

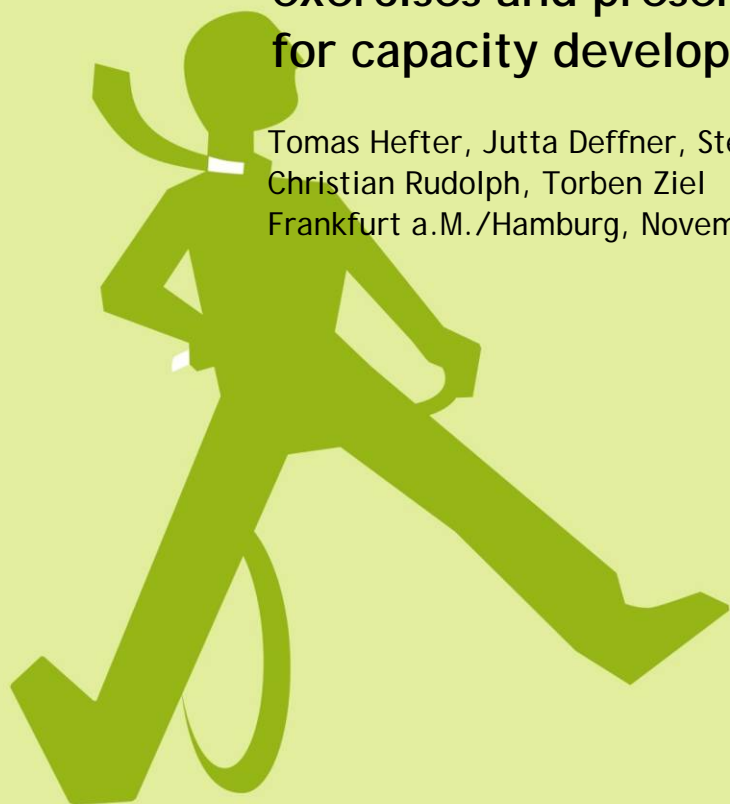


Supplement

mobile2020 capacity development material

## Collection of interactive methods, exercises and presentation formats for capacity development seminars

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# mobile2020

## COLLECTION OF INTERACTIVE METHODS, EXERCISES AND PRESENTATION FORMATS FOR CAPACITY DEVELOPMENT SEMINARS

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## 1 Introduction

The following compilation gives an overview of the interactive methods we used during the four capacity development seminars in 2012. The developed materials and methods shall help the multipliers of the mobile2020 project to prepare national dissemination and training seminars. From our point of view interactive methods and sharing experience always foster an intensive exchange and deeper reflection of the issues.

We wish great success and as many participants as possible!

Tomas Hefter, Jutta Deffner, Torben Ziel and Christian Rudolph

## 2 Settings for working groups

### 2.1 Discussion in working groups

Table groups with up to eight persons have the advantage that participants can discuss a topic in a small circle in more depth than it would be possible in a plenary discussion. In small groups also quiet participants have the chance to express their opinions and views and they can interact directly.

Group tables are useful e.g.

- to discuss a topic of a plenary presentation by having guiding questions or
- to work on small tasks or exercises.

A moderator shall facilitate the process in the given timeframe. Table groups can foster a learning process including all participants.



Figure 1 and 2: Exemplary table setting for working groups

Photos: Tomas Hefter 2012

## ① Stakeholder analysis exercise

### Aim:

- This exercise helps to identify important local stakeholders which are involved, affected, excluded or interested in cycling policy. The exercise helps to reflect different viewpoints, obstacles and potentials of the stakeholders.

### Setting:

- Table groups of around 5-6 persons.

### Input:

- Information/presentation on different approaches how to analyse stakeholders (see handbook).

### Moderator:

- Facilitates the discussion, answers questions on the process of the exercise and keeps the time.

### Rapporteur (group member):

- Presents the results of the group to the plenary.

### Materials/equipment:

- 1-2 flipchart papers per group, markers, 4 different coloured post-it notes.

### Time frame:

- 45 minutes for group work; 5-10 minutes presentation in the plenary per group.

### Result presentation:

- Plenary flipchart presentation or poster-walk; a short plenary wrap-up afterwards by the seminar leader is necessary.



