

Appendix 3 Workshop Guidelines

Rights and responsibilities

- It is each participant's right and responsibility to be unique. Each participant is respected for the perspective he/she brings to the table. Creativity stems from divergent ideas. Participants also have the responsibility to communicate their perspectives as concisely and clearly as possible. Hiding behind a veil of expertise is not acceptable: flag jargon.
- Nobody knows everything, but together a group knows more than anyone alone. Ideas generated in the group belong to the entire group, not to any specific individual.
- Assume that all those present are the right persons for the task. Opinions about the balance of the group can be stated through the survey and will go on record. It should not continue to take energy and focus away from new possibilities.

Behavioral guidelines

- Everyone has two ears and one mouth... use them in the appropriate ratio. Maximum two minutes per intervention. Everybody should get the chance to contribute his/her share.
- Creativity can only flow when destructive criticism is withheld. Withhold judgment until a participant has made him/herself understood. Allow ideas to exist and grow, take them in, actively listen, listen for possibilities, allow for the possibility of being inspired, even when you would prefer to immediately shut out the ideas based on your rationale. Sorting through the options presented will be done in due time. Ask questions for understanding rather than for the purpose of invalidating a contribution.
- Disagree without being disagreeable. Emphasize the situation rather than the people involved. Don't become personal in disagreements. Maintain a focus on a logical train of thought, rather than "You are wrong." statements. Such a statement will invoke a request to substantiate with "evidence" to the group. Instead, encourage co-participants to feel competent and value disagreements as a source of creative ideas.
- A focus on that which is equally good for all is maintained. This goes back to "increasing the pie" before "dividing the pie". Often there is an intricate ongoing tension between "what is best for the overall objective" versus "what is best for me or the group I'm representing". A focus on the latter is naturally present. The challenge is to allow a focus on "what is best for the overall objective" to co-exist. In addition, "what is best for me" is often relative to the extent to which other stakeholder's needs are satisfied. One way to open the pathway toward "what is best for the overall objective" is to concentrate on underlying concerns and interests rather than on stalemate positions. Another way is to emphasize future improvements rather than dwelling on the past.
- There is no need to impress others. The ability to explain complex information in lay terms is more valuable than to confuse people with expert language.

Consensus enhancing procedures and conflict handling strategies

- Free discussion geared toward creativity is the primary goal. Consensus is never a requirement, but a secondary goal as the crucial aspects of an issue are systematically lifted out of the free discussion and narrowed down to consensus.
- A request for a show of hands (up in the air) is used in order to identify the perception in the group about a specific issue. Even though not every participant may be equally happy with a specific solution, it may be necessary for everyone to "live with" a proposed step. This procedure may generate a temporary verdict, which usually has some participants

studying the subject in order to expand on their beliefs and provide the group with facts. Interestingly enough, the “voting” procedure is usually not required when addressing qualitative matters, but mainly reserved for quantitative matters.

- Consensus is achieved in the absence of “reasoned and paramount objections”. In mediated modeling a group will seek unanimity; however, an absolute consensus on every issue during the entire modeling process is impossible. In the interest of time groups continue if there is “no reasoned and paramount objection”. However, when turning toward the absence of reasoned and paramount objections too early, the group runs the risk of ending up with solutions that all can live with, but the solutions may lack teeth and may therefore not be useful.
- Ad hoc meetings with individual participants, groups of stakeholders, or experts may occur as the need arises between the workshops. In the data gathering and quantification stage, ad hoc meetings with small groups are often required to figure out specific problems or to determine the most elegant reflection of a specific discussion. At this point, the whole group has identified specific challenges and is looking for common answers. It is important that small steps are taken, both during these ad hoc meetings and between the meetings of the larger group, in order to retain the cohesive understanding of the participants.

Modeling guidelines

- The final model is a joint product of the team learning experience. The team learning is as important as the model as an end product. The final model itself serves as a vehicle to recreate the insights gained for others.
- A model is always an abstraction of reality. A model can only be evaluated for the purpose for which it was designed.
- Synthesis is the art of leaving things out. A minority of the variables that could be chosen should explain the majority of the system’s behavior. A relatively small part of all possible variables that could be incorporated in a model are chosen to explain the behavior of the system. This means that those constructing a scoping model should aim for simplicity and elegance, not for a high degree of detail.