

Taking the Participant Perspective

Conference Feedback Report

December 2017



Power of humanity
RED CROSS RED CRESCENT STATUTORY MEETINGS
5-11 November 2017, Turkey



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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
4. Youth 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 in to 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



The #itmakesense booth where participants could share responses

718

stories collected

82%

positive experiences

Top 3 Issues

Response frequency

Movement Cooperation & Coordination

21%

Volunteers

15%

RCRC Action

14%



Photos taken by participants with the SenseMaker® application

Responses were a representative sample of participants*

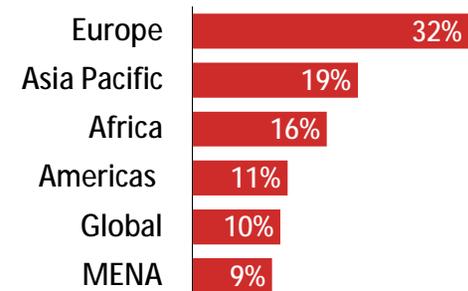
* See Appendix A

72% from National Societies

10% — IFRC Secretariat
6% — Observer Organisations
4% — ICRC



By Work Region



36% from people under 30

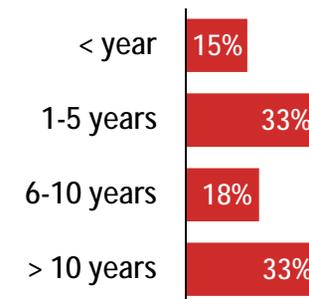
40% 31 — 49 years old

22% Over 50

55% from Men

39% from Women

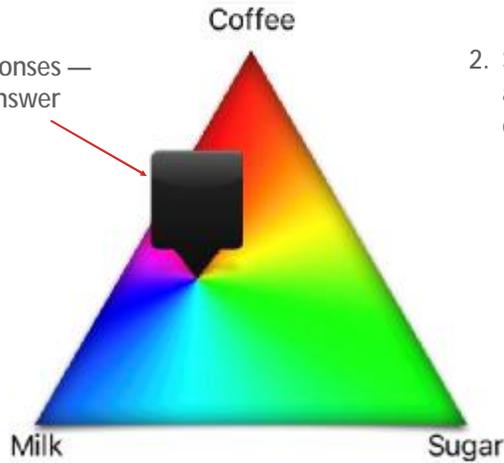
By RC experience



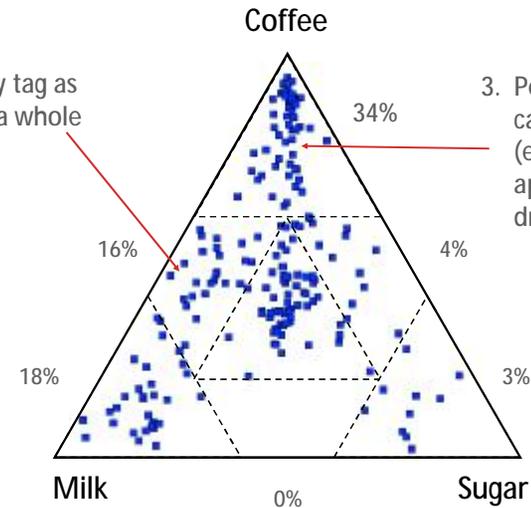
'Tagging' lets people add extra layers of meaning to their stories

Example: My last coffee consisted of:

1. Participants 'tag' responses — moving a marker to answer the question



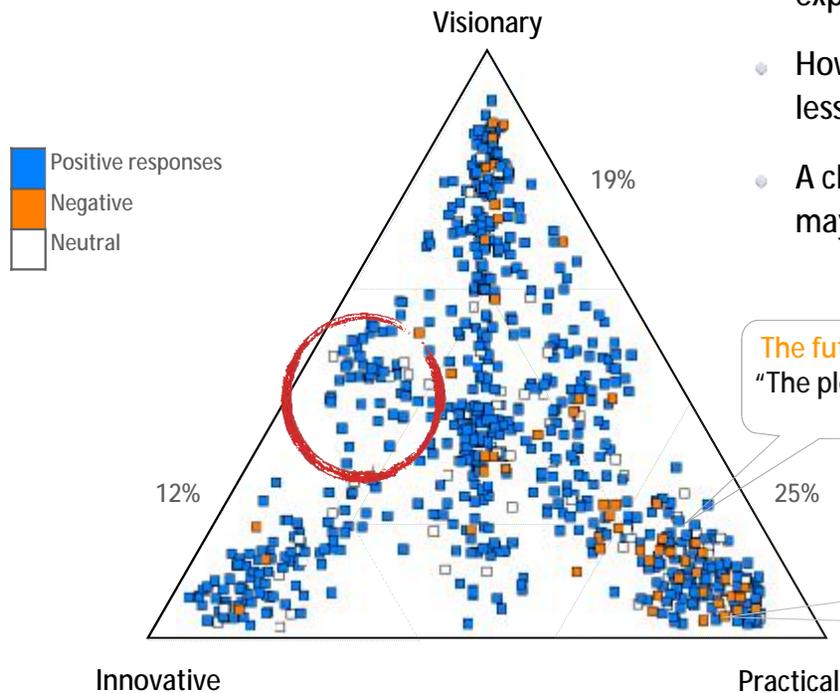
2. SenseMaker renders every tag as a unique dot — revealing a whole of network perspective



NB:- Any dot (or cluster of dots) can be opened to read the original narrative underneath

Practical concerns affect the experience for participants

Stories shared were about something ...



- 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

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

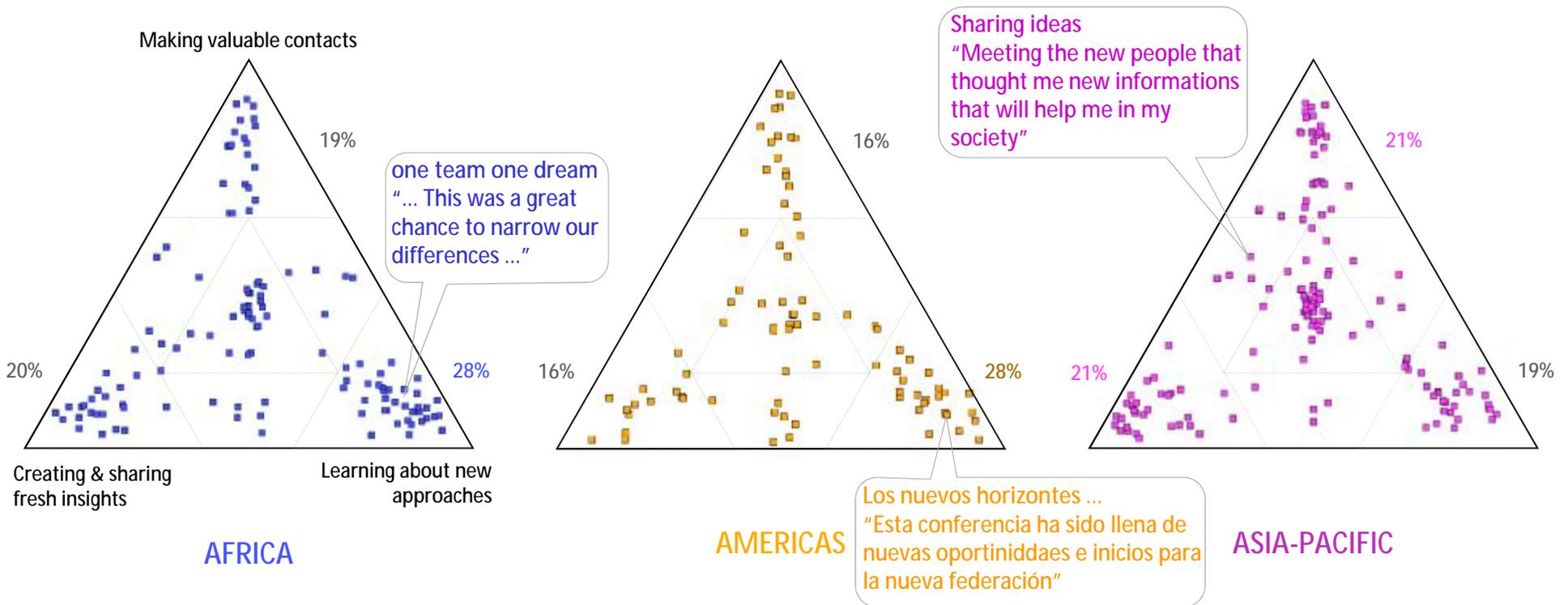
Fantastic engagement by all Movement partners on future trends

