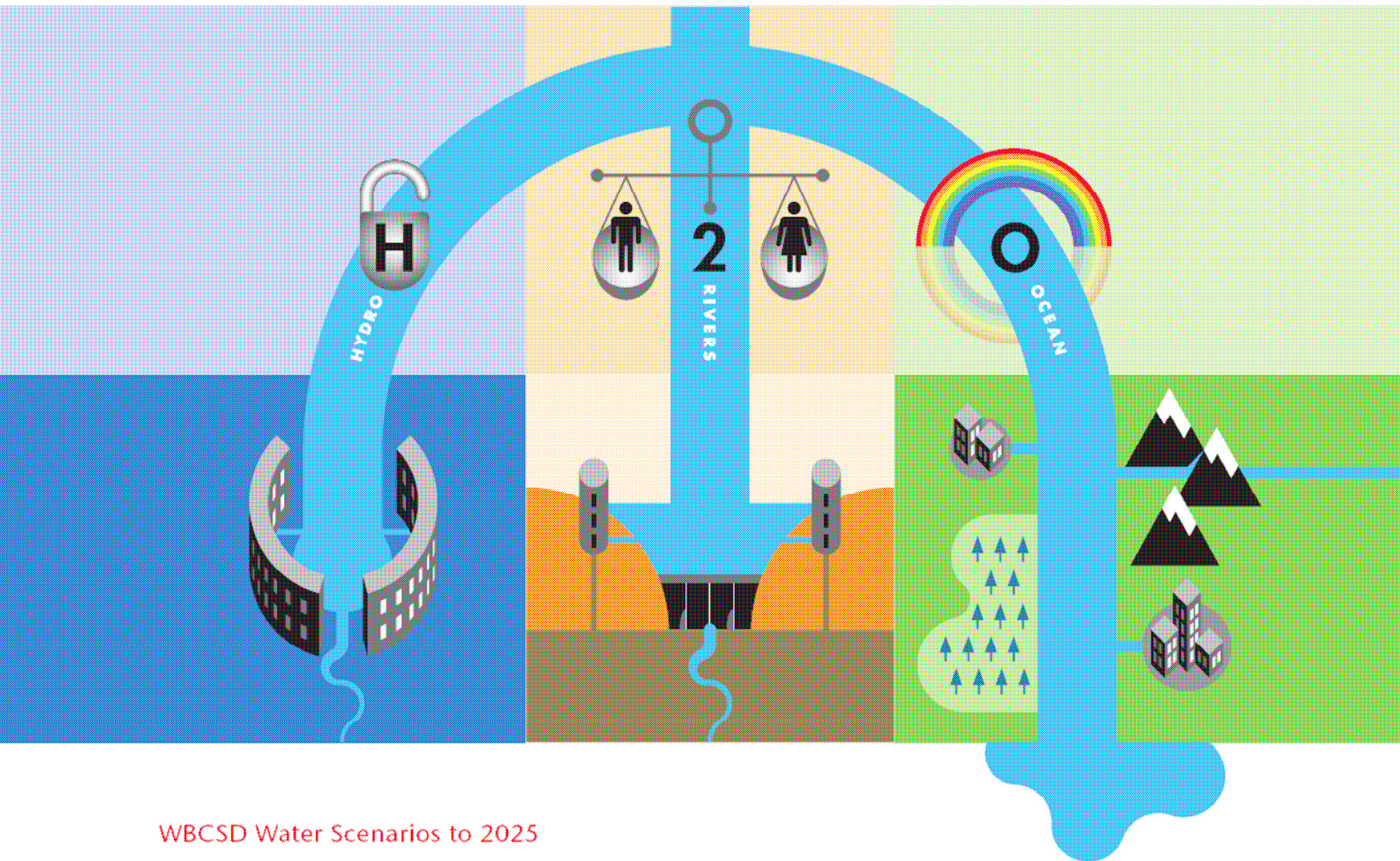


# Business in the world of **water**



WBCSD Water Scenarios to 2025

## Facilitation Guide

Working Document\*

January 2007

*\*This facilitation guide is a supplement to the WBCSD "Business in the World of Water: Water Scenarios to 2025" publication. It is a living document: materials and experience will be added to it.*



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## Who is this Guide for?

This facilitation guide draws on WBCSD member company experience to provide advice and inspiration to individuals in businesses on how to use the [Business in the World of Water Scenarios](#).

