Taking the Participant Perspective

Conference Feedback Report

December 2017
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Executive Summary

During the Red Cross Red Crescent Statutory Meetings (Turkey, November 2017) participants were encouraged to share what delighted or disappointed them at this Conference. Responses were captured using an innovative technology that let those sharing interpret their own responses to reveal what is really happening and why.

This report details those findings.

Responses shared showed an overwhelmingly positive participant experience — revealing the Conference (General Assembly, Council of Delegates plus other formal and semi-formal events) to be a valued event for the Movement. Making valuable contacts shaped the experiences of participants from Asia-Pacific, MENA and Europe especially; creating new insights also played a big role in the experiences of participants from Asia-Pacific; while learning about new approaches was key for participants from Africa and Americas.

However, the rigid structure of the Conference may have encouraged some participants (esp. non-National Society participants) to seek out more informal settings to engage in. When too many voices are being heard there may be a risk that those voices that should be heard are ignored. A better balance may need to be sought for the future.

Some of the most marginalized voices appear to be female ones. The continued lack of female representation at the highest levels suggest the network is not learning key lessons from the past — even as it strives to forge a compelling vision for the future.

A lack of willingness to engage in trial and error — an essential capacity for any organization aiming to innovate and thrive in a more complex world — may limit action taken post-Conference. Participants suggest further reflection and more support are needed — but ‘learning by doing’ is increasingly a key capability of any organisation.

Fortunately, the movement’s newer staff seem more willing to take on the risk in trial and error. This may represent an opportunity to tap into a rich resource that, coupled with greater female participation, could be core capacities that help take the movement forward — faster and further.

More in-depth analysis can be conducted by different teams by examining all the stories related to their area of work or interest. Analysis is possible by type of meeting, work region, gender, age, etc.

All stories and feedback have been included in a Tableau dashboard, accessible by contacting fdrs@ifrc.org
Introduction

The Red Cross Red Crescent Statutory Meetings were held in Antalya, Turkey from November 5th—11th, 2017. These brought together over 1,300 participants from National Societies, the IFRC, the ICRC and observer organisations to discuss the Movement’s major issues and strategic direction.

The 'Conference' consisted of four main meetings:
1. General Assembly
2. Council of Delegates
3. RC2 Forum

Feedback about the Conference was gathered using SenseMaker® (see: Methodology) by fifteen volunteers from the Turkish Red Crescent, who collected participants’ responses throughout the Conference on tablets.

This report aims to provide an overview of how the Conference was experienced and its utility to participants; but also explain why. It presents participants' unedited stories as evidence and their self-interpretation as options to guide further action.

Ideally, this report isn't the final word on the Conference, but a starting point to explore insights into what could and perhaps should be done to nudge the Movement forward more rapidly.
SenseMaker® Method

SenseMaker combines the objectivity of numbers with the persuasiveness of stories

People naturally exchange micro-narratives with each other — short, open-ended stories about their experiences — that create and share new knowledge so others learn how to act.

SenseMaker works with this natural process — letting people share the experiences they think others should hear. People type, record or share a picture of a key moment (similar to a social media status update) on a specially-configured app or webpage.

SenseMaker’s patented ‘tagging’ method lets those who know the context best add layers of meaning to their own narratives. Tags provide ‘hard’ quantitative data that reveals meaning without machine interpretation of text or expert analysis.

SenseMaker outputs are visual ‘landscapes’ where all narratives are displayed as dots. Like pixels in a digital photograph these cluster to form rich pictures of what’s really happening and why.

Themes for landscapes are custom-designed beforehand. For the Conference we sought to explore its impact and value on attendees and what it might take to turn insights into action.

The SenseMaker method is about detecting weak signals of emerging opportunities/threats and triggering insights: sudden shifts to better stories that lead to breakthrough action. We aim to provide primary evidence and real options for EVERYONE to answer one key question: What can YOU start doing to get more positive (or fewer negative) experiences like these TOMORROW?