"... 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

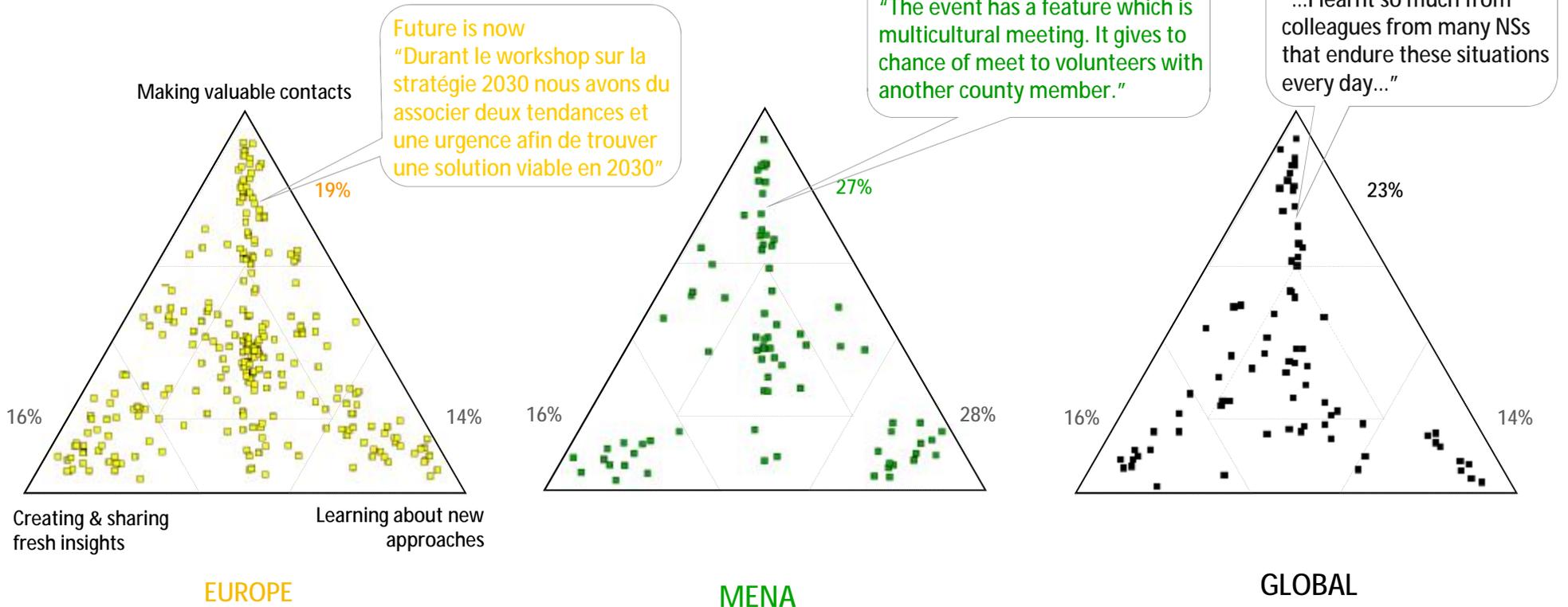
Participants from all regions found multiple sources of value

These stories were about about ...



Participants from all regions found multiple sources of value

These stories were about about ...



The Youth Forum was useful for connecting the next generation

90 responses

85% positive experiences

Event tended to be about *making valuable contacts*

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 understanding. I will endure that the information I learn will be shared in my country and used 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

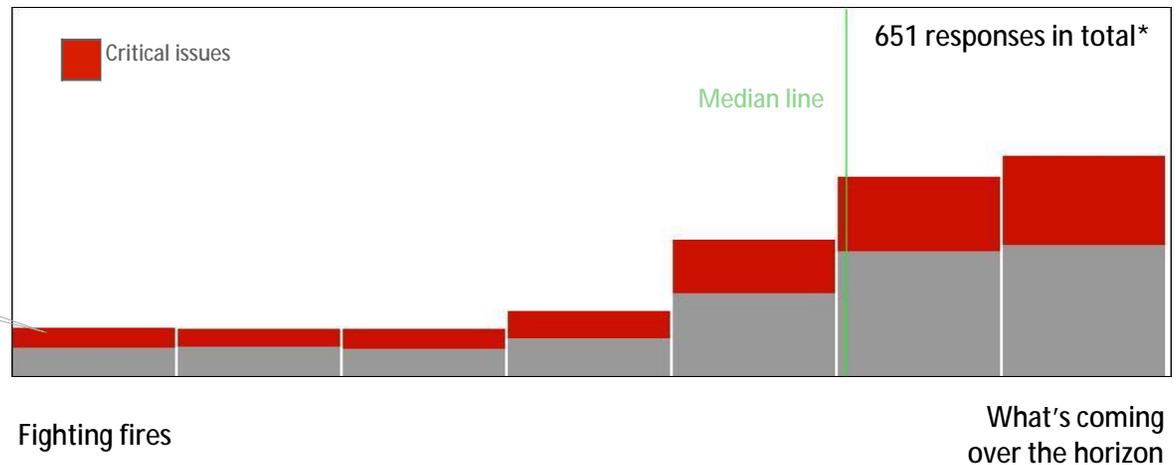
Could an over-focus on the future distract from current needs?

In these stories people were only focused on ...

