

Community of Interest Conference 2018

Facilitator Instructions Syndicate Societal Resilience:

The driving factor countering hybrid warfare?



General Advice:

Before the group sessions on Tuesday:

- ✓ Check you know where your room is.
- ✓ Check you have materials e.g. post-its, pens, flip-charts, these instructions (!), phone (to take pictures).
- ✓ Check you have a name list for your group.
- ✓ Check you have a timetable!

Be prepared to **be flexible**. If the approach doesn't work for your group then change it.

Timings are approximate.

- ✓ Some groups will finish early, some will finish late. Try to coordinate things with your fellow facilitators so you are on time for the plenary sessions.
- ✓ Speak with other facilitators to check how the groups are progressing and don't be afraid to suggest changes to the suggested approaches, questions being asked or timings.
- ✓ Ask lots of questions to make sure you understand the rationale for what you are being told.
- ✓ If you pick up on a key point, make sure you emphasize it to the note taker so it is recorded.
- ✓ If someone has a frustration or something they feel is very important, but perhaps not relevant to the session, make sure you listen to them and are seen to capture it (using the note taker). Or ask them to express it on a sticky-note so we can capture it...or if all else fails, ask if you can discuss it at the coffee break with other key stakeholders (who are not present in the group) who would be interested.
- ✓ If someone asks a question you can't answer, be honest, make sure you note it down and that you will check with your colleagues and get a response to them later.
- ✓ Discuss with colleagues, what outputs from workshop will be and how they will be disseminated. Will a summary of the outputs go to everyone?
- ✓ **MAKE SURE YOU COLLECT IN EVERYTHING THEY HAVE PRODUCED (STICKY NOTES, TEMPLATES) OR TAKE A PICTURE OF IT!**



Enjoy facilitating! And good luck!

In case of need use the following phone numbers to get in contact with the conference team.

OPR LTC Hofmaier, Stefan +49 171 300 62 30
AO SCPO Müller, Dennis +31 653 726 711

Be prepared to **be flexible**. If the approach doesn't work for your group then change it.

"NATO Strategic Direction South – Projecting Stability"

Group Session 1 – Introductions:

Day 2, 09:15 – 10:00 (45 mins)

1. Introduce yourself as the facilitator(s) to the group. **[3 min]**
2. Explain the aim of the session [Feel free to write this on a flip-chart before the session] **[2 mins]**
 - a. Establish ground rules
 - b. Introduce group to one another
 - c. Determine syndicate work expectations
3. Before we introduce each other we are now going to cover the ground rules **[3 mins]**
 - a. Write these up on a flip-chart before the session.
 - i. Only one person speaks at a time.
 - ii. Stay on topic.
 - iii. No side conversations.
 - iv. Confidential issues will remain in the room.
 - v. Respect others' points of view.
 - b. Ask for comments & suggestions for other rules and capture them.
 - c. Keep them displayed through the whole workshop.
4. Self-introduction of all syndicate group members: **[15 mins]**
 - a. Name
 - b. Organization
 - c. Role
 - d. Something a bit different to liven them up e.g. describe your perfect day
5. Now ask them to discuss: **[20 mins]**
 - a. What is your interest in Resilience overall and (maybe) in Societal Resilience?
 - b. Is the resilience term applicable in the strategic direction south?
 - c. Which factors drive stability most in the southern focus area? [ask them to write this down on a sticky note]
 - d. What can you personally add to this topic/syndicate?
 - e. What are your expectations for this workshop?
6. Recap on the aims and summarize what the session has achieved. **[2 mins]**



