The ict-km in collaboration

with the

presents

"NO TRAVEL REQUIRED"

Useful Guidelines for Online Events

Introduction

The Internet and email have changed the way we communicate with each other. Technology in the 21st century has 'shrunk' physical distances and expanded the possibilities for discussions among people who live in geographically dispersed locations. Indeed, it is now possible to take part in a meeting without having to leave the comfort of your own home or office. For example, you can have a morning coffee in Lima, attend a seminar in Rome before lunch and still have time to squeeze in a workshop in Washington before dinner. No Travel Required!

This handy booklet will provide you with some guidelines and information to prepare and run a large online event, be it a meeting, a conference or a seminar.

The recommendations in the following pages are the result of experiences gained from a number of CGIAR online events run by the Gender & Diversity Program and the ICT-KM Program. Collectively, these events represent a wide range of purposes and functions: e-consultations that saw diverse communities sharing opinions around proposed goals; training programs; knowledge sharing and distributed board meetings. Participants, men and women from all over the world, ranged in number from 30 to 200, and the events lasted from two to eight weeks.

In sharing the highs and lows of running global e-conferences with you, we hope you will be better prepared to meet the challenges that come from complementing your face-to-face endeavors with virtual work.

Nancy White, a professional facilitator from Full Circle Associates, (www.fullcirc.com) was a tremendous help in making our online events a success, and we would like to acknowledge her valuable contribution in preparing these guidelines.

1. What is an online event?

An online event is similar to a face-to-face event except that participants use their computers, the web and/or email to communicate as a group, taking part at a time, location and pace of their own choice.

Appropriate software needs to be selected to suit different needs and to provide an online or virtual 'space'. This 'space' is where resources are accessed, participants' contributions are shared and stored and polls are conducted.

The events discussed in this booklet were 'asynchronous' text-based interactions: participants did not have to be online simultaneously. However, virtual meetings can take many other forms, including synchronous, multimedia online events.

Online events can be used to complement face-to-face events for any function that requires a group of people, usually geographically distributed, to 'talk'. Such events can range from a project team discussing its day-to-day business, to an organization developing a strategy, to a governing body conducting its annual meetings – in other words, just about anyone, anywhere in the world !

2. Why hold an online event?

- To reduce travel demands. Online events are a great way to hold discussions with lots of people who are geographically dispersed without the financial burden of air tickets and hotel rooms. Of course, there are still expenses to be considered but, on average, we estimate them to be about 30-40% of the cost of a large face-to-face conference. Participants also save on jetlag – there is nothing worse than trying to stay alert in a meeting when your body is in a different time zone.

- To bring in new voices. Virtual meetings provide a platform for interaction among people who don't normally have the opportunity to participate in face-to-face events.

- To bridge across and between organizations. Communication across different levels within an organization and across different organizations can be increased with an online event and the more people you have participating, the greater the diversity, leading to more in-depth knowledge sharing and better results.

> The CGIAR ICT-KM Global Public Goods Conference brought together over 200 internal and external stakeholders in a two-week, online discussion to determine the direction the CGIAR should take with respect to the collection and sharing of Global Public Goods.

- To bring team members together. Online events are a realistic option for working together with team members spread over time and distance.

- To get things moving. A focused, online event can propel projects forward.

- To build relationships and networks. Online conversations can forge new relationships as well as strengthen existing bonds with participants.

- To learn. Participants are exposed to new ideas, information and processes.

- To expand participation. Online events can allow greater participation than face-to-face events. Groups can overcome language barriers by asking for clarification or a 'slow down'. The asynchronous nature of the online environment provides more time for reading and interpreting each other's postings. Online events can be organized in parallel sessions and participants can attend them all!

- To facilitate the unexpected. In the longer term, unexpected spin-offs often occur: new ideas can emerge and linkages between individuals and organizations not previously connected can take place. Moreover, individual participants sometimes gain stature in the new communities that arise through online events.

3. Steps and Tips for Holding Successful Online Events

Online events offer many advantages, but they require that you spend the time preparing for them! Do not underestimate the time and effort needed in preparing for and conducting an event!

3.1 Early Planning

3.1.1 Calculate the time needed

The larger and longer the event, the earlier you need to begin planning. As a rough guideline, when planning a two-week event for 80 or more participants, you will need to:

➢ Start at least eight weeks ahead.

➢ Plan for a team of three to four people to spend 40-80 hours each on all the planning and execution elements.

➢ Bear in mind that one day online requires about the same amount of planning as four consecutive, one and-a-half hour, face to face conference sessions!

3.1.2 Get Help – set up a team

Don't assume you can do everything on your own. People with key skills are required to carry out the variety of functions that will ensure that your online event is a success :

The Project Leader develops the event objectives, maintains the overall vision and keeps the various elements of your event woven together.

