

Sustainable Mobility Dialogue Outline Facilitation 1.3

May 2-4, 2001, Hotel Diplomat, Prague

DEDICATED TO MAKING A DIFFERENCE



World Business Council for
Sustainable Development

Adela Kubickova
Daniel Swartz
Jan Haverkamp
ZHABA facilitators collective

Andrew Acland
Dialogue by Design

Introduction

This will be the fifth in a series of Stakeholders Meetings, hosted by BP, DaimlerChrysler, Ford, GM, Michelin, Norsk Hydro, Shell, Toyota and Volkswagen, organised by the World Business Council for Sustainable Development. This meeting – taking place in Prague, Czech Republic – is co-hosted by the Regional Environmental Centre. Facilitation will be done by three facilitators from the ZHABA facilitators collective.

The process during the previous four meetings led to satisfactory results, both from the point of view of the sponsors as from the point of view of the dialogue manager, Andrew Acland. There were, however, in each meeting process problems that prevented an even higher quality input.

We will discuss here the back-bone issues for this meeting and come with a proposal of a programme flow for further discussion.

Goal of the meeting

WBCSD Expected Results:

- Participants have an overview of the main current issues, problems and challenges around mobility and transport in Central/Eastern Europe;
- Participants have explored mobility and transport issues;
- Participants have identified a vision on the future of mobility;
- Participants have identified desirable options for meeting future mobility needs;
- Participants have identified a vision on how future mobility looks;
- Participants and organisers are supported in advancing the Sustainable Mobility Project;
- Participants develop a better and shared understanding of what sustainable mobility covers and what represents good practice in the different contexts and countries in which companies have to manage the issue.

ZHABA is a collective of facilitators that cooperates with NGOs, to tackle barriers that hinder them in working for a change. ZHABA translates as FROG, Facilitators Reaching Out to Grassroots.

ZHABA is an affiliate of the



International Association of Facilitators
www.iaf-world-org



- Participants will have examined a range of issues from pollution to new technologies as well as the roles of all parts of society, particularly the business role, in designing a more sustainable future;
- Participants will listen to varied views and recommendations concerning the opportunities and challenges of sustainable mobility.

The ZHABA facilitators collective and organisers furthermore agreed that it is necessary for reaching these goals to include participation from a full spectrum of stakeholders.

Target Group

Around 70 people:

- 50 participants
- 20 organisers (also participating)
- 50% senior business representatives: auto, oil, banks, airline, railway, tires and auto parts, port authority, one air transport
- No one from public transport authorities! (Some government people may also be related to public transport).
- 50% environmental, governmental, academic groups, from CEE
- public health, transport, housing and urban planning, environment, labour

Age span: 30 to 60+

Male / female: 70/30?

Education: over 80% higher education

3 facilitators plus possible support from Stephany Hanford and Andrew Acland
The ZHABA facilitators will prepare a Power Flower for facilitation previous to the May 1 preparation meeting.

more info: <http://www.zhaba.cz/materials/misc/powflow.html>

Process

In the telephone meeting on April 19, it was agreed to follow in backbone the set-up of a *future search*.

There were several remarks made by this choice:

- It will be very important to not only focus on *common ground* (read: converging ideas in the group of participants), but also on *diverging ideas* (conflicting ideas and visions).
- During the previous meetings, a listening to other visions and ideas attitude was a problem – people tended to want to focus on the solution they already had come with.
- There will be a low-commitment profile of the participants personally, though a high commitment from the participating companies (expressed in short presentations outside the main process).



- There is a very tight time-schedule to adhere to...
- There will be very fragant power balances. This includes a "shyness" from the side of the participants from the commercial sectore – wanting to listen-in to other opinions; an vast out-numbering of NGO representatives – especially from the more radical ones; a huge inhomogeneous experience with participative approaches.

The process line

The main process line will be:

1. People in the room

- Getting to know one another
- Getting to know the interests represented in the room
- Everybody in the room is an expert - - though all on different issues and experiences
- Getting acquainted with participative processes – tools to improve large-group communication
- Expectations of all involved

2. Mobility now – situation and problems

Getting all to see the same elephant. We will probably use the image of "the vehicle" instead of the elephant. Creating a whole system view of mobility – its situation and challenges

3. Mobility in future – creating visions of sustainable mobility

Creating an overview of visions – indicating converging and diverging visions

4. Developing sustainable mobility – the process

Acting out the social process behind the development of sustainable mobility – creating improved feeling for the complicated reality and the own role in it

5. Act for sustainable mobility – the own role

Expressing the own role in the development of sustainable mobility – indicating common paths and upcoming confrontation... both as challenges for the development of sustainable mobility.



FACILITATORS PROGRAMME

In this section we will keep to the main numbering in the process outline.

Tuesday, May 1

11.00 Facilitators programme preparation

Wednesday, May 2

9.00 Facilitators programme preparation

15.00 Introduction Skoda trainees

16.00 Core team meeting – core team from the organising companies.

- between 12 to 20 people
- Introduction (round of names) – facilitator: Andy
- Talk about the process and the programme

18:30 Reception

- Include playing cards for group division into information packages (to be given with name tags!)