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



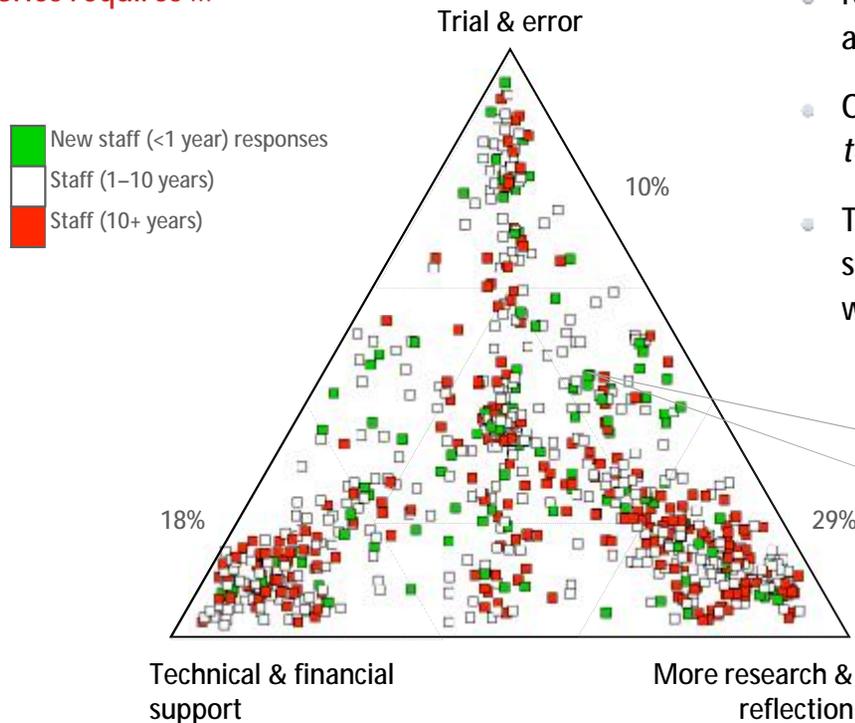
NB:- These are dyads and are tagged in the same way as the triangles (triads)

The ideal response would be a balanced one in between the two extremes

The (green) median line here shows responses skew towards the right.

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"

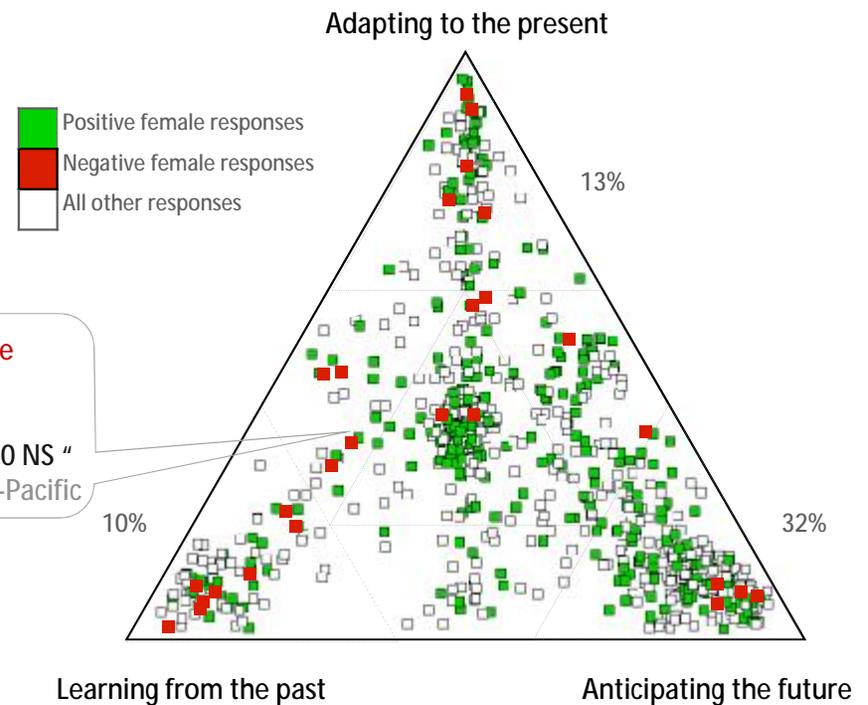
Female under 30 working in the MENA region

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*

These stories are about ...

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 “
 Critical issue from a female participant working in Asia-Pacific



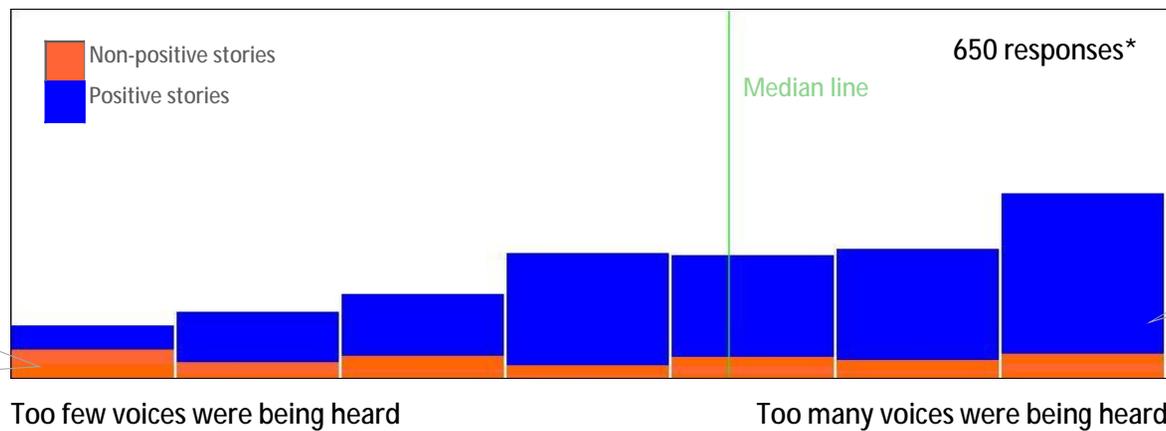
Too many voices were heard but not being heard is felt more negatively

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

In these stories ...



The Unsung Heroes: Humanitarian Workers

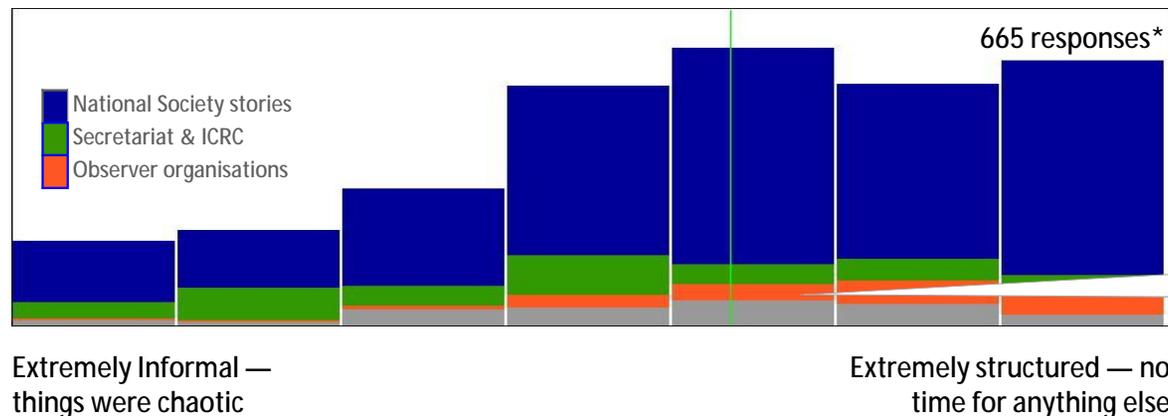
"The assembly gave the humanitarian workers from all around the world the opportunity to learn from each other's respective National Society's strengths and weaknesses."