The Content Expert ensures that the agenda is in line with the ultimate goals of your event and also makes sure that the materials needed to support the meeting are prepared and available. This person may also work with other topic experts recruited for the event.

The Online Event Facilitator designs the flow of methods and online activities that will help keep participants focused, interested and engaged. Working closely with the Project Leader, she/he also coordinates the overall facilitation (including working with all other members of the facilitation team and content experts). This person may also be involved in drafting site messages, reminders, summaries and other process related materials. Make sure your facilitator is knowledgeable and experienced in online facilitation, which has some key differences from face-to-face facilitation.

Technical support is responsible for platform selection and deployment, covering all the technical aspects involved in setting up your site and providing help when required during the event.

Administrative Support helps assemble and track invitations, assists in editing site materials and coordinates schedules with the entire team.

3.1.3 Clarify your event's purpose and goals to yourself and your planning team

- Just like a face to face conference, the more focused, clear and simple you can keep the event the more you will successfully achieve and the happier you'll keep your participants. We learned this lesson the hard way: excited by the great opportunities offered by online tools, we sometimes got overly ambitious. Having a multitude of activities and a fast-paced agenda was not appreciated by our participants and we quickly learned to scale back. Stick to the essentials. Keep it simple!

- Define specific actions or deliverables you want to achieve by the end of the event and communicate them clearly to your group. These might include decisions, inputs, ideas, evaluation, conversation, collaboration, team building, etc.

- Consider both short and long term goals. Understanding what you want to achieve, not only by the end of the event, but also with regard to what you want in the long term, can influence how you structure your agenda and your selection of participants.

> The ICT-KM Global Public Goods conference, which involved CGIAR staff, national partners and other interested people, had the following goals:
>
> Assess the most important and relevant CGIAR information GPGs that users need.
>
> Explore and learn about existing and emerging technological and methodological access issues.
>
> Assess the CGIAR's current and future responses to identified needs.
>
> Explore and elaborate additional solutions to these needs.
>
> Explore how the GPG data and information can, in effect, be transformed into knowledge.

3.1.4 Understand the needs and interests of the participants

Think carefully about whom you want to invite and what you hope they'll contribute. Do you need members of management? Do you need scientists or administration or IT? Expert advisors from outside? How closed is your list of preferred participants? How open? What is their incentive to join your event?

When you start to design the event, be sure to test ideas, get feedback and, in general, check with the participants you have in mind. They may have great ideas to help your event be successful.

Gather email addresses and organizational affiliations for your participant directory. People want to know where others are from and how to contact them.

Initial 'recruits' might be able to bring in others participants if you are seeking to cast the net widely. Make it as easy for these recruits to forward event information and secure invitations as appropriate. Utilize their networks as well as your own.

Be specific about the amount of time you expect participants to spend online: one hour a day; three hours a day; six hours a week ...

Be honest and realistic – never underestimate the time required to participate. Reading posted material takes time, especially if your event attracts numerous responses.

Make sure you design and cater for realistic levels of Internet access, skills, language competency, etc.

> The G&D events sought representation from different CGIAR Centers, from varying levels within each Center, from a wide representation of local and international partners, men, women, and people of diverse nationalities. The ability to bring diverse voices to the table is a key asset of online consultations.

3.1.5 Consider Diversity Issues

- Consider the power of diversity. Ensure your invitations to participants span gender, nationality, discipline, location and position.

- Consider language issues that may arise. If necessary, arrange for translation.

- Consider the cultural aspects of proposed interaction processes. How much socialization does the group need? What cultural norms might make participation harder for some people? Consider cultural norms that may lead to domination by a small number of participants. How will you prevent that? There may be issues arising from differences in power, status and personal styles. In our experience, these differences make the event all the richer and the diversity of voices is much appreciated by all!

3.1.5 Specify the timeline for the event

Map your desired outcomes on a timeline. One week online, participating two hours a day, is equivalent to a one day face-to-face meeting.

3.1.6   Identify the event content

- Identify text materials, readings, links, images, and audio/video files that are needed to support your agenda. Make sure they are easily accessible by those participants with connectivity limitations.

- Consider including interesting and 'known' presenters as an additional draw to your online event. However, no matter how interesting some people may be, make sure their presence complements your event.

3.1.8   Secure needed organizational support and endorsements

- Ensure that participants have the time to take part by securing the support of their supervisors and/or organizations.

- Endorsements by key organizational leaders in the form of pre-recorded audio or video clips, as well as participation during the actual event, can help people see the legitimacy and importance of the proceedings.

3.1.9   Select the appropriate technology

- Technology does not make a successful event, people do. Your chosen technology should provide the necessary functionality without distracting from the task at hand.

- Talk with others who have managed successful events. Find out what they used.

- Use tried and proven technologies. Don't turn your event into a trial case.

- Provide for low-bandwidth participation. Ensure your technology supports both web access and email. This will result in more administrative/clerical work, so plan accordingly.

