SWAN UnConference - Facilitator Guide + Resources

November 13, 2024

London, UK

Workshop Schedule – Nov 13, 2024 (10:00 - 16:40)

10:00-10:20 Workshop Welcome – “Realising Transformation: Humans at the Centre”

10:20-10:30 UnConference Overview: Participatory, Purposeful & Productive

10:30-11:00 ‘Big Brain’ Attendee Contributions + Voting

11:00-12:00 **Session 1: Unpacking Challenges & Opportunities (Groups)**

12:00-13:00 Lunch Sponsored by EY

13:00-13:20 Keynote: Sharon Hamilton, Intelligent Control Centre Manager (Scottish Water)

13:20-14:00 **Session 2: The Power of Brainstorming (Groups)**

14:00-15:00 **Session 3: Let’s Tie it Together (Groups)**

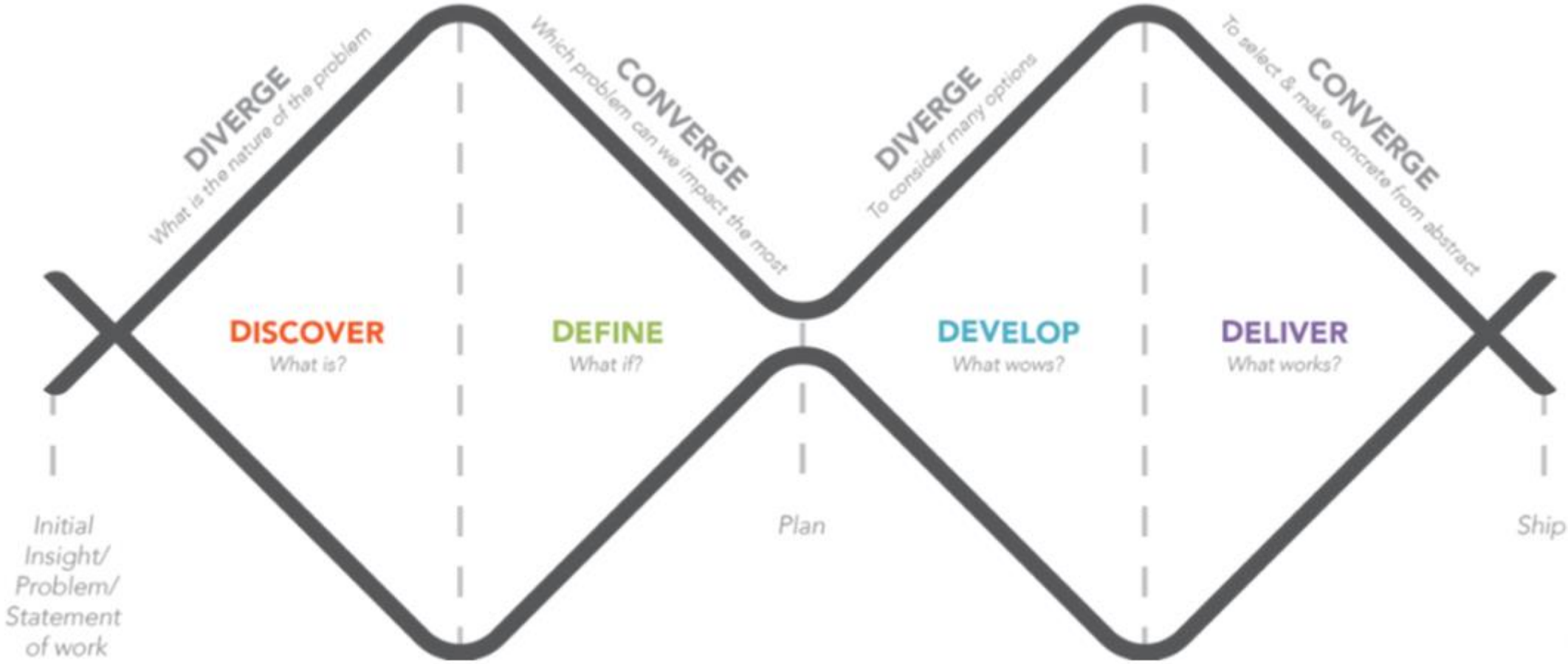
15:00-15:30 Networking & Refreshments Break