Female with a National Society in Asia-Pacific

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.

The settings in these stories were ...



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

Turning insights into action with the Cynefin Framework*



> **CYNEFIN FRAMEWORK** by Dave Snowden

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.



Members of the IFRC's PMER team using Cynefin to address negative experiences from the Conference (Nov 2017)

* If you need further information, please contact the PMER unit

How to get less negative stories about experiences like these?



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 it's 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

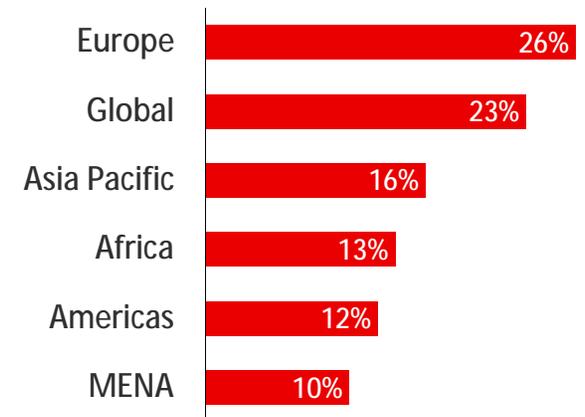
13% — IFRC Secretariat
5% — ICRC
1% — Observer Organisations

62% Men

38% Women



By Work Region

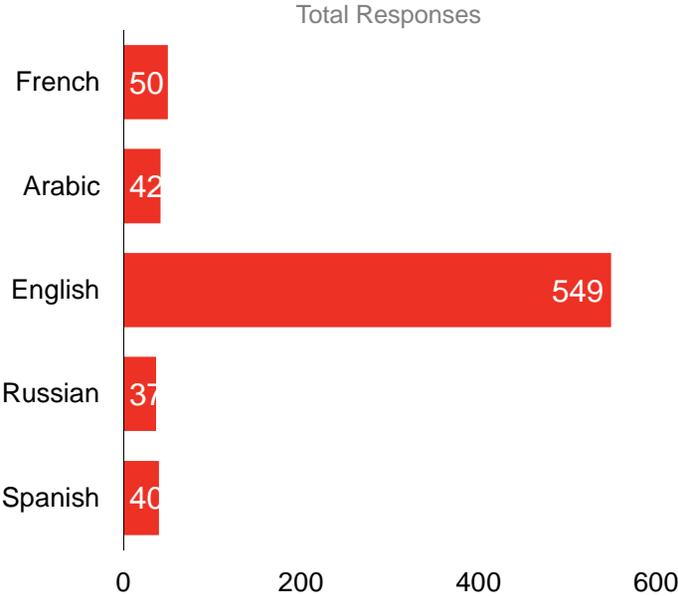


Appendix B:

The Conference in Numbers

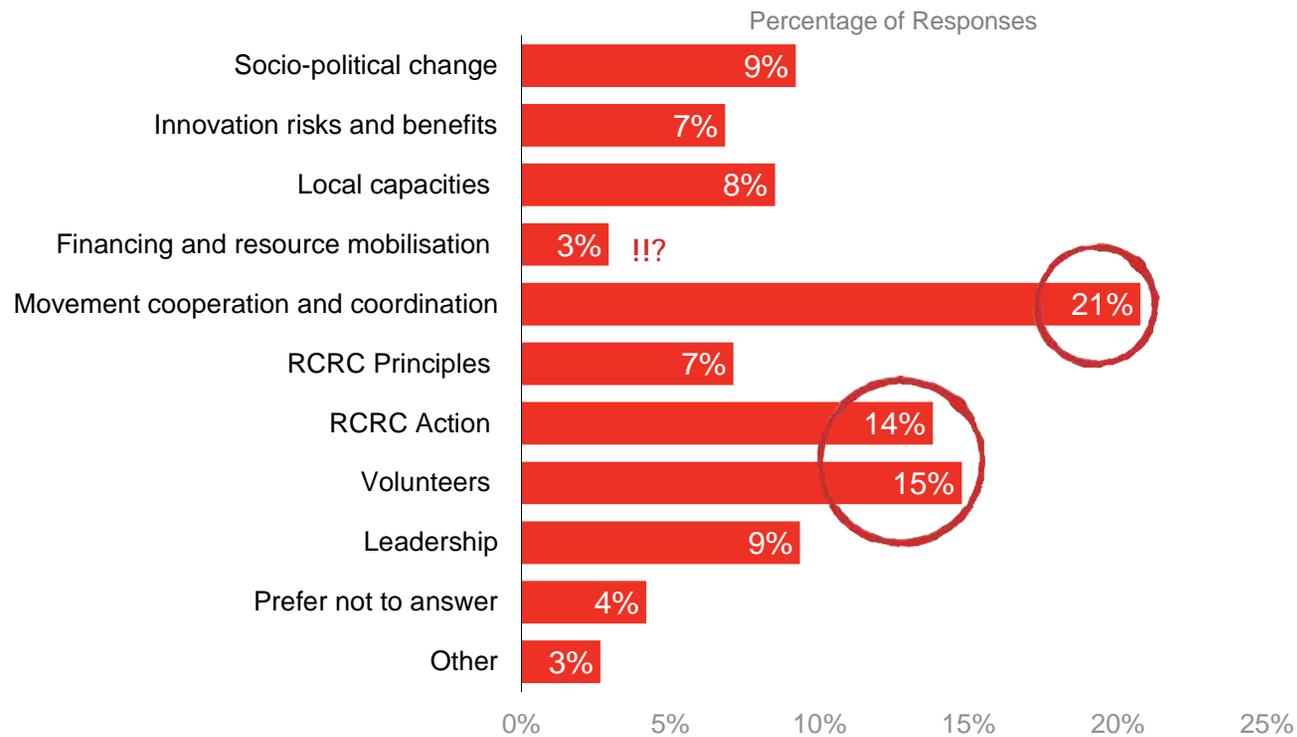
The lingua franca?

