

# e-SMART TRAINING MATERIAL

**Interactive methods for stakeholder  
engagement in the mobility sector**

## The e-SMART project

While electrification of private transportation has continued to expand constantly, ambitions should move forward towards electric vehicles solutions in Last-Mile-Logistics (LML) and the Local Public Transport (LPT), with electricity generated from renewable energy sources.

The decarbonisation of the transport sector and particularly the mass deployment of electric vehicles need truly interoperable roll-outs of electric vehicle charging infrastructures powered by renewable energy as well as an intelligent charging management to prevent peak loads. This is especially important in the Alpine Space, where mobility and transport have always played a significant role.

The e-SMART project addresses this challenge: Bringing developments in e-mobility in LML and LPT together and improving the electric vehicle ecosystem building up on the concept of smart-territorial relationships.

Find out more about the e-SMART project:  
[www.alpine-space.eu/projects/e-smart](http://www.alpine-space.eu/projects/e-smart)



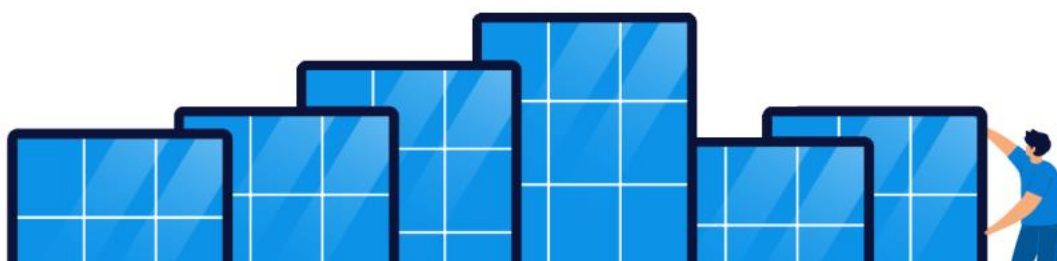
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## Objective

This training material aims to inspire representatives of public authorities and the private sector who find themselves responsible for moderating and accompanying the process of stakeholder engagement in mobility projects and strategy development. Stakeholder engagement is a crucial practice of involving anyone who is affected by a development in the process of decision making. It positively contributes to increase acceptance of the results and is a major factor in developing the e-SMART project results.

This document describes several interactive methods for workshops or discussions that aim at bringing together the different perspectives and finding joint solutions.



## 1. Introduction to interactive methods

Stakeholder engagement is characterised by exchange and discussion – to learn different perspective and find common solutions. Exchange and discussions are two formats, which we know from everyday communication. These formats can work in stakeholder engagement. Nevertheless, often (even small) interactive methods help, to stimulate a more interesting conversation than a normal discussion would deliver. Furthermore, interactive methods can help to make stakeholders feel more integrated in the project process.

This training material collects a few selected methods, for the warming up as well as for the main part of a meeting.

Which methods you choose depends mainly on the goal you are pursuing in the respective part of the meeting: Do you want to “break the ice”? Do you want the participants get to know each other? Do you want to let everyone have their say? Do you want to discuss a (controversial) issue? Etc.

Of course, not all methods work with all stakeholders and in all situations. But experiences show that many people like to interact and that many adapt quickly to interactive methods. Nonetheless, if you know that your stakeholders are not used to interactive methods, maybe start with very small (warm-up) methods to get a feeling of how they react (and maybe extend the scope of interactive methods during the next meetings).

Also be aware that there is a different in practicing interactive methods online or offline. If you carry out online meetings, be aware for example of technical barriers (e.g. it might be helpful not to use too many platforms at the same time).