SenseMaker® (US Patent. 8,031,201) under license from the Cynefin Centre
Project support by Marcus Guest from Narrative Insights
The one question participants were asked

What DELIGHTED or DISAPPOINTED you at this conference?
#itmakessense

The #itmakessense booth where participants could share responses
718 stories collected

82% positive experiences

Top 3 Issues

- **Movement Cooperation & Coordination**: 21%
- **Volunteers**: 15%
- **RCRC Action**: 14%

Photos taken by participants with the SenseMaker® application
Responses were a representative sample of participants*

72% from National Societies
- 10% — IFRC Secretariat
- 6% — Observer Organisations
- 4% — ICRC

83% participants in Statutory Meetings 2017

36% from people under 30
40% 31 — 49 years old
22% Over 50

36% from Men
39% from Women

By Work Region
- Europe 32%
- Asia Pacific 19%
- Africa 16%
- Americas 11%
- Global 10%
- MENA 9%

By RC experience
- < year 15%
- 1-5 years 33%
- 6-10 years 18%
- > 10 years 33%

NB:- totals <100% as 'no answer' excluded here

* See Appendix A
‘Tagging’ lets people add extra layers of meaning to their stories

Example: My last coffee consisted of:

1. Participants ‘tag’ responses — moving a marker to answer the question
2. SenseMaker renders every tag as a unique dot — revealing a whole of network perspective
3. Percentage of responses calculated for each zone (e.g. a third of participants appeared to be black coffee drinkers)

NB:- Any dot (or cluster of dots) can be opened to read the original narrative underneath
The participant Conference experience is overwhelmingly positive — it's experienced as a practical and visionary event. However, practical issues (both Conference style and substance) generate less positive experiences (68%) than overall (82%). A cluster of positive stories tagged as both innovative/visionary (circled) may provide options for what should be amplified.*

The future of the rcrc cut short
“The plenary over ran and meant less time for the strategy 2030 workshop.”
European male attendee under 30

Troubles planning the day
“I was disappointed that some sessions took much longer then expected. It gave difficulties for my delegation to properly manage the day incl. other important appointments”
Female attendee from a European NS

* Unedited stories are available in a Tableau workbook and can be used for deeper exploration in follow up workshops
The General Assembly stories focused on practicalities

387 responses
85% positive experiences

Red Cross Red Crescent General Assembly
“The General Assembly is well organized by IFRC and Turkish Red Crescent. Very impressive speech delivered by IFRC President. The plenary session was interactive.”
Positive story from a female working for a NS in Asia Pacific

Not a very inspiring conference
“It would be good if Interventions can only be done if you are supported by at least 5 other national societies. And only do an intervention if you really add something to the discussion or the resolution? Use more pictures inspiring visual materials. Next time more sharing of lessons learnt. We enjoyed the interactive sessions at the forum.”
Negative story from a female attendee working for a European NS

IFRC in Antalya
“This is very multicultural organisation which is the most important thing in global area.”
Positive story from attendee working for an observer organisation

Red Cross Red Crescent Movement fails to join 21st Century with lack of female representation on newly elected board amidst outcry for reform
“Disappointed: lack of female representation (again) on IFRC governing board. Delighted: response to this problem with strong statements from almost 50 NS”
Negative story from a participant working in Asia Pacific

Current issues
“I found a chance to talk to lots of national societies and also board members on some issues like migration education or young volunteers”
Positive story from a female attendee

193 shades of RCRC
“Capacity building for small national societies to make their voices heard”
Negative story from an under 30 Secretariat staff
Other events amplified the visionary and innovative experience

**COUNCIL of DELEGATES**
- 46 responses
- 85% positive experiences
- Event tended to be experienced as more visionary

**RC2 FORUM**
- 79 responses
- 76% positive experiences
- Tended to be experienced as innovative and visionary

**To the wire**
"We have to finalise the education resolution and it went down to the wire because we introduced it yesterday. Then we found that people wanted amendments and it was going to be discussed today. We were worry that it wouldn’t pass and it would be differed [...] we had about 10 interventions on floor and all were positive, it was a great difference."

