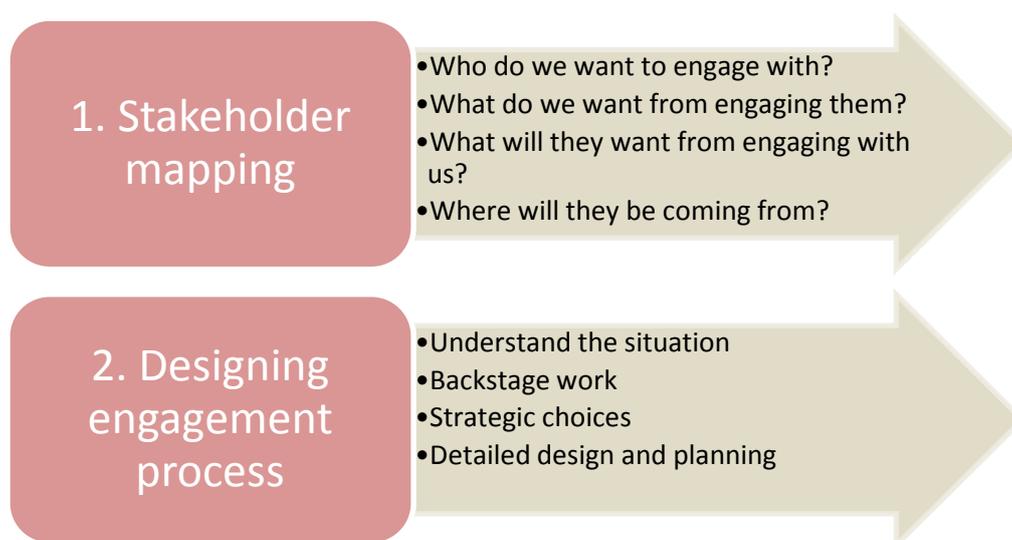


Adaptation Learning Exchange: Workshop 3 - Designing engagement

1. Background

At the third Adaptation Learning Exchange workshop, Wendy Faulkner from Talking Tweed led a seminar on designing engagement. The seminar was intended to help participants develop strategic plans for engagement exercises that are essential to adaptation planning. This report contains a summary of the seminar which readers can use as guidelines. The outputs of the seminar are presented in section 3.

2. Summary: guidelines for designing engagement



2.1. Stakeholder mapping

The first element in designing engagement is stakeholder mapping. This is a relatively straightforward step which allows you to identify and understand your audience. You will answer three questions:

1. Who do you want to engage with?
2. What do we want from engaging them?
3. What will they want from engaging with us? What's in it for them?

You will encounter a diverse range of partners who have different backgrounds, knowledge and drivers. These partners will have equally diverse motives for engaging with you, based on their interests, values and needs. This requires you to 'think from the other'; to find common language and common ground; and to find ways to move people from where they are to where you and they want to be.

2.2. Designing an engagement process

Developing a process plan requires an iteration of strategic and practical considerations. Without due care in preparation, design and planning, there is a risk that you achieve little, waste people's time and alienate them.

To achieve a 'fit for purpose' design, answer the following questions:

- What are your objectives?
- What time and resources do you have?
- Is it a one-off or multiple event(s)?
- What do you know about the audience?

Key factors in successful collaboration (Innes & Booher 2003, 2010)¹

- *Diversity of interests*: multiple ‘knowledges’ and ways of seeing the world
- *Interdependence*: a sense that I cannot do what I need to do without you
- *Authentic dialogue + deliberation*: valuing reciprocity, relationships, learning, creativity

In designing your engagement, you will have to make strategic choices, including *deciding where collaboration is needed* (e.g. to co-produce the process) or *framing the process* (e.g. coming up with a progression of conversations, activities, questions that take people from where they are to where they/you want to be). For more information refer to “Designing Engagement” by Wendy Faulkner².

3. Practical application: examples and inspiration – seminar outputs

During the seminar, participants were asked to carry out strategic design for one of three activities:

- I. Design a departmental/service-level workshop
- II. Develop an adaptation strategy
- III. Appraise the Adaptation Learning Exchange and develop recommendations for next steps

The exercise was in two parts:

Part 1: Stakeholder mapping

- Who do we want to engage with?
- What do we want from engaging them?
- What will they want from engaging with us?
- Where will they be coming from?

Part 2: Designing engagement

- Decide on any collaborations that may be needed.
- Frame your process design: a progression of conversations, activities or questions which will take your participants to where you want to end up. Where will dialogue and/or deliberation³ be needed?
- Come up with a broad plan (tasks and timeline) for the process or for (co)designing your process.
- Record your framing and plan, plus your rationale.

The following sections provide examples of how to apply this approach, and provide inspiration and considerations for holding your own workshop, or developing your own adaptation strategy.

¹ Innes, J. E. & Booher, D. E. (2003) Collaborative policymaking: governance through dialogue. In: HAJER, M. A. & WAGENAAR, H. (eds.) Deliberative Policy Analysis: Understanding Governance in the Network Society. Cambridge: Cambridge University Press.

Innes, J. E. & Booher, D. E. (2010) Planning with complexity: an introduction to collaborative rationality for public policy, Abingdon; New York: Routledge.

² Wendy Faulkner, Designing Engagement <http://adaptationscotland.org.uk/4/193/0/Workshop-3.aspx>

³ Refer to Wendy Faulkner, Designing Engagement for information on dialogue and deliberation <http://adaptationscotland.org.uk/4/193/0/Workshop-3.aspx>

i) Planning an internal adaptation workshop

Part 1 - Stakeholder mapping: planning a departmental or service-level workshop

Who do we want to engage with?

