FLIGHTMODE OFF – Simulation game of an eco-social transition of an airport

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1. Short Workshop Description

The climate crisis is inseparably linked to crucial social issues of the future. Yet, social justice and the environment are repeatedly pitted against each other - with both losing out. The concept of "Just Transition", initially developed by trade unions, states that the restructuring of the economy must be shaped democratically and not be carried out on the backs of employees and the socially disadvantaged. Based on the example of the airline industry, we use this simulation game to show how such a process could be designed. The participants take on different roles from politics, industry, trade unions and civil society. Through playing, participants to reach a consensus over their positionon a socially just pathway for deconstructing an airport through several rounds of negotiations. After playing, participants reflect on the game, leading to a deeper understanding of the different positions and dynamics in the game, and insights into achieving a just transition.

The workshop lasts 3 hours in total and can be conducted both online and in-person.

2. Workshop Objectives

- Experience the complexity of, and different perspectives on, the transformations required for our economy and our transportation system for working towards/achieving socially-just transformation paths now and in the future

- Obtain background information on key facts and actors involved in the just transition of the airline industry

3. Target Group

The workshop has been developed for a broad audience from the age of 16 and up. No specific prior knowledge is required. The simulation is suitable for conveying starting points for a 'Just Transition' both to people who are confronted with the topic in their actual work and those who have no previous experience with it. The ideal group size is between 12 and 18 people.

4. Workshop Overview

Time		Name of Activity	Activity Description	Method
15'	1	Welcome & Organizational Matters	At the beginning of the workshop, it is important to plan enough time for a relaxed arrival and welcoming of the participants. Afterwards, you (the trainer of the workshop) can discuss the necessary organizational questions.	/
15'	2	Introduction to the Content	Through a short (video) intro we learn about the concept of a Just Transition, its core ideas and what it could look like in the field of aviation	Spoken Intro or Video
15'	3	Introduction to the Simulation Game	We learn about the structure and the sequence of activities as well as the rules of this simulation game. Furthermore, we familiarize ourselves with the general idea of simulation games. Finally, we decide which role each participant will play.	Introduction
25'	4	Playing the Game	Familiarize ourselves with the background story and the material provided for each role. Prepare the opening statements.	In small groups (2-3 people/role)
5'			break	
10'	5a	Opening Round	The moderator(s) greets participants by the name of their roles and asks each role for a first statement.	Plenary
25'	5b	Negotiation Phase 1: Bilateral	The delegates begin negotiating with each other based on the opening statement by moving freely between the tables.	Unstructured Negotiation
20'	5c	Negotiation Phase 2: Official	The second round of negotiations is a plenary discussion. During this phase the players can adapt their initial statements.	Plenary Discussion
10'			Break (during the break the moderation prepares a proposal)	
10'	5d	Voting // End of the Simulation Game	The delegates vote for or against the proposal for final recommendations of the transition commission.	Plenary
25'	6	Debrief	The debrief consists of two basic steps. First, the participants describe and reflect on their experiences and observations. Second, we evaluate these experiences and search for insights that can be generalized and bridge the experiences of the	Individually, exchange in small groups and plenary

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			simulation game to the real world.	discussion
5'	7	Check Out and Feedback	A final round concludes the workshop and is already first feedback for you on how the workshop went. In addition, you should give time for anonymous, written feedback.	Plenary/ Individual Feedback

General Remarks on the Facilitation:

If possible, facilitate the game in a team of two people. A team of two makes moderation easier because the moderator plays two different roles during the game. Also, sticking to the break schedule as closely as possible helps maintain a good atmosphere for playing the game.

Activity 1: Welcome & Organizational Matters

Overview	At the beginning of the workshop, it is important to plan enough time for a relaxed arrival and welcoming of the participants. Afterwards, you (the trainer of the workshop) can discuss the necessary organizational questions.
Time	10 minutes
Material	• Attendance list • Workshop programme (e.g. written on a flipchart) • Workshop objectives • Welcome-poster

For this activity it is important to creat a space where the participants feel welcome. It is also important to clarify all organizational matters for this activity before playing so that the participants can focus on the game.

You should clarify and communicate the following points:

1) Introduce yourself

2) Context and background of the workshop → Why is this workshop taking place?