15:30-16:30 **Session 4: Rapid-Fire Recap (Together)**

16:30-16:40 Summary & Conclusion

17:00-19:00 Drinks & Light Food Reception Sponsored by Arqiva

The Design Thinking 'Double Diamond' Process



1st Session - Unpacking Challenges & Opportunities (11:00-12:00)

- **High-Level Objective:** To encourage table attendees to become active contributors by stepping into 'new shoes' and to generate as many ideas as possible by focusing on quantity not quality and then converging on the most promising ones (can leverage dot voting or other techniques).

- **Granular Objective:** Align collectively on the root cause of the problem/opportunity your topic area is exploring.

- You will be meeting your table participants, some for the first time so consider some type of **ice breaker** first before diving in; consider a question to bring about a story (e.g. Who had the most 'interesting' airport/travel story? What is your go-to karaoke song?)

- Set the scene for the topic and why participants were drawn to this/why did this resonate with them?

- **Collectively you will define the root cause of the problem itself** and agree on a direction to tackle. Keep in mind we are not going to solve all problems, so ideally look to focus on a key area related to the topic (e.g. data validation/ ethics/procurement/business model related).

2nd Session – The Power of Brainstorming (11:20-12:00)

Objective: To converge on one idea that everyone agrees can be helpful to addressing the agreed upon challenge statement.

Sample questions:

- What does success look like/success factors? What would be a milestone?
- Who are you targeting/beneficiaries/detractors? Who are you impacting and to what extent?

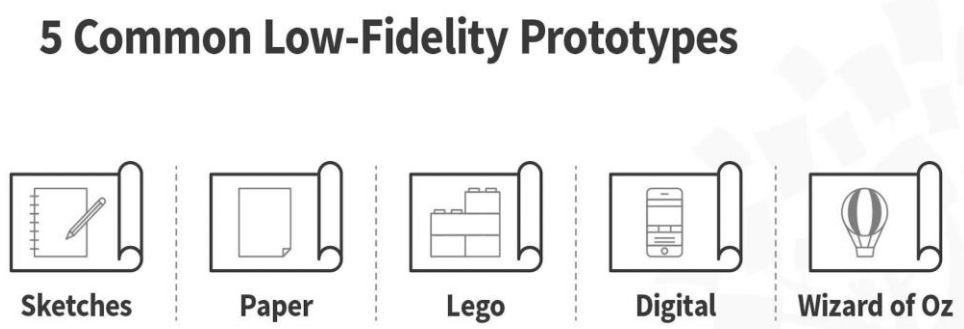
3rd Session - Let's Tie it Together (14:00-15:00)

Objective: To design a helpful, 'visual' output (e.g. diagram, guidelines, roadmap) to showcase your suggested 'new' approach/'idea'; this will directly build off of the previous exercise.

Considerations:

- How can we best visualise/explain proposed solution?
- Methods/approaches/props/tools?
- What tangible/intangible value will this provide?
- How will different stakeholders interact with this output?
- Variations/iterations, illicit group collect feedback
- Storyboard, User Journey (App/Product), etc.

*The 'solution' proposed does not need to be perfected and it does not to be overcomplicated.



4th Session: Rapid-Fire Recap (15:30-16:30)