## 2. Warm-ups

Warm-up method / Ice-Breaker	
Online/offline use	Online
Main goal of this method	Welcome participants and start activating their thoughts on mobility
Timeframe	10-15 minutes
Target group and # of participants	Participants at an online event on electric mobility
Description	<p>The moderator prepares a Miro Board or a Google presentation with a large picture of an electric bus (or any symbol of e-mobility) beforehand. When working with Miro, make sure to explain how to apply the post-its. When working with the Google presentation, prepare some boxes of different colors to present the post-its. At the beginning of the session, (s)he shares the link with all participants via the chat and formulates a question like: "How do you connect with or relate to e-mobility?" The participants now have a few minutes (up to 5) to answer the question by using the post-its and "sticking" them to the picture of the bus. After a few minutes the moderator stops the participants and highlights some post-its.</p> <p>This way, the session starts with a personal, appreciative and friendly ice-breaker. A possibility is to ask participants to include the city where they are from which is a nice way to get a geographical overview.</p>
Possible shortcomings	Participants may be unfamiliar with Miro, Google presentations might be the easier way to use this ice-breaker.
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<b>Liberating Structures – Impromptu Networking</b>	
Online/offline use	Offline (adaptable to online use via breakout rooms)
Main goal of this method	Warm-up method to identify expectations/challenges and trigger new connections and a warmer atmosphere
Timeframe	20 minutes, before the start of the actual work session
Target group and # of participants	At least 10 participants who are not familiar with each other or who have not yet worked on the topic together before
Description	Moderator defines 1 or 2 questions the participants should focus on (what are my expectations, what do I bring into the meeting today, what do you wish to see from other participants). Participants now come together in pairs for a certain amount of time to exchange on the questions (encourage strangers to pair up!), ideally around 3-4 minutes. Repeat 3 times with new pairings, resulting in an overall networking phase of around 12-15 minutes. Pairs can walk freely around the room or outside, if possible. This way, all participants establish contacts in the beginning and are encouraged to speak, also participants playfully start thinking about the aim of the session. Helpful to break hierarchies between invited participants.
Copyrights (if existing)	<a href="https://liberatingstructures.de/liberating-structures-menuue/impromptu-networking/">https://liberatingstructures.de/liberating-structures-menuue/impromptu-networking/</a>