It draws on the WBCSD “Business in the World of Water: Water Scenarios to 2025” publication and supporting Power Point presentation provided as separate documents available to download on the WBCSD website: <http://www.wbcd.org/web/H2Oscenarios.htm>

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## 1. Background Briefing

### 1.1 Water and Business

Water is vital to all companies, from those that use water in production processes to those that build, operate and finance water infrastructure. Often less obvious to companies, but equally essential to their long-term success, is the role that water plays in economic development, health, employment and markets in the communities and regions where they operate.

Water is everybody’s business and all businesses depend on water. Yet the “world of water” – anything from water quantity (resources, supply) to quality (pollution) to policy – is so complex, emotional and uncertain that businesses can be paralyzed when trying to act in a strategic way to solve water issues. The Water Scenarios structure the complexity in a way that makes the issues manageable by exploring the many facets of water concerns in a comprehensive way. Therefore the stories become a common language for discussion, within businesses and among all stakeholders. They do not, however, provide answers – rather, they help ask the right questions.

As a result, many companies are using scenarios (generally) to better understand challenging issues, and to test their own assumptions.

### 1.2 What are Scenarios

Scenarios are stories about the future that are designed to test the mental maps that managers hold. They are also used for testing the robustness of business strategies in different imagined futures. But perhaps most importantly for scenario projects involving many different companies, they can be used to create a shared space for dialogue about an issue of growing significance that offers enormous opportunities and risks for business – an issue, for example, like water.

Scenarios differ from forecasts in that they always come in sets – two, three, or more equally plausible, relevant, and challenging versions of a possible future. A forecast is based on a single interpretation of the best information we have about the present as it is extrapolated into the future. Fundamentally, a forecast assumes that the future is fairly similar to the past or that we understand with a fair degree of certainty what is likely to happen. Scenarios, in contrast, offer multiple versions of an unknowable future.

Scenarios move from what is known to what is not known. In addition to changing mental maps, engaging with scenarios can reveal blind spots as well as expose areas where strategies may not be robust. Rather than offering answers, they create a common language and a shared context so that we can begin a strategic conversation.

### 1.3 Why use the WBCSD Water Scenarios

In addition to the general purpose of using Scenarios (testing robustness of business strategy and creating common space for dialogue), the WBCSD Water Scenarios can help you to:

- Think about how to understand and manage water issue inside your company (e.g. starting from whether you have a water strategy in your company, how much do employees know about water issues?);
- Place your company within the broader water system (upstream – midstream – downstream);
- Understand how to capture business opportunities from meeting global water challenges;
- Think of how your company would prepare for risks related to water issues,
- Remove the emotional side of water debates when engaging with communities at a local and global level;
- Have enough background to discuss water concerns with a range of stakeholders.

The Scenarios can therefore be used internally within the company or with external input (i.e. the multi stakeholder approach):

**Internally:**

- As a tool to raise awareness and deepen the understanding of water and business issues for senior management across the company;
- As a resource for senior management to test / inform the strategic development process;
- As part of the company’s induction program to help new employees understand global trends, company impacts and the importance of water to corporate strategy;
- As a resource for company training materials / component of staff development programs

**Externally:**

- As a tool to initiate dialogue with government, non-governmental representatives or other stakeholder groups;
- As a source of materials for graduate training programs.

**1.4 How to use the Water Scenarios**

The Water Scenarios can be used as background reading material, but are most effective as the backbone of a workshop. Depending on how deep you want to explore water issues and who your audience is, you may consider spending up to two days on a workshop, but can already achieve a constructive dialogue in just a 2-hour session. The table below presents some objectives you may have depending on the amount of time available.

Duration	Objectives	
	Within a specific company	Multi-stakeholder
1.5 hours – ½ day	<ul style="list-style-type: none"> <li>▪ Deepen understanding about water;</li> <li>▪ Explore key risks and opportunities for the company.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage with others – understand water needs and uses from different members of society.</li> </ul>
½ day – 2 days	<i>Above, plus</i> <ul style="list-style-type: none"> <li>▪ Share experiences of situations that</li> </ul>	<i>Above, plus</i> <ul style="list-style-type: none"> <li>▪ Share experiences of situations that</li> </ul>

	<p>have occurred in the context of Hydro, Rivers and Ocean;</p> <ul style="list-style-type: none"> <li>- Compare and contrast internal strategy to the scenarios: is your company prepared?</li> <li>- Define specific and realistic goals for the company related to water;</li> <li>- Discuss concrete action by business (and others);</li> <li>- Reflect on how to use Water Scenarios as a tool.</li> </ul>	<p>have occurred in the context of Hydro, Rivers and Ocean;</p> <ul style="list-style-type: none"> <li>- Reflect on how to use Water Scenarios as a tool.</li> </ul>
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This guide presents a sample agenda for a 2-hour workshop, which is often an amount of time that can be used within a larger meeting, either of water experts or of business leaders. Make sure you clarify the objectives of the session for the target audience.