Figure 3: Exemplary result of stakeholder analysis exercise

Photo: Christian Rudolph 2012

### Task description:

- **Step 1:** Each group shall discuss and write down which stakeholders can be identified in their home cities or regions.
- **Step 2:** Stakeholders should be categorized according to the presented stakeholder scheme (outsiders, opponents, partners or fans). The results are noted down on different coloured post-its.
- **Step 3:** The group shall discuss which influence (high or low) the different stakeholders have on the process of cycling promotion and planning. The group members fix the post-its to the stakeholder scheme according to their estimated specific influence (see Figure 3).
- **Step 4:** The following discussion should clarify how to successfully integrate the different stakeholders into the process. For example: Which arguments or methods could help to reach or integrate certain stakeholder groups in the local process?

## ② Intersection planning

### Aim:

- In this exercise the participants shall reflect and discuss which aspects are important for a bicycle-friendly re-design of an existing intersection.

### Setting:

- Table groups of around 5-6 persons.

### Input:

- Presentation on different solutions and design principles of intersection planning.

### Moderator:

- Facilitates the discussion, answers questions on the exercise and keeps the time.

### Rapporteur (group member):

- Presents the working group results to the plenary.

### Materials/Equipment:

- 1-2 flipcharts, markers in different colours,
- 2-3 x A3 or A2 copies of a cadastral plan of an intersection (Scale 1:250; if possible 2 different intersections, depending on the number of participants).
- If available: Photographs of the given intersection(s) as slides or print-outs.
- If available: Photographs of a good practice re-design of the same intersection(s) - they can be presented by the moderator after each group has presented their solution to facilitate the plenary discussion.

### Timing:

- 60 minutes for the group work; 5-10 minutes presentation per group.

### Result presentation:

- On flipchart and sketch with short plenary discussion and expert feedback (see Figure 4).



Figure 4: Result presentation of intersection sketch

Photo: Jutta Deffner 2012

### Task description:

- **Step 1:** Each table group works on a ground plan of an exemplary intersection. Each group gets different restrictions on the planning frame (for example: low budget/high budget/low density/high density of cyclists).
- **Step 2:** Each group discusses which intersection type might be the best design solution for the given example, having in mind the given planning restrictions. A possible solution for the integration of the cycle traffic at the given intersection is planned by the group using the ground plan.



### ③ Developing a cycling strategy (problems, objectives, targets, measures)

#### Aim:

- Creating an understanding on how problems, objectives/targets and measures are connected in the development process of a cycling strategy. Starting with their identified problems the participants shall develop future visions as part of a cycling strategy.

#### Setting:

- Table groups of around 5-6 persons.

#### Input:

- Presentation on the basic principles for the development of a cycling strategy.

#### Moderator:

- Facilitates the discussion, answers questions on the exercise and keeps the time.

#### Rapporteur (group member):

- Is responsible to present the working group results to the plenary.

#### Materials/Equipment:

- 1-2 flipcharts, markers, index cards/post-its.

#### Timing:

- 60 minutes for the group work; 5-10 minutes presentation time per group.

#### Result presentation:

- Plenary flipchart presentation of the problems, objectives, targets and measures of each group with a short plenary discussion (see Figure 5).



Figure 5: Exemplary result of cycling strategy exercise

Photo: Christian Rudolph 2012

### Task description:

- **Step 1:** The participants shall specify typical problems concerning the current cycling situation and perception in their city or region and write them on the index cards/post-its. The moderator's task in this step is to remind the participants to name concrete problems which should be addressed (For example: "No money for cycling infrastructure" is not a concrete problem!). Each person should at least write down 2-3 problems on the index cards.
- **Step 2:** The identified problems on the index cards shall be clustered according to the categories: strategic planning, infrastructure, service and communication for cycling. The moderator guides the clustering process. By clustering the different problems certain problem areas can be identified and compared in the different cities or regions.
- **Step 3:** In the next step each group shall discuss about and write down aims related to the different identified problem areas. If possible the aims should be measurable.
- **Step 4:** The group has to develop and write down possible measures and solutions to achieve the defined aims. The moderator should inform the participants if necessary, if some measures might also have negative effects on certain aims. The group shall also try to figure out which measures should be prioritized within the overall strategy.

#### ④ Bicycle maps

##### Aim:

- This exercise shall give an overview about the different kinds of bicycle map formats. The exercise helps also to learn how to evaluate the quality of different map features.

##### Setting:

- Table groups of around 5-6 persons.