19:00 Dinner

19:30 Welcome

Speakers: Arve Thorvik, WBCSD Project Director

- Introducing the Sustainable Mobility Project
- Jernej Stritih, Executive Director, Regional Environmental Center
Professor Jan Macek, Czech Technical University

Introduction facilitators

Logistics:

Jan Haverkamp

- Participants should there for the whole programme!
- Start at 9.00!!! in time!!! Important to be there
- Smoking policy (not in the workshop rooms – only in hallways)
- Explanation of the cards

Stephany Hanford

- Meals (times and places)
- Who to ask questions to (someone from logistics – not the facilitators)
- Reimbursement travel costs – how, when and where?



Thursday, May 3

8.00 Facilitators breakfast – going through the programme and roles

9.00 Welcome

- Welcome, name introduction facilitators and short intro in the programme of the coming hour (10')
- Role of the facilitator – detaching from other roles – "neutrality" is a myth – but dedication to process – warn if you feel not taken serious or manipulated – facilitators do not want to manipulate!
- Reminder of
 - Smoking policy
 - Who you can ask questions to (logistics person)
 - When and where travel cost reimbursement
- Ground rules
 - Non-attribution of anything said – nobody will be quoted – we work on group processes!
 - Group responsibility for the accuracy of the recoding process
 - Flipcharts will be transcribed and spread for comments
 - Pictures will be taken for recording purposes only
 - No mobile phones
 - Take care that not everybody is fluent in English!

9.10

1. People in the room

- Getting to know the interests represented in the room (15')
- Getting to know one another
 - not all people need to know all others – there is space for some affinity grouping as well as surprise meetings

Line-ups / room-spreadings

- Short process intro (not to go into depth, but to get an impression of the variety of people here, plus to learn some of the names)
- Lay out of the room: airplane – car – long distance bus – train – local public transport – foot - bicycle
- After every line-up, introduce yourself with name and organisation to one person around you.
 - Who came here... by air? by car? by long distance bus? by train? by metro/tram/ local bus? by foot? by bike? other?
 - What means of transport do you use most often?
 - Which form of transport do you find most uncomfortable / unpleasant?
 - Where do you see the most beautiful vehicles?



- Lay out of the room: air transport – car transport – energy sector – public transport (train, bus, local) – other transport – academia and institutes – national government – local government – NGOs
 - To which sector do you belong (most)? [Let people look to the result!]
 - **Create sector groups:**
 - **Car production (2 groups)**
 - **Car supplies, oil, services**
 - **REC / WBCSD**
 - **NGO (2 groups)**
 - **Academia**
 - **Government**

- Lay out of the room: Spectrum of means and Strategies (also available on paper for all participants)
 - Where do you think you stand in the development of sustainable development?

- Lay out of the room: line "native speaker" to "not really fluent"
 - How comfortable are you with using English?

9.30

- Getting to know one another
 - not all people need to know all others – there is space for some affinity grouping as well as surprise meetings
 - Everybody in the room is an expert - - though all on different issues and experiences
 - exchange of expertise fields – motivate people to see expertise...
- Paired interviews** (10': 5 minutes each)
- Introduction of the process (3') – *have poster with process prepared*
 - interview pairs should be a "most unexpected pairing"...
 1. guess your partners field of expertise – partner can give reaction (correction or illustration)
 2. Interview - Write down in two sentences on a B-5 Post-It what for your partner is the most important solution for today's mobility problems in Central and Eastern Europe;
 3. Give the paper with the solution to the person whose solution it is
 4. SIGN the paper with *your* with your name

Plenary

- Stick your post-it on the wall: "We will try to work with an open mind these days, not bothered by the direction we already had in our minds – we'll get back to these later in the process".

9.50

- Getting acquainted with participative processes – tools to improve large-group communication



- based on the "we are all experts" – short explanation on power processes in this group
- Help one another in the process – especially where language is concerned, but also other points where there are power differences between people.
- at least introduction of hand-signs – basic set of five ("want to speak", "agree", "disagree" (*no block*), "process remark", "you are clear – repetition not necessary – you may continue / speed up", plus "confused" and "slow down for bad english speakers".

10.15

- o Programme and expectation feedback
 - Short explanation of the programme
 - introduction of feed-back posters where people can indicate whether they have expectations that may not be met – posters also to be used for other feedback for the programming during the coming days.
 - Evaluations will be at the end of the day

10:25

- COFFEE BREAK

10.40

2. Mobility now – situation and problems

Getting all to see the same elephant. We will probably use the image of "the vehicle" instead of the elephant. Creating a whole system view of mobility – its situation and challenges

- introduction of the process of this part in plenary (10 minutes)
- Suggest each group to first make a round and write down everybody's personal top 2 (or 3 in cases of a difficult choice) on a flip-chart. Then select a top 5 (NO PRIORITIES, just the five most important ones).
- each **cross-section group** creating a consensus top-5 of mobility issues in Central and Eastern Europe now – visualisation of the top 10 on posters (50 minutes, including taking coffee together)