- Some participants might have difficulty downloading large files, so prepare text files for all discussions. Also, be mindful when using audio files and graphics.

- Provide access to all files and attachments either via email or, if necessary, outside of the web conferencing environment.

- Test the system with someone who has low-bandwidth access.

- Where possible, ensure that the operational and visual design of your online space is attractive and fits in with your organization's existing look and feel.

  The CGIAR has some interesting Knowledge Sharing tools: www.ks-cgiar.org.

Conversation Cafe and Help Center

This is where we will introduce ourselves, have casual conversations and where you can ask for tips and help about any aspect of the E-Conference! WELCOME!

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▷ 📑 **Café Celebration and Reflection Turn Up the Music and LOOK FORWARD! (14 messages)** | **Move**
▷ 📑 **E-Conference Agenda and Announcements** | **Move**
▷ 📑 **Introduce Yourself Here! (199 messages)** | **Move**
▷ 📑 **Questions about the E-Conference? Ask them here! (3 messages)** | **Move**

3.2   Event Preparation

3.2.1   Agenda Development

- ➢ Content
- ➢ Sequencing
- ➢ Structure

- Keep it practical. Avoid agendas that are tilted towards the theoretical, unless, of course, that is the goal of the group.

- Develop the agenda on an ongoing basis with your team. Include reality checks with key participants, taking into account that focused objectives often result in greater success. Do not be afraid to make changes in the agenda during the event!

- Create a structure with variety. For example, one day you can have discussions and reading, and the next you can carry out a quick poll with visual results, followed by a video plus provocative propositions, followed by an audio interview with a well known figure, etc.

- Whenever appropriate, try to include time in your event for relationship building and socialization – this can even include some fun! (Our events were always fun!.)

- Consider a structure with both large and small spaces (virtual meeting rooms). Since some participants feel more comfortable in a less populated environment, there is the potential for more inputs.

- Longer or intermittent time frames can accommodate participants who have difficult travel and work schedules. We held some events for two to three weeks straight. Others were conducted with a week on/week off structure. Consult your participants about scheduling preferences.

- Share timelines and expectations with participants early in the process. Ask them to mark an hour or two into their agendas for each day of the event. Even though they may schedule their participation for whatever time of day or night is most convenient for them, it is still time that must be committed.

Agendas that introduce one new topic or more per day will require daily log-ins and participation. Conversely, agendas that cover only a few things per week will require less time of participants.

Both the G&D and the ICT-KM events had fairly intense schedules and expected outcomes, and participants were informed of these expectations in the invitation.

Daily summaries were provided for those who could not log on as frequently.

- Allow time for learning online tools and techniques. Don't jump into intense content issues until people have the chance to experiment with fairly simple tasks, such as posting their introductions, greeting colleagues, reading over background materials and finding their way to the agenda and back, gradually learning how to move around the online environment.

- Allow for time between topics. Participants may not be able to read postings and/or contribute immediately. It can sometimes take more than 24 hours for someone to respond, so don't rush onto the next topic. As the event evolves, it may be necessary to alter the agenda and timeline; communicate this to your participants. Again...Do not be afraid to make changes if they can deliver a better end result!

3.2.2 Social Scaffolding Design

Content alone does not make an event. Consider the 'soft processes' and social needs of a group.

How will you make the space inviting, warm and friendly? Use graphics, appropriate language with the right amount of informality. This varies by culture (national and professional).

Include spaces for people get to know each other and build relationships.

If appropriate, include casual spaces, the online equivalent of 'tea or coffee time' where informal conversations emerge.

In the facilitation design, ensure participants are greeted as they log on, either via instant messages or in the introductions topic. Be available and offer assistance.

3.2.3 Confirm Participants

- Market the event by sending out a series of emails with increasing amounts of agenda details.

- Register and communicate with participants two weeks before the event is due to begin.

- Send confirmations with usernames and passwords one week before.

- Send basic technical information one week before.

- Send early reminder notices three days before.

3.2.4 Prepare the Site

- Configure the technology or get assistance to do this. Test each setup.

- It takes time for participants to learn how to navigate and use a new online space. For short events, such as a two-week e-conference, use fewer spaces (no more than three or four) to help focus discussions.

- Add whatever graphics, logos, etc are required, keeping in mind the size of images and the impact on participants, especially those with poor Internet access.

- Visuals can evoke responses that are not possible with just text. Consider how to use them to your advantage in your event.