##### Input:

- No special presentation beforehand needed. It is possible to do a presentation after the group work, informing about certain basic design principles for good bicycle maps regarding the content and layout of maps.

##### Moderator:

- Facilitates the discussion, answers questions on the exercise and is time-keeper of the table.

##### Rapporteur (group member):

- Is responsible to present the working group results in the end to the plenary round.

##### Materials/equipment:

- Each table group gets 3 different types of bicycle maps: 1 pocket sized map (e.g. Bolzano), 1 large regular city map for cyclists (scale around 1:20.000) and 1 map for cycle touring (scale around 1:75.000). Additional material: 1-2 flipcharts, markers.

##### Timing:

- 45 minutes for the group work; 5-10 minutes presentation time per table group.

##### Result presentation:

- Plenary flipchart presentation of each group, short plenary wrap-up.

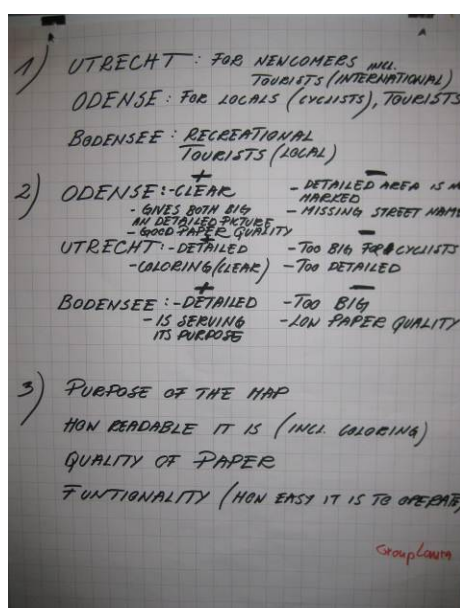


Figure 6: Exemplary result of map exercise

Photo: Jutta Deffner 2012

### Task description:

- **Step 1:** Each table group gets 3 different types of bicycle maps.
- **Step 2:** Each group shall discuss the following guiding questions:
  - Which map aims at which potential target group?
  - Which map is good and which is not? Why?
  - What might be general indicators for the quality of a bicycle map?
- **Step 3:** Each group shall write down their findings on 1-2 flipchart papers.

## 2.2 Tandem exercise

This group work is similar to the table group format but the group consists only of two members. This format is useful to create a small team setting, e.g. two participants are from the same city and they should work on an issue directly focussing their local circumstances.

### ⑤ Target groups

#### Aim:

- This exercise shall give insights in target group approaches used in marketing and research. It shall also foster the understanding of how to address different target groups.

#### Setting:

- Table groups of 2 persons (larger groups are also possible).

#### Input:

- There should be a presentation on the importance (Why target group specific thinking?) of target group approaches in marketing and how to identify target groups on different ways (target group models).

#### Moderator:

- A table moderator is not needed. The general moderator of the event has to be the time-keeper of the exercise.

#### Rapporteur:

- Is responsible to present the group result to the plenary.

#### Materials/equipment:

- One flipchart and some markers per tandem.

#### Timing:

- 45 minutes for the group work, 15-20 minutes for presentation or poster walk.

#### Result presentation:

- Plenary flipchart presentation of each group (2 minutes for each group) or alternatively poster walk (see Figure 7) afterwards.