3) What can participants expect? → Show schedule and objectives of the workshop

4) Attendance record if required

5) …

You can adapt this list according to the context and the needs of the workshop.

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General Remarks:

This part usually takes longer than you think, but it is still important not to spend too much time on organizational details here. It is helpful to think thoroughly in advance about what information is needed. Furthermore, it might be beneficial to prepare visualizations of the timetable, the workshop objectives etc., to make it easier for the participants to follow the given information.

Remarks for Online Implementation:

If you conduct the workshop online, you should clarify any relevant technical issues, how to use the chat, etc. You can find a suggestion for chat characters to moderate discussions in the virtual space in Appendix 1. Instead of flip-charts, you can prepare a simple slide show.

Activity 2: Introduction to the Content

Overview	Through short video input, we learn about the concept of a Just Transition, its core ideas and what it could look for the field of aviation.
Time	15 minutes
Material	• Projector • Speakers • Laptop

Step 1: Show the video "xxx". The video is available in English with German, Italian and Croatian subtitles. It is available on YouTube. Link: xxxy
The content of the video is: XXX
Step 2: Ask the participants if they have any open questions after the video.

General Remarks:
You find recommendations for additional material on the concept of Just Transition and the climate impact of air traffic in Appendix 2.

Remarks for Online Implementation:
If you conduct the workshop online, you can either share the screen to show the video or send out the link so that the participants can watch the video separately. We recommend the latter because sometimes the video quality is affected by sharing the screen. If the participants watch the video separately, agree on an exact time to continue the workshop.

Activity 3: Introduction to the Simulation Game

Overview	We learn about the structure and

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	sequence of activities as well as the rules of this simulation game. Furthermore, we become familiar with the general idea of simulation games. Finally, we decide who is going to play what role.
Time	15 minutes
Material	• Poster with general remarks on simulation games (see step 1) (e.g. written on a flip-chart) • Sequence of activities during the role game (e.g. written on a flipchhart) • 2-3 cards/ role (for role assignment)

Step 1: Start with an introduction of the general idea of simulation games. You can include the following points:

- A simulation game is meant to experience - not only discuss - different perspectives on a contested topic. Such a game allows for experiencing dilemmas and power dynamics that also exist in the real world.

- However, it is crucial to notice that simulation games always simplify reality!
  The roles and the setting in the simulation game are fictional.

- The simulation game is set in the futureand for the sake of the game, assume that politics will be committed to a socially just transition including a significant reduction of greenhouse gas emissions .

- It is a role-playing game – please allow yourself to get caught up in your role and argue from the perspective of your role, not your own personal opinion.

- If you don't feel well during the game, please approach the external moderator(s) (EM), who remain outside of the game and serve as an awareness person during the game.*

- At the end of the workshop, we will have a debrief to talk about the experiences and observations you make during the game.

- Two to three people will have the same role and work together but can move and act independently during the game.

Step 2: Present the setting of the simulation game in keywords. You find the background story in Appendix Y; the most relevant aspects are highlighted. At this point, the participants don't have to understand the entire background story but just get a general idea of the game's setting. Later, they will have the chance to read the story themselves.

Step 3: Present the sequence of activities so that the participants get a rough idea of what is expected of them. You can use the following timetable:

25 minutes	Starting the Game	• Familiarize yourselves/ourselves with the background story and the material provided for your role. • Prepare an opening statement.	Together with your team of delegates.
5 minutes	Break		
10 minutes	Opening Round	Each team of delegates presents an opening statement.	Plenary
25 minutes	Negotiation Phase 1: Bilateral	Negotiations at different tables.	Open
20 minutes	Negotiation Phase 2: Official	Moderated negotiations and adaptions of initial statements.	Plenary
10 minutes	break		
10 minutes	Final Round	Voting for or against the proposal presented by the moderator(s).	Plenary
25 minutes	Debrief of the Game		

Step 4: Shortly present the roles for the game:

- CEO of the airport
- CEO of a freight company based at the airport
- Head of research project „"climate fit working world"
- Environmental NGO
- Mayor of the city of Landemünden
- Head of the workers' council

Step 5: Urgent Questions?

Step 6: Now, the moderator assigns roles to the participants. Depending on the number of participants, put two or three cards per role in the middle of the room. Now, the participants pick up the card with the role they want to play.