> Below is an example of how a graphic could give participants a better feel for the conceptual framework of the event
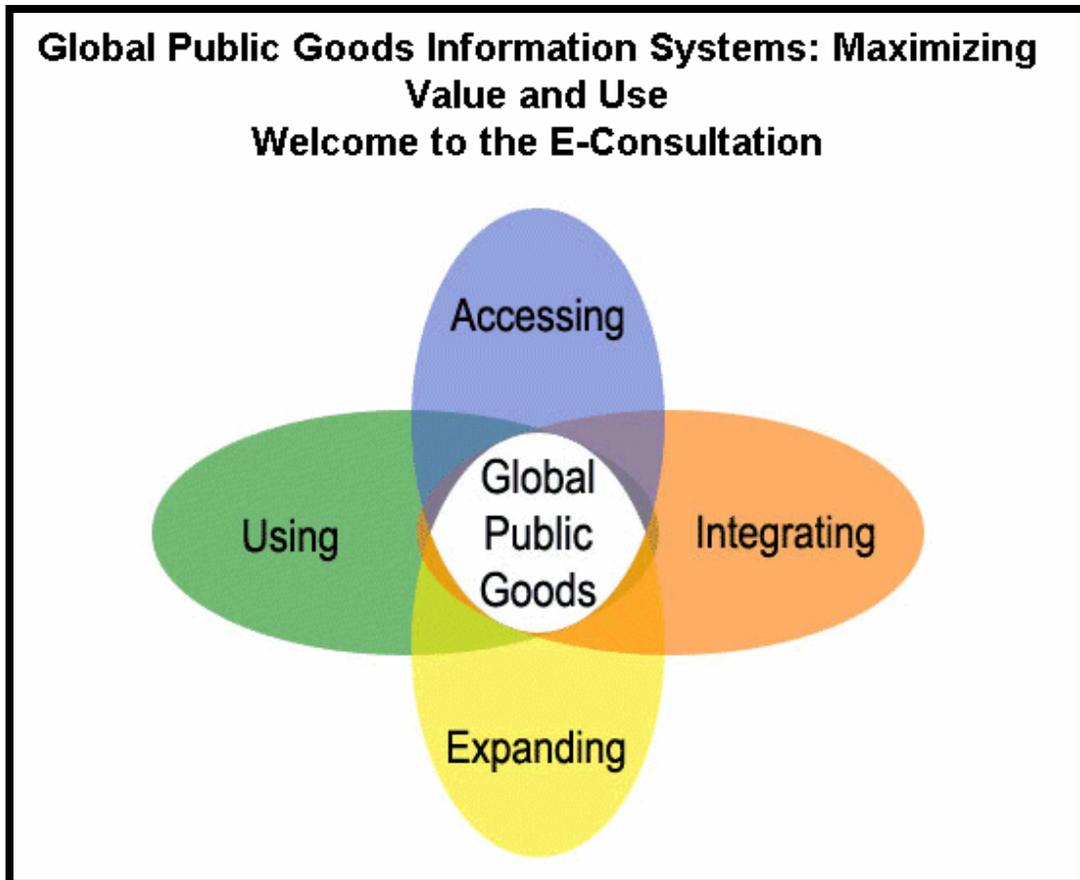

- Consider if you need smaller, private spaces within the overall online space. For example, we feel that a 'backstage' area for facilitators is essential. This can be used for out-of-sight coordination, ongoing design decisions, consultations about agenda adjustments, letting off steam, ensuring full coverage, etc.

- Set up initial discussions within the overall site structure – both public and private spaces, where appropriate.

- Ensure the right set of participants have access to the appropriate online spaces. If you have a private work area for your organizing team, make sure others can't see it.

3.2.5 Create and Upload Key Materials

- Creating and uploading key materials can be a time consuming task. So be prepared!

- Create or obtain audio interviews, key reference materials and supporting resources to go into the online 'Library.'
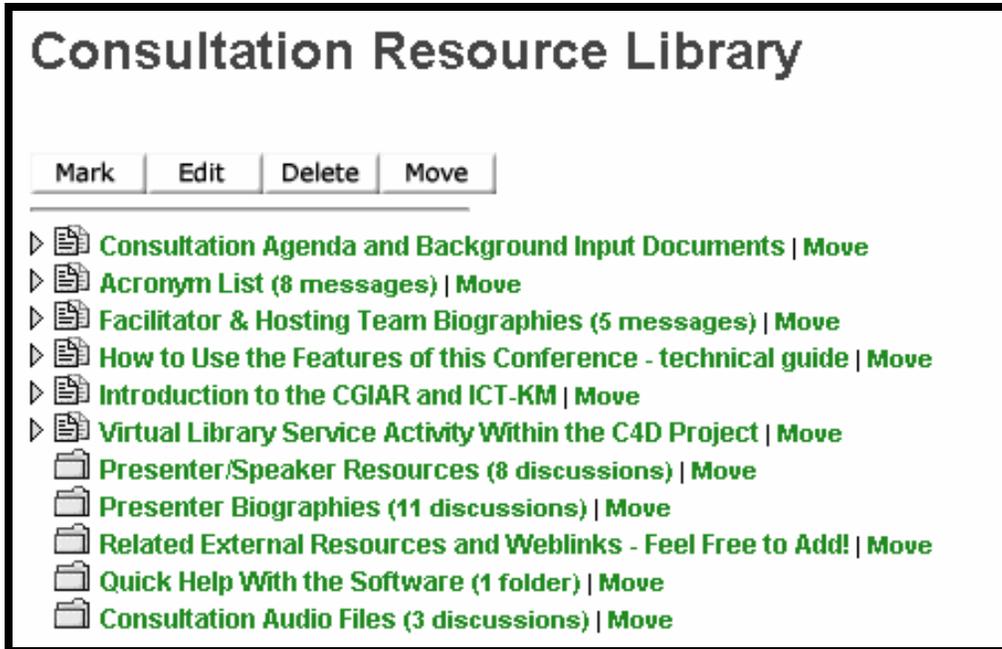
Consultation Resource Library