Male Secretariat Staff

**Fantastic engagement by all Movement partners on future trends**
"... Maybe the big challenge is to capture the ideas for the future and see how they can materialise in a concrete way for the Movement …"

ICRC participant of over 10 years experience
Participants from all regions found multiple sources of value

These stories were about about ...

- Making valuable contacts
- Creating & sharing fresh insights
- Learning about new approaches

AFRICA

- one team one dream
  “... This was a great chance to narrow our differences ...”

AMERICAS

- Sharing ideas
  “Meeting the new people that thought me new informations that will help me in my society”

ASIA-PACIFIC

- Los nuevos horizontes ...
  “Esta conferencia ha sido llena de nuevas oportunidades e inicios para la nueva federación”
Participants from all regions found multiple sources of value

These stories were about ...  
- Making valuable contacts 19%  
- Creating & sharing fresh insights 16%  
- Learning about new approaches 14%  

Future is now  
“Durant le workshop sur la stratégie 2030 nous avons du associer deux tendances et une urgence afin de trouver une solution viable en 2030”

Multicultural feature  
“The event has a feature which is multicultural meeting. It gives to chance of meet to volunteers with another county member.”

Responses to violence worldwide  
“...I learnt so much from colleagues from many NSs that endure these situations every day...”

EUROPE  
16%  
Making valuable contacts

14%  
Creating & sharing fresh insights

Learning about new approaches

23%  
MENA

27%  
GLOBAL

16%  
14%
The Youth Forum was useful for connecting the next generation

Futures and Forecasts: who knew?
“At the youth forum there was an engaging and enlightening session led by the Futures and Foresight team which encouraged me to think deeper about designing interventions and activities for my National Society.”
Female attendee working in Americas

Great Experience
“I must say the conference has a lot of information thoughtful and understandingi will endure that the information i learn will be share in my country and use for the right reason”
Under 30 attendee working in Africa

Networking
“Great opportunity to meet with colleagues and network. Especially for youth. Overall everything was organized greatly. Especially the reception”
Male under 30 working in Europe

90 responses
85% positive experiences
Event tended to be about making valuable contacts
Could an over-focus on the future distracts from current needs?

Building A Resilient Communities
“The workshop on setting resilience agenda has given me opportunities to share what we are doing in our National Society. We discussed the things that we can do to improve programs”
Female participant from a National Society in Asia Pacific on social-political change

In these stories people were only focused on ...

- Critical issues
- Fighting fires
- What's coming over the horizon

651 responses in total*

NB:- These are dyads and are tagged in the same way as the triangles (triads)
The ideal response would be a balanced one in between the two extremes
The (green) median line here shows responses skew towards the right.

* Total responses < 718 as Non Applicable responses are excluded
Inertia may need to be overcome if insights are to lead to action

To act on events in these stories requires ...

- Nearly a third of responses suggest *more research & reflection* is needed to act on anything learned at the Conference.
- Older participants (over 50 years old) were more likely to suggest that *technical & financial support* is also needed.
- There’s little appetite for *trial & error* here (10% of responses) though new staff are more likely to recognize the need for this (esp. when combined with *more research & reflection*).

**Youth Voices**
“Youth delegates thinking of a better future and a better life where they can voice out and help solving the world’s problem”

Female under 30 working in the MENA region
Could the future be derailed by an inability to *learn from the past*?

- Stories from the Conference had a strong focus on *anticipating the future*.
- Yet, female participants shared very negative stories about (failure) to *learn from the past* and *adapt to the present*.

Red Cross Red Crescent Movement fails to join 21st Century with lack of female representation on newly elected board amidst outcry for reform

"Disappointed: lack of female representation (again) on IFRC governing boardDelighted: response to this problem with strong statements from almost 50 NS "

Critical issue from a female participant working in Asia-Pacific
Too many voices were heard but not being heard is felt more negatively

In these stories...

