milestones you find the most important for our region. You can put them all on values, or on objectives or on milestones. You can also put three for each. As you want."</li> <li>5. Give a feedback on the results about the major Values, objectives and milestones the group identifies as central.</li> </ol>		
16:30 17:00	30'	<b>Coffee Break (the session before is quite exhausting so let people have a good break).</b>		
17:00	30'	<b>Shaping the action plan – Round 1 (Session 7)</b>		

Time		What?	How?	Why?
17:30		<b>Introduction of session 7</b>		
	30'	<p><b>Introducing session 7</b></p> <p>Thank you for the hard work on the common ground. Before we end the day with an evaluation, we would like to invite you to capitalize on the day and to enter the last part of the Future Search, the action planning (show on the progression graphic).</p> <p><b>For this we would like you to answer one question:</b></p> <ol style="list-style-type: none"> <li>1. What actions / programmes could be started <b>at the level of your region</b> in order to open the path to the desirable future you worked on?</li> </ol> <p>This the way we will work:</p> <ol style="list-style-type: none"> <li>1. Take a pile of post-its and go around the room, take some notes, some actions. One idea – one post-it. You have around 10' for this.</li> <li>2. Go to someone you still do not know, if possible, and present your ideas during a walk outside or around a coffee or a juice or where ever you want. Give him/her a feedback on the actions he/she proposes. You have around 10' for this.</li> <li>3. When you are ready, come to us and give us your actions on post-its. We will classify and merge them now and until tomorrow morning. We will take the last 10' to complete this.</li> </ol>	<p>Participants answer the questions <b>individually</b> on post-it (15') and then share/aggregate with one more participant (10'). Then they stick the actions on a meta plan.</p> <p style="text-align: center;"><i>Post-its</i> <i>Shaping the action plan (S7-S1)</i></p> <p style="text-align: center;"><i>Meta plan</i></p>	Start the action plan
17:30 18:00	20'	<b>Evaluation and conclusion of day 2</b>		
17:30 18:00	30'	<p><b>Evaluation of the day</b></p> <p>In order to evaluate the day, we would like you to answer individually</p>	<b>Plenary</b>	Evaluate day 2 Prepare day 3

Time	What?	How?	Why?
	<p>following questions in your head (during 5'):</p> <ol style="list-style-type: none"> <li>1. How do I feel?</li> <li>2. How do I evaluate the progression of our work?</li> <li>3. What are open questions for me? What is not clear in my mind?</li> </ol> <p>Ask 10 to 20 people to share their thoughts and close the day by thanking all participants.</p>		

## Day 3: An action plan for our Region (270' - from 09:00 to 13:30 for example)

Time		What?	How?	Why?
09:00 09:10	10'	<p><b>Introduction</b></p> <ol style="list-style-type: none"> <li>Comments on the past day, on discussions from the evening, questions</li> <li>Presentation of the day (programme, method).</li> </ol> <p>Say that there will be no official coffee break but a floating break. Be sure to clarify this with your caterer.</p>	<p><b>Plenary</b></p> <p>Prepare empty flip charts for actions. Many of them. Put one on the wall to show.</p> <p><i>Action planning flip chart (S9-S1)</i></p>	<p>Concentrate on the topic again, integrate the results of the many informal discussions</p>
09:10 09:50	40'	<b>Shaping the action plan – Round 2 (Session 8)</b>		
09:10 09:50	40'	<p>Before starting the day you will have to work on the meta plan of the day before. You will organize the proposed actions into clusters, or groups of actions or just actions if they are standalone. Do this classification with great care for it should respect the ideas of participants while reducing the number of actions to a manageable number. Give a number to each action.</p> <p><b>Introducing session 8</b></p> <p>We worked on the actions you proposed yesterday and we organized them into X clusters of actions. Here is how we are going to work:</p> <ol style="list-style-type: none"> <li>We are going to present you the clusters and actions and would like you to raise your <b>red card</b> if there is something you do not agree with (that is to say: your proposed action was not placed in the good group, or we misunderstood what you meant with your post-it). You can also raise the <b>yellow card</b> if there is something you do not</li> </ol>	<p><b>Plenary</b></p> <p><i>Two to three <b>red cards</b> and <b>yellow cards</b> on each table.</i></p>	<p>Action planning: get an overview of proposed actions, give a structure to the action plan.</p>

Time		What?	How?	Why?
		<p>understand in the action.</p> <ol style="list-style-type: none"> <li>2. We will go through all actions. We will not discuss the actions or start detailing them. We will just present the idea. Then we will prepare the two sessions of action planning (each session will last 60’):</li> <li>3. We will name again <b>the first half of the actions</b> and ask you to raise your hand if you want to work on this action. We want you to consider working on the actions you want to implement yourself or be in the core group of implementation. We need to be sure that you want this action to happen and that you will do something for it. We need two to four participants for each action. Actions that have no participants will not be planned because that means that you do not have enough interest to put this action as a priority.</li> <li>4. Then we will start again with <b>the second half of the actions</b>.</li> <li>5. Then you will split into action planning groups for the first round of action planning.</li> </ol> <p>At his moment it is very important for you to make clear to all participants that they are going to propose actions that they will implement themselves. That they will propose actions and commit to them.</p> <p>It is better to do two rounds of action planning. Nevertheless, if you do not have enough actions to fill two rounds consider doing just one with more time for planning, for presenting and for feedback and correction.</p>		
09:50 10:50	60’	<b>Filling the action plan – Round 1 (Session 9-1)</b>		
	60’	<p><b>Introducing session 9</b> The action planning will be organized as following:</p>	Participants fill in an <i>action planning sheet (S9-S2)</i> and an	Plan actions in detail