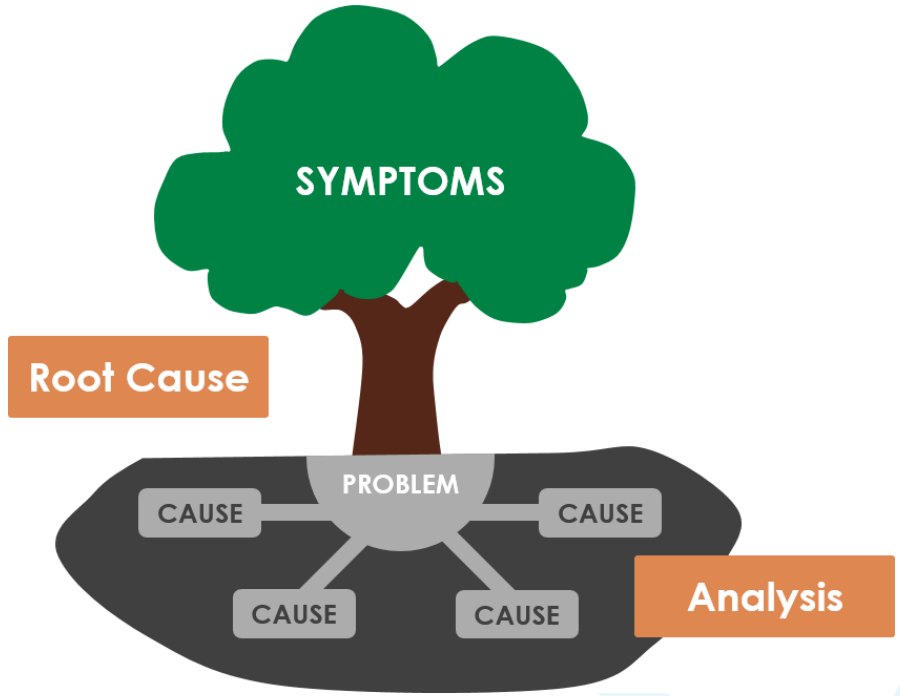
- Everyone will come together to the main room to share and learn from each.
- Appoint 1-2 people from your team to present your solution and discuss your main findings. in a **5-minute** presentation. For example:
    1. Specific problem/opportunity your group addressed (be as specific as you can get)
    2. How you addressed this specific challenge (ideally by showcasing real result from a utility case study)
    3. Main tangible and intangible benefits
    4. 'X' factor - what do you feel your group is doing differently that utility customers/ecosystem will see as valuable
- There will be time for audience questions and collaboration suggestions.

Helpful Exercises

Problem Framing – "Root Cause" Exercise

How to use the "5 WHY" analysis?

- Write down the problem. Writing helps you to formalise the problem and describe it completely. If you work with a team, it also helps the team to focus on the same problem.
- Ask yourself why did the problem happen and write down the answer.
- Ask yourself – looking at your answer – again why did the problem happen, and write down the answer.
- And again, ask yourself – looking at your answer – why did the problem happen.
- Ask yourself this question as often as necessary until the team agrees that the problem's real root cause is identified. This may take fewer or more times than 5 WHYS.



Problem Framing/Ideation – "Silent Brainstorm"

Objective: To provide context for topic and frame as many problems and opportunities as possible (focusing on quantity not quality) and then converging on the most promising ones.

Begin with Silent Brainstorm: Have everyone write down the **5 top hurdles** a utility faces (as it relates to topic) on a post-it note

- Ask one volunteer to write their ideas on a flip chart and for everyone else to comment if they have similar or different challenges.
- Try and theme different challenges (e.g. procurement, culture, technology)

Sample Challenge Prompts

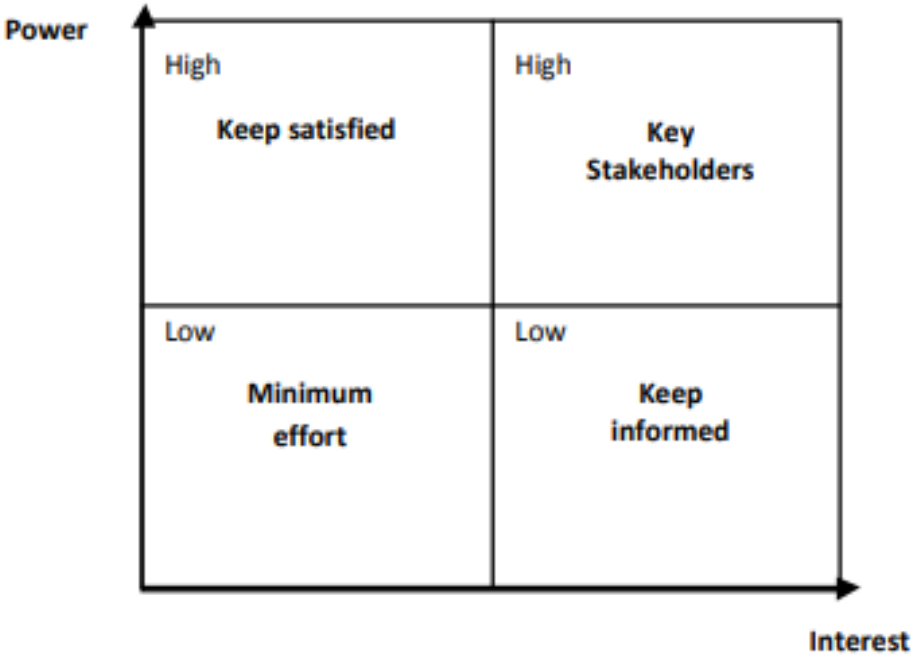
- In what circumstances would this opportunity not make sense for a utility to pursue?
- What are things utilities would struggle/need to overcome?