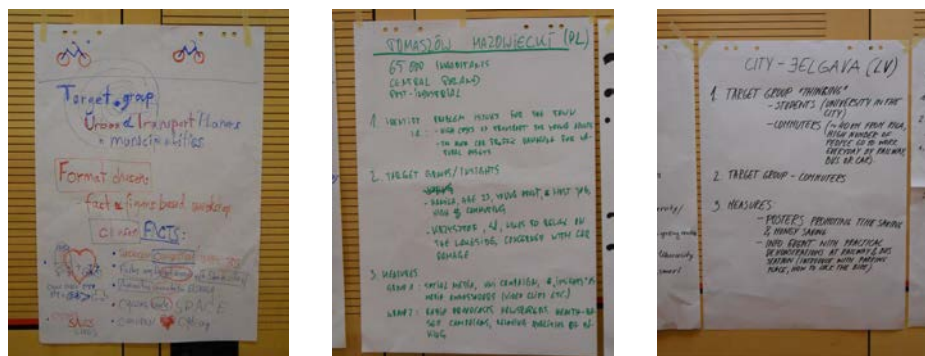


Figure 7: Exemplary result posters of the target group exercise

Photos: Tomas Hefter 2012

### Task description:

- Each tandem team gets the guiding questions to discuss during the working time (see below). The tandem should agree on one exemplary city on which they can discuss the guiding questions. The discussion results are documented on a flipchart paper.
- **Question 1:** Which target group “thinking” (considering the different presented models) do you think fits to the specific needs of your selected city?
- **Question 2:** Which target groups do you think should be addressed stronger?
- **Question 3:** Which concrete communication measures would you suggest addressing the identified target groups? Give some examples for targeted measures.

## 2.3 World Café

The special approach of a World Café is that different questions focussing one topic can be discussed in subsequent stages. The participants form 3-4 smaller groups. Each group starts to discuss at a given table. Each table focusses on one predefined guiding question. The participants change the tables in a given order after a certain time (approx. 15 - 20 minutes). Each working table needs one table rapporteur (moderator) who stays at the table during the whole exercise. The table rapporteur also acts as moderator for the table. The person shortly wraps up the results of previous group(s) that visited the table to the actual participants. The rapporteur can also be responsible to write down the most important results of the discussions. Alternatively, after each round a new writer can be nominated. After the World Café is completed, each participant should have attended each working table.

### ⑥ World Café - Bicycle friendly cities

#### Aim:

- A World Café in general aims to generate and exchange collective knowledge on a certain topic and reach a shared understanding towards an issue. The aim of this example is to initiate a discussion about bicycle friendliness in cities. For example: Which factors can positively or negatively influence that a city is perceived as bicycle friendly?

#### Setting:

- 4 table groups of 5-8 persons (number of table groups can be adapted according to the total number of participants). The participants change the working table after 15-20 minutes of discussion and go on to the next table and so on (see Figure 8).

In general there are two different ways to arrange a World Café:

1. Each table has different topics. The groups stay together and discuss the different questions at each table.
2. Each table has the same question. After each round the groups split up and discuss the different questions in a new formation.

#### Input:

- There is no special input or presentation needed beforehand.

#### Moderator:

- One general moderator takes care for the working time and indicates when it is time to change the working tables.

#### Rapporteur:

- One rapporteur per working table is needed.

#### Materials/equipment:

- One flipchart and some markers per working table. The guiding question for each table should be prepared on flipchart beforehand.

**Timing:**

- 15-20 minutes per table group round, 5 minutes time for plenary result presentation per table in the end.

**Result presentation:**

- Plenary flipchart presentation by the rapporteur of each working table (5 minutes for each table). The aim is to shortly highlight the important aspects of the discussion. In the end there could also be a short plenary discussion.