Time		What?	How?	Why?
		<ol style="list-style-type: none"> <li>1. You will fill the <i>action planning sheet</i> with all required information. You have 20' for this.</li> <li>2. Each group will present the action to another group and receive feedback: what is not clear, what is contradictory, which information is missing? You will have 20' for this.</li> <li>3. The group will complete the action during 20' minutes and produce the <i>action planning flip chart</i>.</li> </ol> <p><b>Questions are:</b></p> <ol style="list-style-type: none"> <li>1. What is the title of the action?</li> <li>2. What is the goal?</li> <li>3. What is going to happen?</li> <li>4. Who is doing it?</li> <li>5. Where does the money comes from? How much does it cost?</li> <li>6. What are the risks?</li> </ol> <p>Here you will go through the groups and question them about their actions, support them into consolidating their arguments and detailing their action.</p>	<i>action planning flip chart (S9-S1)</i>	
10:50 11:50	<b>60'</b>	<b>Filling the action plan – Round 2 (Session 9-2)</b>		
	60'	<p>The action planning will be organized as following:</p> <ol style="list-style-type: none"> <li>1. You will fill the <i>action planning sheet</i> with all required information. You have 20' for this.</li> <li>2. Each group will present the action to another group and receive feedback: what is not clear, what is contradictory, which information</li> </ol>	Participants fill in an <i>action planning sheet (S9-S2)</i> and an <i>action planning flip chart (S9-S1)</i>	Plan actions in detail

Time		What?	How?	Why?
		<p>is missing? You will have 20' for this.</p> <p>3. The group will complete the action during 20' minutes and produce the <i>action planning flip chart</i>.</p> <p><b>Questions are:</b></p> <ol style="list-style-type: none"> <li>1. What is the title of the action?</li> <li>2. What is the goal?</li> <li>3. What is going to happen?</li> <li>4. Who is doing it?</li> <li>5. Where does the money comes from? How much does it cost?</li> <li>6. What are the risks?</li> </ol> <p>Here you will go through the groups and question them about their actions, support them into consolidating their arguments and detailing their action.</p>		
11:50 13:00	70'	<b>Commit to actions (Session 10)</b>		
		<p><b>Introducing session 10</b></p> <p>Thank you for the work you did on the actions. We are now going to present them through an exhibition. Then you will be able to commit yourself for some of the actions:</p> <ol style="list-style-type: none"> <li>1. We will pin all <i>action planning flip charts</i> on the wall and we (moderators) will present them in a short way (go for 2' per action, so that you have 20 to 30 minutes presentation time).</li> </ol>	<p><b>Plenary</b> and then <b>individually</b> or in <b>little groups</b></p> <p>Be sure to have enough room to put all action flip charts on the wall. If needed you can take the time line</p>	

Time		What?	How?	Why?
		<p>2. You will have 40' to "visit" and see the actions you want. If someone that planned the action could be there to answer questions, that would be great. But if the planning group is away looking at something else, it is ok. People having questions about this action can put them on post-its. We are not at the end of the process: it is the beginning of your actions. So you will have to work on them further.</p> <p>3. We also give you six sticky dots and ask you to put them on the actions you think are priorities for our region. Rules are the same as on the first day: you can put all dots on one action, you must not put all dots.</p> <p>4. If you are interested in the further planning of an action, we invite you to put your contact in the place that is dedicated to this on the flip chart.</p>	<p>down at this stage.</p> <p><i>Many sticky dots</i></p>	
13:00 13:30	30'	<b>Conclusion and Evaluation (Session 11)</b>		
13:00 13:10	10'	<p><b>Evaluation</b></p> <p>Thank you for all this work. We are going to close the Future Search. For this would like to have your opinion on the process. So please fill in the evaluation form. You have 10' for this.</p> <p>During evaluation, go through the result of the vote on actions and pick the most voted. Give a feedback to the group on this.</p>	<p><b>Plenary</b></p> <p><i>Evaluation sheet (S11-S1)</i></p>	<p>Evaluate the process</p>



Time		What?	How?	Why?
13:10 13:30	20'	<p><b>Goodbye</b></p> <p>You did a great job in the last two days. You have produced more than X actions. And most importantly, you worked on a common ground for action in your region. As key stakeholders of mobility, this will have a great impact. And that is now the very central message: you started a process and we hope that you are motivated enough now to go on with it. We would like to remember you that the idea behind Future Search is to empower the group to go on by itself. Nevertheless, we would like to propose you to fix a date for a follow-up day. This would be in six months and we would all meet again to assess the progression of the realization of the action plan.</p> <p>Now before we all leave, we would like each of you to say a very short word on the experience you had. But very short: we are 60 people so if each of us take a minute, we stay one hour more.</p> <p>Say goodbye, thank participants.</p> <p style="text-align: center;"><b>Congratulations! You did it!</b></p>	<b>Plenary</b>	Thank participants, prepare next steps



## 3.2. *Facilitation tips and tools*

These tips and tools are there to support you in your role as a moderator. They are organized in different sections that cover the basic skills you will have to employ in order to make the workshop a success. For an overview of the content (methods and tips), see mind map at the end of the document.

### 3.2.1. **Moderation basics**

#### 3.2.1.1. *Your role: to stimulate and to support the group*

You are here to **stimulate** and to **support** participants as they progress in the creation of a common vision and action plan. In this role you will have to respect some basic rules:

- Be neutral: you are here to guarantee that everyone can speak and that all ideas are heard. You are not here to give your opinion. Stakeholders have interests, you have interest and they may collide. But for these three days you are out of the discussion.
- Pay attention to participants and to the dynamic of the group (you are the person who will make the group feel comfortable; the energy of the group may change during the process, don't hesitate to talk about your perception and let the participants react).
- Focus on the process (not on the content which is the responsibility of the group). Your role is to gather ideas, to aggregate opinions and individual thoughts, to facilitate the shift from individual intelligence to collective intelligence. This requires to organise the discipline in the group (respect the timing, give room to everyone to speak).
- Take notes, before it is too late. Often you will think that you will remember the key elements of the discussion, but as you concentrate on the process, you will forget these arguments very quickly. So if something strikes you, note it (and make sure that one person in the organisation is in charge of preparing the minutes of the meeting – it can't be you as facilitator).

#### 3.2.1.2. *Giving Instructions*

Your job during the workshop will be to give the rhythm and the instructions for achieving the objective and the process of the FS. **Make this explicit to the group, and make sure they understand that you are there to guarantee that the group will reach its final destination at the end of the programme.** You don't do that to frustrate them, but to make the final results happen.