Stories shared in which language



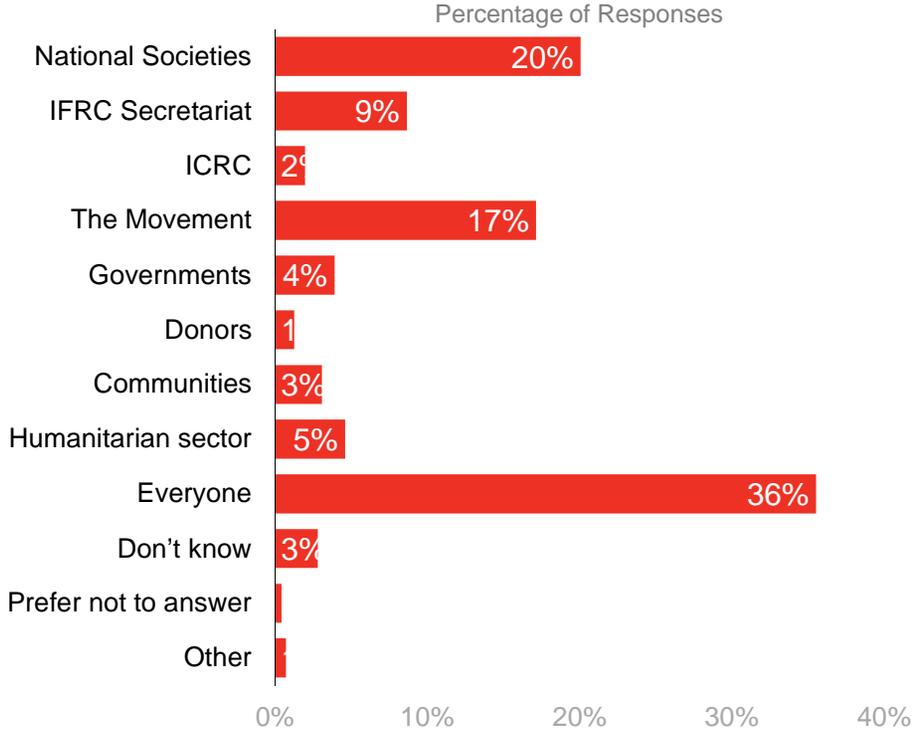
Three issues account for half of responses

S1. ISSUE — Stories mainly about

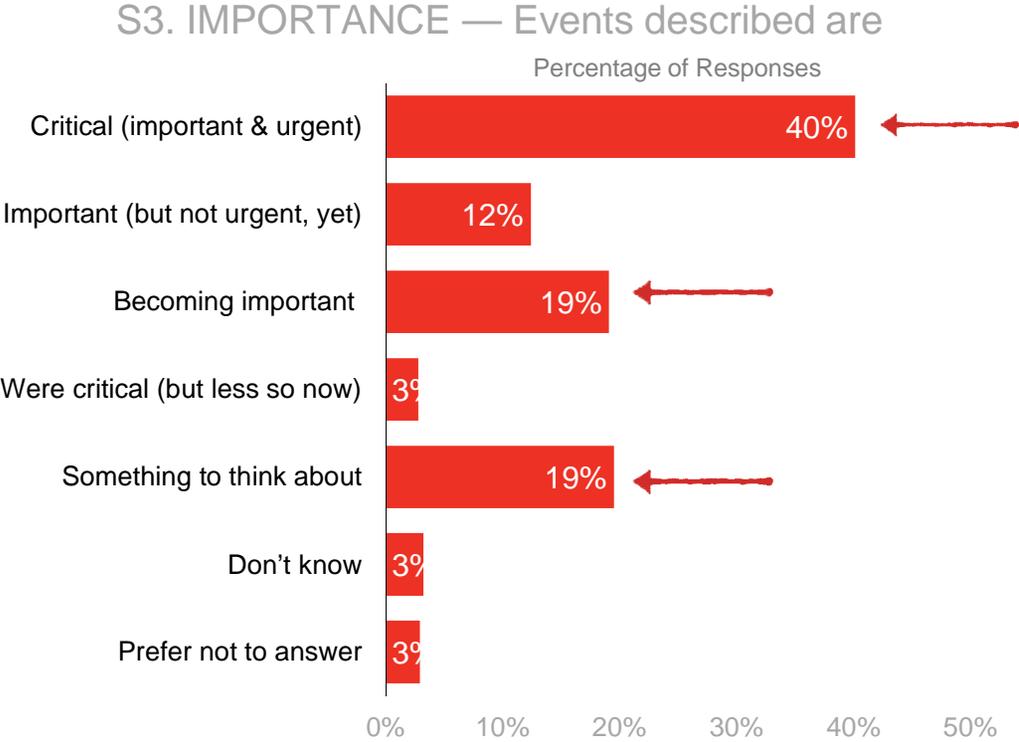


An internal focus appears to dominate

S2. AUDIENCE — Stories should be heard by

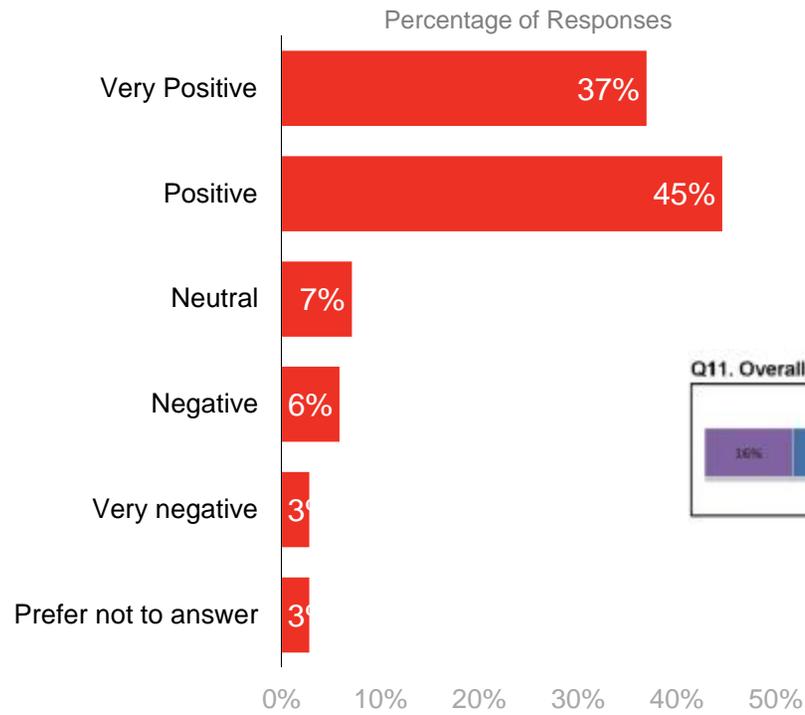


Stories split between critical and emerging events



Responses were overwhelmingly positive

S4. EMOTIONS — Stories made people feel



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?