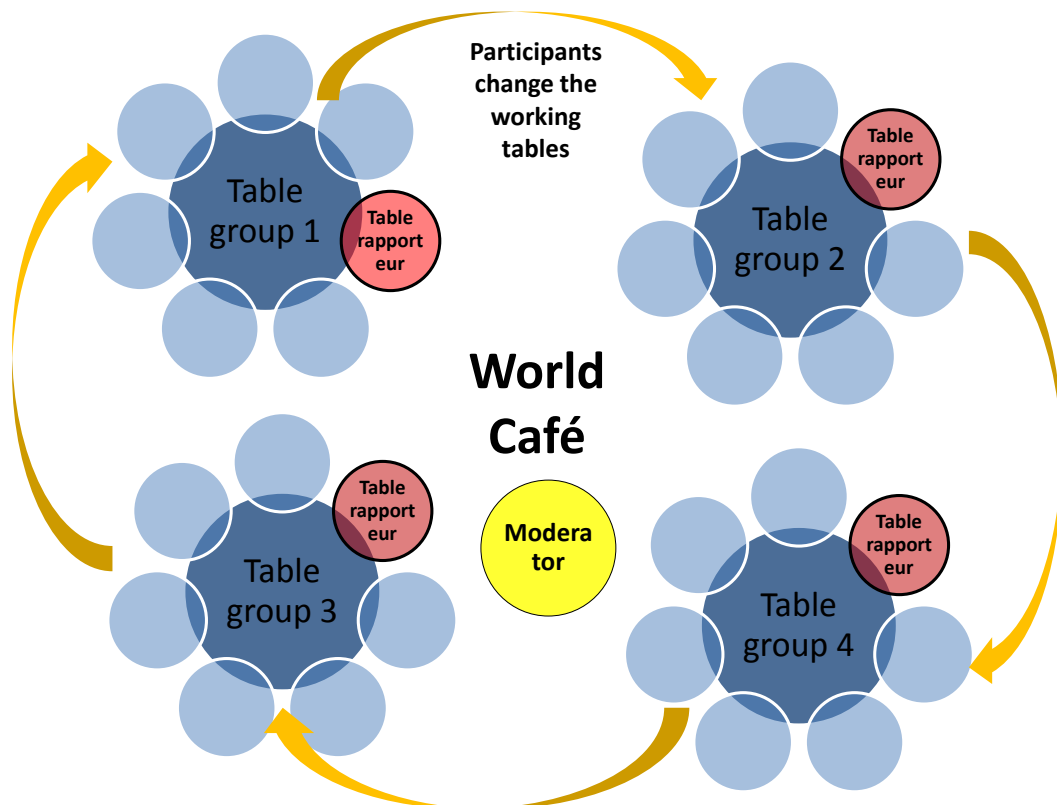


Figure 8: Schematic setting of a World Café

Source: Own illustration

**Task description:**

Guiding questions for a World Café on the topic bicycle friendly cities can be:

- **Question 1:** What makes a city a bicycle friendly city?
- **Question 2:** What different elements influence the bicycle friendliness of a city?
- **Question 3:** What factors can constrain the bicycle friendliness of a city?
- **Question 4:** What hinders municipalities to act towards more bicycle friendliness?
- **Question 5:** What factors can help to motivate municipalities to act more towards bicycle friendliness?



## 2.4 Plenary discussion with moderator

A plenary discussion is a frequently used format to discuss questions and remarks after a presentation. The moderator can prepare some guiding questions for the plenary session. A plenary discussion might also be useful if results of working groups have been presented and shall be wrapped-up. Also experiences and impressions the participants have made during an excursion can be discussed. Plenary discussions are also useful to develop solutions for certain problems as well as to document the most important results of a plenary discussion (e.g. on a flipchart paper). The moderator's task is especially to facilitate the process, to try to activate and integrate the audience and to take care that the discussion relates to the guiding questions. Some examples for guiding questions to facilitate a plenary discussion are listed below.



Figure 9 and 10: Exemplary moderated plenary discussions

Photos: Jutta Deffner 2012

⑦ **Examples for guiding questions for plenary discussions focussing the general thematic strands of the seminars**

**Topic I: Strategic planning**

- What is a cycling strategy good for?
- What are problematic aspects of it? Why?
- What can be typical problems when implementing a bicycle strategy?

**Topic II: Cycling infrastructure**

- How to build high quality cycling infrastructure with low budgets? Who needs to be involved within the municipal departments and executing companies?
- For starter cities with a lack of cycling infrastructure: With which measures it might be possible to have quick wins\* in short time? (\*Quick win: means to improve the situation with low budget measures which are easy and fast to implement).

**Topic III: Services for cyclists**

- Why do you think services for cyclists are important to make everyday cycling more attractive? Why not?
- Which service offers for cyclists do exist in your city or region? How are these service offers evaluated in your city?
- What are the pro's and con's for bicycle sharing systems?

**Topic IV: Communication towards behavioural change**

- Which target groups can be easy addressed to cycle more often in your city?
- In which life situations are people most likely to rethink or change their routinized travel behaviour?
- Why do you think communication is an important aspect to promote more everyday cycling? Why not?

### 3 Formats for presenting group or exercise results

#### 3.1 Plenary presentation of table rapporteur or moderator

A plenary presentation is a good format to discuss working group results. The comparison and discussion of the different working group results fosters the understanding that in most cases different solutions for the same questions and problems are possible and the usability depends on context. Due to time reasons, a plenary presentation does make perfect sense if there are only around four or five working groups. A moderator should facilitate the discussion and keep track of the time for each presentation.



Figure 11 and 12: Exemplary plenary presentations of working group results through table rapporteurs  
Photos: Christian Rudolph, Jutta Deffner 2012

#### 3.2 Poster walk

A poster walk is a good format to present results when there are many group results with possibly repetitive character. In many cases it would be too time consuming to do a plenary presentation, for example after a tandem exercise. For a poster walk a dedicated time window should be announced to the participants so that they can look at the posters and read the results of other working groups. At least one person of each working group should stay at the poster and answer questions on the results.