Budget holders

People with understanding

People with authority

Practical champions

People with 'can do' attitude

Wider stakeholders

What do we want from engagement?

Motivation

Focusing

Monitoring impacts

Progress

Change of practice

Change of mind set

What will they want?

No extra work

Less work

Higher profile

Kudos

Feel good factor

Part 2: Designing the engagement process

- Understand where attendees are coming from: what are their interests and values?
- Use imagery: select examples of impacts and responses based on the audiences' interests.
- Consider issuing an information-gathering questionnaire.
- Design the event so it is in two parts and time for reflection
- Leave space for dialogue ('think from the other')

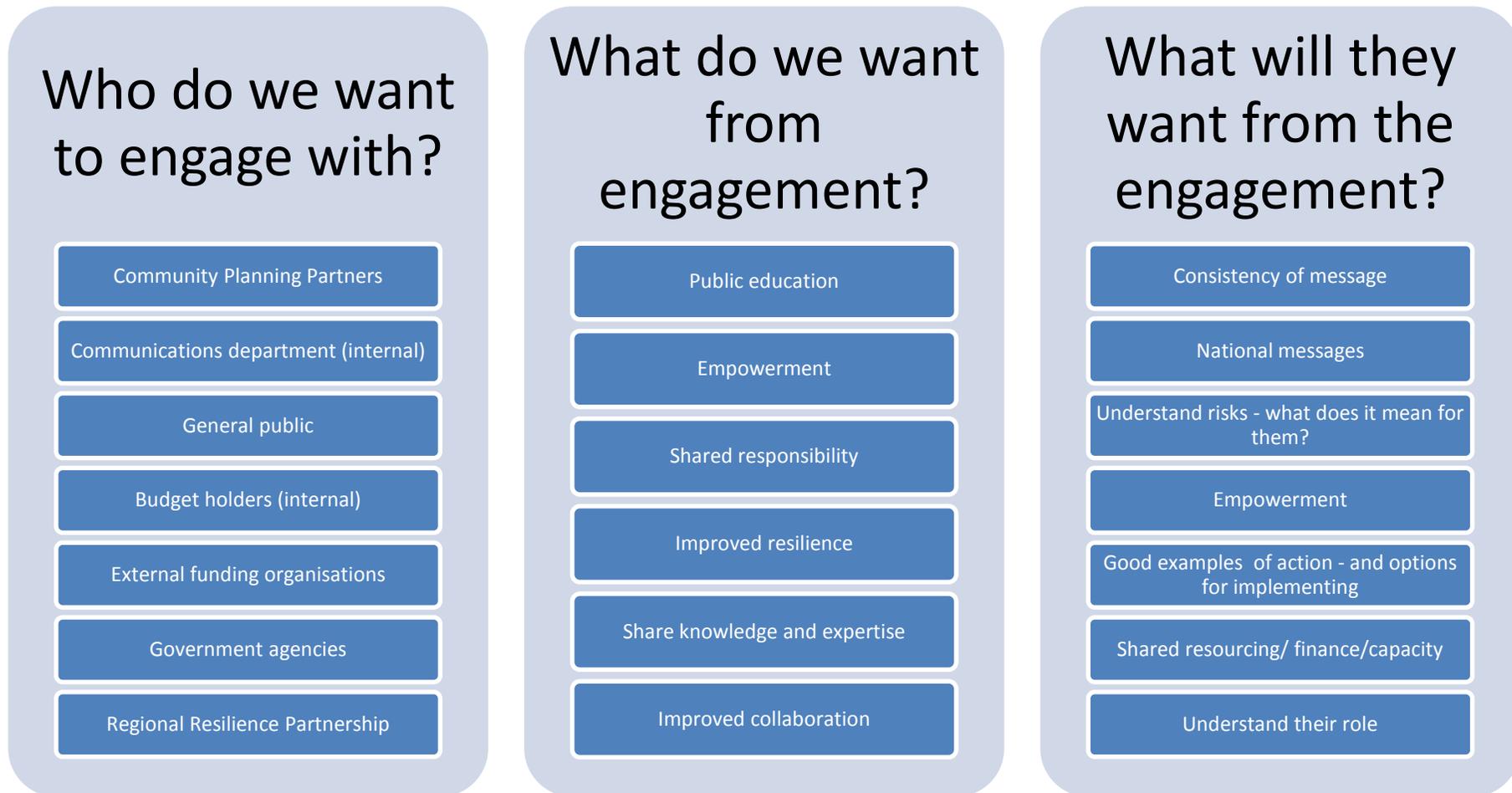
No. of weeks prior to workshop	Milestone
6	Date in calendar
4	Senior management briefing
3	Gather intelligence
2	Preparation, props, promotion

ii) Developing an adaptation strategy

The second group carried out their strategic thinking relating to the development of an adaptation strategy. Instead of thinking about the development of an *organisational* adaptation strategy, the group considered the merits of taking a *regional* approach to strategy development. Successful models of regional strategy development that were identified included:

- River basin management plans
- Energy action plans
- Regional Resilience Partnerships
- Galloway and Southern Ayrshire Biosphere Reserve (Climate Ready Biosphere)
- Climate Ready Clyde
- Central Scotland Green Network
- TAYplan

Part 1: Stakeholder mapping – developing an adaptation strategy



The group did not complete part 2 of the exercise but came up with recommendations to ensure greater efficiencies in developing adaptation strategies across Scotland.

Further reading

Wendy Faulkner's presentation includes information on effective dialogue and is available on the Adaptation Scotland website <http://adaptationscotland.org.uk/4/193/0/Workshop-3.aspx>