

Facilitator's Manual: The Scaling Scan Workshop

Steps, tips and agenda template for sessions

1. Introduction

The Scaling Scan provides a user-friendly tool to explore what is required to scale an innovation in a particular context, the implications this has for project management and collaborations and the potential trade-offs on the environment as well as social dynamics. At the core of the Scaling Scan are a scaling ambition and ten scaling ingredients that constitute the enabling environment around an innovation, which largely determine whether a scaling ambition can be realistically achieved.

This guide is intended for organizations and professionals interested in applying the [Scaling Scan](#) effectively. It has the purpose of reinforcing what is proposed in the Scaling Scan workbook. We believe that having the right mindset towards scaling is critical and that the process may be more important than the result. This requires thoughtful facilitation to help catalyze change processes for scaling impact. A Scaling Scan workshop requires:

- **Facilitators:** 1-2 facilitators
- **Participants:** 5-20
- **Time investment by participants:** 6-11 hrs
- **Model:** in person, hybrid, virtual

Select your objective(s)

The Scaling Scan workshop can support different objectives such as:

- Develop capacities on scaling of a range of stakeholder.
- Develop a shared understanding about scaling and particular scaling ambition(s) in a particular context.
- Help formulate a realistic, context-specific, and responsible scaling ambition for a selected innovation.
- Enable reflections about sustainability and responsibility in the scaling process.
- Rapidly scan for bottlenecks and opportunities of a scaling initiative and generate immediate information to adjust strategies or identify needs for new collaborations.
- Guide a rapid prioritization of innovations to be scaled.

Design tip: We suggest defining objectives for your workshop as a whole but also for each session. You can follow this structure:

“By the end of this [workshop/session] participants will be able to [reflect/acknowledge/define/assess/recognize/identify] in [context]”.

Profile of participants

The Scaling Scan is designed for anyone involved in pro-poor and sustainable development programs looking to scale impact. Decision makers and doers such as project leaders, coordinators, managers, and implementation teams who manage resources and priorities will be those most able to take advantage of the tool. We strongly recommend involving a diverse set of stakeholders for richer and more deliberate choices on what needs to be addressed and done to achieve the scaling ambition.

2. How to organize and run a Scaling Scan workshop

The facilitators' role

The facilitators have the role of creating the conditions to achieve the goal(s) of the workshop and need to ensure that people stay engaged in the process. Also, the facilitators must guide the reflexive process in a safe and exciting space.

Do's:

- + Do your homework, recognize potential challenges and opportunities according to the potential scaling ambition(s) and the 10 scaling ingredients before the workshop.
- + Document before and after in terms of understanding about scaling as learning.
- + Share main tasks:
 - i. *Time allocation.* Group leaders should coordinate schedules and arrange meetings with participants.
 - ii. *Facilitation.* If possible, we suggest that there be at least two people facilitating to provide different points of view and maintain a fluid dynamic.
 - iii. *Note-taking.* Most of lessons learned and experiences are shared during facilitated sessions, there should be at least one person per session that gathers the main highlights of the discussion. We suggest inviting participants for each session to volunteer.
 - iv. *Time-keeping.* We suggest inviting one participant for each session to volunteer.
 - v. *Conflict resolution.* As facilitator you must keep people engaged and discussion focused. Whenever possible, invite group leaders to provide guidance.
 - vi. *Welcoming and closure.* Leaders should own the process. We suggested that they welcome participants and support facilitators during sessions.
 - vii. *Set expectation and ground rules from the beginning.*

Facilitation tips

- ◆ **Warm up:** Always start with an easy ice-breaker exercise to activate the group and set the tone for participants.
- ◆ **Keep people active:** try to balance presentations with active time for participants.
- ◆ Change is not an easy journey, and it always starts at the individual level. **Make it personal in a safe environment.**
- ◆ Pursue feedback and emphasize **practical examples** relevant to your audience. Give tasks and ask probing questions. Allow the participant to reflect. Make simple and one question at the time
- ◆ **Share workshop's roles and responsibilities** with participants, especially with leaders.
- ◆ Provide **enough time** during and after sessions for participants to collaborate and work on their assignments.
- ◆ Make sure to go through the program and structure of the day. We recommended writing your **program on one-pager** with an estimated time for each module/activity to ensure you are on track during the workshop.

Before the workshop

Step 1.

Get agreement on the essentials.

Have a meeting with a small (2-6 people) group of leaders of the program/project/unit to understand how the Scaling Scan can add value. Recognize the overall context of the project/program/initiative and define the objectives of the workshop and participants.

- ◆ *What is the scope/expertise of the project/program/initiative?* Understand the **context**.
- ◆ *What is the purpose of the Scaling Scan workshop?* Make sure the users and you are clear about **target objectives**.
- ◆ *What's the expected deliverable?* Define final **deliverables** (e.g. report, blog, other).
- ◆ *Who can help facilitate and coordinate?* **Share roles for** co-facilitation, note-taking, etc.
- ◆ *Who and how many people will participate?* It is important to **include partners and/or stakeholders**. The ideal situation is a very diverse set of stakeholders. Remember that the number of participants determines how you coordinate assignments and interactions.
- ◆ *How best can working groups can be formed?* The working group should be composed of 4-5 persons. The working groups can be divided by:
 - ∞ *Virtual format.* Send an assessment survey to participants. This is also a good opportunity to pre-identify the perceived innovations with scaling potential. Some good survey tools are Google Forms and KoBoToolbox.

Step 2.

Select and customize activities:

Prepare a draft agenda of the overall workshop according to sessions with details about, timing, and targets. See the suggested arrangements below.

