

## Facilitation Strategy – Choosing Microstructures

<b>Day 1</b>			
<b>Session</b>	<b>Facilitation Technique</b>	<b>Intended Outcomes</b>	<b>Process Notes</b>
<p><b>Session 1: What are the critical assumptions and are they holding?</b></p> <p><i>Sample Questions:</i></p> <ul style="list-style-type: none"> <li>• What assumptions underpin our current strategy? What assumptions have we made vis-à-vis GoK and other international donors? Do our assumptions still hold?</li> <li>• Can we achieve our IRs as stated with the resources currently available?</li> <li>• What (new) assumptions underlie our current analysis/position?</li> </ul>	<p><b>1-2-4-All (pp.167-170)</b></p> <p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Introduce participatory model that will underpin the afternoon world café sessions.</li> <li>• Begin brainstorming assumptions.</li> </ul> <p><b>Guiding Questions:</b></p> <p><i>Stage 1-2 – Brainstorm Assumptions</i></p> <p>1a) What assumptions underpin the current strategy?</p> <p>1b) What assumptions have we made vis-à-vis GOK and other international donors?</p> <p><i>Stage 3 –Small Group Discussion</i></p> <p>3) Do these assumptions still hold?</p> <p><i>Stage 4 – Large Group Discussion</i></p> <p>4a) Do our assumptions still hold?</p> <p>4b) Can we achieve our IRs with the resources available?</p> <p>4c) What new assumptions underlie our analysis?</p>	<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> <li>• Participants familiarized with the participatory model underpinning the afternoon’s sessions.</li> <li>• All voices are in the room.</li> <li>• Initial list of assumptions brainstormed.</li> </ul>	<p><i>Stage 1 – Brainstorm Assumptions</i></p> <ul style="list-style-type: none"> <li>• 1 minute individual reflection on Questions 1a-b</li> <li>• Write each assumption on a different sticky note.</li> </ul> <p><i>Stage 2 – Brainstorm Assumptions</i></p> <ul style="list-style-type: none"> <li>• 2 minutes brainstorming in pairs</li> </ul> <p><i>Stage 3 – Small Group Discussion</i></p> <ul style="list-style-type: none"> <li>• 4 minutes discussion of assumptions in groups of 4-5</li> <li>• Sort sticky notes into piles of assumptions that hold and assumptions that don’t.</li> <li>• Identify the most important (2-3) assumptions in each category.</li> </ul> <p><i>Stage 4 – Large Group Discussion</i></p> <ul style="list-style-type: none"> <li>• 5 minutes quick report-outs from each small group (top 2-3 assumptions) – facilitator records on flipchart.</li> <li>• Before moving on ask if there is anything missing from the shared list.</li> <li>• 10 minutes (or whatever time</li> </ul>

			<p>remains of the session) whole group discussion about:</p> <ol style="list-style-type: none"> <li>1. Whether there is general agreement about which assumptions still hold</li> <li>2. Whether the IRs are still achievable as written given the status of old assumptions.</li> <li>3. New assumptions underpinning this analysis.</li> </ol> <p>NOTE: Collect the sticky notes at the end of the session; they might be useful on Day 2.</p>
<p><b>Session 2 – What are the critical assumptions and are they holding?</b></p> <p><i>Sample Questions:</i></p> <ul style="list-style-type: none"> <li>• How has our environment changed?</li> <li>• How is our environment changing in relation to the upcoming Stabilization and Association Agreement (SAA) with the EU?</li> <li>• Are other donors doing what we expected?</li> <li>• What is the impact – positive and negative – for our DOs/IRs?</li> <li>• What assumptions do we have about our environment going forward? In the near-term (6-</li> </ul>	<p><b>1-2-4-All (pp.167-170)</b></p> <p><b><u>Purpose:</u></b></p> <ul style="list-style-type: none"> <li>• Continue brainstorming assumptions.</li> <li>• Begin thinking about future scenarios.</li> <li>• Resist the urge to jump prematurely to successes/achievements.</li> <li>• Provide closure to Day 1 discussions.</li> </ul> <p><b><u>Guiding Questions:</u></b></p> <p><i>Stage 1-2 – Brainstorm Assumptions</i></p> <p>1a) How has our operating environment changed?</p> <p>1b) How is our environment changing in relation to the upcoming Stabilization and</p>	<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> <li>• Assumptions about the operating environment identified and analyzed.</li> <li>• Future potential changes in the operating environment identified.</li> </ul>	<p>NOTE: Same process as Session 1</p> <p><i>Stage 1 – Brainstorm Assumptions</i></p> <ul style="list-style-type: none"> <li>• 1 minute individual reflection on Questions 1a-c</li> <li>• Write each assumption on a different sticky note.</li> </ul> <p><i>Stage 2 – Brainstorm Assumptions</i></p> <ul style="list-style-type: none"> <li>• 2 minutes brainstorming in pairs</li> </ul> <p><i>Stage 3 – Small Group Discussion</i></p> <ul style="list-style-type: none"> <li>• 4 minutes discussion of assumptions in groups of 4-5</li> <li>• Sort sticky notes into piles of environmental factors with positive and negative impact on our DO/IRs..</li> </ul>