At the beginning of the process, thank the participant for being here, and re-explain the general programme. It is at that time that you explain that the FS rely on the contribution of everyone and that it is very important to respect the time. The presence of everyone is necessary.



At the beginning of each session you will:

- Explain the **name**, **goal**, and **reason** of the session (see facilitation guide for details on this).
- Distribute the needed **material**: working sheet, post-its, flip charts, etc.
- Explain what participants are invited to do: e.g. *“you are going to answer following question individually, then you will share your ideas in a subgroup, then we will share the results in plenary”*.
- **Explain how** participants will work during the session: e.g. *“you will use post-its and put one idea on each, no more”* or *“you will fill the flip chart on your table”*.
- Give the **timing** very clearly: *“You will have 5’ for the individual work, then 15’ for the group work. So at 09:30 we will share in plenary.”*
- Give **time signals** before the time is over (two more minutes, one more minute) and help the participants to switch to the next phase.

Do not hesitate to remind to the participants what the instruction are (e.g. you have invited them to work individually and you hear that they are talking together, or you have invited them to talk together and you see participants reading documents without talking). In doing this, pay attention to following tips:

- Your voice and your tone: slow but not too slow, stimulating but not too much, clear (**put your microphone on your chin**).
- Do not hesitate to repeat instructions. **ALWAYS** ask if participants understand the instructions you give, the questions they have to answer. If someone does not, explain again. It is probably not the only person who does not understand, but the only one who dares to say it!
- Be clear, avoid complicated or conceptual words, long sentences.
- Don't forget practicalities. They are very important:
- 60 people in a room produce a lot of CO<sub>2</sub>: be sure to let fresh air in the room regularly.
- Toilets, breaks, lunch times are important information to give at the beginning
- Light and sound are factors that can foster or hinder work. Be sure to have enough light, to have a good isolation of subgroups so that they can speak at their table without hearing other subgroups too much.

### 3.2.1.3. *Plenary Session*

When you work in plenary, be sure to:



- Have silence in the room. 60 people are a lot. Three days are long. You don't want to have a loud room all the time. So ask the group to keep very quiet during plenary sessions. Explain to the participant that the future search success relies on the participation of everyone. Respect of time is important, respect of the person who speaks is also very important. Tell them that there will be time for everyone to speak. Ask them not to answer phones during the session, and if there is an absolute need for that, ask them to leave the room during the call. If two or a small group start to speak and do not respect the person who speaks, say that this is very annoying and that if they can not wait for the break, they can leave the room for a few minutes to end their discussion.
- Make group reporter get up and speak **loud, clear and slowly**. Make sure the participants understand **they do not have to speak to you but to the group, and that there is only one way to hold a microphone to be heard by the group (namely on the kin)**.
- Before writing down the idea, be sure that it is understandable. If not ask to repeat with other words.
- After writing down, repeat the idea loudly and ask: is that what you wanted to say?
- Go on with next idea.
- Do not forget to give feedback to participants. Speaking aloud in a room with people that might be your superiors or we do not agree with is demanding. For example: *thank you for this idea, for this proposal*.

### 3.2.2. Moderation advanced

Create conviviality in the group, speak in a non-authoritarian manner and take a posture of inviting the participants to do what is required, explaining why.

As the work with the group will advance, ideas are going to grow in complexity and participants are going to feel more and more confident in arguing for their ideas. But they also will mix ideas and may become not as clear as in the beginning. You will have to handle this complexity.

A first very important tool for this is **reformulating ideas** that are presented. For this, you will have to say again what participants said with other words and ask them: Is that what you want to say? If it is, not participants will correct you.

*Participant: bikes are not a solution.*

*Facilitator: so you say that we should not use bikes.*

*P: No, I say that bikes are not a good way to reduce auto transportation.*

The second important tool of advanced moderation is to **push participants to give arguments** for their ideas. Ask the people why they say something, how they came to the idea, what are the consequences of it, the advantages and drawbacks, etc.



*F: So you say bikes are not a solution for sustainable mobility. But why?*

*P: Because people won't take their bike when it rains.*

*F: So you say that it is a problem of climate and motivation more than infrastructure.*

*P: Yes, but infrastructure is also a big problem.*

*F: what do you mean: if we had a perfect grid of bike lanes, people wouldn't matter the weather?*

*P: It may be the case, but for that we would have to carry an opinion poll or a test.*

*F: OK so I write down: Bikes may be a solution to reduce auto use if the grid of bike lanes is sufficient and if we are sure that people would use them (opinion poll, test).*

In such an interactive process, it is important to ask for feed-back from the group. If you perceive that the group needs more time than the time allocated, invite them to stop for one minute, and ask to the group where they are, how they feel.

### 3.2.3. Group Dynamics basics

Future Search aims at getting the whole system in a room. The idea is to let different individuals become a group by a process of **sharing ideas and visions, wishes and plans**. A future search is a unique moment, and each group is very particular. Acknowledge the richness of the diversity of the group and help each member to understand that this group is going to achieve something very special, that will have a huge impact for the quality of life of the citizens of the area. But also by **working** very intensively **on precise and short tasks**.

At the beginning of the FSW, you will have individuals put in a new situation. Stakeholders are used to frontal settings (conference room with speakers and presentations). They also may know each other from very conflictive situations (ngos and politicians, or firms and administration for example). So the first task for you will be to get them to speak with another. For that you can use standard ice breakers. For example:

- Asking questions with hand vote answer at the beginning. Where the people come from, where they work, how long they travelled, how, etc. (see facilitation guide for examples). Take some questions in relation with the topic you work on.
- Speed-dating. This is a very efficient way to let people know each other in a very short time. You may use it as an efficient ice-breaker.

Coffee breaks are important. They allow informal discussions, laugh and reduce the pressure. Participants are free to speak to who ever they want, which is normally not the case in the subgroups (see below).