General Remarks:

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*For the Moderator(s): Ideally, you facilitate this role-playing game in a team of two. If possible, you now split up into two different roles:

- External moderator (EM): One of the moderators stays outside the game. It is the EM who gives the instructions for this activity.

- Game moderator (GM): This moderator plays a role within the game and game stays in the game while it is being played. You will find information on the character of this role in Appendix Z

Step 6: If you need to choose which role gets three (or more) delegates, go for the "powerful" roles to mirror uneven power relations in the real world.

E.g. 15 participants in total:

- CEO airport; CEO freight company; of research project: 3 participants each (→ 9 participants)

- Environmental NGO, mayor, trade unionist: 2 participants each (→ 6 participants)

Remarks for online implementation:

Step 6: You can prepare an online whiteboard with all the roles listed, and the participants write their names under the position they want to play.

Activity 4: Starting the Game

Overview	Familiarize your/ourselves with the background story and the material provided for the role. Prepare the opening statement.
Time	25 minutes
Material	6 tables with table cards and enough chairs - flip-chart/ slide with instructions for the opening statement - For each participant printed: - Backgroundstory - Role description - Empty name badge

For this activity, the participants sit together as team of delegates to read the background story (Appendix 3a) and descriptions of their roles (Appendix 3b). Then they can discuss their opening statement (1 minute max.!) and their strategy for the game. Each team should choose one person who will make a statement in the opening round.

The opening statement should include:

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- Who are we?

- General position concerning the deconstruction of the airport?

- What are the most important conditions for us to agree to a deconstruction?

- How much binding reduction of air traffic do we propose for 2030 and 2035? -> concrete numbers.

General Remarks:

Each participant gets a name badge, where they can write down a fictive name and their function in the game (= their role).

Remarks for Online Implementation:

- Provide six break out rooms for the different teams.

- Ask the participants to change their names according to their roles.

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Activity 5a: Opening Round

Overview	The moderation greets participants in their roles and asks each role for a first statement.
Time	10 minutes
Material	• Timer to keep track of the length of the statement (for the GM) • Flip-chart/slide to make the different proposals for flight reduction and side conditions transparent – see Activity 5 (for the EM)

GM: You welcome all the participants and say a few sentences about the setting (where are we/ what is the purpose of this meeting etc.) Then you invite the characters to make their opening statement.

EM: You write down the information you receive from the opening statements concerning the proposal for the reduction of flights by 2030 and 2035 respectively, as well as the conditions for meeting flight reduction goals. it is helpful to use a large piece of paper/poster paper during the game, where the EM can write down all important points to be used by all commission members during the negotiation rounds.

For structuring this information, you can prepare a table on a flipchart/ slide like the following:

		Ministry delegate	Mayor	CEO Airport	CEO Freight-Company	Trade Union	NGO
Reduction of Flights [in %]	Round 1	By 2030: X% By 2035: Y%	By 2030: X% By 2035: Y%	By 2030: X%By 2035: Y%	By 2030: X% By 2035: Y%	By 2030: X% By 2035: Y%	By 2030: X% By2035: Y%
	Round 2	By2030: X% By2035: Y%	By 2030: X% By 2035: Y%	By 2030: X% By 2035: Y%	By 2030: X% By 2035: Y%	By 2030: X% By 2035: Y%	By 2030: X% By 2035: Y%
Further Measurements to Reduce Emissions	Round 1						
	Round 2						
(Re)training and Compensations for Employees	Round 1						
	Round 2						

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Compensations for Companies at the Airport	Round 1						
	Round 2						
Public Investments in Other Branches in the Region	Round 1						
	Round 2						

General remarks:
None of the statements should take longer than 1 minute. GM: After 50 seconds, you can give the speaking person a sign; after one minute, you politely interrupt the person giving the statement and hand it over to the next person.

Activity 5b: Negotiation Phase 1 - Bilateral

Overview	The delegates start to negotiate with each other based on the opening statement by moving freely between the tables.
Time	25 minutes
Material	• Pens and paper for the participants to take notes during the negotiations

The delegates begin negotiating with each other based on the opening statement. They can split up and find members of from other role categories to negotiate over concrete issues by moving freely between the tables.
Before the next phase begins, each team should briefly discuss their strategy for the next negotiation phase, based on the negotiations from this round.