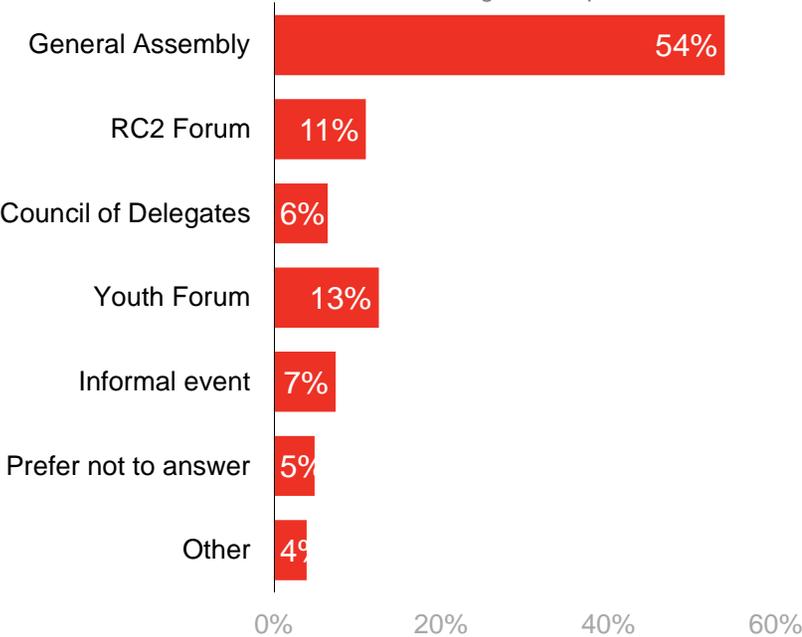


source: Evaluation of the 32nd International Conference. (2016)

The General Assembly dominated attention

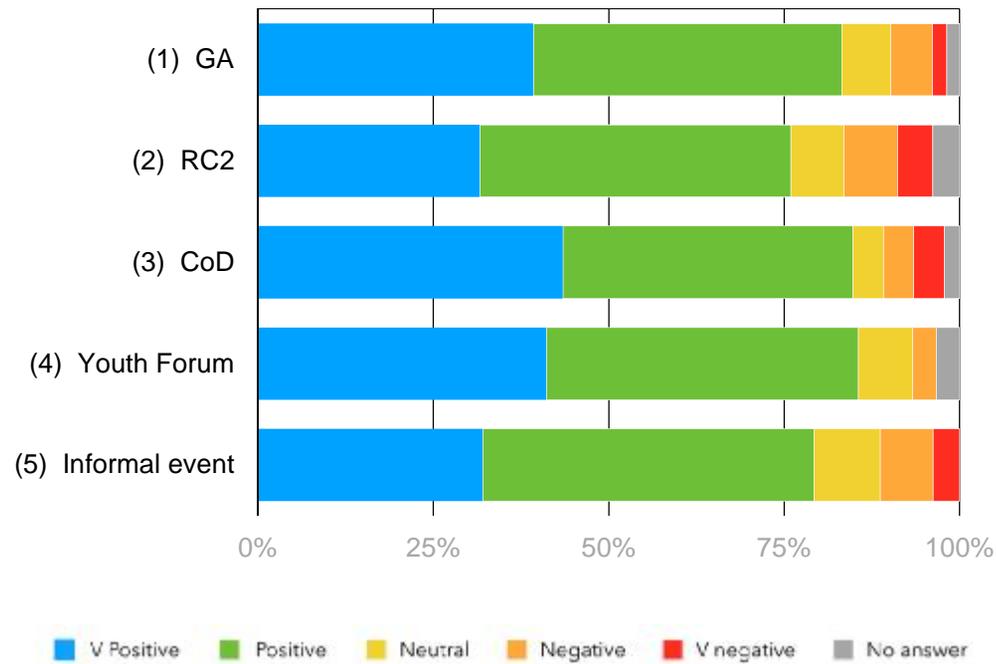
Ob1. WHICH EVENT Stories are about

Percentage of Responses



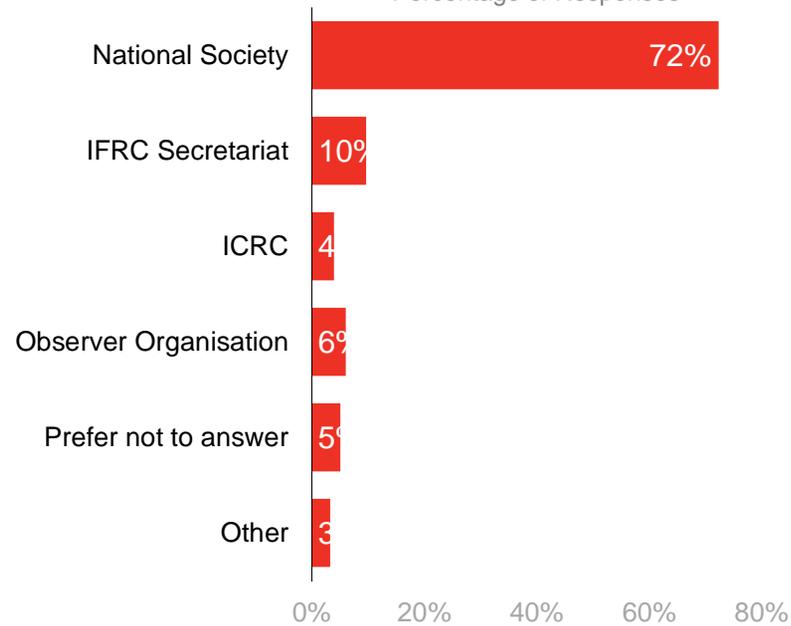
Nearly a quarter of RC2 and informal events weren't positive

Emotions of responses by event (S4 x Ob1)



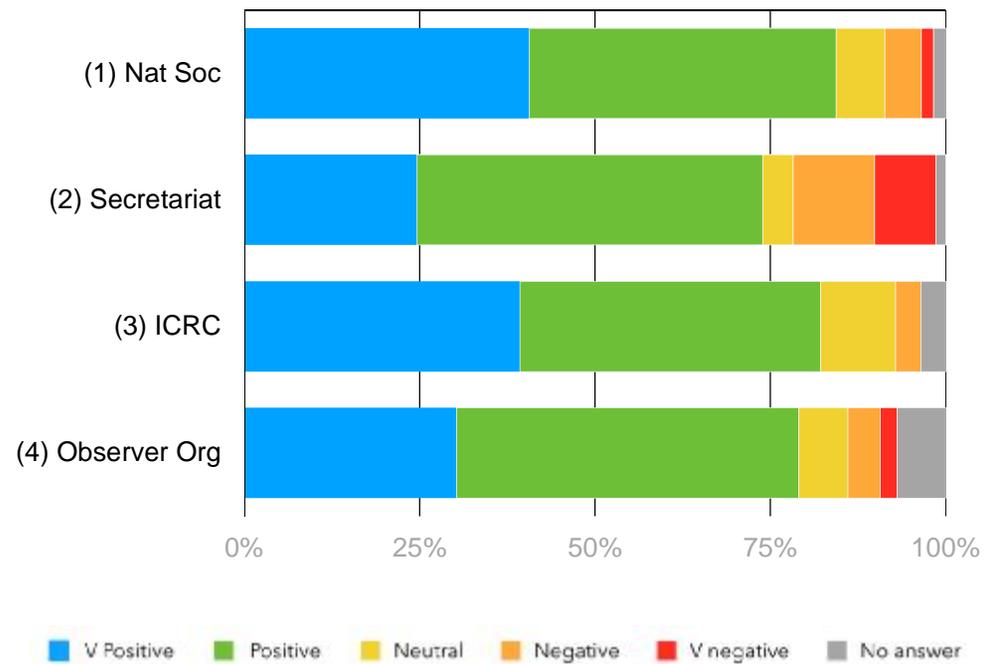
Do response rates reflect attendee numbers?

