**Minnesota FOOD CHARTER** Network

Reflecting on Network Health Scorecard Results and Resources for Action

The Reflection Process

Once your network has some data about its health, it is time to reflect on and use it. Reflecting on data should ideally become part of a network's regular agenda. There are many approaches to a reflection process. The *What, So What, Now What* (W3) Protocol is a good one to use with network members new to data-based action.
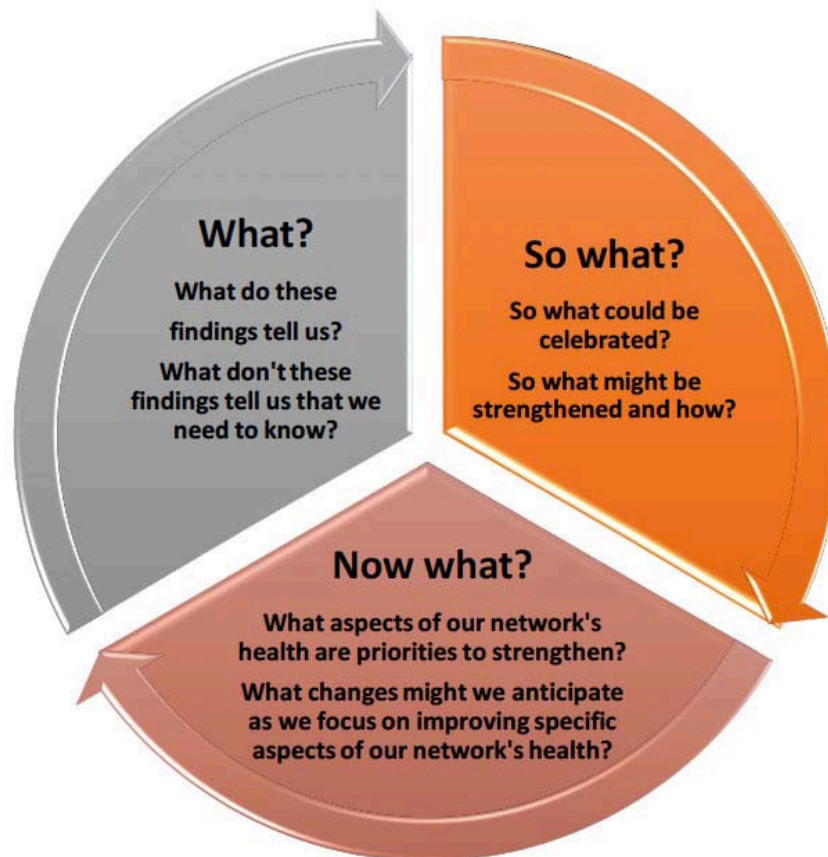
Source: This protocol is from *The Surprising Power of Liberating Structure: Simple Rules to Unleashing a Culture of Innovation* by Henri Lipmanowicz and Keith McCandless.

W3 Reflection Protocol

Overview
In this protocol, network members reflect on the Network Health Scorecard (NHS) findings and share their individual experiences in discussions with other members. The purpose is to build understanding, encourage listening and learning, and determine as a network where to focus celebrations and improvement. It also eliminates the tendency for individuals to rush to action.

Number of Participants
Peer group 2 – 15 (if the network is large, one approach is to involve the core members) and then share the report and agreed upon priorities with the larger group.

Time Required
The protocol can be done in a minimum of 20 minutes, extended for up to 45 minutes.

Steps
*Introduction: Share the visual on Page 1 and describe the focus of each stage (*another variation on the visual is attached):
- **"What"** is stating the objective facts in the data
- **"So what"** involves interpreting the facts individually and then in groups
- **"Now what"** is determining the action needed given insights generated

Step 1. Focus on the "what?"

Individuals take 1 minute to work alone and make notes to themselves:
- Where is the network maintaining its strengths? (average ratings staying between 4 and 5 over time)
- Where is the network getting stronger? (average item ratings are trending up over time)
- Where is the network just not growing in strength? (average ratings staying between 1 and 2 over time)
- Where is the network losing strength? (average item ratings are trending down)

Smaller groups form and discuss for 2-7 minutes: What findings are important to strengthening the health of our network? A notetaker records important findings (may be via a computer, paper/pencil, or newsprint)

Smaller groups report out to the whole group. A notetaker records important findings (may be via a computer, paper/pencil, or newsprint)

Step 2: Focus on the "so what?"

Individuals take 1 minute to work alone and determine for themselves: So what is important about these findings? So what patterns or conclusions are starting to emerge? So what hypothesis can I/we make?

Smaller groups form and share their thoughts for 2-7 minutes. A notetaker records important findings (may be via a computer, paper/pencil, or newsprint)

Smaller groups report out to the whole group. A notetaker records important findings (may be via a computer, paper/pencil, or newsprint).

Step 3: Focus on the "now what?"

Individuals take 1 minute to work alone on: Which aspects of our network's health should we work on? Which areas would I be willing to work on?

Smaller groups form and share their thoughts for 2-7 minutes. A notetaker records important findings (may be via a computer, paper/pencil, or newsprint)

Smaller groups report out to the whole group. Group discusses and determines priority areas.

Individuals indicate if they are willing to work on one of these areas. A notetaker records important findings (may be via a computer, paper/pencil, or newsprint)

Individuals volunteering to work on an area are provided with the resource information below. They should look at the information and develop a plan of action that is then shared (at the next meeting if the group meets regularly or by email if the group meets less often).

Tips for the Facilitator:

- Determine the content you want to focus on in the NHS (the whole tool, a section or key question).
- Review the scope, purpose, and the outcomes for the reflection when you introduce the process.
- Use the full cycle of "what," "so what," and "now what." Check in with small groups to make sure the answers fit the questions. Objective facts in the "what" section or actions in the "now what."

- Intervene quickly when someone jumps to another section, reminding them what question they should be working on.
- Use the W3 Protocol regularly and it will become easier for all to engage in the reflective process.

Source: "What, So What, Now What (W3)." *The Field Guide to Liberating Structures*. pp 197 - 200. Henri Lipmaniwicz and Keith McCandless.

Resources

Priority Area to Work On	Resource
Network purpose (common purpose)	*Connecting to Change the World* by Peter Plastrik, Madeleine Taylor, & John Cleveland Pages 43-46; 76-82; 169-171
Network performance Network operations	Resource available to download: Tuning-up a Network
	Resource available to download: Actions to Improve Network Health
Network capacity	Resource available to download: Building Network Capacity
Network performance (creating value)	*Connecting to Change the World* by Peter Plastrik, Madeleine Taylor, & John Cleveland Pages 51-54
Network performance (funding)	*Connecting to Change the World* by Peter Plastrik, Madeleine Taylor, & John Cleveland Pages 59-64

Ladder of Inference

Emphasizes the value of a step-by-step progression in debriefing or after-action conversations. The value of staying LOW on the ladder is visually reinforced. Misunderstandings and arguments can be avoided.

	Actions	I take based on beliefs
3. Now What?	**Beliefs**	I adopt about the world
	Conclusions	I draw from assumptions
2. So What?	**Assumptions**	I make based on meanings
	Meanings	I add (cultural & personal)
1. What?	**Data**	I select from observations

Observable data and experiences