### 3.2.4. Group Dynamics advanced

The group you will work with will be composed of very diverse people. You will surely have loud-mouth and timid participants:

**Some participants will speak more than others.** That is normal, but take care to identify these participants and do not let them monopolize the time. Do not hesitate to politely cut them. For example: *“I hear what you say, thank you. May we now hear another idea?”*

**You may have to deal with a real “trouble maker”:** someone bringing destructive arguments and criticizing the method. You cannot do much against this. These participants are important because they allow a discussion on the process. But do not let them destroy the group dynamics. A way to deal with it is to receive the critics and to re-explain the goal and framework of the future Search Workshop:

*P: “I am very sceptical about the results of this process. What are we doing? We sit there and talk and talk but the real responsible are politicians that do not do anything. We need a change there. And the Future Search is just a communication strategy”*

*F: “Thank you for this remark. I understand your scepticism. But the result of the Future Search depends on us here all. It is a neutral method. If you engage yourself and the politicians do, it will be a success. This is a collective work.”*

**On the contrary, you will have timid participants.** Be sure to identify them and to speak with them during the process. Ask how they feel and if they are ok, if they want to say something. Ask if it is ok if you ask them questions during plenary sessions. Remind all participants that each idea is legitimate.

One very important element of group dynamics will be your capacity to **address participants personally**. Try to learn six names each session. At the end you will have learn all participants' names. Whether you choose the formal way (Mister X) or the non-formal way (Peter) is your choice. But choose one way and stick to it.

Future Search is a very intensive process. The straight timings create a lot of **frustration**: participants always want more time to discuss and exchange. Be aware of that but stick to the timing. Frustration is part of the process and allows participants to concentrate on the essential information. You could always need more time, but it may not bring much.

To support the group dynamics, you will have to foster the links between ideas coming from the group. For example it is very important for you to periodically look at the past sessions (diagnostic, present, etc.) in order to look if some comments were made that have a relation with ideas that are presented in the future part.

### 3.2.5. Aggregation basics

Aggregation is a crucial process in a Future Search because it allows the shift from individual



opinions and ideas towards common visions, shared opinions.

### 3.2.5.1. Qualitative

Qualitative aggregation consists in asking participants about the result of their discussion. It is a plenary moment. In order to give a structure to this moment you can use diverse tools:

**Time line:** this is the first tool you will use for aggregation. Participants will have to give striking events in relation with mobility. Be sure to make the time line big and long enough in order to place all post-its that will be produced.

**Mind Map:** the goal of a mind map is to sort the ideas that are presented. You will have to create some logical blocs of ideas. A good way is to stick directly post-its on the map so you can move them if needed and group them dynamically in order to reflect the progression of the group. The goal for you is to create categories and to name them. For example:

*P1: I have written: one future trend is going to be the growing importance of mobile devices.*

*F: Thank you, so we will stick it here and create a category called: influence of mobile devices on mobility.*

*P2: I have written down: a very important trend is going to be the development of digital infrastructures.*

*F: thank you, so I propose to create a category called Influence of new technologies of information and communication and put the two post-its in it.*

**Pros and cons:** with this kind of aggregation you will help the group to put on the table differences, to visualize them. This step is important to acknowledge the complexity of the reality in a visual way. In future Search pros and cons are for example the basis of the session on the present situation: participants are asked what they are proud of and what they regret in the region. This is a way to work on pros and cons. The same happens during the action planning: there participants have to look for the goals and aims of the action (pros) but also for possible drawbacks and risks (cons).

### 3.2.5.2. Quantitative: vote

Voting is the best known form of quantitative aggregation. There are many forms of vote, like majority, proportional, weighted, etc. In the process of Future Search you will mainly use two kinds of vote:

- **The weighted vote with sticky dots.** This vote will be useful on day 2 of the Future Search in order to prioritize the values presented during the session on common ground and then on day 3 in order to prioritize the proposed actions.
- **Veto / Red Card.** This will allow you to become a feedback from the group after having given



instructions for a session. You will have to prepare red pieces of paper and to put them on each tables. Participants that do not understand an instruction or an exercise will be able to raise the red card so that you can explain again what they have to do.

### 3.2.6. Aggregation advanced

#### 3.2.6.1. Qualitative

Sometimes you will have to employ a more advanced form of aggregation as you will have to summarize contents coming from participants. There is no general rule to do this but here are some tips:

- Work with post-its as you can move them and stick them together.
- If you have a doubt, ask participants. They know what they mean when they write an idea.
- The topic you will work with may lead to some “natural” categories. Based on the experience of the European Future Search, at least six categories might appear: infrastructure, education/information, habits of mobility, coordination and governance, participation, new technologies.
- Take the idea on a post-it to name the category. Some participants will write catchy words or formulas that will apply to various ideas.
- After aggregation, give a feedback to participants. What are the categories, which is the most produced idea.

#### 3.2.6.2. Quantitative

Pay attention to the group production and comments. If you feel that they need clarity about which are their priority, you can decide to organize a vote. Example taken from EFSW:

*P: I do not see why we do a list of values that may not be compatible. We have many values and no logic in it.*

*F: Thank for this remark. What we propose you to do know, is to “put order” through a vote. Then we will see which are the values that are the strongest in the group, in order to support you as you will develop actions.*

### 3.2.7. Deliberation basics

Human beings like to speak with another, to discuss, to give their opinion. But this alone does not guarantee that you have a situation of deliberation. Deliberation means – in theory – that **the best argument will prevail**.





### 3.2.7.1. *Rules for good dialogue and Deliberation*

These rules are distributed at the beginning. Be sure that all participants have them and read and understand them. Take five minutes so that participants can read them individually.

During the whole process, you will have to pay a great attention to the invisible part of the good deliberation, the one consisting in creating and maintaining ideal conditions for deliberation. Here some tips and advices:

You need a deliberative setting of the room: you should have tables with chairs and not a frontal setting. Be sure that we have enough walls with room for sticking the productions and let all paper boards during the three days.

Provide fresh air and a good climate: open windows during coffee breaks, gather old papers on tables regularly, do not hesitate to take participants outside for a walk, etc. Don't hesitate to propose a walk outside, inviting the participants to find a person they do not know, and have a five minutes discussion on the topic you are discussing; when you are back in the room with the participants, let the microphone circulate and take note of the new points.

