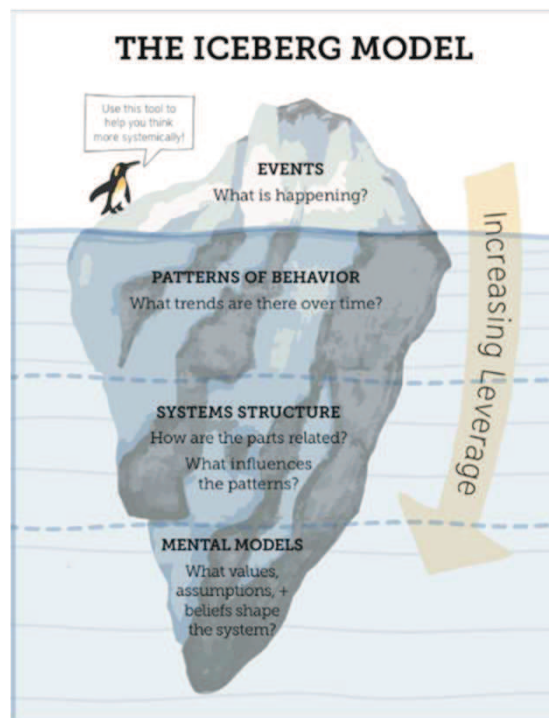


Anticipate Future Jobs on Alpine Remote Areas



Guidelines for a participatory modelling of viable territorial systems supporting future jobs



This project is co-financed (ARPAF Fund) by the European Union

WP 3.2 Desired futures for local systems (local workshop)

Partners: FEM, PoP, EAA, KGZS, PL

Operatives: facilitators, interviewers, data analysts, desk researchers appointed – if necessary - by partners (operatives can be the same partners)

Stakeholders: local interviewed stakeholders to be involved in the strategic interviews,

FEM-Experts: experts – appointed by FEM - providing training on methods (from futures studies) and coaching in their application

Each partner performs (at least with the same stakeholders as in WP 2.2) the assigned task:

- ☐ conduct a futures exercise with locals: *
 - identification of the desirable futures,
 - identification of the relevant variables and promising conditions,
 - mapping the relationships between the relevant variables (structure of local system)*
- ☐ send the outcomes to FEM that will produce the Action report, 3.4

* of course, partners are free to carry out further exercises with other groups of stakeholders in further study areas (in this case, partners will act without support by FEM Experts)

WP 3.2 Desired futures for local systems

(Agenda for a participatory modelling session)

Timing	Steps
10 min.	Frame the issue and the meeting: scope, approach, expected results, use of the results
20 min.	Introduce the concept of the iceberg and systems mapping (causal links, polarity and feedback loops, LOOPY helps!)
10 min.	Share a definition of desirable local futures, and trends
30 min.	Identify the relevant structures (causal map)
15 min.	Break
15 min.	Refine causal map
15 min.	Identify the mental models
20 min.	Initial policy options (in pairs + plenary)
15 min.	Debriefing

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

- ✓ Modelling team: 1 facilitator + observer and timer (taking notes about contents or participants' comments, keeping the flow of discussion within time limits)
- ✓ Size of stakeholder group: 7 ± 2 people, following the principle of heterogeneity (see Guidelines for Strategic Interviews)
- ✓ Materials needed:
 - Paper sheets, post-it
 - Whiteboard or A0 sheet or flip chart sheet
 - markers
- During the session take some photos of the group at work
- After the session: convert the CLD into LOOPY diagrams and save and send the link (shortened)

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

A proposal set includes 7-10 people* at each study area, such as:

- 1 young unemployed (or commuter, or studying abroad)
- 1 young employed (in locally relevant sectors)
- 1 trainer (in vocational/professional training)
- 1 Education/school managers
- 2 local administrators (if possible include a mayor or other elected representative)
- 2 local entrepreneurs (in sectors such as tourism, agriculture, services)

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

HOW opening the session

✓ **Frame the participatory modelling session:** example:

" Good morning sir / madam ..., the pilot project is about the possible and desirable future for local young people in [name of the study area]..."

Here we are going to practice and test an innovative approach.