- Too few voices were being heard
- Too many voices were being heard

650 responses*

Non-positive stories
Positive stories

**The Unsung Heroes: Humanitarian Workers**

“The assembly gave the humanitarian workers from all around the world the opportunity to learn from each other’s respective National Society’s strengths and weaknesses.”

Female with a National Society in Asia-Pacific

**Give me the right to speak**

“...people had interventions but there were only five persons from the five zones from our globe who spoke regarding the topic migrations and we didn't have time to say anything. We’d prepared an intervention but the session stopped and that’s it — we didn’t have the chance to say our point of view....”

Female with a National Society in Europe for 6-10 years talking about RCRC action

* Total responses < 718 as Non Applicable responses are excluded
Does the rigid structure encourage some to engage on the sidelines?

- Observer organisations considered the setting *extremely structured* — no *time for anything else*
- A majority of National Society stories took place in these settings — predominantly in the GA
- Secretariat / ICRC stories were more likely to take place in *informal* settings, outside the GA.

* Total responses < 718 as Non Applicable responses are excluded

**Gender and Inclusion Advisor**

"It is amazing to see and meet all Red Cross/Red Crescent persons I am touched by the collaborative and generous spirit. It is obvious that this is a movement from the heart. Pleased to note open and frank statements about transparency. I wish there was more mention about strategic partnerships beyond the Movement and great gender balance."

Female working for on observer organisation

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* The settings in these stories were...

- Extremely Informal — things were chaotic
- Extremely structured — no time for anything else

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Gender and Inclusion Advisor

"It is amazing to see and meet all Red Cross/Red Crescent persons I am touched by the collaborative and generous spirit. It is obvious that this is a movement from the heart. Pleased to note open and frank statements about transparency. I wish there was more mention about strategic partnerships beyond the Movement and great gender balance."

Female working for on observer organisation

* Total responses < 718 as Non Applicable responses are excluded
Turning insights into action with the Cynefin Framework*

Using SenseMaker at the Conference to gather feedback has produced a rich set of authentic narratives, self-signified at source.

Using the Tableau workbook that accompanies this report anyone can explore further the response patterns they are interested in.

Using the Cynefin framework teams can start to address how they can start amplifying positives and dampening negatives tomorrow.

* If you need further information, please contact the PMER unit.
How to get less negative stories about experiences like these?

- Gender Imbalance in leadership and in the Movement
- Buzz words not in line with practice
- Chatting behind closed doors
- Leadership issues
- Workshop content
- More visual material
- Time and schedule management
- More equal speaking time
- Logistic issues
- Security issues
- Language barrier, lack of translations
- Partnership with the host

CHAOTIC
Potential crisis — we need to act now

- Increasingly difficult to address

OBVIOUS
We know what to do and how to do it

- Increasingly easier to address

COMPLEX
There are competing ideas about what to do

- More visual material

- Time and schedule management

- More equal speaking time

- Partnership with the host

COMPLICATED
We need experts to advise or help us

- Logistic issues
- Security issues
- Language barrier, lack of translations

No women no cry
"All these men elected on the governing board are just there to represent themselves ... I do not think they will ever agree to having more women part of our governance “
National Society delegate working in the Americas

Red Cross Picks Up New Lingo - Learns Nothing
"The words "futures" "foresights" "innovation" and "disruption" have made their way to the agenda and chairpersons’ speaking notes but mean nothing in practice. The "innovative and interactive " RC2 Forum boiled down to old irrelevant talk framed in with horrible endless PowerPoint presentations and empty rhetoric…. "
Participant with 10+ years experience sharing a critical issue

Match the agenda with the colours
"The schedule is not specific. The time frame of interventions and presentation of reports is too wide. I suggest to organize it more specific. And the general agenda doesn’t match with the e-programme …"
Participant under 30 from Secretariat sharing an important issue about the GA
Lessons learned from using SenseMaker

It was the first time SenseMaker was used for the Conference feedback evaluation. Lessons are drawn from both successes and failure to improve the next Conference feedback.