During subgroup works go to the tables and ask if the group is doing well, listen during five minutes if everyone comes to word.

During plenary session, do not hesitate to ask the subgroup if the report was correct, if anyone wants to add something. You often will be rewarded with a new insight!

Ask reporter to change from session to session.

### 3.2.7.2. *Levels of deliberation*

Deliberation happens at three levels: individual, subgroup and plenary, although the last one is the least deliberative level.

- Individual deliberation is the moment were you ask participants to take five minutes to think individually on a topic. This moment is very important. Participants can make clear what they actually think. It is very central to keep the group quiet during this time. Be ferm!
- Subgroup deliberation. This is the moment in which individual preferences and opinions are shared and discussed. The main factor here is time. So pay attention to the subgroups. Give a tour and ask if the groups need more time. If a majority of them really do, let more time. BUT if just one group is not ready, do go on. See also timing section for this.
- Plenary: this moment is more aggregative. But deliberation may occur when a discussion starts on one report or when contradiction comes from the group. In this case you may take a short moment to dig the topic a bit more. BUT as a standard, do not extend deliberations in plenary sessions. **You will loose the attention of the great majority of the participants very quickly.**



### 3.2.7.3. Working Sheets

Working sheets are the backbone of the deliberation process of the group. They allow groups to stay focused on their work, they are a written version of the questions, they allow for a more precise protocol than what is said by the reporters. They **represent the result of the discussion**. Be sure to collect all working sheets and to be clear with participants that they have to fill it and give it to you!

### 3.2.8. Deliberation advanced

For good deliberation to happen, you will employ random selection of subgroups periodically. At the best after each session where participants have to work in mixed subgroups.

During Future Search you will have to use the strength of collective intelligence. This will be more and more central during the process. So keep in mind the **dramaturgy** of FS:

- Make a diagnostic and share opinions and facts
- Foster creativity
- Find common ground and differences
- Plan actions and follow up

During the three days, you will have to make this progression clear. For each starting session, remind participants the reason why you do this work and how deliberation is conceived in this case.

One important feature of Future Search is to **alternatively work in Mixed Groups and Stakeholder Groups**. This changing is very important:

- In mixed groups, participants are forced to work for “the common good”, they can not just defend their interest. This sort of group is interesting for example as you will have to develop the scenarios.
- In stakeholder groups, participants can take time to share on their interest and make it clear. This is central in order to start with a realistic basis for action. You will use this kind of group for the diagnostic of the present situation for example.

### 3.2.9. Evaluation Basics

#### 3.2.9.1. Qualitative

Evaluation is an often neglected but very important step of the process. At the end of the day, ask participants how they feel:



Directly or

by asking more precise things: how frustrated are you? How confident? What is the most difficult thing that happened today? The best one? How do you feel with the process?

Ask them to give their feeling in **one word**. This exercise may seem long if you have 60 participants but it is really useful because participants take time to think about the day and all of them say something and not just the loudest.

### 3.2.9.2. Quantitative

At the end of the three days, you will have to make a more quantitative evaluation. This will be made in coordination with ISIS.

You can also do a quantitative evaluation during the process by asking questions to be answered by hand vote. For example: *who is 100% confident that we will produce a good action plan? 90%? 70%? 40%*

### 3.2.10. Time and information management

#### 3.2.10.1. Managing the macro timing

The timing of Future Search is quite easy to manage because sessions are clearly defined. The structure of the process gives a real dramaturgy so you won't have to fight much to take the group with you in this journey.

**Day 1** is the key point in creating the group feeling. Through the work on past and present participants will grow together. The shared diagnostic will give them a strong basis to work on. The difficult part during this day is to manage the timing of the time line. Participants will want to tell stories and you will have to choose to ear some but not all in detail.

**Day 2** is all about future. Participants will want more time, they will want to keep on speaking and sharing. For you it could be difficult to manage the creative moment in which many ideas will emerge and participants will want to go on with their scenario.

**Day 3** is much shorter and here you will have to be very attentive not to accumulate delays in the timing. It is very important to make clear that actions proposals must be presented in a synthetic way.

#### 3.2.10.2. Managing the micro timing

During each session you will have to cope with the question of time. If you are late at some point – and you will – you will need to gain time again. Here are some general rules and tips for this:

- **Create time keepers at the tables:** before starting a session, ask who is going to be the



time keeper. This person will have to look at this and will have to change.

- **Do not shorten moderation times.** It is better to take five minutes more for explaining well the session that comes and to answer the questions on the method than to explain quickly and let subgroups lost a lot of time in guessing what they really have to do.
- **Subgroups work can be shortened.** For this to work, go around and hear and ask at each table: are you ready? Can we go on? I let you three minutes more, is it enough? If the majority of the group is ready, then you can shorten the deliberation.
- Aggregation times are very time consuming: if each of 60 participants say something short, no longer than a minute, you already have an hour of aggregation. So here you can give some rules:
- Tell participants to be short and stick to the idea.

As you start the aggregation, say: *“we will ear an idea from table one. If someone in the room as the same idea or a very similar idea, please rise your hand and we will pick up the pos-it / write the number of times this idea has been given of the mind map”*.

You may have participants coming too late. To handle them, you can go to them and ask to introduce themselves after the end of the current session.

### **3.2.10.3. Working with Background Info**

A Future Search normally works without official inputs or presentations. Nevertheless, participants will propose you to bring some material, to prepare a presentation. You will have to refuse these propositions and offer participants to bring the information with them and to present it during the subgroup discussions.