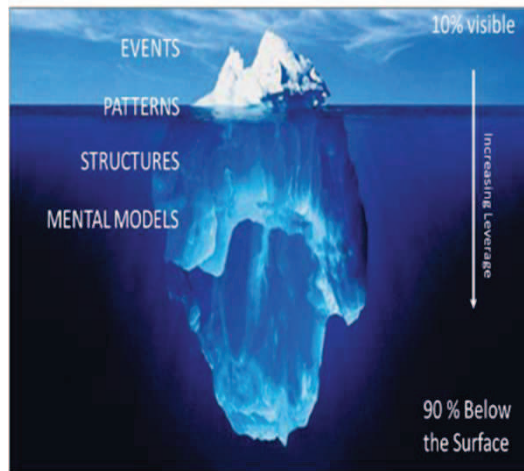
*The purpose of this meeting and your contribution is a better **understanding and definition** of the local system that can offer the context and conditions that will support (or contrast) a desirable future*

*The **results** will be the basis for a larger and more operational project.*

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

A dictionary of “Iceberg Model”



(use this for explanation of slide 4)

Events: are the “what’s happened,” the newspaper headlines, the “what we saw”; they are discreet events or activities.

Patterns of events: If you look at events over some period of time, you will start to notice patterns; they answer the following questions: what’s been happening? or what’s changing? If you expand the time period broadly enough, eventually all events will show up as part of some sort of a pattern.

Structures: are causing those patterns of events and the events that we saw to occur. Structures are the “rules of the game”; they can be written or unwritten; they can be physical and visible or invisible. They are rules, norms, policies, guidelines, power structures, distribution of resources, cultural rules, or informal ways of work that have been tacitly or explicitly institutionalized; they answer the question, what might explain these patterns?

Mental models: define the thinking that creates the structures that then manifest themselves in the patterns of events; mental models are people’s deeply held assumptions and beliefs, whether conscious (“I know I think like this”) or unconscious (“I’ve always thought this way and don’t even question it, the idea is so core to my being”) that drive behavior.

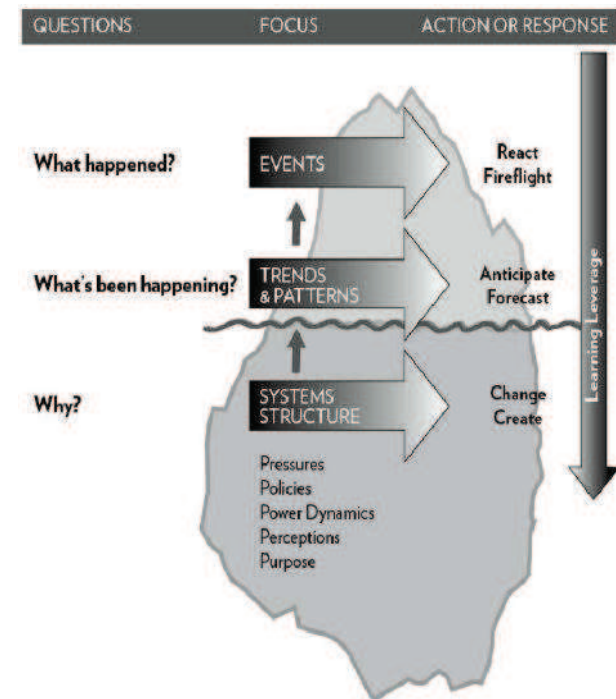
WP 3.2 Desired futures for local systems (explanation for “Iceberg Model” 2/2)

(use this for explanation of slide 5)

If we only look at events, the best **we can do is react**. Something happens, and we fix it. The first time an event pops up, we address it. We don't shift our thinking in any way; we just act swiftly to fix the immediate problem. And for some things, this approach works well. When there is an actual fire, getting out of the building is a good reaction.

When we start to notice a pattern of those events, we have more options. **We can anticipate** what's going to happen and we can plan for it. When we start noticing patterns, we can begin to consider what is causing the same things to happen over and over again.

When we start to pay attention to the underlying structures, we begin to see where **we can change what is happening**. We are no longer at the mercy of the system. We can begin to identify the thinking and the mental models that are causing those structures to be the way they are.



WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

HOW Frame the modelling

Make clear the boundary of interested system

(recall it along the process)

“Defining our system boundary is defining what is in and what is out of our system of interest:

Our spatial frame (our system under scrutiny) is within [selected area]

Our temporal frame is about the next 10-12 year, from today to 2030”



a sheet with written temporal and spatial frames can help

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

HOW Conduction of the session

Start with definition of desirable future* (done), critical event (done), and time graph (empty)

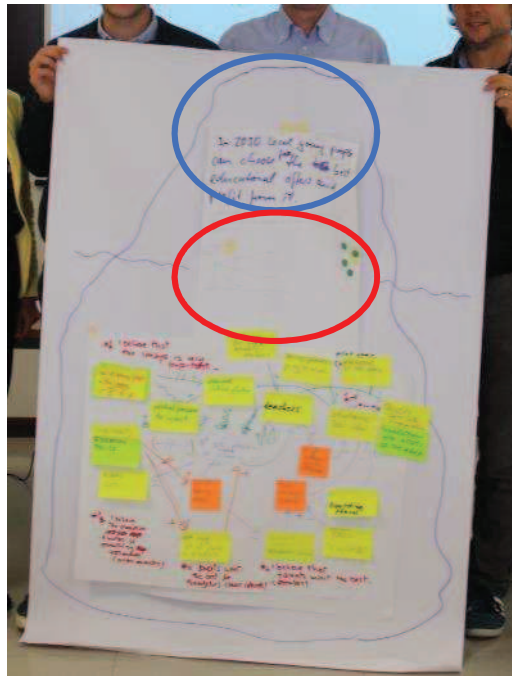
“Concerning the scope of the project (repeat it if useful) our definition of desirable future is.... and related critical event is....

[definitions checked with Rocco ;)]

The current trend of critical event we believe is ..., while the hoped is, and the feared one is...

What is your opinion about it?

Please draw your ideas about current/hoped/feared?”

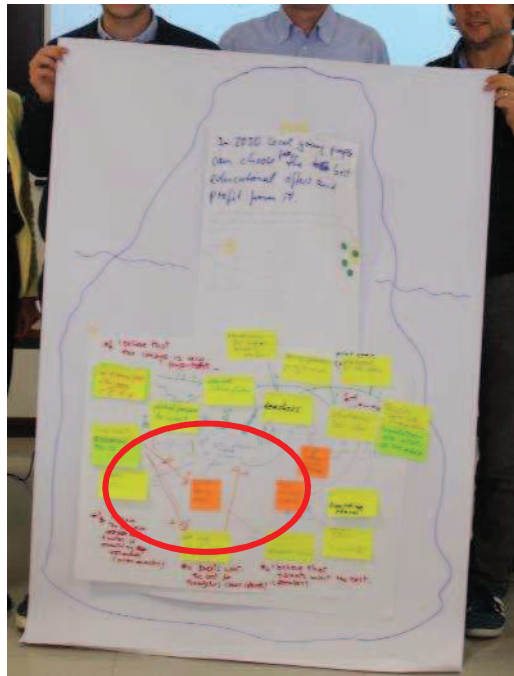


*Define a desirable future related to one of the local treasures (see WP 3.3)

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

HOW Conduction of the session



Start participatory modelling (causal mapping) with the variable in the centre

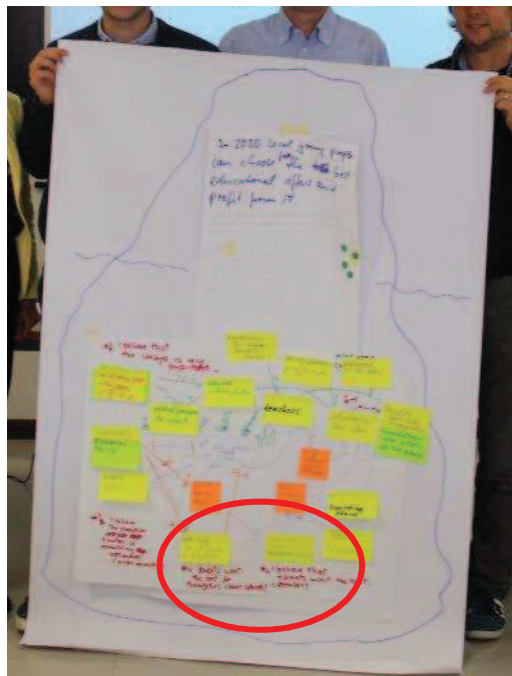
“Please find 5-7 variables related to the critical event that can be its consequences or its causes”