| Mark | Edit | Delete | Move |

- ▷ 📰 Consultation Agenda and Background Input Documents | Move
- ▷ 📰 Acronym List (8 messages) | Move
- ▷ 📰 Facilitator & Hosting Team Biographies (5 messages) | Move
- ▷ 📰 How to Use the Features of this Conference - technical guide | Move
- ▷ 📰 Introduction to the CGIAR and ICT-KM | Move
- ▷ 📰 Virtual Library Service Activity Within the C4D Project | Move
- 📁 Presenter/Speaker Resources (8 discussions) | Move
- 📁 Presenter Biographies (11 discussions) | Move
- 📁 Related External Resources and Weblinks - Feel Free to Add! | Move
- 📁 Quick Help With the Software (1 folder) | Move
- 📁 Consultation Audio Files (3 discussions) | Move

- Prepare polls and surveys and be prepared to adjust them as you go along – have an email option ready to deploy if needed. If you plan to compile responses as you go along, be prepared to have someone enter the email data into the web-based survey system so that you can have your final data all in one place.

- Prepare text for initial topic openers.

Conference Overview and Announcements

This topic will contain the e-conference agenda (attached to this first post as an attachment at the bottom), daily pointers to current discussions and any other announcements about the e-consultation. You will not be able to post to this topic. If you have questions, please post them **here**. Everyone is "subscribed" to this topic and will receive daily emails of all posts here to keep appraised of the e-conference progress.

- Prepare participant orientation materials including agendas, technology information and participant expectations.

Date	Activity
	NOTE: The links will be added as we progress! Check back here if you ever need to figure out what is going on and where.
25 - 28 March Thursday - Friday	**Taking Stock: What is the status of gender and diversity in the CGIAR today?** We'll start with introductions and take some time to get used to our E-Conference environment: • Click **here** to introduce yourself and read other participants' introductions • Click on the "Member Directory Link" on the left side of your screen for a full list of participants and facilitators. *Note, since there are over 160 participants, this page will take a while to load.* • Click **here** for the facilitators' bios. Please take time to peruse our Cybrary of background materials: • Click **here for G&D fundamentals** • Click **here for fact sheets on CGIAR staffing** • Click **here for resources on diversity** • Click **here for resources on gender** • **Hints and Tips for e-conferencing** **Event No.1: Take the G&D Challenge** **Event No.2: Poll: Where Are We Now in G&D's Strategic Trajectory?**
Weekend	Whether your weekend is Friday-Saturday or Saturday-Sunday, please use this time to catch-up, review and chat in the Cafe, or just relax.
29 - 30 March Monday - Tuesday	**Platform for Progress: What are the implications of G&D's external review for CG staff members?** • Click **here** for a summary of the G&D External Review **Event No. 3: Discussion: Key Findings of the External Review** **Event No. 4: Discussion: Key Recommendations of the External Review**

Example of an agenda with links

- Draft text for every page, guiding people through the various steps while keeping everything short and clear.
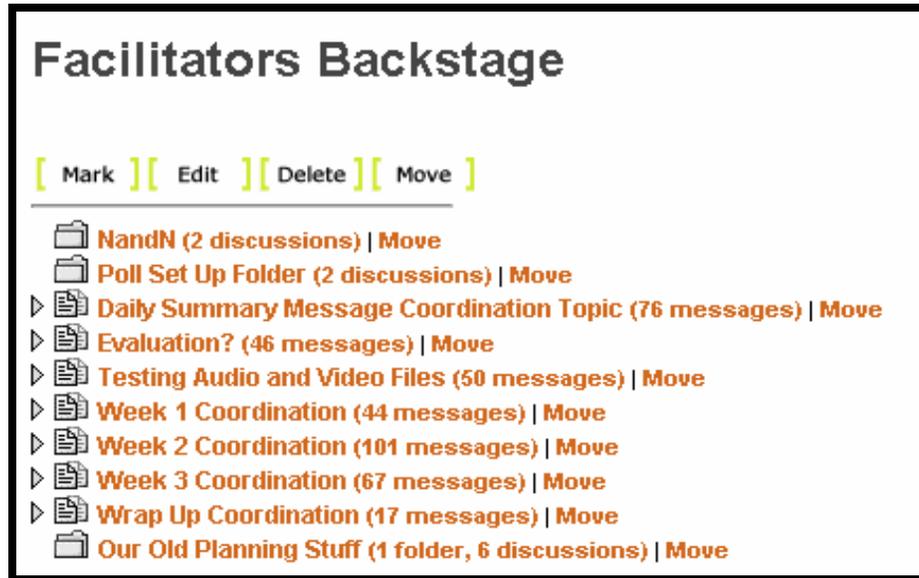
3.2.6 Organize the Site Facilitation Team