Lesson 1: Multiple Aims
We sought feedback about people's experience of the Conference experience AND its perceived utility. However, during analysis it was difficult to distinguish between responses about style (e.g. Conference organisation) or substance (e.g. meeting content). Using two prompt questions might allow for easier filtering during analysis next time.

Lesson 2: Experiences not Opinions
Participants tended to share opinions (e.g. 'I liked this...'), which are difficult to 'tag' and offer limited options for action. More care is needed during collection to capture experiences (i.e. what happened), that provide richer data for deeper analysis. Focus on quality of responses over quantity

Lesson 3: Test, Test, Test
During project design more rounds of testing may have uncovered some of the issues above. For future projects remember you can never test too much before Going Live.

Lesson 4: Training of Enumerators
Before data collection, take time to select and train enumerators.
Acknowledgments

This feedback report was prepared by Rania Alerksoussi, Josse Gillijns, Olta Ndoja and Astrid Legaye, from the IFRC, with technical and editorial support from Marcus Guest (Narrative Insights) and Gabriel Pictet (IFRC).

Acknowledgements and thanks go to everybody who participated in the evaluation process. This includes participants of the 2017 Statutory Meetings who provided their stories, the Turkish Red Crescent volunteers working as enumerators, IFRC and ICRC teams who supported the Conference organisation, along with the Joint Organizing Committee (JOC) who helped facilitate the evaluation process.

Geneva, 15 December 2017
Appendices
Appendix A:
Statistics about Conference Participants
Statistics about Conference participants

76% from National Societies
13% — IFRC Secretariat
5% — ICRC
1% — Observer Organisations

62% Men
38% Women

1397 participants in Statutory Meetings 2017

By Work Region
- Europe: 26%
- Global: 23%
- Asia Pacific: 16%
- Africa: 13%
- Americas: 12%
- MENA: 10%

NB: totals <100% as 'no answer' excluded here
Appendix B:
The Conference in Numbers
The lingua franca?

Stories shared in which language

Total Responses

- French: 50
- Arabic: 42
- English: 549
- Russian: 37
- Spanish: 40
Three issues account for half of responses

S1. ISSUE — Stories mainly about

- Socio-political change: 9%
- Innovation risks and benefits: 7%
- Local capacities: 8%
- Financing and resource mobilisation: 3%
- Movement cooperation and coordination: 21%
- RCRC Principles: 7%
- RCRC Action: 14%
- Volunteers: 15%
- Leadership: 9%
- Prefer not to answer: 4%
- Other: 3%

Percentage of Responses
An internal focus appears to dominate

S2. AUDIENCE — Stories should be heard by

Percentage of Responses

- National Societies: 20%
- IFRC Secretariat: 9%
- ICRC: 2%
- The Movement: 17%
- Governments: 4%
- Donors: 1%
- Communities: 3%
- Humanitarian sector: 5%
- Everyone: 36%
- Don’t know: 3%
- Prefer not to answer: 1%
- Other: 0%
Stories split between critical and emerging events

S3. IMPORTANCE — Events described are

- Critical (important & urgent): 40%
- Important (but not urgent, yet): 12%
- Becoming important: 19%
- Were critical (but less so now): 3%
- Something to think about: 19%
- Don’t know: 3%
- Prefer not to answer: 3%
Responses were overwhelmingly positive

S4. EMOTIONS — Stories made people feel

Percentage of Responses

- Very Positive: 37%
- Positive: 45%
- Neutral: 7%
- Negative: 6%
- Very negative: 3%
- Prefer not to answer: 3%

82% overall positive responses matches 2016 results (see below) — though more negative responses were elicited this time.

Q11. Overall, how do you rate this 32nd International Conference?