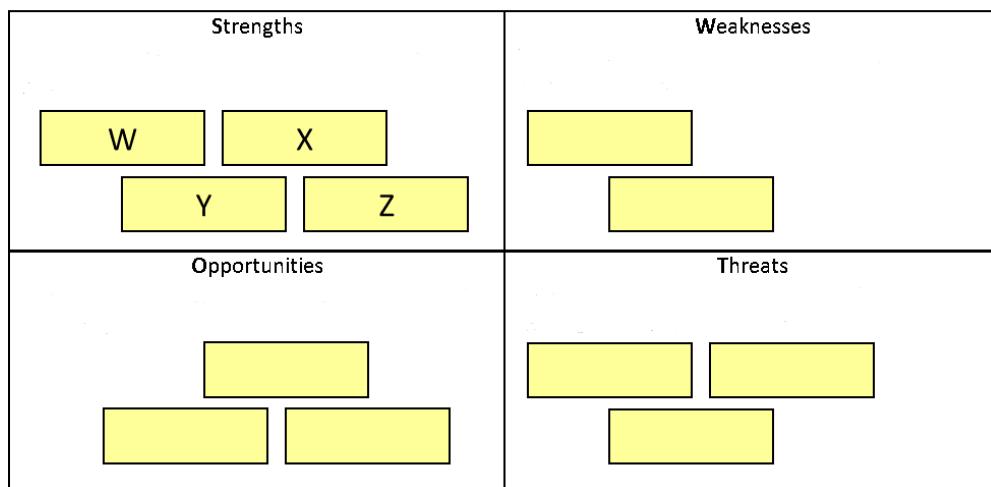
"NATO Strategic Direction South – Projecting Stability"

Group Session 2 – Concept Vision:

Day 2, 10:30 – 12:00 (90 mins)

Note – this is a long session. Feel free to introduce a leg-stretch or break.

1. Explain the aim of the session [Feel free to write this on a flip-chart before the session] **[3 mins]**
2. Brainstorm Session. Ask the following questions and write them on a flip-chart **[30 mins]**
 - a. Which are the driving factors, to create stability / resilience?
 - b. Which role should the “western world”/ NATO etc. play in creating resilience?
 - c. Which are limitations / risks of resilience building?
 - d. What are the rules of CIMIC and SFA within Projecting Stability
 - e. How can CIMIC contribute or support to resilience?
 - f. Are the tools (p.g. white indicator lists) applicable in the southern focus area?
 - g. ...
3. Split the group into pairs and ask them to conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the *concept vision*. **[42 mins]**
 - a. Give each group a template or ask them to draw it up on a flip chart.
 - b. Get each group to write SWOTs via sticky notes.
 - c. Ask each group how they are progressing & offer guidance to those groups who may struggle. You may need to explain or define what we mean by SWOT.
 - d. Get each group to present their output and invite discussions from the other groups.
 - e. Summarize common elements and explore any major difference between groups.

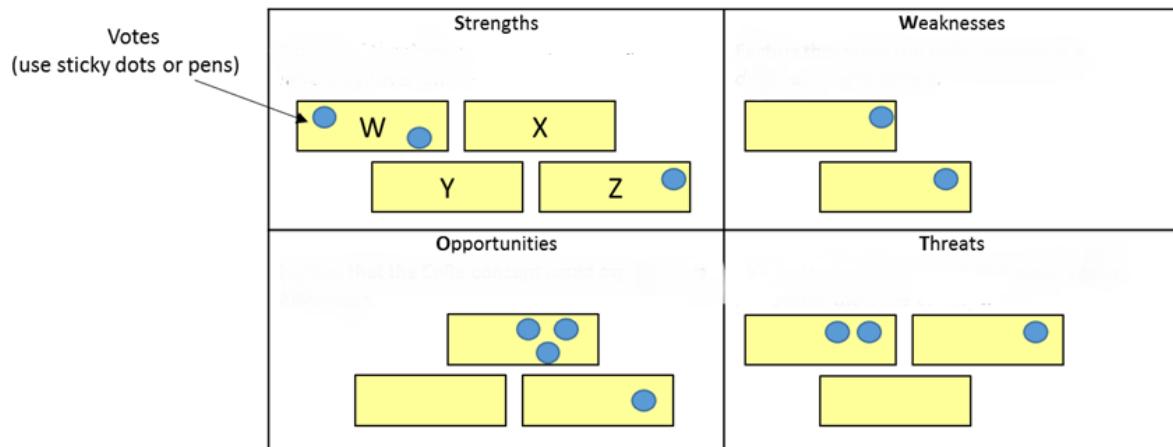


4. Combine all SWOT sticky notes together on a master SWOT template (you may have already done this when the groups presented in step 6). Ask each attendees to review all the SWOT charts and vote on the top Strength, Weakness, Opportunity, and Threat. **[15 mins]**
 - a. Ask each person to assign 3 dots/lines to their preferred issues (via sticky dot or pen line)
 - b. Count up and summarize top issues. Ask questions as to why people preferred these.