- Facilitation expertise is essential. Facilitating an online event requires specific skills.

- Consider how you will cover different time zones around the clock. Create a facilitation coverage schedule.

- Find out if there is a need for multilingual facilitation.

- Plan for online, 'backstage' coordination within the team, both asynchronous and synchronous, using, for example, web, voice.

- Provide orientation and training for the facilitation team. A clear leader must be identified to cover content and organizational politics. This is usually the leader of the program hosting the event. However, another leader is needed to cover online dynamics. Both these leaders need to work closely together and co-lead the other members of the team.

- Create facilitation expectations and protocols. For example, it is important to keep in touch at the end of each 'shift' to 'hand over the baton' to the next facilitator(s). This is especially important with differing time zones, so that participants can 'talk' to someone all the time.

- If there is more than one facilitator, balance their roles – each facilitator may have a unique style and area of expertise. However, too much participation by the facilitator(s) may crowd out participant activity.

- Technical support is an important form of facilitation. Make sure the facilitators can give basic advice and support on the technology being used.

- Backstage coordination activities are crucial to the success of a facilitation team, especially in an environment devoid of body language such as smiles and frowns. When working alone, a facilitator with too many tasks might not be able to pay attention to everything or interpret cues correctly. The privacy of a backstage environment provides a place for comparing perspectives, reality checks, support and even a chance for humor among friends.

- Allocate sufficient time and other resources – don't underestimate the time and commitment needed for setup and follow-up activities. The actual hours required will depend on the number of participants, how much prompting and support they need and the complexity of the agenda.

- If the facilitation only involves encouraging participation and providing help with the tools, estimate one hour per day per 20 people at the start of an event, diminishing over time. For example, a conference with 100 people will need about five hours the first day, gradually decreasing to about an hour a day at the end of a week.

3.3   Running the Event

3.3.1 Rehearsals help refine both the site design and the facilitation processes

- Have event facilitators hold a 'dress rehearsal' on the site to make sure they are clear about what happens where, and test all site areas one last time. Check all links.

Facilitators Backstage

[Mark] [Edit] [Delete] [Move]

NandN (2 discussions) | Move
Poll Set Up Folder (2 discussions) | Move
Daily Summary Message Coordination Topic (76 messages) | Move
Evaluation? (46 messages) | Move
Testing Audio and Video Files (50 messages) | Move
Week 1 Coordination (44 messages) | Move
Week 2 Coordination (101 messages) | Move
Week 3 Coordination (67 messages) | Move
Wrap Up Coordination (17 messages) | Move
Our Old Planning Stuff (1 folder, 6 discussions) | Move

3.3.2   The Soft Launch

This takes place 3-5 days before the formal start of the event.

- Before the event officially opens, invite participants a few days ahead of time to go ahead and enter the site. Send them their user names, passwords and log-in information.

- Encourage them to explore, to practice moving around. Invite them to post their introductions, to download the agenda and other simple tasks to help them get familiar with the online environment.

- Expect to provide assistance with lost passwords, changes in user names, etc.

- Provide early technical pointers, tips and easy initial activities so participants can get used to the technology.

- Tangible outcomes are a prime incentive for participation. Make sure you tell participants what they can expect at the end of the consultation.

3.3.3 Facilitating Participation

- Make sure everyone joining the online event is warmly greeted – either by posting a welcome message in response to their introductory message, or via instant messaging. Make sure they know they are 'visible' and welcome.

- If necessary, use positive, personal pressure in the form of emails to encourage prospective key participants to get involved.

- Respect lurkers. Although some participants just read postings without contributing any of their own, they may be learning. Besides, the number of postings is not an absolute indicator of success – 20% of the participants usually generate 80% of the activity.

- When participation is less than expected, investigate the causes by communicating privately with selected participants. Don't just guess!

- Use audit and poll tools to reveal hidden issues.

- Post the day's or week's activities in an easy to find space.

- Link directly if you can to each activity so when people log in, they are just a click or two away from the day's activities.

- Assist late comers in focusing on current discussions or activities. Offer them summaries of what they missed so they can 'catch up' with the group.

