

Participatory Investing Framework.

Facilitator Guide.

This guide is designed to help facilitate a collaborative discussion around your institution's current practices and readiness to take on participatory investing.

Purpose of the Session:

The purpose of this session is to bring interested staff together for a first conversation about participatory investing centered around two tools:

- Are you ready? The Readiness Non-Negotiables Quiz
- Where are you? The Where Are You Quiz

By the end of this conversation, you will have shared your thoughts and opinions, examined areas of agreement and disagreement among participants' responses, and identified opportunities for next steps and further questions to be answered.

The goal is to identify whether your organization is ready to pursue the next steps toward more participatory investing practices, or whether there are preliminary areas within your organization's functions or practices that should be addressed prior to moving forward.

Objectives of the Feedback Session:

- Provide participants with a structure and environment that enables a deeper understanding of your organization's current reality as it relates to participatory investing and the ability to do more.
- Discuss discrepancies among participants' scores and identify areas needing more conversation.
- Lead the group through a vote to identify areas of strength as well as those in need of improvement. For additional facilitation support, look to this [Sphere of Influence Tool](#).
- Get clear on the next steps, including whether you need more discussion in particular areas, participation from other people or departments, answers to questions that came up, and a plan for what comes next.

Facilitator Responsibilities:

- Prepare an agenda for the feedback session (See the sample agenda below).
- Review participants' responses to the "Where are you" and "Are you ready" exercises ahead of time.
 - Note any areas of agreement or disagreement for discussion.
 - Synthesize responses into spreadsheets if helpful to share with participants.
- Confirm participation and send out the agenda and any pre-work at least 48 hours before the meeting.
 - E.g. send out everyone's responses to the exercises so people can review ahead of time and come prepared to discuss.
- Assign or find a volunteer to be a notetaker (preferably someone who isn't playing an active role in the discussion).
- Ensure that the session is well-organized and runs smoothly.
- Establish group norms for the meeting.
 - E.g.
 - Be present.

- Step up, step back.
- Listen with curiosity especially when opinions diverge from your own.
- Others you decide as a group.
- Summarize the key points, trends, and questions raised during the meeting.
- Follow up with the next steps.

Facilitator Tips:

- Create a safe and supportive environment: encourage attendees before and during the session to be open and honest in their feedback even if—especially if—their opinions diverge from others', and let them know that their opinions and thoughts are valued.
- Be aware of who's participating a lot vs. a little: ask questions and engage all attendees, particularly those who may be more introverted or reluctant to participate.
 - Refer to your group norms (step up, step back) when inviting participation or asking someone to make room for others to share their opinions.
- Step in to gently redirect the conversation if it's getting off-topic, or if one person is dominating.
- Use a parking lot to track these ideas to return to a future point if appropriate.
- Encourage attendees to be specific in their feedback and to provide examples or anecdotes that support their points.
- Try generally to stay on schedule but be flexible and build in time for unexpected conversations.
 - Use a timer to keep the group on track.

Preparing for and Running the Meeting:

Preparation:

- Gather participants—Anyone who's interested should take the Readiness Non-Negotiables and *Where Are You* quizzes on the [Participatory Investing Toolkit site](#).
 - For the feedback meeting itself, try to keep the number of participants to about four to eight people for optimal participation.
 - Try to find people who bring different areas of knowledge about the organization.
 - The most important thing at this stage though is to find people who are enthusiastic about the topic and willing and eager to participate.
- Schedule the meeting: find a time that works for everyone—or as many people as possible—to ensure that everyone has the opportunity to contribute to the conversation.
- Review participants' responses to the *Where are you* and *Are you ready* exercises ahead of time. Note any areas of agreement or disagreement for discussion.
 - Aggregate data from the exercises into a single document if helpful to guide conversation which can be sent out ahead of time as preparation.
 - Based on trends you notice in the data, mark any reflection questions that may be particularly apt for the group to visit together.
- Prepare data presentation: Using aggregate data from everyone who took the *Where are you* and *Are you ready* quizzes, prepare a deck with key information to present to meeting participants to facilitate conversation.
 - You may want to draw attention to areas of broad agreement, outlier responses, and responses that lack agreement for both exercises.
 - The goal here is not to make conclusions about the data but to set up conditions for the group to have a productive conversation.
- Set the agenda:
 - Review the sample agenda below and make any changes unique to your organization.
 - It may be helpful to have a detailed facilitator agenda and a more sparse agenda to share with participants.
- Prepare materials:
 - Gather any materials that you might need for the session such as sticky notes, markers, whiteboards, etc.
 - Prepare a virtual whiteboard if conducting the session virtually.
- Choose the right venue: Choose a venue that is comfortable, conducive to discussion, and free from distractions.
- Send the agenda and materials—data aggregation and reflection questions—to participants ahead of time—at least 48 hours in advance, preferably more.