<p>12 months)? In the longer-term (12-24 months)?</p>	<p>Association Agreement (SAA) with the EU? 1c) Are other donors doing what we expected?</p> <p><i>Stage 3 – Small Group Discussion</i> 3) What is the impact – positive and negative – for our DOs/IRs?</p> <p><i>Stage 4 – Large Group Discussion</i> 4a) Do our assumptions still hold? 4b) What assumptions do we have about our environment going forward? In the near-term (6-12 months)? In the longer-term (12-24 months)?</p>		<ul style="list-style-type: none"> <li>Identify the most important (2-3) environmental factors in each category.</li> </ul> <p><i>Stage 4 – Large Group Discussion</i></p> <ul style="list-style-type: none"> <li>5 minutes quick report-outs from each small group (top 2-3 assumptions) – facilitator records on flipchart.</li> <li>Before moving on ask if there is anything missing from the shared list.</li> <li>10 minutes (or whatever time remains of the session) whole group discussion about: <ol style="list-style-type: none"> <li>Whether there is general agreement about the most significant environmental shifts.</li> <li>The consequences of these shifts for the DO/IRs..</li> <li>New scenarios for environmental changes going forward..</li> </ol> </li> </ul> <p>NOTE: Collect the sticky notes at the end of the session; they might be useful on Day 2.</p>
<p><b>Session 3 – Are we achieving what we hoped?</b> <i>Sample Questions:</i></p> <ul style="list-style-type: none"> <li>What have we learned over the past 2 ½ years?</li> <li>How can this learning inform our strategic approach going</li> </ul>	<p><b>Drawing Together (pp. 247-250)</b> <b>Purpose:</b></p> <ul style="list-style-type: none"> <li>Reveal nonverbal insights..</li> <li>Encourage creative, lateral thinking.</li> <li>Include people from all DO</li> </ul>	<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> <li>Shift conversation from assumptions to lessons;</li> <li>Build expectation of strategic thinking</li> </ul>	<p>NOTE: Emphasize that it doesn't matter what your picture looks like. Introduce the 5 basic symbols as a way to encourage people to get started.</p> <p><i>Stage 1 – Individual Learning</i></p>