- Excellent: 36%
- Good: 43%
- Fair: 12%
- Poor: 6%
- Very poor: 2%
- No opinion: 3%

source: Evaluation of the 32nd International Conference. (2016)
The General Assembly dominated attention

Ob1. WHICH EVENT Stories are about

<table>
<thead>
<tr>
<th>Event</th>
<th>Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Assembly</td>
<td>54%</td>
</tr>
<tr>
<td>RC2 Forum</td>
<td>11%</td>
</tr>
<tr>
<td>Council of Delegates</td>
<td>6%</td>
</tr>
<tr>
<td>Youth Forum</td>
<td>13%</td>
</tr>
<tr>
<td>Informal event</td>
<td>7%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
</tr>
</tbody>
</table>
Nearly a quarter of RC2 and informal events weren’t positive
Do response rates reflect attendee numbers?

Ob2. PEOPLE FROM — those sharing are from

- National Society: 72%
- IFRC Secretariat: 10%
- ICRC: 4%
- Observer Organisation: 6%
- Prefer not to answer: 5%
- Other: 3%

Percentage of Responses
National Societies were most positive — Secretariat least

Emotions of responses by where people are from (S4 x Ob2)
Are there distinct perspectives according to experience?

Ob3. RC EXPERIENCE — People sharing have been with the RC for

- Less than a year: 15%
- 1-5 years: 33%
- 6-10 years: 18%
- More than 10 years: 33%
- Prefer not to answer: 2%

Percentage of Responses
Least positivity amongst new staff

Emotions of responses by experience (S4 x Ob3)

1. Less than a year
2. 1-5 years
3. 6-10 years
4. More than 10 years
Are there distinct regional perspectives?

Ob4. REGION — Work region of people sharing

- Africa: 16%
- Americas: 11%
- Asia Pacific: 19%
- Europe: 32%
- Middle-East & North Africa: 9%
- Global: 10%
- Prefer not to answer: 2%

Percentage of Responses
Global and European staff display most negativity

Emotions of responses by region people are from (S4 x Ob4)

(1) Africa
(2) Americas
(3) Asia Pacific
(4) Europe
(5) MENA
(6) Global

- V Positive
- Positive
- Neutral
- Negative
- V negative
- No answer
Are there distinct generational perspectives?

Ob5. AGE of people sharing

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 or younger</td>
<td>36%</td>
</tr>
<tr>
<td>31-49</td>
<td>40%</td>
</tr>
<tr>
<td>50 or over</td>
<td>22%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>3%</td>
</tr>
</tbody>
</table>
Are there distinct gender perspectives?

Ob6. GENDER of people sharing

- **Male**: 57%
- **Female**: 40%
- **Other**: 3%
- **Prefer not to answer**: 0%
Little difference between generations — while females shared more strongly negative responses
Appendix C:
SenseMaker Framework
Tell us about experiences you’ve had during the meetings
Be heard and provide your feedback throughout the meetings by describing short experiences that delighted or disappointed you. You can then share your opinion with simple visualisations. It only takes 5 mins to share one experience.

What do we mean by experience
An experience is simply a brief account of what happened. We would advise not to use any personal identifiers such as names or position titles.

Share one, share many!
We hope you will share at least one experience, but we would be delighted if you shared as many experiences as you like.

Why does it matter
Your experiences will support continuous learning and improvement of our Statutory Meetings. Engaging a diversity of experiences will generate great insights into ways to improve our work, and how we serve you. All contributions will remain confidential and will not be attributed to specific people. Insights will be shared back with you soon after the end of the meetings.

We are listening. Be heard.

Think of one moment that delighted or disappointed you at this conference.
Briefly describe here what happened (please, do NOT give an opinion as you will have the opportunity to explain your feelings about this on the next screen)

Or record a response

Or share a photo

If your response was a newspaper story what would the title be?

1. This story is about something
2. This story is about
3. To act on events in this story requires
4. This story is about

5. In this story people were focused on
6. In this story
7. In this story the setting was

Fighting fires
Too few voices were being heard
Extremely informal — things were chaotic

What’s coming over the horizon
Too many voices were being heard
Extremely structured — no time for anything else