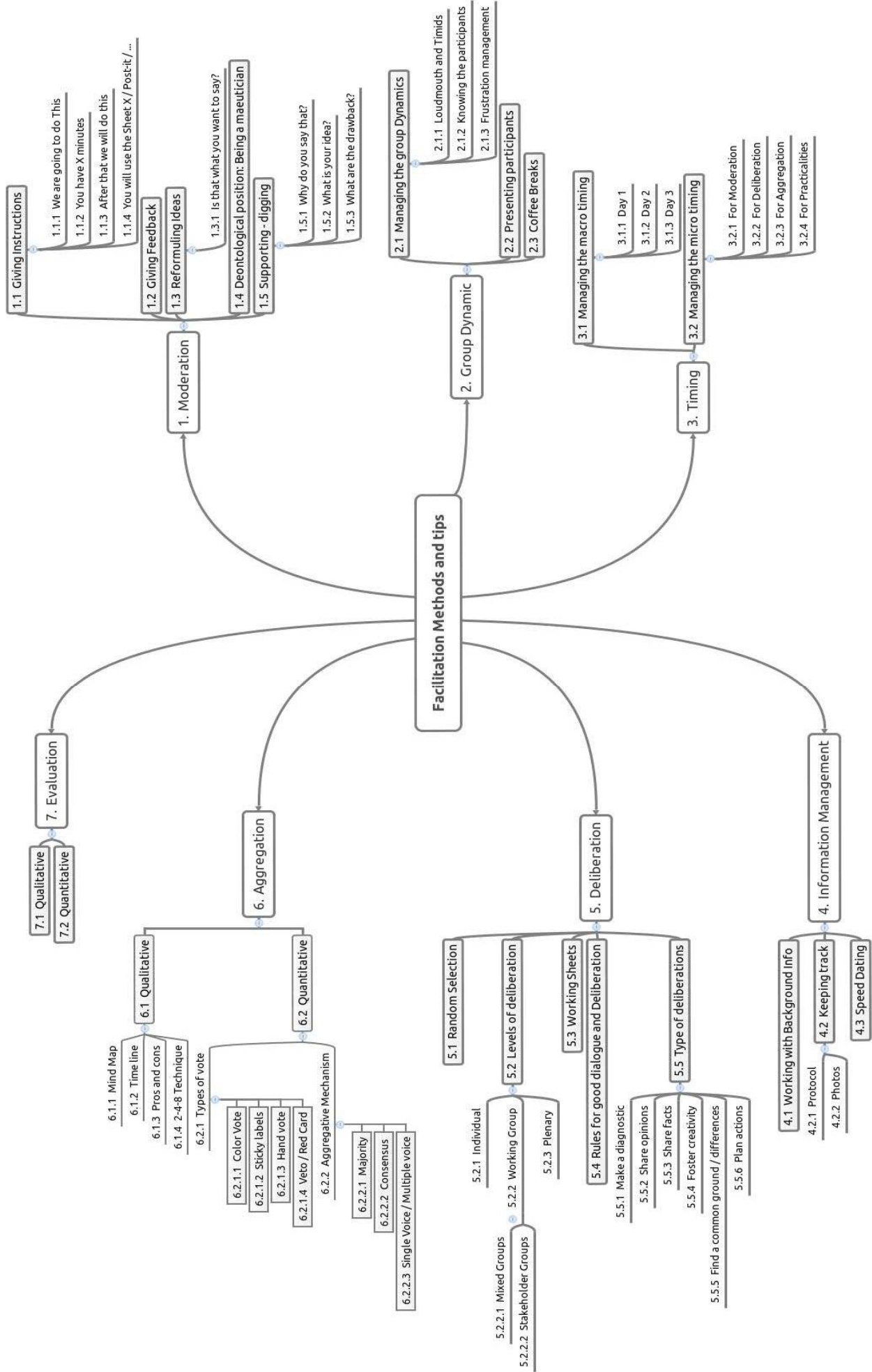
### **3.2.10.4. Keeping track**

You will have to take minutes from the Future Search. Do not forget to have someone doing this in your team for each plenary Session. It is important to write down key informations and remarks from participants.

Keeping track means also taking photos from the production of the group, the mind-maps, the time-line, the scenarios, Etc.

Also keep working sheets in order to be able to have informations available after the Local Future Search Workshop.

It is better not to have observers in the room that may disturb the group. For the Local Future Search Workshop you will have an exception as twinning regions will be present. You may also allow a journalist to observe the process. But be sure not to have too many observers.





## 4. Write results report

### 4.1. *Reminder*

This is the last important part of the LFSW. In order to be able to produce a good results report, be sure to pay attention to following rules:

- Take photos of all results, mind maps, votes, sessions.
- Take notes during the three days in the template we provided you.
- Gather all working sheets of participants after each session in order to have all information.

### 4.2. *Homework*

Fill in the result report.

Congratulations, you did it, you organized a Future Search Workshop!



## 5. Annex 1: Working sheets for the FSW

### 5.1. Rules for time keeper

[Here the catch phrase of your LFS: for example Agenda per il Futuro della Mobilità nelle Marche - Laboratorio Future Search in Regione Marche]

#### Rules for the time keeper

During following days, you will often work in little groups.

For each session of work you will have a given time to answer given questions.

It is very important that you keep an eye on the time. The front moderator will tell you how much time you have and remind you of it. But please, for each working group, choose someone at your table who is going to be the time keeper. The time keeper will:

1. Look on the watch at the beginning of the session
2. Pay attention that everyone at the table can say something

These two simple rules will allow us to be very effective and to work in a good atmosphere.

Thank you very much.



## 5.2. Future Search Handout

[Here the catch phrase of your LFS: for example Agenda per il Futuro della Mobilità nelle Marche - Laboratorio Future Search in Regione Marche]

### Future Search Workshop

Bringing the “whole system in a room” for better decision making

#### 1. History

The Future Search Workshop (FSW) has historically two independent sources. The one was the German *Zukunftswerkstatt* (“Workshop of the Future”), originally created and engineered at the beginning of the 80’s in order to allow ordinary citizens to participate in urban planning to achieve a “democratization from below” from such processes. The other source is the North-American Future Search Conference, developed at the beginning of the 90’s and aiming at accompanying organization in the search of a common ground on which building a better future. By the beginning of the new century, the two models merged to give birth to the Future Search Workshop.

#### 2. Conditions for success

FSW rests on four main conditions for success:

Get the “whole system” in the room. This means that all parties having a stake in the outcome should be invited and motivated enough to come so that the working group represents a significant cross-section of the stakeholders.

Act following the Funnel principle: start by exploring the larger context before seeking to fix any part. Get everyone talking about the same world. Think globally, act locally.