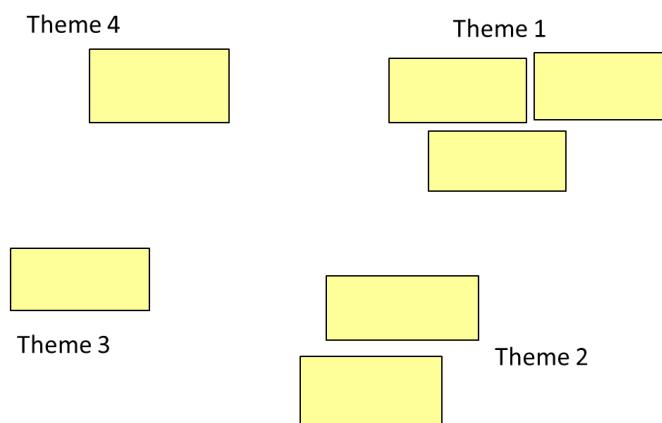
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Group Session 2 – Concept Vision:

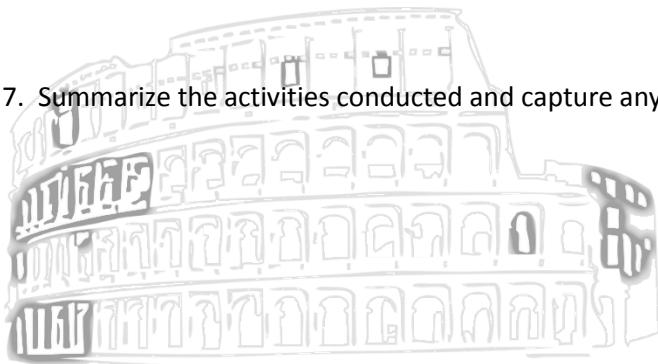
Day 2, 13:00 – 14:30 (90 mins)



5. Based on the outputs of SWOT Analysis, ask each attendee to write down their proposal for an Operational Design and possible Lines of Effort **[20 mins]**
 - a. Use **sticky notes** to capture each idea down and stick on wall / flip-chart.
 - b. Group into common areas, summarize key themes.
6. Ask each attendee to write down on **sticky notes** what the outputs would be for the Operational Design / Lines of Effort? One idea per sticky note. **Stick these to the wall. [25 mins]**
 - a. What do the outputs look like?
 - b. Try to group and put them in common themes e.g. domains (medical, logistics) or DOTMLPFI
 - c. Use DOTMLPFI as a prompt or to test outputs against e.g. would the concept lead to any doctrinal outputs? How would the concept influence training?



7. Summarize the activities conducted and capture any additional feedback. **[3 mins]**



“NATO Strategic Direction South – Projecting Stability”

Group Session 3 – LoE Development:

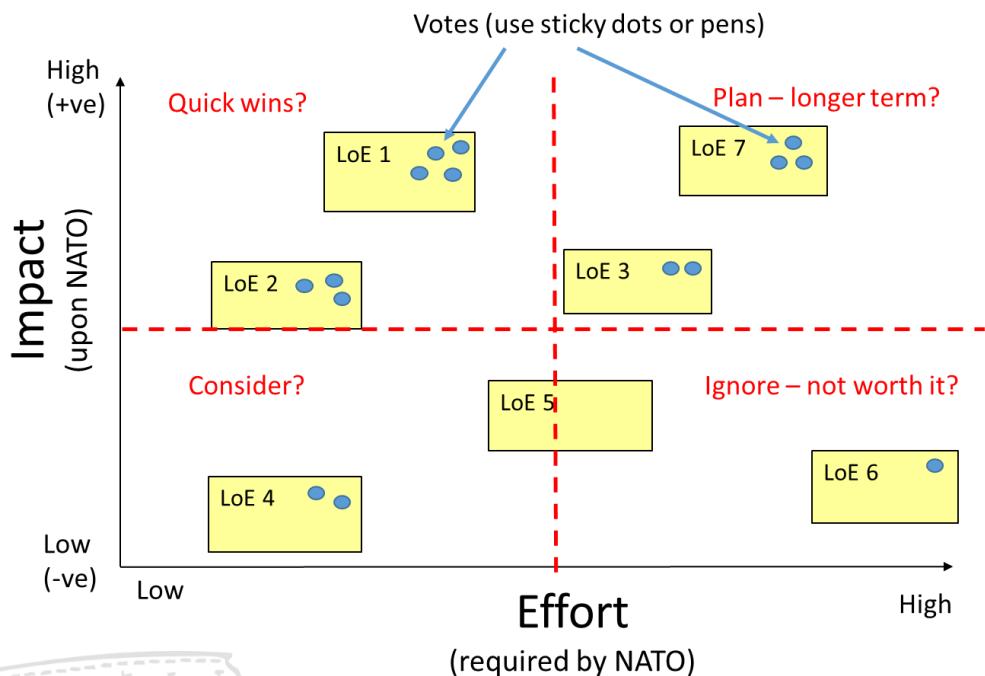
Day 2, 13:00 – 14:30 (90 mins)

Note – this is a long session. Feel free to introduce a leg-stretch or break.

1. Explain the aim of the session [Feel free to write this on a flip-chart before the session] **[2 mins]**
 - a. Develop & prioritize LoEs.
 - b. Develop options to progress LoEs.

2. Ask attendees questions to prompt open discussion. **[20 mins]**
 - a. Which LoEs are relevant? Realistic? Achievable? Ask why?
 - b. Do they see the LoE as being ones NATO can genuinely progress, or are they national-level, regional level?
 - c. What would they remove?
 - d. What LoEs are missing? Why do we need them? What would they involve?

3. Draw up an **Impact v Effort graph** on a flip chart (low to high on axes). Ask group to place each LoE on the graph, including any proposed new LoEs. **[20 mins]**
 - a. Focus on NATO's perspective but be prepared to discuss how it would look from other perspectives.



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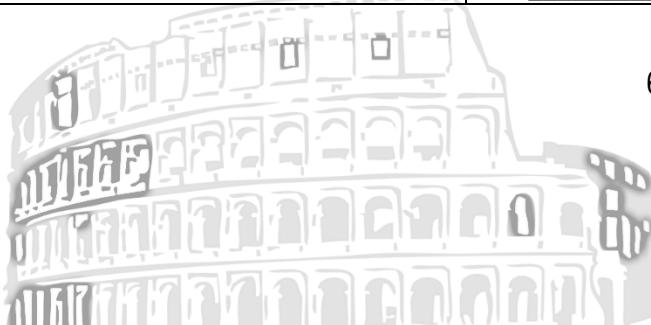
Group Session 3 – LoE Development:

Day 2, 15:00 – 16:30 (90 mins)

4. Ask each attendee to vote for their top LoEs on the chart. [15 mins]
 - a. Give them 3 dots or 3 pen-marks each and ask them to assign them to their preferred LoE(s).
 - i. Possible combinations are: 3 x LoEs (1 dot each), or 1 x LoE (3 dots), or 1 x LoE (2 dots), 1 x LoE (1 dot).
 - b. Count up votes and identify top 3 LoEs.
 - c. Discuss why these are the top LoEs.
 - d. If there are no preferred LoEs, try to understand why

5. Split group into 3 sub-groups to tackle one LoE per sub-group. Hand out LoE review template (or use sheet of paper), and ask each group to discuss their LoE and fill in the template. The template covers: [40 mins]
 - a. Assess current LoE objectives.
 - b. Identify new objectives
 - c. Identify Enablers / blockers for each LoE
 - d. Identify options for each LoE. Ask them to highlight top 3 options.