## 1.5 Previous Experiences

Some WBCSD member companies have used the Water Scenarios in different settings.

This guide consolidates the experience and insights of some users so far, but the scenarios are a relatively new tool, and we will continue to collect experiences.

*(to be completed by each company, few sentences explaining how Scenarios were used and any outcomes that emerged – if you would like to include your experience in this document, please write to Eva Haden: [haden@wbcسد.org](mailto:haden@wbcسد.org). Thanks!)*

### Internally:

- **Shell – October 2006: The Hague, The Netherlands**

In Shell a two hour share and learn workshop was organized with senior staff members and managers from Strategy and Planning, Health Safety and Environment, Exploratory Research, Water Treatment, New Business Development. A 45 minutes presentation of the scenarios was followed by a rich discussion on the impact water may have on Shell's business. In the presentation the scenarios were set in the context of Shell's current and potentially future water footprint (use/production/discharge). As result water moved up on the Business Risk matrix, the need for a much better understanding of the life-cycle water footprint was recognized in particular in areas like bio-fuels (e.g. the WBCSD work on water matrices was fully supported) and the need for further work on the food, energy, water, climate change linkages was recognized

- **Others...**

### Externally:

- **National Business Initiative – September 2006: Johannesburg, S. Africa**

Approximately 30 participants attended this independent afternoon event, the great majority from the business community. The session began with a presentation of the WBCSD Water Scenarios, followed by break-outs on each Scenario, and ended with two presentation from external speakers –

one from South African Breweries Limited and the other from a South-African science and technology organization, CSIR. Participants left with a better understanding of the H2O Scenario framework, and key concepts that emerged including the sense of urgency of the water situation; South Africa can become a leader in the water world; there is a need for legislation, policies AND implementation.

- **Business for Social Responsibility – November 2006: New York, USA**

Approximately 50 participants attended this 1.5-hour session entitled “Thirsty for Solutions: Water Scenarios for the Next 20 Years” that took place during Business for Social Responsibility’s annual congress. CH2M Hill introduced the session by talking about water-business links, after which the Scenarios were presented. The group was divided into 3 break-outs on each Scenario, then reconvened for feedback and a case study by Shell on why water is important, and why Scenarios are a useful tool for business.

- **Others...**

## 2. Preparation, Facilitation and Sample Workshop

### 2.1 Designing and Facilitating the Scenarios

People from many different parts of the company or outside may benefit from attending a water scenarios workshop. This will impact your delivery options. Ideally, the scenarios would feature as one activity within a more general workshop or program on water and business. Please contact the WBCSD for more information on delivering workshops.

#### Questions to consider:

- Who will be attending?
- How much time do you have? What are the resource implications – financial etc.;
- How are you going to roll out the scenarios – e.g. one off presentation, part of a broader strategy;
- Are senior management engaged / supportive?
- How are you going to measure the impact of using the Scenarios?

The example we have provided is for a 2-hour session, aimed at an attendance of 30 – 60 participants from a mixed background (from different parts of the company, with different knowledge of water issues).

You may wish to tailor materials:

- To reflect particular issues or relevant in the company or country you are working in;
- To reflect the time constraints of your group and their particular needs;
- To integrate the scenarios into your broader sustainability strategy;
- To align corporate language and key messages;
- To share company good practice and industry examples.

## 2.2 Preparation

Ideally, three rooms are required for the scenarios (one for each breakout group), although one large room could work.

Each breakout group will need:

- One assigned facilitator who will report back: Ideally you would pre-identify individuals to support you with the group / breakout discussions or the group can identify a facilitator or feedback person.
- One flip chart to discuss and present their findings.

### Choosing groups:

Decide on how you are going to break the participants up into three equal-sized groups, e.g. first rows to discuss Hydro, middle rows to discuss Rivers and back rows to discuss Ocean; or alphabetically if you have the participant list beforehand.