<p>forward?</p> <ul style="list-style-type: none"> <li>• What gaps or critical questions have emerged? Can we address them? Should we address them?</li> </ul>	<p>teams in conversation about shared learning.</p> <p><b>Guiding Questions:</b></p> <p><i>Stage 1 – Individual Learning</i></p> <p>1) What have you learned over the past 2 ½ years?</p> <p><i>Stage 2 – Shared Learning</i></p> <p>2) What have you learned over the past 2 ½ years?</p> <p><i>Stage 3 – Group Learning and Strategic Reflection</i></p> <p>3a) How can this learning inform our strategic approach going forward?</p> <p>3b) What gaps or critical questions have emerged? Can we address them? Should we address them?</p>		<ul style="list-style-type: none"> <li>• 4 minutes individual reflection and drawing on A4 paper.</li> </ul> <p><i>Stage 2 – Shared Learning</i></p> <ul style="list-style-type: none"> <li>• 6 minutes in groups of 4-5 share your individual drawings and try to integrate them into a story of shared learning for your group (shared drawing on poster paper).</li> </ul> <p><i>Stage 3 – Group Learning and Strategic Reflection</i></p> <ul style="list-style-type: none"> <li>• 15 minutes (or whatever time is left) ask each group to share what they have learned (1-2 minutes each)</li> <li>• Discuss the strategic significance of this learning going forward.</li> <li>• Identify any new critical questions that have emerged.</li> </ul>
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<p><b>Session 4 – Are we achieving what we hoped?</b></p> <p><i>Sample Questions:</i></p> <ul style="list-style-type: none"> <li>• Are we on track to achieve our objectives?</li> <li>• Why/why not?</li> <li>• What is our evidence for this analysis?</li> </ul>	<p><b>Celebrity Interview (pp.259-261)</b></p> <p><b><u>Purpose:</u></b></p> <ul style="list-style-type: none"> <li>• Give DO teams a chance to share what is working.</li> <li>• Identify common challenges and break down stovepipes.</li> <li>• Give participants an opportunity to integrate learning identified in the previous session to strategic analysis.</li> </ul> <p><b><u>Guiding Questions:</u></b></p> <p><i>Stage 1 – Celebrity Interview</i></p> <p>1a) Are you on track to achieve your objectives?</p> <p>1b) What challenges you in this work?</p> <p>1c) What keeps you going?</p> <p>1d) What seems possible?</p> <p><i>Stage 2 – Questions from the Audience</i></p> <p>2a) Can you provide an example...?</p> <p>2b) What have you learned through this experience?</p> <p>2c) What might you try differently?</p> <p>2d) What happens if we don't change anything?</p>	<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> <li>• Identification of achievements and challenges.</li> <li>• Learning and tacit knowledge integrated into understanding of why things are going to plan, or not.</li> </ul>	<p><i>Stage 1 – “Celebrity Interview”</i></p> <ul style="list-style-type: none"> <li>• Set up chairs at the front facing the rest of the group for the members of the ‘host’ DO team and facilitator.</li> <li>• 2 minutes facilitator introduces the team and the topic for discussion (i.e. are we on track to achieve our strategic objectives?)</li> <li>• 5 minutes Q&amp;A with DO team. (e.g. What is going well? What leaves you frustrated?)</li> </ul> <p><i>Stage 2 – Questions from the Audience</i></p> <ul style="list-style-type: none"> <li>• 1 minute audience members write additional questions for the DO team on pieces of paper (e.g. What do you want to know that you would not normally dare to ask? What is the most important thing you want to know going forward?)</li> <li>• the facilitator collects the questions and the “interview” resumes for whatever time remains (15 minutes approx..)</li> <li>• ask follow up questions about tacit knowledge and learning as evidence to back up assertions made by the team as appropriate</li> </ul>
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			NOTE: encourage additional audience participation as appropriate; the goal is to provoke critical analysis.
<p><b>Session 5 – How do we integrate emerging priorities?</b>  <i>Sample Questions:</i></p> <ul style="list-style-type: none"> <li>• How do emerging priorities (i.e. CVE, countering Russian pressure, anti-corruption, economic migration) intersect with our DOs/IRs?</li> <li>• Can we integrate particular priorities into our existing IRs? To what effect? How feasible is this approach?</li> <li>• What changes will need to be</li> </ul>	<p><b>Min Specs, adapted (pp.228-231)</b>  <b><u>Purpose:</u></b></p> <ul style="list-style-type: none"> <li>• Reflect on emerging priorities;</li> <li>• Identify relevance of emerging priorities and existing DOs/IRs;</li> <li>• Determine which emerging priorities should be integrated into existing strategy.</li> </ul> <p><b><u>Guiding Questions:</u></b>  <i>Stage 1 – What is Possible?</i>  1a) How does this emerging priority</p>	<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> <li>• Emerging priorities discussed in a way that opens up new possibilities rather than sets a tone of ‘yet another thing that has to get done’.</li> <li>• Relevance of emerging priorities analyzed.</li> <li>• Initial decisions made about which emerging priorities are critical to success.</li> <li>• Energy (and resources) focused where it matters most.</li> </ul>	<p><i>Stage 1 – What is Possible?</i>  Note: If more than one emerging priority has been identified as significant by the DO team lead, cluster people around emerging priorities before beginning the exercise.</p> <ul style="list-style-type: none"> <li>• 1 minute individual reflection on Questions 1a-b</li> <li>• 5 minutes small group discussion in clusters of approx. 5 people; each group records their long list of possibilities on</li> </ul>