“Please connect each variable (one at a time!), through causal links with polarity, to the key variable relating to the event and justify it; hereafter, where relevant, explicit causal links also among the added variables, highlighting any feedback loops”

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

HOW Conduction of the session

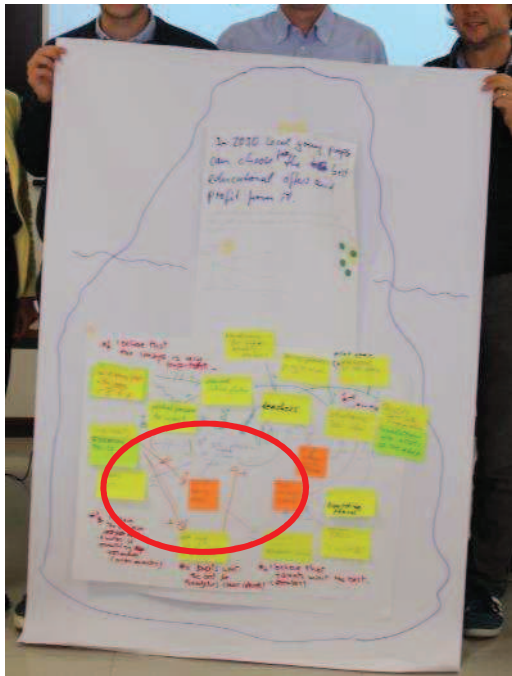


**Invite the participants to make explicit some key causal links, starting the explication with “
“I believe that...”
Or “I know that...”**

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

HOW Conduction of the session



Defined a satisfactory conceptual model (or finished the time), define a simple potential policy and explain its expected results through the interested cause-effect chain

“ask participants, in pairs, to describe the policy by 1-2 sentences and to start with the variables they could control or influence and to tell in plenary their policy proposal through the causal map

HOW Conduction of the session

Interaction with participants

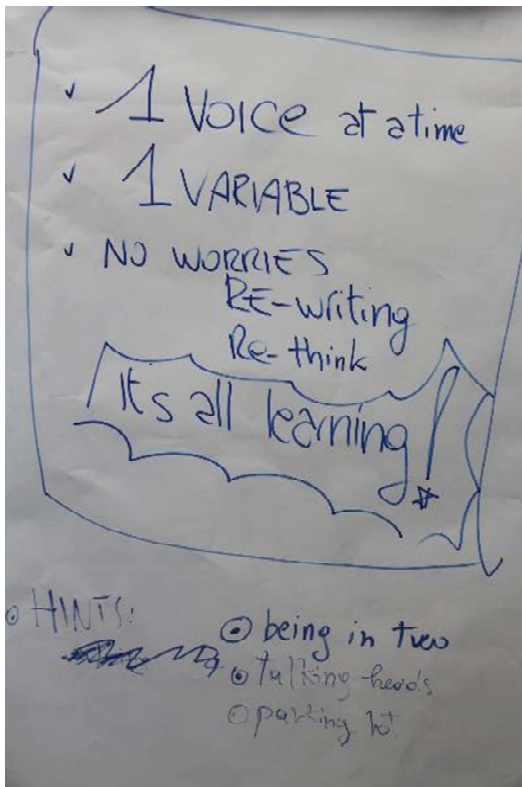
One participant presents its variable and defines the causal relationship with polarity