### Presenting the scenarios:

The Water Scenarios are not as easy to tell as a standard presentation. Below are some suggestions for the presentation:

- Take time to read them thoroughly beforehand, try to internalize them, e.g. when you read or hear news about water, reflect on whether it would fit into Hydro, Rivers or Ocean.
- Tell the scenarios like stories, by using terms such as “imagine a world where...” or “people feel...”
- Repeat the key words for the three stories, i.e. *efficiency*, *security* and *interconnectivity*, so that participants associate them to each story.
- Try to differentiate the story from real facts, by emphasizing, e.g. “in the **story**, the government starts to distrust business... if we step out of the story and look at the **real world**, we can see this happening already, for example... “
- Don't worry if participants mix up the stories!
  - Tell the audience they are not expected to remember everything (otherwise some may worry);
  - They are complex, so focus on trying to transfer the flavor of each story, rather than complicated details;
  - The stories share key drivers of change, and therefore elements are cross-cutting between stories, e.g. tensions (Hydro and Rivers), or virtual water concept (Rivers and Ocean).

### Plenary discussion of findings:

During the break-out sessions, the main facilitator moves between the groups as an observer and provides clarification where needed. To help groups explore the issues, the facilitator might want to guide discussion toward topics, e.g. those listed in table p. 9-10.

As you go around the groups, try to capture themes that have come up in all groups, and explain how they were discussed through the different lenses of Hydro, Rivers and Ocean.

## Case study:

If possible, bring a water expert in to share. It is useful to show that water is a real concern in a company (and not just a story), and a case study helps bring the discussion back down to reality.

### 2.3 Proposed Scenario Workshop Framework

Sample Time Distribution	Activity & Process	Objectives	Comments
5 min	<b>Welcome</b> <ul style="list-style-type: none"> <li>Introductions, objectives etc.</li> </ul>	<ul style="list-style-type: none"> <li>Show value to participants of attending</li> </ul>	
10 min	<b>Facts and Quiz</b> <ul style="list-style-type: none"> <li>Provide a selection of provoking quiz questions to help participants understand the key challenges of water for business.</li> </ul>	<ul style="list-style-type: none"> <li>Exploration of key water trends and how they relate to business (Now? Future? Bring participants to a common understanding of the water agenda and immerse participants in the workshop topic.</li> </ul>	<ul style="list-style-type: none"> <li>Depending on prior knowledge, this can take anywhere between 10-45 minutes.</li> <li>Questions can be easily customized to suit industry sector or regions.</li> <li>Gather feedback and case studies along the way.</li> </ul>
35 min	<b>Presentation</b> Two parts: <ul style="list-style-type: none"> <li>Scenario Process &amp; Why use them?</li> <li>Story-telling</li> </ul>	<ul style="list-style-type: none"> <li>Ensure participants understand what Scenarios are in this context (and why / how they were built).</li> <li>Give a flavor to each story so that each participant can identify with them, and have a discussion around them.</li> </ul>	<ul style="list-style-type: none"> <li>Most important part of presentation, because will be basis for breakouts afterwards. Don't worry if participants don't remember all the details of each story.</li> </ul>
30 min	Breakout Discussion <ul style="list-style-type: none"> <li>In 3 groups around each Scenarios</li> </ul>	<ul style="list-style-type: none"> <li>Learn and share individual experiences</li> </ul>	<ul style="list-style-type: none"> <li>The discussion questions should be manageable in the given time and according to the participants. Questions that stimulate good discussions: What are the key dilemmas in each story? How can business respond to them? Posters with these questions are downloadable from the website.</li> </ul>
10 min	<b>Report back in Plenary</b> <ul style="list-style-type: none"> <li>Few minutes to report back, with any missing comments by group, then space for points of clarification (wider discussion will</li> </ul>	<ul style="list-style-type: none"> <li>Hear what other groups discussed.</li> </ul>	<ul style="list-style-type: none"> <li>Either facilitators can report back, or a participant from each group. Just don't spend too much time deciding who should report back!</li> </ul>