<p>made for integration of emerging priorities to be successful?</p> <ul style="list-style-type: none"> <li>• What assumptions do we have about these emerging priorities?</li> <li>• How will we know if these assumptions are holding/breaking down?</li> <li>• Are there knowledge gaps or critical questions that we should try to address?</li> </ul>	<p>x intersect with this DO?  1b) How might we integrate emerging priority x into these IRs?  Why does it matter?  Note: In answering these questions, try to think about what assumptions you have about emerging priority x going forward.</p> <p><i>Stage 2 – What is Necessary?</i>  2a) Could we still achieve our DO/IRs without making this proposed change?  2b) What assumptions guide this decision?</p> <p><i>Stage 3 – Where are Our Knowledge Gaps?</i>  3a) What knowledge gaps or critical questions should we try to address?  3b) How will we know if our assumptions are holding/breaking down?</p>		<p>flipchart paper.</p> <ul style="list-style-type: none"> <li>• 4 minutes quick report-outs from each small group (top 2-3 ideas and why they are important)</li> </ul> <p><i>Stage 2 – What is Necessary?</i></p> <ul style="list-style-type: none"> <li>• 3 minutes Dot voting – participants look at all of the possibilities listed on all of the flipchart papers and put a dot (sticker or pen-mark) next to the ideas that seem critical to achieving the DO or IR</li> <li>• Facilitator identifies the ideas with the most votes</li> </ul> <p><i>Stage 3 – Where are Our Knowledge Gaps?</i></p> <ul style="list-style-type: none"> <li>• Use remaining time (approximately 10 minutes) to discuss as a group the assumptions and knowledge gaps relevant to the prioritized ideas for integrating emerging priorities into the DO/IRs.</li> <li>• What changes will need to be made for these ideas to be successful? (This is a question that the DO team can return to on Day 2.)</li> </ul>
<p><b>DO Team Reflection and Preparation</b>  <i>Sample Questions:</i></p>	<p><b>What? So What? Now What? (pp.197-200)</b>  <u>Purpose:</u></p>	<p><i>Outcomes:</i></p> <ul style="list-style-type: none"> <li>• Initial sense-making of complex challenges completed in a way</li> </ul>	<p><i>Stage 1 – What?</i></p> <ul style="list-style-type: none"> <li>• 1 minute individual reflection on Questions 1a</li> </ul>

<ul style="list-style-type: none"> <li>• What stands out from today's conversations?</li> <li>• What did you hear – or say – that surprised you?</li> <li>• Are this DO Team's IRs still relevant, achievable and sufficiently resourced? (This question will guide the workshop on Day Two; we ask it here to start people thinking.)</li> </ul>	<ul style="list-style-type: none"> <li>• Reflect on experience of the day and build shared understanding.</li> <li>• Resist the urge to jump prematurely to recommendations.</li> <li>• Provide closure to Day 1 discussions.</li> </ul> <p><b><u>Guiding Questions:</u></b></p> <p><i>Stage 1 – What?</i></p> <p>1a) What did you notice?</p> <p>1b) What stands out?</p> <p>1c) What surprised you?</p> <p>Note: Encourage people to think laterally about anything that was said at a different DO table that might apply to their own DO.</p> <p><i>Stage 2 – So What?</i></p> <p>2a) Why is this important?</p> <p>2b) What patterns/conclusions are emerging?</p> <p>2c) Are our IRs still relevant and achievable?</p> <p><i>Stage 3 – Now What?</i></p> <p>3) What makes sense going forward?</p>	<p>that is/becomes actionable.</p> <ul style="list-style-type: none"> <li>• The most salient and important ideas to come out of Day 1 sessions are identified.</li> <li>• The stage is set for Day 2 workshopping.</li> </ul>	<ul style="list-style-type: none"> <li>• 5 minutes small group discussion in clusters of approx. 5 people</li> <li>• 5 minutes quick report-outs from each small group (top 2-3 answers) – facilitator records on flipchart.</li> <li>• Before moving on ask if there is anything missing from the shared list.</li> </ul> <p><i>Stage 2 – So What?</i></p> <ul style="list-style-type: none"> <li>• 1 minute individual reflection on Questions 2a-c</li> <li>• 5 minutes small group reflection</li> <li>• 5 minutes quick report-outs from each small group (top 2-3 answers) – facilitator records on flipchart.</li> <li>• Before moving on ask if there is anything missing from the shared list.</li> </ul> <p><i>Stage 3 – Now What?</i></p> <ul style="list-style-type: none"> <li>• 7 minutes (or whatever time remains of the session) whole group discussion about what makes sense going forward</li> <li>• Do NOT need to identify recommendations now, we will spend all day tomorrow on this question.</li> <li>• This is an opportunity to raise</li> </ul>
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			any new or additional insights and to raise any ideas/questions that teams want to sleep-on based on Day 1 conversations.
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