Meeting Introduction:

- Start by welcoming participants.
 - Introduce yourself if there are people who don't know you, and have others introduce themselves if appropriate.
 - Let participants know who the notetaker will be, and share if you're recording the meeting.
- Explain the goals and objectives of the session and review the agenda.
- Set the group norms for the session, such as being present, step up/step back, listen with curiosity. Open the floor for others to add other norms.
 - If in person, the norms should be posted somewhere easily visible to everyone in the room; if virtual, add the norms to the agenda document, group chat, or otherwise share with everyone in attendance.

Data Review:

- Briefly review the *Where are you* and *Are you ready* exercises if necessary.
- Present aggregate data from the *Where are you* exercise
 - Go over whatever materials you've prepared—deck, spreadsheet, memo, etc—calling attention to notable information, whether it is agreement, disagreement, outlier responses, or anything else.
- Facilitate group conversation and open feedback about the results.
 - The purpose of this conversation is to use the quantitative data to elicit conversation and generate qualitative data that can help tell a more complete story about your organization, gather consensus around the data, unearth questions that need to be answered around incomplete data, etc.
 - Note: This process can be structured either as a full group conversation or in smaller breakout groups with a larger group report back.
 - If you have a larger group—eight or more participants—or are pressed for time, consider structuring this section with breakout groups.
 - In that case, make sure each group has a notetaker, taking notes on real/virtual sticky notes.
 - If the group is struggling with where to start, feel free to ask one or more of the reflection questions provided as part of the pre-work.
- Repeat this process with the *Are you ready* exercise.
- The notetaker should capture feedback. Insights, questions, major themes, and key points of agreement and disagreement should be shared on sticky notes or a virtual whiteboard so participants can see and review them.

Break/Organizing Feedback:

- Give participants a 5-10 minute break.
- Meanwhile, you—with the help of the notetaker—sort through the feedback and categorize/cluster it into themes/trends.
- Summarize the feedback and present it to the group.
- Encourage participants to review and reflect on the feedback.

Action Planning/Next Steps:

- Identify if you have enough information to decide as a group whether your organization is ready to take on the next steps in participatory investing.
- If yes, work with participants to identify key topics or areas within the organization that are good candidates to pursue first
 - Identify who else should be involved and what you need from them.
 - Think about what questions will need to be answered.
 - Identify what data you already have and what additional data you might need to collect.
 - If you have time, you can even attempt to hypothesize the conditions—people, structures, attitudes, etc—that make these potential low-hanging fruit topics more viable than others.
 - If not, work with participants to identify key areas that need more exploration, questions that need to be answered, and practices, attitudes, resources, and structures that may need to change in order to be ready.
- Confirm with participants that they are still the right people to be involved as members of the core team—do they have the right knowledge/skill set, capacity to move the work forward, etc?
 - Assign specific tasks and next steps to individuals, and set deadlines for completion.

Wrap-Up:

- Thank participants for their participation and contribution.
- Summarize the key outcomes of the session, review the next steps, and set a time for the next meeting if appropriate
- Close the session and invite participants to rate the meeting and share any final thoughts or comments.

Follow-Up:

- Review all notes and feedback after the meeting and further synthesize/consolidate key takeaways.
- Send out raw notes and synthesis to participants along with action items/next steps and deadlines
 - If appropriate for your organization, share the key takeaways from the meeting across your organization to help maintain transparency, visibility, and garner support and feedback more widely.
- Check in regularly with participants after the session to see how they are progressing on their tasks.
- If appropriate, provide ongoing support and resources to help participants achieve their goals.
- Schedule a follow-up session to keep the project moving forward.

Sample Agenda:**Participatory Investing Kick-Off Meeting****Meeting Goals:**

1. Participants have a deeper understanding of our current reality as it relates to participatory investing and the ability to do more.
2. Identify areas of strength within the organization, areas in need of improvement, and/or more conversation or exploration as it relates to participatory practices.
3. Get clear on the next steps, including whether you need more discussion in particular areas, participation from other people or departments, answers to questions that came up, and a plan for what comes next.

Agenda:

Timing	Topic	Who
5-15 minutes	Introductions + icebreaker	Facilitator
5 minutes	Overview of agenda + goals for today	Facilitator
5 minutes	Group norms + additions from the group	Facilitator + Whole Group
5 minutes	Presentation of data from the “Where are you” exercise	Facilitator
15 minutes	Group feedback + open discussion of data from the “Where are you” exercise)	Whole Group
5 minutes	Presentation of data from the “Are you ready” exercise	Facilitator
15 minutes	Group feedback + open discussion of data from the “Are you ready” exercise)	Whole Group
5-10 minutes	Break + Organize feedback <ul style="list-style-type: none"> • Participants take a five to 10-minute break • Facilitator clusters feedback into themes 	Facilitator + Whole Group
5 minutes	Facilitator presents themes/rough analysis of clusters to the whole group	Facilitator
25-30 minutes	Action planning + next steps	Facilitator + Whole Group
5 minutes	Next steps + close out	Facilitator