	occur at the end)		
10 min	<b>Case study</b> <ul style="list-style-type: none"> <li>A presentation from a company that is relevant to the group.</li> </ul>	<ul style="list-style-type: none"> <li>Get people “back to reality” after talking about broader concepts and possible futures.</li> </ul>	A case study could be on: <ul style="list-style-type: none"> <li>Why a company thinks about water; Why does it consider scenarios as a useful tool?</li> </ul>
15 min	<b>Open Discussion</b> <ul style="list-style-type: none"> <li>In plenary, space to reflect</li> </ul>	<ul style="list-style-type: none"> <li>Allows some time for general comments and questions – firstly directed to the speaker (if there is one), and then reflections on the Scenarios, what people learned, enjoyed, had difficulty grasping, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Suggestion: End the discussion with a final activity on whether companies view water more as a risk or an opportunity. (A poster is available on the website).</li> </ul>
5 min	<b>Thanks and Close</b>	<ul style="list-style-type: none"> <li>Thank speakers, participants, hosts, etc.</li> </ul>	<ul style="list-style-type: none"> <li>In conclusion, you may want to point out some of the key messages that came out of the Scenarios as a good way to wrap up (see table p. 10).</li> </ul>
<b>120 min</b>	<b>Total</b>		

### 10 top tips for facilitating a workshop

- Work with participants to agree on objectives and method of working.
- Don't avoid disagreements in the group but help resolve conflict.
- If one approach is not successful, try different methods.
- Listen to all views expressed within the group.
- Try not to push your own views forward – help the participants come to their own understanding.
- Ensure all members of the group participate according to their capacity.
- Try to generate a positive approach to sustainability work with a productive outcome and buy-in from participants.
- Use appropriate questioning, give effective feedback and listen actively.
- Use the participants' words and language.
- Give space and let everyone talk; clarify key points.

## 2.4 Typical Feedback from Breakout Sessions

If the breakout discussions need direction (e.g. groups are talking about elements from a different story, or they are having difficulty moving forward), the facilitator can throw some key triggers into the discussion that can be inspired from the table below.

This table can also help capture points that have been raised in the discussion. Please let us know how we can add to this table from your experience.

In all 3 groups, questions of **governance** and the **value/price of water** come up very often. Ways business can respond include: developing technologies to reduce water use/reuse and recycle; multi-stakeholder dialogues; develop metrics to better understand footprint and lobby governments for fair pricing and valuing of water.

**Discussion Question: What are the key dilemmas in each story?**

Ideas that might come up in discussion include:

- **Economic development vs. water needs** (example from Hydro)

We promote economic development yet with economic development comes better lifestyles, and people climb up the “water ladder” (from basic hygiene and drinking water, to private Jacuzzis) – hence more water use. How can we develop, yet reduce water needs?

- **Technology vs. distribution** (example from Rivers)

People often have to prioritize where efforts are focused – in this case, whether developing new (or appropriate) technologies should be preferred over distributing water to those in need. Clearly, both are essential, yet how do you balance distributing water with the technologies we have with the potentially much greater and successful distribution from more appropriate technologies?

- **Complexity paralyzing vs. importance of water** (example from Ocean)

Water is recognized as one of (if not the) most important and critical elements of life. However, there are so many facets to the “world of water” that even if people recognize its importance, they don’t know what to do. How can the important issues around water be treated in depth while not losing the energy and motivation to act?

HYDRO	RIVERS	OCEAN
<b>Dilemmas</b>		
Economic development vs. water needs	Technology vs. distribution	Complexity paralyzing vs. importance of water
Efficiency vs. jobs	Cost clean water vs. health costs of dirty water	Lifestyle & livelihoods vs. non-efficient agriculture
Population growth vs. water needs	Water-sick vs. education	Human right to water vs. pay for it
Water vs. energy needs	Business vs. people needs and uses of water	Large UN organization vs. locally-stimulated action on ground
National availability vs. distribution	Pay for water vs. who gets it	Virtual water trade vs. dispute over values given
Positive image vs. addressing problem	Measuring vs. trust	Water global vs. local problem
Rural vs. urban needs (where to focus)	Economic growth model vs. redistributive model (p. 32 in publication)	Local solutions vs. unintended
People vs. business needs	Distribution vs. decision-making legislation	Business reporting vs. metrics to report on

Government power vs. business incentive	Business obeying legislation vs. partnerships (extra voluntary step)	Business vs. people needs and uses of water
Ageing infrastructure vs. new technologies	Transparency vs. risk of transparency	True value of water vs. market mechanisms
Long-term vs. short-term vision & benefits	Local solutions vs. unintended consequences	Long-term vs. short-term
<b>Messages</b>		
<ul style="list-style-type: none"> <li>• Technology is only part of the solution.</li> <li>• Relevant innovation is driven locally.</li> <li>• Business cannot buy its way out of water problems.</li> <li>• Creating trust helps to secure the license to operate.</li> <li>• Anticipate risks that stem from outside your current business model.</li> <li>• Growing water issues and complexity will drive up costs.</li> </ul>		

### 3. Resources

*Please note that these are some suggestions, and this list is by no means exhaustive. If you think other resources should be added to help guide others, please let WBCSD know – thanks!*

#### 3.1 WBCSD Water Scenarios Material

- “Business in the World of Water: Water Scenarios to 2025” **Publication**;
- **PowerPoint** presentation on Scenarios for workshops;
- **Feedback** from previous events using the Scenarios (summaries, presentations used);
- **Flash animation** of the Scenarios (1-minute long) can be used for breaks or while you wait for participants to enter the room;
- **Posters** for breakout session and “risk-opportunity” activity.