Figure 13 and 14: Exemplary poster walk setting  
 Photos: Tomas Hefter 2012

### 3.3 Photo exhibition or plenary photo presentation

A photo exhibition or plenary presentation can be used to show and discuss cases of good and bad cycling infrastructure. It offers the opportunity to reflect together on shortcomings or good approaches of cycling planning and also to try to interpret why sometimes it comes to insufficient solutions.

This format can also be used as a way to present a home-task, where the participants had to take photos before the seminar. Alternatively the participants can take photos during an excursion. It is useful if there is one expert as a moderator who is able to comment and assess the quality of the presented case examples.



Figure 15 and 16: Exemplary plenary photo presentation (left photo) and photo exhibition (right photo)  
 Photos: Laura Remmelgas 2012

## 4 Homework

If an event is connected with other events it can make sense to have preliminary or follow-up homework for seminar participants to prepare. Usually it should be small tasks which have the aim that participants investigate the situation in their local context in depth. By doing this, participants can be motivated to examine the current cycling situation. Homework is also useful to get a feedback on how the know-how gained during the seminars is applied.

Some examples for home-tasks are listed below.

### ⑧ Examples of homework:

- Which institutional authority is responsible for bicycle planning in your municipality?
- What legal regulations are essential for planning bicycle traffic and bicycle infrastructure in your region/city?
- Which manuals do planners in your city use and which regulations have to be considered when designing cycling infrastructure? Are they mandatory or just guidelines?
- Which stakeholders and interest groups considering cycling mobility can be identified in your region/municipality?
- Examine the cycling infrastructure in your city. Try to identify good planned and badly planned examples and document them by taking photos.
- Which national or international internet-platforms on cycling related expert knowledge do you know and use?
- Collect examples on marketing and campaigning material (flyers, posters, give-aways, websites, etc.) that you can find in your home city or region?

## 5 Cycling excursion

The general aim and benefit of excursions by bike or by foot is that participants can have a real life experience of cycling and the situation of a city. Excursions are an ideal format to link theoretical knowledge gained during a seminar with the implementation and situation in the built urban environment. Excursions can also help to develop an understanding and feeling for traffic situations and how they can be perceived from different perspectives. As many planners or other municipal staffs do not use the bike as an everyday mode of transport, it may often be one of the few experiences to them. It is therefore an opportunity to emphasise the fun or individual benefits of cycling but also problematic situations for cyclists. By this it may be reached that somebody gets excited and engaged about cycling.

A good approach to make excursions even more purposeful is to have some guiding questions or small tasks the participants shall have in mind during the excursion. After an excursion a short wrap-up and feedback considering the impressions and guiding questions could be made. For bicycle excursions with larger groups it is advisable to split them up into smaller groups of a maximum of 10-12 people. In some countries it may be useful to inform the local police before a bike excursion about the route.

Each group shall have an expert who is guiding the group on a predefined route. Several stops shall be planned to be able to explain specific infrastructural or other features. It is also important that participants can ask questions and take photos, therefore the travel speed shall not be too fast and the stops shall not be too short. A slower pace of cycling is also taking away possible concerns that some participants may not feel routinized on the bike.

Some possible guiding questions and small tasks for excursions are listed in the box below.



Figure 17 and 18: Impressions from the mobile2020 cycling excursions in Odense and Bolzano

Photos: Jutta Deffner, Tomas Hefter 2012

**⑧ Some guiding question and tasks for excursions can be**

- How would you evaluate the current traffic situation for cyclists? What is good, what is bad? Why?
- What kind of good or badly designed infrastructure can you observe during the excursion?
- Which atmosphere in traffic do you observe (not only considering cycling)?
- Which measures do you think support/hinder/influence the current traffic situation?
- Focus on one specific aspect during the excursion and make photos of:
  - Intersections
  - Traffic lights for cyclists
  - Road surfaces and markings
  - Service offers for cyclists
  - Parking facilities for cyclists
  - Communication measures for cyclists observed during the excursion

**Result presentation:**

- The photos can be uploaded on a laptop with LCD-projector after the excursion. The moderator can choose some pictures and discuss them in the plenary.