LoE	[Insert LoE Title Here]
Current Objectives Comments	<ul style="list-style-type: none"> • Positives: _____ • Negatives: _____ • Interesting: _____
New Objectives – what is missing? How can it be improved?	<ul style="list-style-type: none"> • _____ • _____ • _____
Enabler i.e. opportunities to exploit	<ul style="list-style-type: none"> • _____ • _____
Blockers i.e. constraints to progress	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____
Options – how can this LoE be implemented	<ul style="list-style-type: none"> • _____ • _____
<i>[opt]</i> Identify possible champions/actors (by nature/type: i.e. NATO NCS/NFS or Academia, Nation/Civil Protection Agency	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____



6. Ask each sub-group to present their LoE review templates to the group. [30 mins]

- a. Ask questions to understand their rationale.
- b. Invite discussions and debate.
- c. Capture any refinements.

7. Summarise the activities conducted and capture any additional feedback. [5 mins]

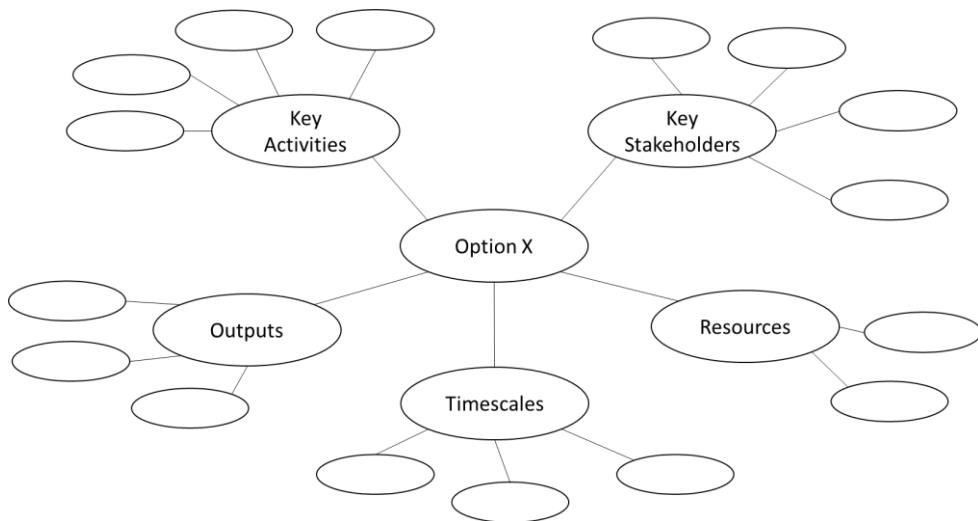
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Group Session 4 – LoE Development Continued:

Day 3, 08:30 – 10:00 (90 mins)

1. Explain the aim of the session [Feel free to write this on a flip-chart before the session] **[3 mins]**
 - a. Complete any work remaining from Group Session 3 i.e. LoE objectives.
 - b. Develop rough plan for LoE options.

2. Ask attendees to take the top LoE options and explore the following aspects of each option. **Please note there may be time to explore all 3 options, so suggest pick top option and only do other options if have sufficient time. [50 mins]**
 - a. Key Activities
 - b. Key Stakeholders
 - c. Outputs
 - d. Potential Timescales
 - e. Resources required



3. Ask the group to present their findings. Discuss. **[35 mins]**
4. Summarise the session. **[2 mins]**



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Group Session 4 – Presentation Preparation:

Day 3, 10:30 – 12:00 (90 mins)

1. Explain the aim of the session [Feel free to write this on a flip-chart before the session] **[3 mins]**
 - a. Discuss the presentation and briefer.
 - b. Develop the presentation.
2. Presentation preparation. **[77 mins]**
 - a. Ask for volunteers to present in the plenary.
 - b. Discuss the content of the syndicate should be briefed.
 - c. Prepare the briefing.
3. Summarize the session. **[10 mins]**
 - a. Ask has it met their expectations. Why / why not? (refer back to day 2)
 - b. How they are feeling about the concept? [in one word] Useful test to judge success of conference!
 - c. Thank attendees for their valuable contribution.