All of the above are downloadable from [www.wbcds.org/web/H2Oscenarios.htm](http://www.wbcds.org/web/H2Oscenarios.htm)

- **Business in the world of water: WBCSD water scenarios to 2025**

The H2O scenarios offer three stories about the role of business in relation to the growing issue of water in the world. These stories do not try to cover everything but attempt to bring to life a limited number of alternative future environments that will challenge our economic viability, social legitimacy, and global fitness in the marketplace.

<http://www.wbcds.org/web/H2Oscenarios.htm>

#### 3.2 Other Publications

- **Water facts and trends (WBCSD)**

Provides an overview of some basic facts and societal challenges related to water. The emphasis in this initial document is on water availability and people’s use of water for agricultural, industrial and domestic purposes.

<http://www.wbcscd.org/plugins/DocSearch/details.asp?type=DocDet&ObjectId=MTYyNDk>

- **Collaborative actions for sustainable water management (WBCSD)**

The “Collaborative Actions” presented in this document identify steps that business can take, in interaction with other stakeholders, to ensure sustainable water management.

The actions are supported by case studies demonstrating how companies are working in collaboration with communities and governments to achieve sustainable water management. The case studies are intended to illustrate key parts of each collaborative action in practice, rather than present a comprehensive display of every section of the relevant action.

<http://www.wbcscd.org/plugins/DocSearch/details.asp?type=DocDet&ObjectId=MTQxNDk>

- **WBCSD global scenarios (WBCSD)**

Scenarios to 2050 about Sustainable Development built in 1997.

<http://www.wbcscd.org/DocRoot/FFiAJwjBGGNjlawOAipD/exploringscenarios.pdf>

- **Shell scenarios (Shell Group)**

Gateway to more information on Scenarios and Shell’s Scenario work.

[http://www.shell.com/home/Framework?siteId=royal-en&FC3=/royal-en/html/iwgen/our\\_strategy/scenarios/dir\\_scenarios\\_28022005.html&FC2=/royal-en/html/iwgen/leftnavs/zzz\\_lhn5\\_4\\_0.html](http://www.shell.com/home/Framework?siteId=royal-en&FC3=/royal-en/html/iwgen/our_strategy/scenarios/dir_scenarios_28022005.html&FC2=/royal-en/html/iwgen/leftnavs/zzz_lhn5_4_0.html)

- **Water: a shared responsibility (UN World Water Assessment Programme)**

All you need to know about water! Facts, figures, background information...

[http://www.unesco.org/water/wwap/wwdr2/table\\_contents.shtml](http://www.unesco.org/water/wwap/wwdr2/table_contents.shtml)

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## About the WBCSD

The World Business Council for Sustainable Development (WBCSD) brings together some 180 international companies in a shared commitment to sustainable development through economic growth, ecological balance and social progress. Our members are drawn from more than 30 countries and 20 major industrial sectors. We also benefit from a global network of 50+ national and regional business councils and partner organizations.

Our **mission** is to provide business leadership as a catalyst for change toward sustainable development, and to support the business license to operate, innovate and grow in a world increasingly shaped by sustainable development issues.

Our **objectives** include:

- Business Leadership – to be a leading business advocate on sustainable development;
- Policy Development – to help develop policies that create framework conditions for the business contribution to sustainable development;
- The Business Case – to develop and promote the business case for sustainable development;
- Best Practice – to demonstrate the business contribution to sustainable development and share best practices among members;
- Global Outreach – to contribute to a sustainable future for developing nations and nations in transition.

## Disclaimer

This brochure is released in the name of the WBCSD. It has been developed by the WBCSD secretariat and is intended to support facilitation of workshops on the WBCSD Water Scenarios within the WBCSD membership and with other stakeholders in civil society and government. It does not necessarily represent the views of WBCSD member companies.

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