

## Facilitation Tool: World Café to Explore Key Dimensions of Adaptation Success

### Purpose of World Café

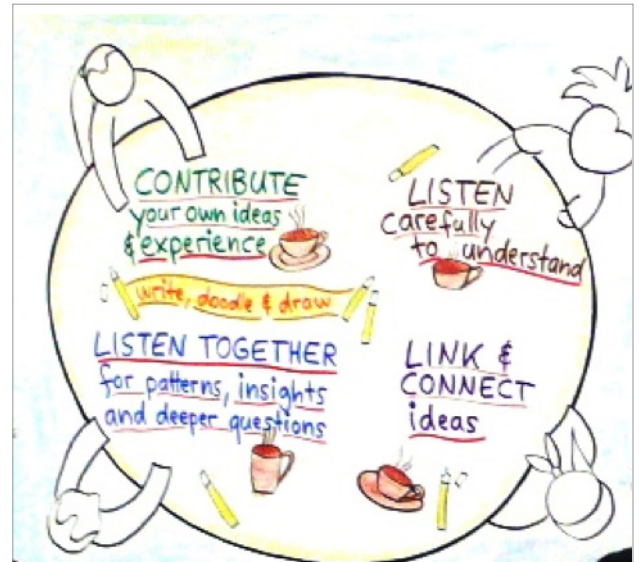
To help people understand that adaptation success is not uni-dimensional, but entails six key dimensions and to deepen understanding of each of them.

### Target Audience

All audiences

### When to Use

- After a short introduction to the question of adaptation success or after a free brainstorm what constitutes adaptation success to participants.
- Based on such an introduction/introductory brainstorm, the exercise would deepen the question in a systematic way.
- Exercise can also be used to elicit deeper input from everyone/all perspectives represented on the key dimensions of success if they have previously been discussed only in a superficial or cursory way.
- It is helpful if there was a visioning exercise prior to this World Café as the deepening discussion of the different adaptation success dimensions can be anchored in elements of the vision developed together.



*Credit: boscop.org*

### Directions

#### ➤ Materials Needed

- A large enough room for all break-out groups to all be in the same room.
- 6 tables with sufficient chairs distributed equally around tables to accommodate all participants.
- Large butcher paper in the center of each table.
- Several pens/markers per table.
- Snacks/candy etc. for each table (optional).

#### ➤ Step-by-step delivery of exercise

- Set up the room with 6 separate large-enough tables prior to the exercise so that participants are already in the right positions when you begin the exercise. (Maybe the room is set up for the entire workshop in this way or the exercise is done after a break, so that the room can be set up accordingly.)
- If participants in the workshop have a tendency to stay with those they already know, consider counting off from 1-6 so that break-out groups become more diverse/mixed.



This facilitation tool was created to serve as a reference for individuals interested in indicators and metrics to help communities define and track progress on their climate adaptation goals. Additional background and resources are available on the website: [www.ResilienceMetrics.org](http://www.ResilienceMetrics.org). This website was developed in partnership with the National Estuarine Research Reserve System with funding from NOAA.



- Assign one adaptation success dimension to each of the six tables.
- Pre-assign (or ask for volunteer) table facilitators.
- Provide an introductory overview of the key dimensions of adaptation success (see Resources at [www.ResilienceMetrics.org](http://www.ResilienceMetrics.org) and the extended discussion under the “Adaptation & Resilience” drop-down menu there) or provide a short introduction to the topic to be discussed at each table.
- Guidance to table facilitators:
  - ◊ You are facilitating the discussion of ONE of the key success dimensions according to your assignment. You will be the host on this topic, stay in place, and take notes as best as you can. The group moves from table to table.
  - ◊ Remind people this is a World Café, people should speak briefly (not hold speeches) to give everyone a chance to talk, keep it to the essential, build on each other’s ideas, rather than repeat them so that as many ideas as possible can be voiced.
  - ◊ Encourage people to scribble, doodle, put down some notes on the butcher paper in the center of the table so that their ideas are captured for everyone to see and to build upon.
  - ◊ Welcome people. Remind them about what this table/key dimension of success is about. Invite them to focus on one adaptation effort they are involved in/familiar with or on the vision previously developed, and ask to speak to just this one dimension of adaptation success.
  - ◊ Also invite them when they first speak up, to introduce themselves by name and community or organization (unless the workshop members are already familiar with each other).
  - ◊ The length of each round is determined by the availability of time for the whole exercise and the size of the workshop group. 15 minutes is a good compromise between hearing from everyone, going into some depth and not losing momentum.
  - ◊ After 15 minutes, table visitors move to the next table (e.g., clockwise), the table facilitator stays. Encourage people to transition swiftly between tables.
  - ◊ When the new group arrives, welcome them, introduce the table topic briefly, summarize in no more than 2 minutes what the previous group shared, and then invite people to speak to the table topic, scribble on the paper, build on what was said so far.
  - ◊ Go through 5 table rotations total so that all workshop participants had an opportunity to speak to all 6 dimensions.
  - ◊ Table facilitators/note takers report out to the whole group.
- The lead facilitator keeps time and tells the group when to move to the next table.
- At the end of the table rotation, the lead facilitator requests table facilitators to report back to the whole group, then facilitates further whole-group discussion depending on what the tables surfaced. Possibilities include:
  - ◊ Make connections between the deeper discussion at each table and the previously developed vision.
  - ◊ Make connections among the six dimensions of adaptation success.