Be sure to put the common ground and the future in the focus of the work while treating problems and conflicts as information, not action items.

Encourage self-management and responsibility for action by participants before, during, and after the future search.

#### 3. Process

The FSW is typically articulated around three stages (see image):

**Critical diagnostic:** during this step, participants analyse the current situation of the topic of the conference (for polySUMP, mobility): they reflect on the past evolutions of their environment, trying to find out what they have in common and what makes them different. They then work on the same way on the present situation. They finally explore the structural trends that are going to influence their field of action in the future.



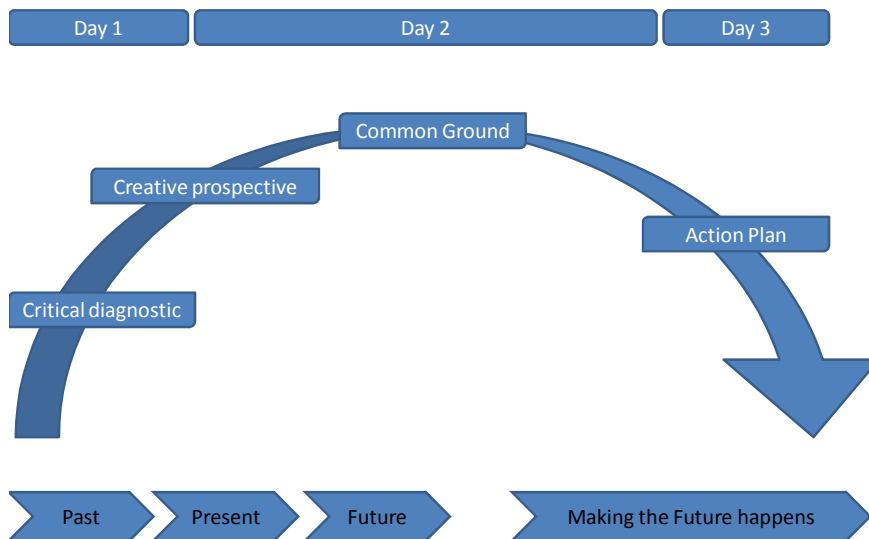


**Imagination and common ground:** during this step participants become the opportunity to develop visions of an utopian and perfect future, without any obligation to be realistic. They share this vision with the other participants and develop scenario i.e. stories depicting how this utopian situation was reached. All participants then define their common ground and shared principles of actions to reach this desired future. They also write their differences and dissensions down.

**Building an Action Plan:** during this third step, participants focus on the formulation of concrete projects and actions based on the visions previously developed. They work with the help of a structured guideline (Name of the action, stakeholders, goals, finances, needs, risks and chances, etc.)

#### 4. After the Workshop

The result of the three days is a document with Actions (what we are going to do) and Task forces



(who from the workshop is going to do it). The different task forces are autonomous and they have to organize themselves after the three days. That is the reason why it is highly recommendable to fix at the end of the 3-days event a date for a follow-up meeting in which participants will be able to report what they already done, what they plan and what help they need.

#### Further readings

<http://www.futuresearch.net/index.cfm> (Network of Future Search Conference Organizers).

<http://www.futuresearch.net/method/applications/sectors-11047.cfm> (Example of a process on transportation in Utah).

Weisbord, Marvin et al. (1992): *Discovering Common Ground*, Berrett-Koehler. (the basis book on FS conference).



### 5.3. Programme

[Here the catch phrase of your LFS: for example Agenda per il Futuro della Mobilità nelle Marche - Laboratorio Future Search in Regione Marche]

#### Programme

[Here you will have to put the good timing]

Day 1 (09:00 – 18:30)

Morning: Arrival and inscription

Lunch (12:00 – 13:00)

Afternoon (13:00 – 18:30)

Introducing the EFSW: Why are we here? What are we going to do? How?

Presentation of the group

A shared diagnostic: looking back

Coffee Break

A shared diagnostic: present situation

Day 2 (09:00 – 18:30)

Morning (09:00 – 12:15)

Mobility in poly-centric Regions: Future trends

Coffee Break

The future we want: Creating a Vision for poly-centric sustainable mobility

Lunch (12:15 – 13:15)

Afternoon (13:15 – 18:30)

The future we want: Creating a Vision for poly-centric sustainable mobility

Coffee Break



Finding a Common Ground for action

Day 3 (08:30 – 13:00)

Morning (08:30 – 13:00)

Shaping an action plan for poly-centric sustainable Mobility in our region

Coffee Break

Filling the action plan

Evaluation, Conclusion



#### **5.4. Rules for good dialogue and deliberation**

[Here the catch phrase of your LFS: for example Agenda per il Futuro della Mobilità nelle Marche - Laboratorio Future Search in Regione Marche]

##### Rules for good Dialogue and deliberation

We are going to work three days together. Each of us brings a lot of knowledge, expectations, experience. We are going to share these resources in order to think about and foster a more sustainable mobility in poly-centric regions.

For this to happen, it is vital that we all feel respected and comfortable with the process. We therefore encourage you to become familiar with following rules for good dialogue and deliberation:

- Think on three levels: your personal interest (what do I think as a citizen, as an engineer, as a politician), the interest of your organization (what does my administration thinks about it, my firm) and the interest of the community (what would be good for us all). These three levels are all legitimate and important and have to be defended here.
- Treat everyone with respect.
- Listen carefully to what others have to say and ask into details.
- Don't interrupt each other.
- Take part in the discussion.
- Focus on the subject.
- Keep comments brief and to the point.

During the Workshop, we are going to work in subgroups. The facilitators will each time give you a precise job to do. For the group to work efficiently, we ask you to pay attention to following recommendations:

- Choose someone who is going to report the result of the work of your group. This person is responsible for filling the working sheets you will receive.
- Make sure that all participants feel free to speak in the dialogues and discussions. Take time to listen to what others have to say and ask if you do not understand.
- You do not need to reach a common agreement at the table. So be aware of differences and report them during plenary session if there was a discussion / a disagreement.