Sample Opportunity Prompts

- In which scenarios, would your topic be a no-brainer for a utility?
- What would a successful project outcome look like? What would be the metrics?
- If you had a magic wand, what would be the ideal implementation scenario?

“Stakeholder Mapping” Exercise

Objective: To identify the different internal/external stakeholders in a project by their power and interests.



Activity: Recreate this “power-interest” matrix to identify the people who can influence a project. For example, media can have low power, yet high interest, so they are important to keep informed about a project.

The “key stakeholders’ have the highest impact on a project and are important to prioritise.

Prototyping: “Me-We-Us” Exercise

Objective: To generate diverse ideas and prioritise based on collective input and impact potential

Silent Ideation: Sketch 4 Ideas (7 minutes)

- Give each person an A4 sheet of paper and ask them to draw **four boxes** on it
- Set a timer for **7 minutes** and ask them to sketch **4 quick ideas.**

Groups of 2 (7 minutes)

- Ask people to choose their **top two ideas**

Groups of 4 (7 minutes)

- Next, join **another group of two** people (so 4 total), to further **refine their top idea**.

All Together (40 mins)

- Have each group of 4 present their **top idea** to the group vote on **one final idea** to ‘prototype’

‘Prototype’ (Rest of session time)

- Collaborate on developing/creating a type of output (e.g. visual graphic/model) based on this selected idea (consider questions in next slide)

Facilitator Best Practices

Do's and Don'ts

Facilitator Goal: Guide the process, keep the group motivated, engaged, and productive.

Do's

- Think of yourself as a **sideline referee**. You want to maintain a neutral mentality without influencing the outcome - let the **attendees guide the session**.
- Be **conscious of the time** for activities and give a time countdown until breaks.
- Encourage people to express their ideas in a "**safe space**" (without saying it). Keep in mind some contributors may be introverts with great ideas.
- Actively encourage the use of the provided **flipchart and post-it notes.**
- Build upon the ideas of others by saying **"yes and..."**
- **Embrace unexpected ideas.** Things don't always have to follow the path you intended.

Don'ts

- Avoid **judgment** using words like "good" and "bad" or "right and wrong."
- Don't get **too distracted** that you lose sight of time and collective objectives.
- Avoid **rants and someone monopolising discussions**
- Avoid **product demos**
- Avoid **excessive brand** or self-promotion

Facilitator Strategies

Sh!tty first drafts

- People who are new to creative work are usually far too careful.
- Encourage quick, “lo-fi” rough drafts, approximation of reality.
- You could show them one of your own terrible sketches.

Be a “Joker” (difficultator)

- A Joker challenges assumptions, representing the harshness of the real world and making things trickier for teams
- Just like the Joker in a pack of cards, you are fundamentally neutral and changeable, often making life easier for the team (facilitation) and the equally important task of making it more difficult by forcing the team to be realistic.

Good cop/bad cop

- If there are two facilitators, it’s possible to politely disagree, this helps passive groups understand there is a non clear “answer” to the problem they face and their input is just as valuable as the facilitators.