General remarks:
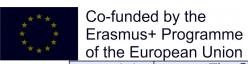GM: Let the participants know when there are only five minutes left so that they can come together as a team and dicuss their next steps.

Remarks for Online Implementation:
Choose a video conference software that allows the participants to switch between break out rooms independently!

Activity 5c: Negotiation Phase 2 - Official

Overview	The second round of negotiations is a plenary discussion. During this phase the players can adapt their initial statements.
Time	20 minutes

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Material	• The flip-chart with the result table (from Activity 5a)

GM:

Step 1: Welcome the players in this official round of negotiations.

Step 2: Ask if any player wants to adapt the initial statement based on the first round of negotiations. After every player that wishes to adapt the initial statement has spoken, you can open the room for further negotiations.
It is easier to prepare the final statement, when the game's moderaor asks here for concrete numbers for eg, compensation payments
(EM: record all changes to statements in the table on the flip-chart so that changes are transparent to everyone)

General Remarks:
Make sure that each role gets the chance to speak and remind the players to keep their statements short and simple. Simple moderation rules are beneficial for this discussion, e.g., participants raise their hand if they want to say something. You can introduce these rules at the beginning of this activity after greeting the participants.

Remarks for Online Implementation:
You find a suggestion for chat moderation rules in appendix 5c.
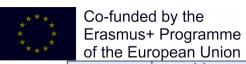
Break

After the second round of negotiations, the participants take a 10 minutes break. During this break, the EM and GM prepare a proposal for a final statement. To do so, you use the text in appendix 4 and insert the reduction targets and side conditions based on the results of the negotiations.

- For the flight reduction, you just calculate the average of the final statements (collected in the result table).

- For the rest, you need to decide which claims and ideas you will include in this proposal for a final statement. Make compromises, where possible.

This can be a challenging task. Be aware that you don't have to come up with the perfect proposal – it probably isn't possible. Keep in mind that the results are not a decisive factor but the process of the game. Here it is very helpful for voting purposes, if you can write down the central recommendations that are to be voted upon on a flip-chart .

Activity 5d: Voting

Overview	The delegates vote for or against the proposal for final recommendations of the

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	transition commission
Time	10 minutes
Material	• Prepared text for final statement • Flip-chart for the result of the vote

GM:

Step 1: Read the final statement you have prepared during the break aloud. Make sure that everyone understands the proposal correctly (A flip-chart might be helpful here). This text is a proposal for the official recommendation of the Transition Commission.

Step 2: Explain the voting modalities:

- Each person has one vote

- Delegates of the same role category can vote differently

- If more than 60 per cent of the delegates vote for the proposal, it is deemed accepted

Step 3: Have all participants who accept this proposal raise their hands. Next, have all participants who are against the proposal raise their hands.

(EM: Count the pro voices and contra voices and write down the result on a flip-chart)

Step 4:
- If accepted: Congratulate the commission on the successful process
- If not accepted, announce a fictive next round of negotiations next week.

Before the voting, it can be mentioned again that this session is about a vote for a particular topic/issue and that there can be next sessions on other relevant topics.

Remarks for Online Implementation:
The delegates can simply write down "accepted" or "not accepted" in the chat if conducted online.

END OF THE SIMULATION GAME

Activity 6: Debrief

Overview	The debrief consists of two basic steps. First, the participants describe and reflect on their experiences and observations. Second, we evaluate these experiences and search for insights that can be generalized and bridge the experiences of the simulation game to the real world.

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Time	25 minutes
Material	• Flip-chart with guiding questions for the debrief • Paper and pens for all participants to make notes

Step 1: Shake off the roles together. It is important that there is a clear cut between the end of the simulation game and the debrief. Invite the participants to stand up and make some movements to shake off the role physically. Then, ask the participants to take off their name badges.

Step 2: Three minutes of individual reflection: Each person gets time to write down some thoughts on the following questions:

- How did you feel in your role/ during the game?

- What happened during the game/ what did you observe?

Step 3: Sharing and exchanging experiences in groups of three for seven minutes.

Step 4: The last step is a discussion with the entire group on the following questions:

- What insights did you gain from the game?

- How does the simulation game relate to reality? What is realistic/generalizable, what is not?

- What would have happened if...? What conditions would have had to be different for the game to end differently?