- Offer frequent technical and participation tips

> ☐ **Nancy White** - Mar 29, 2004 8:00 am (**1.**)
>
> **Full Circle Associates**
>
> ▯
>
> **Just Logging In for the First Time?**
>
> We expect that people will be joining us all throughout the e-conference. We can't always start at the same time due to schedules. So if you are joining "mid-stream," here are a few hints to help you join in and get up to speed:
>
> - It's never too late to **Introduce yourself.**
> - Check out the **Agenda** and dive into the current topics.
> - Review the **Summaries and Results** section.
>
> If you have ANY questions, post them here!

- Point to poll results to stimulate conversation.

The last 9 days have been rich with ideas. These will contribute to the strategy document that we are producing. The goal is to take the CGIAR "where the ball will be, not where it was" to use a phrase from Jock Gill. Let's define the value added products and services on which we should focus. These are the ideas we have gathered so far from you. If you feel some are missing, post them in the Products and Services discussion! So here we go... Data alone is not going to feed people...so what SHOULD we do? Contribute your views on which of the following would bring the most value to agricultural development by rating each of them.

Question 1: Establish a gateway to link disparate data and information sources (select one)
- 1) I strongly think we should do this
- 2) I think we should do this
- 3) I don't know
- 4) I think we should not do this
- 5) I strongly think we should not do this

Question 2: Create a Google-like search full text facility (select one)
- 1) I strongly think we should do this
- 2) I think we should do this
- 3) I don't know
- 4) I think we should not do this
- 5) I strongly think we should not do this

Question 3: Develop decision support tools (SAKSS model) (select one)
- 1) I strongly think we should do this
- 2) I think we should do this
- 3) I don't know
- 4) I think we should not do this
- 5) I strongly think we should not do this

Question 4: Digitize all documents (select one)
- 1) I strongly think we should do this
- 2) I think we should do this
- 3) I don't know
- 4) I think we should not do this
- 5) I strongly think we should not do this

Question 5: Develop GIS applications for data interpretation (CSI Video) (select one)
- 1) I strongly think we should do this
- 2) I think we should do this
- 3) I don't know
- 4) I think we should not do this
- 5) I strongly think we should not do this

GPG Information Products and Services Poll – a Survey by *Nancy White* in **Thrust #4: USING & the FUTURE**

Discuss the GPG Information Products and Services Poll Survey

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You already participated in this Survey on Thu Mar 10 2005 01:20:50 GMT+0000 (PST)

Survey Results for GPG Information Products and Services Poll (26 participants)

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Question 1: Establish a gateway to link disparate data and information sources (single answer)

I strongly think we should do this	12 votes (46%)	
I think we should do this	12 votes (46%)	
I don't know	2 votes (8%)	
I think we should not do this	0 votes (0%)	
I strongly think we should not do this	0 votes (0%)	

Question 2: Create a Google-like search full text facility (single answer)

I strongly think we should do this	13 votes (50%)	
I think we should do this	9 votes (35%)	
I don't know	2 votes (8%)	
I think we should not do this	1 votes (4%)	
I strongly think we should not do this	1 votes (4%)	

Question 3: Develop decision support tools (SAKSS model) (single answer)

I strongly think we should do this	5 votes (19%)	
I think we should do this	10 votes (38%)	
I don't know	9 votes (35%)	
I think we should not do this	2 votes (8%)	
I strongly think we should not do this	0 votes (0%)	

Question 4: Digitize all documents (single answer)

I strongly think we should do this	7 votes (27%)	
I think we should do this	9 votes (35%)	
I don't know	7 votes (27%)	
I think we should not do this	3 votes (12%)	

Example of poll

- Provide daily reminders to guide participants to the latest content.

Audits and polls can offer participants a way to give anonymous input and gauge the opinions of the group. "Test polls" were used in the G&D e-consultation to find out if people were close to agreeing on a mission statement. Audits were used in the Virtual Teams course to determine cultural and style diversity across the teams. Polls were used in the ICT-KM event to test people's opinions about the CGIAR's role with regard to GPGs.

- Keep people coming back by sending emails highlighting upcoming elements and re-capping past activities.

- Provide summaries of content on a regular basis. This will keep participants on the same page and help late arrivals catch up.

- Ask lots of questions to keep participants involved.

- Consider offering provocative propositions or introducing key experts to get people to return.

Provocative Propositions Discussion Area

Over the course of the e-conference we will be introducing a daily *"provocative proposition"*. A provocative proposition is a statement or question that tries to bridge the best of "what is" with your own experience, knowledge or intuition to inspire ideas of "what might be." They are intentionally controversial, designed to stir up our thoughts and take us to a deeper level of conversation.

You will get your link to each daily provocative proposition in the update sent to each participant via email. While these propositions are optional activities, we hope they will stimulate your thinking and draw you into the full range of e-conference conversations about the future of G&D in the CGIAR!