- ◇ Ask the group for observations, discoveries, insights, surprises.
- ◇ Ask about what is missing.
- ◇ Point out in what ways the ideas drawn together are a fruitful basis for a subsequent discussion on Indicators and Metrics.

➤ **Things to consider for the lead facilitator**

- Is the room big enough so that tables, chairs and people moving around can be easily accommodated?
- Consider defining each table's topic or a guiding question for each table.
- If the workshop group is small, does it make sense to break-out or should a different whole group discussion be used instead?
- Since table facilitators stay at their respective tables while other workshop participants rotate from table to table, consider meeting ahead of time with the table facilitators to go through the flow of the World Café and address any concerns or questions.

➤ **Helpful table facilitation tips**

- For the dimension hosted at any one table, ask people to give concrete examples of what they believe makes for success in that particular dimension. What are essential ingredients? What are traits that would help you make progress, be effective?
- If the group is slow to speak up, call on people, but likely they will all want to speak. If someone goes on too long, move it along. Call on the next person, tell them why you're doing that (so everyone gets a chance to speak).
- The first round can be a bit longer than subsequent ones, ca. 15 minutes (later 10 minutes). Lead facilitator will keep time and invite people to move to another table.
- A Job Aid (Worksheet on Six Dimensions of Adaptation Success) can be used to support the exercise as an alternative to scribbling on butcher paper.

## Example Use and Outcomes

This World Café exercise was used at the National Adaptation Forum 2015 with ca. 60 conference participants from all across the US and various sectors.

**Exercise Title:** Exploring the Six Dimensions of Adaptation Success.

**Break-out groups:** Four large tables were set up to explore the first 4 dimensions of adaptation success: process, decision-making, action and outcomes. Subsequent discussion focused in on the needed adaptive capacities and barriers that arise and need to be overcome.

**Whole group sharing and discussion:** After the break-out group discussions, what emerged in each group was debriefed in two rounds with the whole group.

**Lead facilitators:** Susi Moser, Amy Snover, Steve Adams, Lara Whitley-Binder

**Time allowed for exercise:** 2 hours total (plus 30 minutes for set up)



### Intended outcomes

- Help people understand that adaptation success is not uni-dimensional.
- Deepen learning about the different dimensions of adaptation success.
- Share and learn from each other how others think and have approached adaptation success, how they have built adaptive capacity and overcome adaptation barriers.
- Use the 6-dimensions framework as a foundation for a brainstorm on indicators and metrics.

### Insights Gained from Break-out Group Discussion

- The World Café was a productive format to surface many ideas and get people talking to each other.
- Some dimensions are easier than others for people to quickly grasp; it helped that table facilitators were very familiar with the framework and had ways to prompt table visitors when they got stuck.
- Many concrete examples got surfaced and a sense of being part of a community learning to address shared challenge arose.
- The group understood how the six dimensions of success are deeply interrelated and build on each other. Success is the result of progress and thoughtful design of each.
- Coordination and communication challenges rose to the top of challenges and needs to make adaptation progress and success.