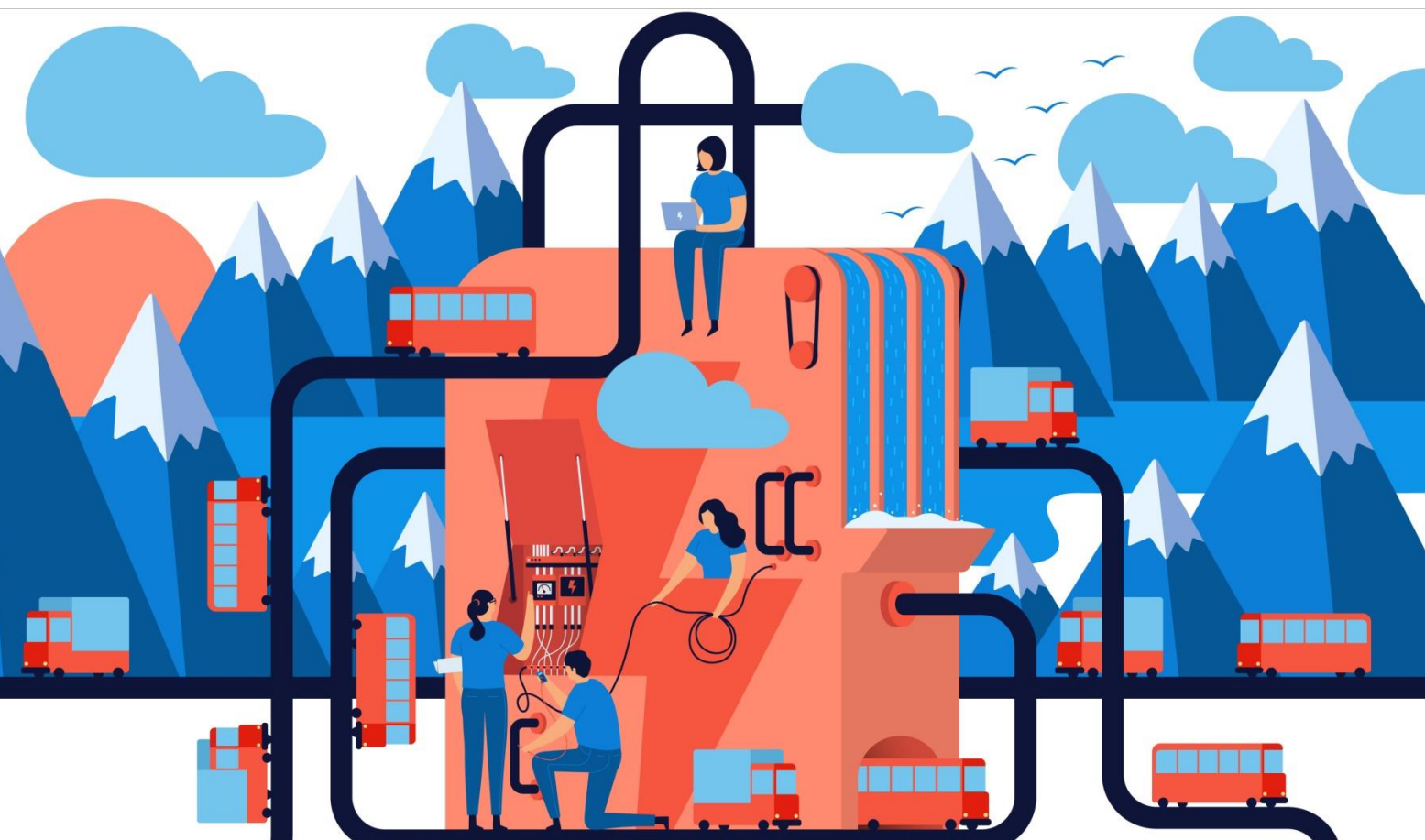
### 3. Interactive methods

Small group exchange	
Online/offline use	Online and offline
Main goal of this method	Stimulate discussion in smaller groups and create a working atmosphere where participants feel comfortable sharing
Timeframe	15 minutes + time for discussion in the plenary (45-60 min)
Target group and # of participants	8 or more participants
Description	In round 1, two participants discuss a question/topic for 5 minutes. In round 2, two pairs of the first round are grouped together to discuss the same question/topic for 10 minutes. Afterwards, all groups present their outcome to the plenary where questions are answered and main findings reported. It is useful to identify a person to present findings per group in the beginning of round 2. This method allows everyone to speak and to participate and is useful when the audience is very diverse, heterogeneous and participants don't know each other.
Possible shortcomings	If conducted online, technical possibilities need to be in place (such as Breakout rooms)
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<b>Fish Bowl</b>	
Online/offline use	Offline
Main goal of this method	Giving all participants the possibility to participate in an expert panel discussion and raise their opinions, empowering them
Timeframe	Depends on the overall panel discussion
Target group and # of participants	Audience at panel discussion, open # of participants (min. 10 + speakers and moderator)
Description	<p>The Fish Bowl method aims at lessening the distinction between speakers (panelists) and the audience, making the conversation livelier by allowing for movement and external opinions. For the set-up, 3-5 chairs are arranged in an inner circle, of which all but one are filled with the moderator and the speaker(s). One seat remains empty at the beginning. More chairs are arranged in concentric circles around the 'fish bowl' in the middle. The audience takes their seats in those circles. The moderator then starts the discussion with the panelist(s) and after a few questions opens the fish bowl to the broader audience. Any participant can now go and take the empty seat for a while. Afterwards, (s)he leaves again and makes room for a new participant. This can be repeated as long as the moderator wishes. It is also possible to have two empty chairs in the middle circle. If the room does not allow for this setting, it is also possible to arrange a typical panel set-up in front of the audience, instead of arranging circles.</p>
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Disney method	
Online/offline use	Online and offline
Main goal of this method	Looking at challenge from different angles
Timeframe	45 minutes
Target group and # of participants	Workshop participants from similar fields; min. 3 + moderator
Description	<p>The Disney method aims at stimulating creativity and finding new solutions for an existing process or challenge. It is based on a role play where participants successively take the role of the dreamer, the realist and the spoiler or critic. First, the problem or challenge that needs a solution is defined by all / the moderator. Then, all participants take the role of the dreamer who is not bound to realistic solution standards, but thinks about questions like “What would be the ideal, what would be my wish if budget etc. did not play a role“. In this phase, all ideas are possible and thinking out of the box is allowed and asked for! After a 10 minute brainstorming in the role of the dreamer, all participants take the role of the realist where the ideas of the first round are looked at from a perspective of implementation. Questions like “Which resources are necessary, who can take over which task, which infos are missing?“ are asked. After another 10 minutes, the participants take the role of the critical spoiler who asks “What are the risks and weaknesses, what did we not take into account, what is impossible to implement“. This way, only the best ideas survive. The process can be repeated if necessary or next steps are defined. If the group is too large, the participants can be divided into smaller groups. It is important that one participant takes notes of all thoughts voiced. Taking turns here is an option.</p>
Possible shortcomings	Creativity is promoted, but no ground-breaking solutions should be expected



## Imprint

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