Facilitator ask the group if all agree about each statement

Remember to the group the rules for interaction

One voice at a time

1. One variable at a time
2. No worry about re-writing or re-think the variables and links
3. It's all about learning



It may be useful to use a sheet with written rules

WP 3.2 Desired futures for local systems

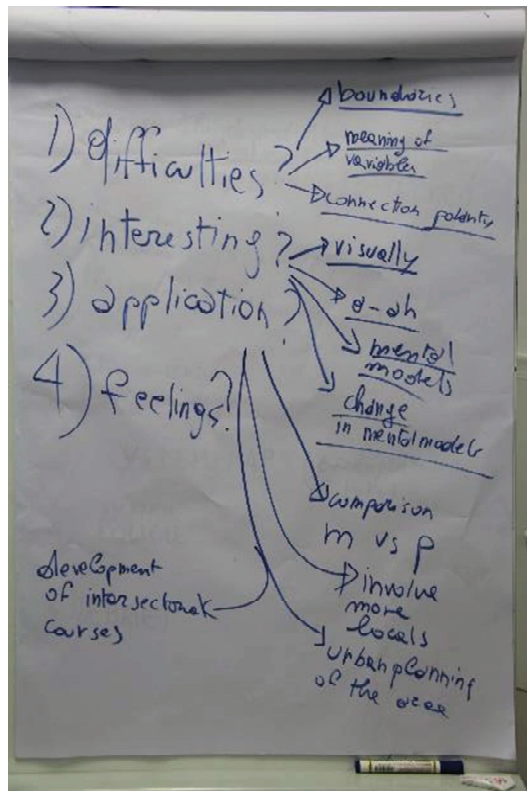
(How to build up a participatory modelling session)

HOW **Conclude the session – debriefing**

An important step in any learning experience.

Ask the participants:

What were the main lessons from the experience? Or use the following questions



During the process:

- Difficulties?
- Interesting or lessons?
- Feelings?

After the process:

- applications?

WP 3.2 Desired futures for local systems

(How to build up a participatory modelling session)

At the end

Take picture of the group
and say thanks to all!



WP 3.2 Desired futures for local systems

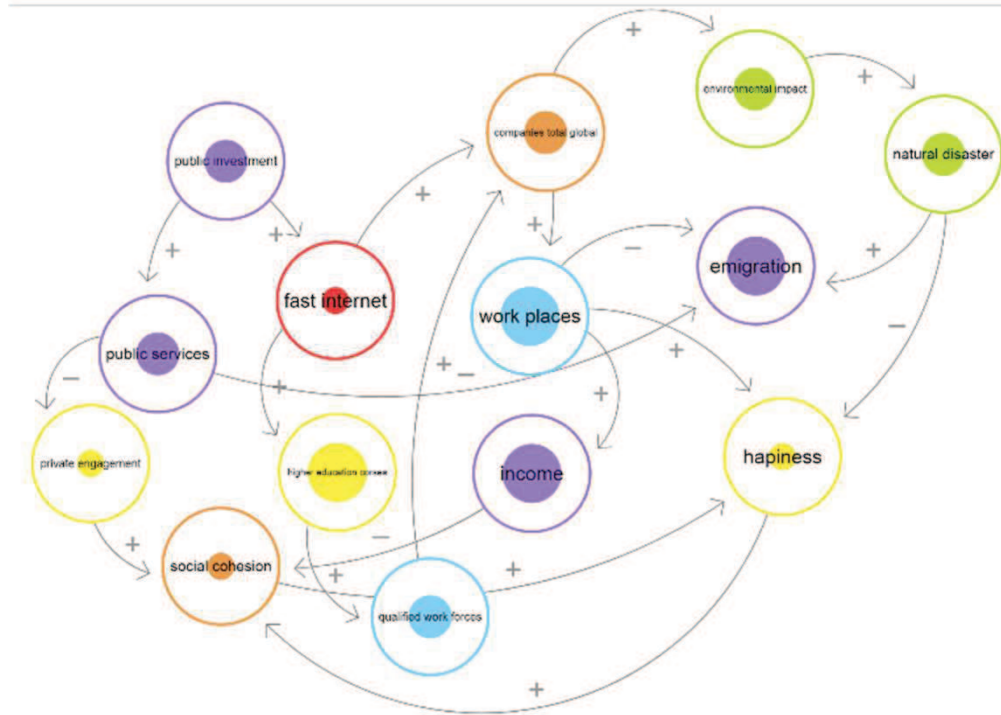
(How to build up a participatory modelling session)

After the session

After the session: convert the CLD into LOOPY diagrams and save and send the link (shortened)

Example:

<https://bit.ly/2PFhm3t>



WP 3.2 Desired futures for local systems (Reporting)

See the Word template provided by FEM

Session description:

- participants (age, sector of activity or job)
- date, venue, timing

Session results:

- transcription and translations of results of each step (post-it),
- pics of causal maps converted and translated into in Vensim or InsightMaker or Loopy diagrams,
- annotations from stakeholders' comments during the debriefing