Ob2. PEOPLE FROM — those sharing are from
Percentage of Responses



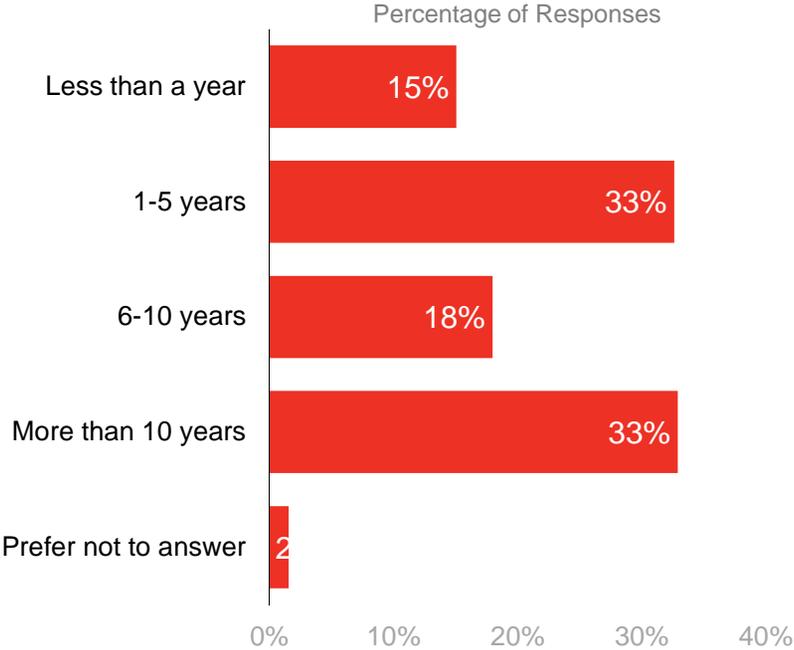
National Societies were most positive — Secretariat least

Emotions of responses by where people are from (S4 x Ob2)



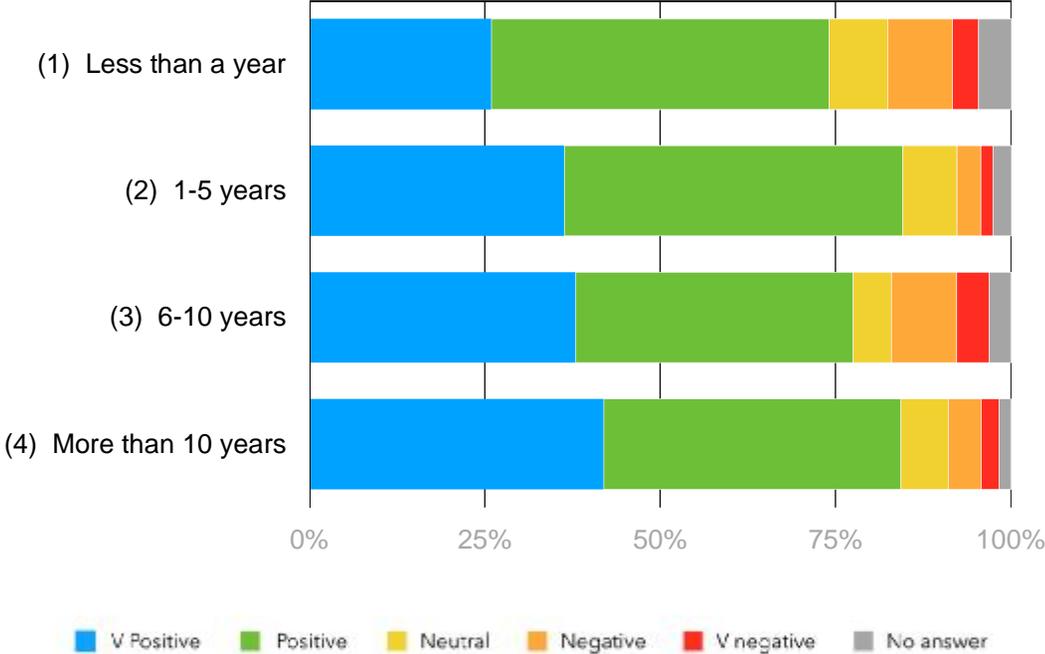
Are there distinct perspectives according to experience?

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



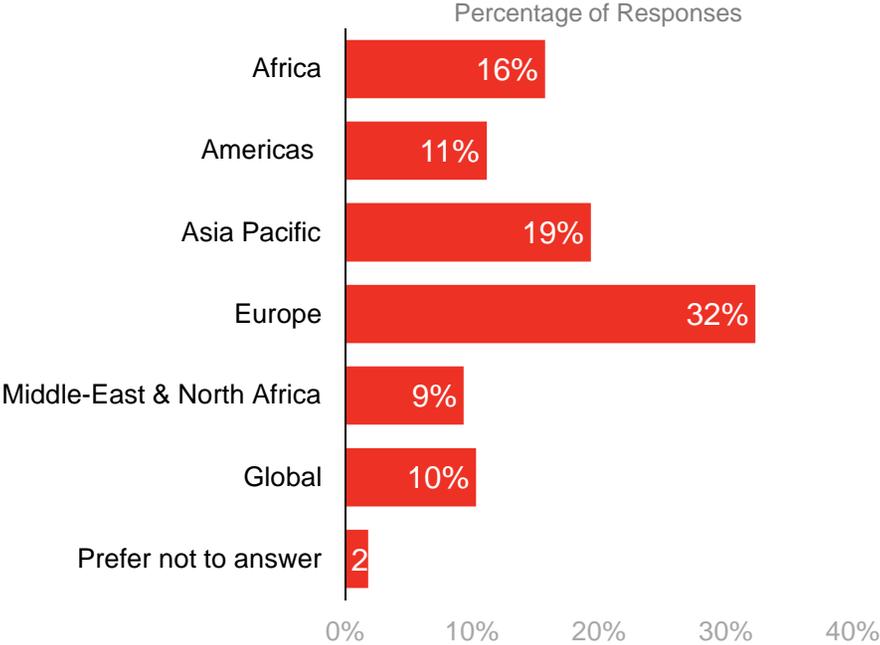
Least positivity amongst new staff

Emotions of responses by experience (S4 x Ob3)