### 5.5. A shared Diagnostic – Looking back

“The past is an introduction to the future” (Weisbord 2010)

If you consider the 30 to 50 years that passed:

1. Which were for you the most important events of your life concerning mobility?

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2. Which were for you the most important events in your region concerning mobility?

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3. Which were for you the most important events in Europe and the world concerning mobility?

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## 5.6. *A shared Diagnostic – The present*

Mobility in our region: present situation

If you now consider the present situation of mobility in your region:

1. What are you particularly proud of? What are the best practices?

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2. What do you regret the most? What are the worst practices?

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**5.7. Shared Diagnostic – The future**

A shared Diagnostic – Future Trends

If you now think about the 30 to 50 years that come:

1. Which are the trends that are going to impact mobility (in bad or good) in your region and your country?

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2. Which are the trends that are going to impact mobility (in bad or good) in Europe and more generally?

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## 5.8. *The future we want*

Invent the Future you desire and wish

Today is the [DATE] of 2050. Your region has just won the Nobel Prize in sustainability for being the most sustainable region in the World in matters of mobility.

1. How is the day-to-day reality of the region? How do people move? Do they move? How do the technologies, the regulation, the governance structures look like? Explain!
2. What happened? How did you managed this? What were the key moments, the key decisions? How did you organize the change? Which obstacles had to be overwhelmed? How? Tell us!

Create the scenario you wish, the future you want. This moment is for you to be free. Use your **imagination**.

All forms of presentation are allowed and wished: you may produce a piece of theatre, a series of interviews, a sculpture, a painting, a text, a video, ... whatever you want!





### 5.9. The Future – Finding a common Ground

Finding a common ground for action

1. Please think about three values, three goals and three milestones you find important for reaching the future you wish

- 1
- 2
- 3

- 1
- 2
- 3

- 1
- 2
- 3

2. Which are in your group, the values, goals and milestones that are shared by all of you?

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2. Which are in your group, the values, goals and milestones that are not shared by all of you?

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5. Where does the money come from? How much does it cost?

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6. What are the risks? What must be particularly monitored, well prepared?

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7. Other important points

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### 5.12. The future – Action planning flip Chart

Number of the action	Title of the action	Room for sticky dots
Goal and objectives		
Description of action (process, agenda, measures, etc.)		
Governance and responsibilities		
Evaluation of success		
Finances (costs and funding)		Room for post-its of other participants for comments
Risks		
Other important points and information		
Working group: Names and contacts of interested participants		



### 5.13. Evaluation

## Stakeholders Questionnaire

### Evaluation of Local Future Search Workshop

The purpose of this questionnaire is to tap on your impressions of the Local Future Search Workshop of the Poly-SUMP project – so that we can learn and become better in subsequent events at the local level. Note that this is NOT a test and therefore there is also no ‘right’ or ‘wrong’ answer to the following questions. We welcome all inputs, positive and negative. In order to safeguard your privacy and confidentiality, your answers will remain anonymous. Please answer the questionnaire, enclose in the attached envelope and return to ..... at the end of the workshop.

To start with ...

**What motivated you to apply to participate in the Poly-SUMP Future Search Workshop process and what were your expectations?**

**How would you assess your level of knowledge on the following subjects PRIOR to this Workshop?**

*Sustainable Urban Mobility Plan (SUMP)*

No knowledge whatsoever

Had heard about it but no more

Learned about it in preparation of this meeting

Had a pretty good knowledge



*Future Search Methodology*

- No knowledge whatsoever
- Had heard about it but no more
- Learned about it in preparation of this meeting
- Had a pretty good knowledge

**Please assess what you have learned during the last three days:**

- Have learned a great deal
- Have learned a little
- Have learned nothing at all

Quality of the experience ...

**How satisfied are you with the workshop sessions? Please rate on a scale of 1 (not at all) to 5 (very much)**

*Overall satisfaction*

- ○ ○ ○ ○  
1 2 3 4 5

*Introducing the European Future Search Workshop*

- ○ ○ ○ ○  
1 2 3 4 5



*Mobility in poly-centric regions: a shared diagnostic - Input from the Regions*

- 1
- 2
- 3
- 4
- 5

*Mobility in poly-centric regions: a shared diagnostic - Looking back*

- 1
- 2
- 3
- 4
- 5

*Mobility in poly-centric regions: a shared diagnostic - Our present situation*

- 1
- 2
- 3
- 4
- 5

*Mobility in poly-centric regions: a shared diagnostic- Future trends*

- 1
- 2
- 3
- 4
- 5

*Creating an European Vision and Framework for polycentric sustainable mobility*

- 1
- 2
- 3
- 4
- 5

*Finding a Common Ground for action*

- 1
- 2
- 3
- 4
- 5





1      2      3      4      5

*Shaping the Action Plan blueprint*

1      2      3      4      5

*Filling the Action Plan blueprint*

1      2      3      4      5

Quality of the discussions and materials ...

**How satisfied are you with the discussion elements of this workshop? Please rate on a scale of 1 (not at all) to 5 (very much)**

*Overall satisfaction*

1      2      3      4      5

*Moderator*

1      2      3      4      5

*Inputs to the discussions (presentations and other documents and communication tools)*



                         
1      2      3      4      5

*Quality of discussions*

                         
1      2      3      4      5

*Discussion outputs*

                         
1      2      3      4      5

Quality of the place and logistic ...

**How satisfied are you with the logistics of this workshop? Please rate on a scale of 1 (not at all) to 5 (very much)**

*Overall satisfaction*

                         
1      2      3      4      5

*Location of workshop*

                         
1      2      3      4      5



*Organization of workshop*

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- 1          2          3          4          5

*Transport modalities*

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- 1          2          3          4          5

*Accommodation arrangements*

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- 1          2          3          4          5

Summing up ...

**Name one thing you liked especially about this Future Search Workshop and one thing you did not like so much**

I very much liked ....



I did not like ...

**4. Did the workshop meet your expectations? Please rate on a scale of 1 (not at all) to 5 (very much)**

1      2      3      4      5

**5. What would you have done differently had you been involved in the workshop organization?**



6. What recommendations or expectations do you have regarding the next workshops?

7. Any other comments

**Thank you!**