Topics	Scenario 1 - Beginners 11 hours	Scenario 2 - Quick advanced, 2 hours	Scenario 3 - Advanced, 6.5 hours
Intro and participants	60 min Overview of expertise and roles represented in the room, ice-breakers, etc.	2 min Introductions	15 min Overview role/expertise participants in project
Intro to scaling	60 min PPT, discussions, visualizations	8 min Review of key principles	30 min PPT and discussion
Step 1a: Scaling ambition	180 min Guide participants through, explain with PPT each sub-question	20 min Revise a pre-defined scaling ambition, focus discussion on the what and why to scale	120 min Overview role/expertise participants in project
Step 1b and 1c: System and responsibility check	60 min Focus on understanding of system dimension and trade-offs	20 min Discuss in plenary about unintended social and environmental consequences of reaching the scaling ambition	60 min Focus on understanding of system dimension and tradeoffs
Step 2: Scaling ingredients	120 min Introduce each ingredient, support by answering questions. Draw barrel	30 min Explain the background to each ingredient and score the 10 ingredients only (not the tactical questions)	90 min Individual or groups start answering questions without support
Step 3: Points of attention	120 min Explain each step in detail. Explain other tools (Annex 4)	30 min Discuss action points and spheres of control	60 min Discuss action points and spheres of control
Closing: Lessons learned	60 min Agreements on follow up. Discuss relevance of tool	10 min Discuss if necessary to do full Scaling Scan again	15 min Agreements on follow up

Image 1. Suggested workshop agenda for using the Scaling Scan.

Step 3.

Prepare materials.

Verify and if necessary, adapt templates and standard materials of the Scaling Scan tool. Take your time to adapt materials and examples, prioritize according to interests and (personal/organizational) capacities. Find list of available materials in the Annex.

Step 4.

Confirm final logistics with group leaders.

Before the workshop, meet to arrange final details and ensure division of tasks and roles.

During the workshop

Step 5.

Run the workshop. According to the objective of each session/assignment, the facilitators should provide an overview of the topic, reflective activity and/or guidance. Don't forget to take pictures and/or a short video for your reporting.

After the workshop

Step 6.

Follow up and share: After the workshop it is suggested to:

- Send a summary with the main highlights of the workshop.
- Meet again to reflect on outcomes and the overall workshop process.
- Share results and the experience with a publication (e.g., blog).

Energizers

Energizers are essential to connect people's ideas and experiences. Also, they are instrumental as reflective activities. Therefore, select them according to the objective of the session. There is rich literature on icebreakers. We strongly suggest you assess and adapt the best option(s) for you. Here are some suggestions to start.

The traffic light [15-30 min]

- ◆ *Objective:* To surface similarities and differences in a group, and for people to get to know what they mean by "scaling".
- ◆ *Preparation:* Define statements about their perception of the meaning of scaling, such as:
 - "Scaling is an end not a process"
 - "Scaling has three dimensions: scaling up, out and deep"
 - "An excellent technology is enough to scale its impact"
- ◆ *Dynamic:* Ask participants to imagine a traffic light on the floor. If they agree with the statement the facilitator will mention they have to move to the red zone, if they are uncertain or neutral to the yellow, and if they agree to the green zone.
 - Allow time for conversation about the results of each question. Request for volunteers to share examples related to their current (project) activities.
 - Find commonalities and recognize current scaling efforts.

True or false

- ◆ *Objective:* To recognize learnings and ensure understanding of concepts.
- ◆ *Preparation:* Design questions about information provided during presentations or tutorial videos.
- ◆ *Dynamic:* Invite participants to answer. After each question, provide the correct answer and its justification. Also, mention why the other options are incorrect.
 - For virtual format: Make use of Kahoot. We suggest that participants use a nickname to avoid exposure.

Imagine yourself

- ◆ *Objective:* To inspire participants building future empathy. It is ideal to use it before explaining the scaling ambition.
- ◆ *Dynamic:* Invite participants to close their eyes, then tell them to think that they are in the future be specific about the year (i.e., 2030). Then invite them to think about how they look, where they are, who is around them, what they are seeing. After, encourage them to think about: what they are working on, what are the problems they have already solved, and the current ones.

Gratitude

- ◆ *Objective:* To encourage participants to focus on things that make them feel good will help set the overall mood to “positive”.
- ◆ *Dynamic:* Ask participants to think of at least one thing they are thankful for today. After, invite volunteers to share with the group their example. In the end, thank them for trusting in sharing.

Spider-web

- ◆ *Objective:* To identify connections and make evident the network among participants
- ◆ *Preparation:* Have a ball of string or wool ready.
- ◆ *Dynamic:* The first person who receives the string introduces him/herself and role in the organization or group. Then before tossing the ball to another person, tells how he or she connects/relates with that person. Continue connecting until everyone has a go at connecting with at least one other person in the group. You will now be in a tangle of string or spider's web.

Annex 1

Materials. Make a list of materials and define criteria for your structure. Examples below.

Code	File	Format	Description
T01	T01_The Scaling Scan workbook	.pdf	The Scaling Scan tool
V01	V01_Relevance of the scaling approach	.mpx	Overview and justification of the scaling approach
V02	V02_How to construct a scaling ambition	.mpx	What is it, how to create it, and instructions
V03	V03_The scaling ingredients	.mpx	What are they, how to assess them, and instructions
T02	T02_The scaling ambition template <ul style="list-style-type: none"> • Step 1a • Step 1b • Step 1c 	.pdf	Template to build scaling ambition
T03	T03_The scaling ingredients template <ul style="list-style-type: none"> • Full version* • Intermediate version • Rapid version 	.pdf .xls*	Templates to assess the scaling ingredients
T04	T03_Obstacles and opportunities	.pdf	Template to support control, influence, interest discussion: control, influence, interest