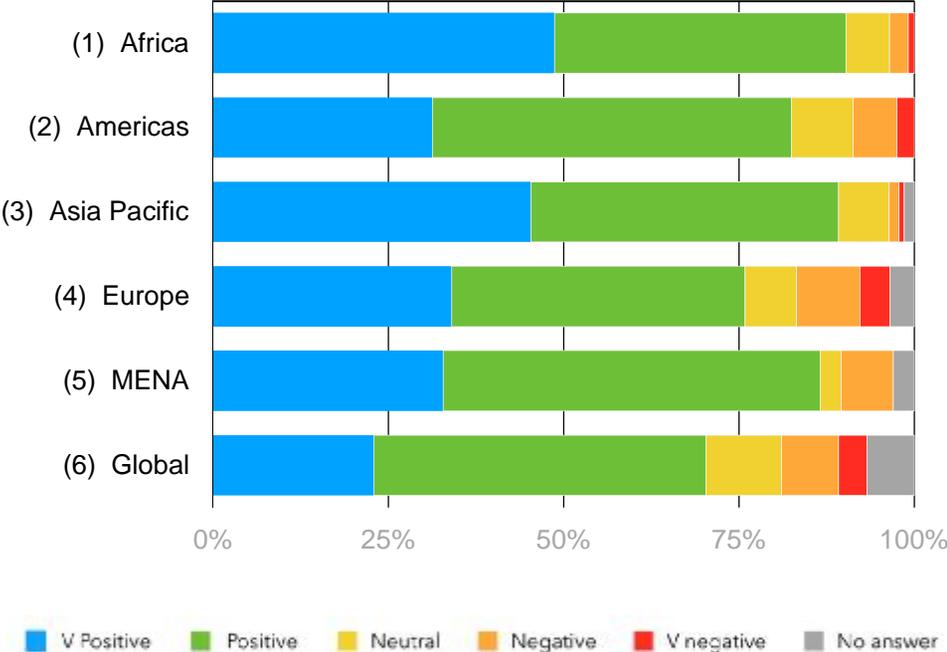
Are there distinct regional perspectives?

Ob4. REGION — Work region of people sharing

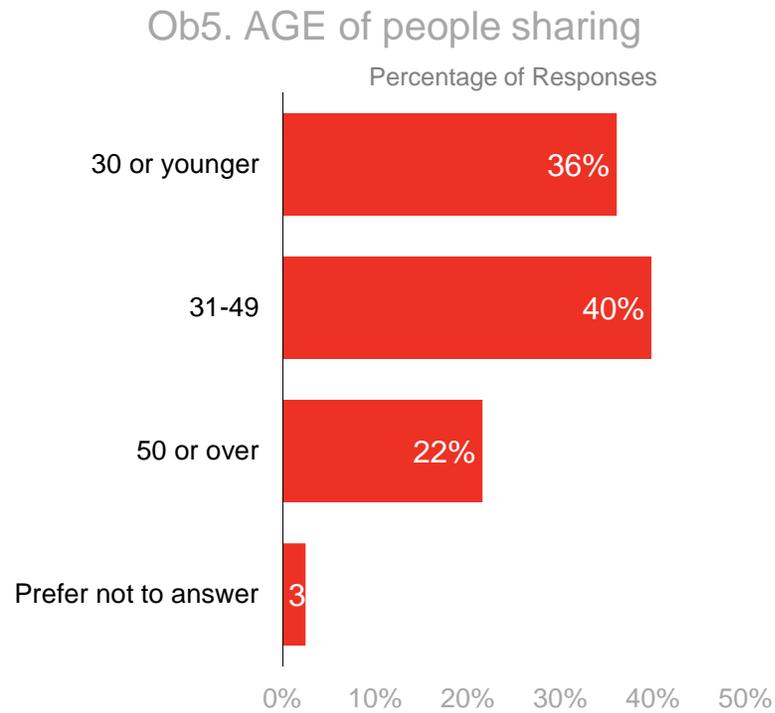


Global and European staff display most negativity

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

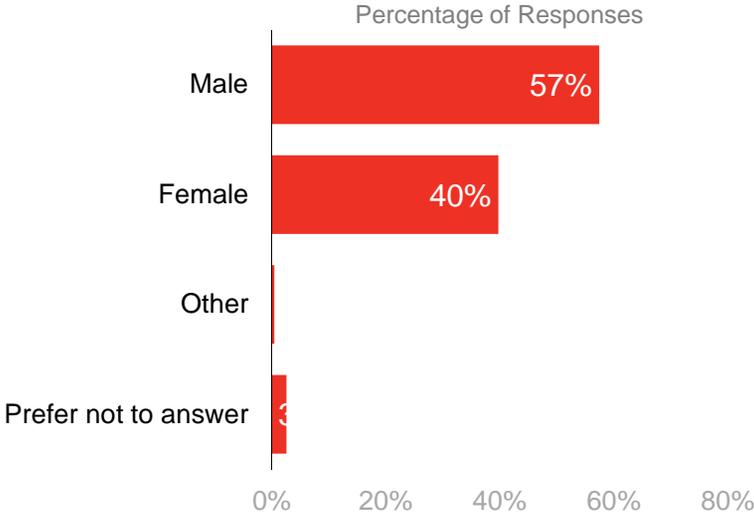


Are there distinct generational perspectives?



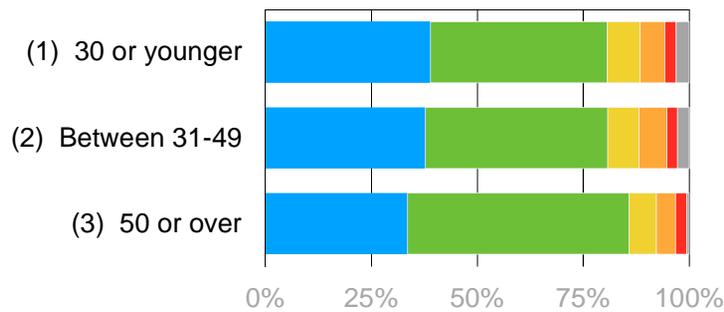
Are there distinct gender perspectives?

Ob6. GENDER of people sharing

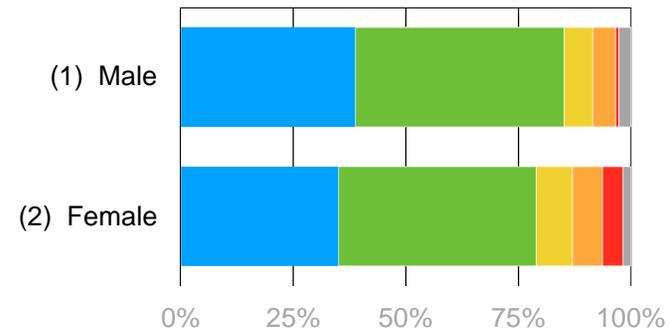


Little difference between generations — while females shared more strongly negative responses

Emotions of responses by age (S4 x Ob5)



Emotions of responses by gender (S4 x Ob6)



V Positive Positive Neutral Negative V negative No answer

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.

Next

Previous

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

Record

Or share a photo



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

Previous

1. This story is about something

N/A



2. This story is about

N/A



3. To act on events in this story requires

N/A



4. This story is about

N/A



Previous

5. In this story people were focused on

N/A



6. In this story

N/A



7. In this story the setting was

N/A



Previous

8. This story was mainly about:

Please Select

9. Who should hear this story most:

Please Select

10. The events described are:

Please Select

11. This story make me feel:

Please Select

Previous

12. The events in this story took place in the:

Please Select

13. I am from:

Please Select

14. I've been involved with the RC for:

Please Select

15. My work region:

Please Select

16. My age:

Please Select

17. My gender:

Please Select

Previous

Thank you!

Please click 'save & share again' to submit this response and share another. Or click 'save & exit' to submit this response and close your session (please note you can share as often as you like throughout this event up until midnight, Geneva time on Sunday 12th November).

Save & Share Again

Save & Exit