Proposition #1 - The Silent Majority

Proposition #2 - Spousal (Un)Employment

Proposition #3 - Nationally Recruited Staff (NRS)

Proposition #4 - Family/Work Balance

Proposition #5 - Accountability

Proposition #6 - Personal Action

Proposition #7 - Impact on Rural Women

Proposition #8 (Final one!) - How will we know when G&D's job is done?

- Summarize and weave ideas together from disperse topics. This will help draw attention to key issues and ideas developed by the group and create coherence when discussions crop up in multiple locations. Do this daily and post the results for all to see.

- Give participants credit for taking part. Celebrate their key contributions and new ideas.

- Conducting evaluation processes after each logical section of an online event may work better than waiting until the conclusion of the whole event when participants' time and attention spans are growing shorter. This is an important lesson!

> "Provocative Propositions" are a series of statements used to evoke response from participants to highlight key areas of agreement or disagreement. The "provocative" part is intended to push the boundaries of ideas and get people to think beyond the "safe and traditional" answers.

3.3.5 Wrap up discussions

- Offer a space for participants to give feedback and final thoughts.

- Celebrate the accomplishments!

-]

Café Celebration and Reflection Turn Up the Music and LOOK FORWARD!

We are rolling some different streams into one big river with this topic, so get ready! It is time to wrap up the e-con, refl on what it has meant to us and celebrate our collective contributions. Plus have a little fun! Feel free to reply to BOTH streams!

[Mark] [Edit] [Delete] [Move]
Create FAQ

STREAM 1 - REFLECTION *by Nick Noakes - 7 Apr 2004 (1.)*
  The Courage of Conversation *by Vicki Wilde - 8 Apr 2004 (1.1)*
STREAM 2 - CELEBRATION! *by Nick Noakes - 7 Apr 2004 (2.)*
  thank you all of you *by Kumari Gurusamy - 8 Apr 2004 (2.1)*
  Party Prizes!! *by Vicki Wilde - 8 Apr 2004 (2.2)*
    Re: Party Prizes!! *by Antonia Okono - 8 Apr 2004 (2.2.1)*
    More Party Prizes *by Vicki Wilde - 8 Apr 2004 (2.2.2)*
  Bringing Lasagne and Red Wine *by Vicki Wilde - 8 Apr 2004 (2.3)*
  Cranking up the Music -- yaaa yaaa *by Vicki Wilde - 8 Apr 2004 (2.4)*
    Re: Pop up the volume, Vicki! *by Antonia Okono - 8 Apr 2004 (2.4.1)*
  LISTEN and DANCE as you READ ! *by Nick Noakes - 8 Apr 2004 (2.5)*
Partying *by Liga Raschid - 8 Apr 2004 (3.)*

- Provide a mechanism for anonymous feedback: surveys, polls, etc.

- Obtain private comments from selected individuals.

- Request facilitators to provide feedback on the event's processes and content too.

Feedbacks can help you organize a better event next time!

3.4   Analyzing the Event

- Consider using an After Action Review involving the event team and selected participants. Find out what worked well, what didn't, and what can be done to improve your next online event.

- Consider a post-event participant survey to get event feedback and, if necessary, more extensive demographic information about the participants. Be mindful of issues of anonymity. Whether they are to be attributed or anonymous, ask for permission to share quotes.

4. Feedback

If you use these guidelines as an input to planning and running an online event and find that there are some 'holes' that need to be plugged, please let us know at ictkm@cgiar.org.

SEARCH

gender&diversity

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Interaction center

📁 **G&D Interaction Center** 〉 **G&D Looking Forward Post Conference Group** 〉

E-Conference Archive

THANK YOU!

We've completed our last day and we want to say a BIG THANK YOU for your participation over the last two weeks! Head over to the **virtual party** in the Café - we've even got prizes and party favors!! Take time to **reflect** and then **celebrate** in style! And don't forget that there are still plenty of discussions going on in other Events. We'll leave them open for the next two weeks.

- There's still time to take our poll **Event#9 Strategic Opportunities**.
- In **Event #8** Impact Pathways for G&D's Future, we look at ways of widening and/or deepening the G&D work in the Centers.
- How we can bring the mission and vision alive in the centers with **Event #7**: Integrating Vision and Mission.
- We continue **Event #5** and **Event #6** looking at the G&D Vision and Mission.
- Review and discuss the key findings and recommendations in **Event #3** and **Event #4**
- Take a look at and participate in **Provocative Propositions**!
- The **G&D Video Festival** comes to a close with two new videos - don't miss these!
- First visit? Click **here** to get a few hints. Check out the **Agenda**. Catching up? Start at the **Summaries and Results** section.

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📁 **Conversation Cafe and Help Center (4 discussions)** | **Move**
📁 **Events & Activities (16 discussions)** | **Move**
📁 **Facilitators Backstage (3 folders, 7 discussions)** | **Move**
📁 **Conference Cybrary (5 folders, 6 discussions)** | **Move**

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