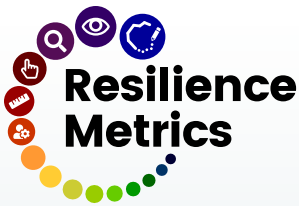
### Transition to a brainstorm of indicators and metrics (optional)

- Depending on the design and flow of the overall workshop, it is possible to transition from here to a brainstorm of indicators and metrics of for each of the dimensions of success developed so far.
- If you stay within the World Café format, invite people to go to ONE of the key success dimension tables that interests them the most.
- If there are too many people and groups are hugely uneven in size, encourage people to move to a table with fewer people. They will all learn what's been said from each table later.
- If you use the worksheet instead (see Job Aid), people can do this in pairs, small groups, alone and then join a group sharing session.

### Key Definitions

**Indicator:** A quality or trait you have identified that suggests (“indicates”) effectiveness, progress, or success. For example, a “good” decision (key dimension) may be indicated by “transparency” (indicator).

**Metric:** A variable you can actually measure (if quantifiable) or track (if qualitative) that represents the indicator. For example, the indicator “transparency” may be measured by the availability of all relevant documents and decisions at a free and accessible website (qualitative) or by the percentage of people who perceive an effort to be transparent as shown in a survey (quantitative).



- Remind people what indicators and metrics are (definitions are also on the Worksheet).
- Remind them what your success dimension is at a particular table, and maybe briefly mention some traits people have already identified in the previous World Café discussions. These will easily get the indicators discussion going.
- Invite people to brainstorm ways to capture those traits and how to track (if qualitative) and measure (if quantitative) them.
- Do this for ca. 20 minutes total. (The facilitator will offer the opportunity to move half way through, but people may stay at their tables for the whole time, and that's fine). The facilitator and participants take notes on the Worksheet.

### **Final Step: Discussion of who would care about/who should know about indicators**

- Transition people into a discussion about who might care about any one of these indicators and why would they need to know. Help people relate the indicators to the purposes identified (why bother talking about success):
  - Communication/engagement
  - Deliberate planning and aligning means and ends
  - Justifying budgets
  - Demonstrating accountability/good governance
  - Learning/staying alert and adaptive
- Help people fill in the table as much as possible for each identified indicator. (Focus on fewer, but work each line across (indicator/metric/audience/purpose.
- To the extent possible, listen for how the audience and purpose discussion affects how people now think about the indicators. Do they throw them out? Do they refine them? How does this discussion unfold? Take notes if you can of notable points, discoveries.
- Debrief in the whole group by inviting participants to speak to key insights gained through this process, new ideas, aha moment.



**Table Facilitation Prompts** (*in case table facilitators need them*):

<p><b>Process</b></p> <ul style="list-style-type: none"> <li>• Inclusive, involving disadvantaged/ disenfranchised stakeholders</li> <li>• Multi-disciplinary</li> <li>• Multisectoral</li> <li>• Transparent</li> <li>• All relevant partners at table (cross scale, cross-sector, cross-jurisdiction)</li> <li>• Have a process for dealing with trade-offs</li> </ul>	<p><b>Actions (Implementation)</b></p> <ul style="list-style-type: none"> <li>• Clear priorities</li> <li>• Mainstreaming/embedding in ongoing processes, institutions</li> <li>• Clear definition of responsibility</li> <li>• Ownership of action</li> <li>• Accountability</li> <li>• Adequate budgeting</li> <li>• Intentions get realized/something actually gets done</li> </ul>
<p><b>Decision-making process</b></p> <ul style="list-style-type: none"> <li>• Use of best available science</li> <li>• Transparent DM process</li> <li>• Pros and cons are carefully considered</li> <li>• Criteria explicitly set</li> <li>• Multiple criteria (not just cost) considered</li> <li>• Uncertainty assessed/considered</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Triple bottom line (social, economic, ecological)</li> <li>• Attention to social justice/equity</li> <li>• Avoiding negative impacts on others (e.g., mitigation)</li> <li>• Consideration of impacts on other scales</li> <li>• Achievement of goals for intended time span</li> </ul>
<p><b>Building adaptive capacity</b></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Human</li> <li>• Social</li> <li>• Political</li> <li>• Institutional/governance</li> <li>• Staffing</li> <li>• Technology</li> <li>• Information</li> <li>• What is needed? How is it/was it being built?</li> </ul>	<p><b>Overcoming adaptation barriers</b></p> <ul style="list-style-type: none"> <li>• What specifically got in the way? (rules, regulations, limited staffing capacity, lack of knowledge, no buy in from superiors, no political will, lack of funding for a specific aspect of adaptation etc.)</li> <li>• How was it overcome?</li> <li>• If not yet overcome, what thoughts do they have on how to reduce, minimize or overcome barriers?</li> </ul>