11:50

- Groups are asked to bring back their results and write them AS GROUP into a HUGE and long OT chart (must be VERY BIG) [OT = Opportunities, Threats] relating to how they relate to Sustainable Mobility

12.25 LUNCH

Speaker: Jean-Pierre Vuillerme, Corporate Vice President – Corporate Affairs
Michelin

14.00

3. Mobility in future – creating visions of sustainable mobility

Creating an overview of visions – indicating converging and diverging visions (*poster with what is convergence and divergence*)

- process introduction (10 minutes)



- explain clearly how we will go from sector groups to the 4 TOUR GROUPS (2 from each group – when smaller group than 8, 1 or 2 to each tour group – Each tour group needs to have at least one representative from each sector group!)
- **sector groups** create pictures of mobility in 2030 (45 minutes)

15:00

- exhibit and exhibition explanation round in four TOUR GROUPS (each with one facilitator (60 minutes – 5 minutes each)
- People can WRITE their comments during the tour on post-its and tag them to the posters

16:10

- TEA BREAK –the facilitators identify diverging and converging debating themes for fish-bowl debates

16:30

- **four fish bowl debates** – in an open-space setting (60 minutes)
 - **two on diverging lines**
 - **two on converging lines** – going into depth about how they look
 - there will be four fish bowls in a corner of the large room – theme indicated with a poster with in a few key-words the diverging vision
 - each fish-bowls will consist of four or five chairs
 - in the case of the **diverging fishbowls** – two chairs opposing two divided by a paper tape line on the floor.
 - in the case of **converging fishbowls** – circle bowl of five chairs
 - people can debate while in the chair – otherwise have to be silent and observe.
 - people can get into chair by ticking on the shoulder
 - people are allowed to walk from one debate to the other to listen in
 - when an issue is running dead in discussion, the bowl can adapt another issue – provided it remains within its diverging or converging setting

BEWARE – it will be difficult to stop after an hour... but we have 15 minutes to extend – and then ending after six ;-)

17.40

- Short plenary round-up
- Snoopy evaluation sheets
- Announcement of evening programme
 - There will be press on the boat tour

17.50 End of Day One

18.45 Bus leaves to take participants to dinner

19:15 Dinner boat Cruise

20:00 Speakers:



Mr. Zatloukal, Director of Transport Policy, Ministry of Transport of Czech Republic
Mr. Jan Friedberg, Undersecretary of State, Ministry of Transport and Maritime Affairs, Poland
Ing. Vratislav Kulhánek, Škoda Board Chairman

Friday, May 4

- 8:00 Breakfast (buffet in room)
Facilitators breakfast
9.00 Mr. Ulrich Basterd, Head of the DaimlerChrysler Bohemia
9.15 Dr. Ulrich Eichhorn, Executive Director of Research, Volkswagen Group

9:30

4. Developing sustainable mobility – the process

Acting out the social process behind the development of sustainable mobility – creating improved feeling for the complicated reality and the own role in it

- explanation of process – make clear that the process is to clarify the processes each different stakeholder group will be confronted with
- **Skin change** – people will have to get into the skin of one of the other stakeholder groups and try to set out a process strategy to reach sustainable mobility in 2030. Each stakeholder group has maximally 6 members.

Stakeholders:

- o Civil society sector (environmental, mobility and consumer organisations)
 - o Government (state) – ministers of transport and environment from the Central European countries and their staff
 - o Local government (municipalities)
 - o Public transport companies and authorities
 - o Air traffic branch
 - o Car branch
 - o Financial institutions
 - o Oil and energy industry
 - o Freight traffic branch (incl. truck transport)
 - o Research, institutes and academia
- Each stakeholder group (consisting of people that are in daily life *not* from that group, but people from other branches getting into the skin of this branch) has to come up with strategies how to address issues with a time horizon of 2010 and 2030 in creating sustainable mobility in 2030. Each group gets for this a chart to fill in (on flip-chart). The groups are asked to pay special attention to how their proposals affect consumers and issues like environment, employment and so on. (45 minutes)

10.30

- Resulting skin-change strategy charts are put on the wall.



OPEN SPACE

- Participants can look at the charts and comment them with writing comments by debating it together, writing conclusions and remarks on post-its, or directly on the charts. Each sector uses a different color of marker for remarks:
 - NGOs – green
 - Research, institutes and academia – blue
 - Government – black
 - Car industry – red
 - Other - ??
- Participants can get coffee from the hallway

12.00 Plenary – reactions on the Open Space (highlights)

12.10

6. Act for sustainable mobility – the own role

- plenary project circle – people can say what they plan to do and where they would need help – commitments are noted down on lap-top and spread to the whole group (30 minutes)

12.45 Suggestions for WBCSD – sustainable mobility work

13.00

Evaluation

- Hands on paper
 - Papers on the wall
 - Paired – someone you got to know during these days: one draws the hands of the other – one hand five highlights of the days – other hand five things that could be improved
- Round of last remarks

13.15

Fare-well by Arve Thorvik

13.30 LUNCH

- people can fill in their written evaluation during lunch and leave it at their tables

Around 15.00

Facilitators debriefing and typing flip-charts