General remarks:
At Step 3: Assign the participants to groups of three so that they get the chance to exchange with people in other roles.

Generally, it is vital to notice that there is no wrong and right in this debrief or pressure for a specific outcome. Each simulation game is different and there should be space for discussing whatever is important to the participants .

Remarks for Online Implementation:

At step 1: Instead of taking off the name badge, the participants can rename them again.

Activity 7: Closing and Feedback

Overview	A final round allows the participants to conclude the workshop and is already first feedback for you in how the workshop went.

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	In addition, you should give time for anonymous, written feedback.
Time	10 minutes
Material	• Feedback forms • Pens • One object which can be passed in the circle, e.g. juggling ball

Step 1: Make clear that you now zoom out and reflect the workshop in general.

Step 2: Give the participants one minute of silence to review the whole workshop and reflect on the question: "How did you generally like the workshop?".

Step 3: Make a short round and invite the participant to share one final thought briefly. You can pass an object, which indicates who speaks. The participants can also pass the thing without saying something.

Step 4: Close the workshop. There should be at least 5 minutes left for the participants to fill out an anonymous feedback form.

General Remarks:

It is important to make a clear cut between the reflection of the simulation game and the feedback on the workshop itself.

A feedback questionnaire might include the following questions:

- What was my "aha- moment"?

- What am I taking away from this workshop?

- What would I do differently next time?

- Was I able to contribute in the way I wanted?

Remarks for Online Implementation:

Step 3: If you conduct the workshop online, the participants can also answer the final question in the chat.

Step 4: There are different options for simple online survey tools, which you can use for the feedback form, e.g. Survey Monkey or Qualtrics.

What?	How many?	Activity
List of Participants	1	Welcoming & Organizational Matters
Workshop Programme Overview (e.g. written on a flip-chart)	1	Welcoming & Organizational Matters
Workshop Objectives	1	Welcoming & Organizational Matters
Optional: Welcome Poster	1	Welcoming & Organizational Matters
Projector, Speakers, Laptop	1	Introduction to the Content
Poster with general remarks on simulation games (see step 1) (e.g. written on a flipchhart)	1	Introduction to the Simulation Game
Sequence of activities during the role game (e.g. written on a flipchhart)	1	Introduction to the Simulation Game
Cards with Role Title (for role assignment)	2-3 cards/ role (1/participant)	Introduction to the Simulation Game
Tables with table cards and enough chairs	6	Starting the Game
Flipchart/ Slide with Instructions for the Opening Statement	1	Starting the Game
Backgroundstory Printed	1 participant	Starting the Game
Role Desription	1 participant	Starting the Game
Empty Name Badge	1 participant	Starting the Game
Timer to keep track of the lenght of the statement	1	Opening Round
Flipchart/slide to make the different proposals for flight reduction and side conditions transparent	1	Opening Rounnd
Pens and empty paper	For each Participant	Negotiation Phase I and Debrief
Snacks	enough	Negotiation Phase I and Break
Text for Final Statement	1	Break
Flipchart for the Result of the Voting	1	Voting
Flipchart with guiding questions for the debrief	1	Debrief
Feedback forms	1 participant	Closing and Feedback
Object which can be passed in the circle, e.g. juggling ball	1	Closing and Feeback

[Appendix 1: Chat characters for moderating discussions virtually](#)

+ Consent
- Disapproval
* Request to speak
** Direct answer to what has just been said
# I have technical problems, I need help

➔ Participants can write these signs into the chat to notify moderator they have something to contribute

[Appendix 2: Additional materials on Just Transition and the climate impact of air traffic](#)

- https://stay-grounded.org

- [Https://stay-grounded.org/just-transition](https://stay-grounded.org/just-transition)

- https://climatejusticealliance.org/just-transition/

- https://transformation-haus-feld.de/

- https://digitalcollection.zhaw.ch/bitstream/11475/23559/3/2021_Rohrer_Wirkung-von-Eigenverantwortung-und-politischen-Massnahmen.pdf

- https://www.transportenvironment.org/wp-content/uploads/2021/07/EC_report_Taxes_in_field_of_aviation_and_their_impact_web.pdf

[Appendix 3a: Background Story](#)

German version: https://cloud.stay-grounded.org/s/Z8sT6YEL4B2RkzL?path=%2FGerman

English version: https://cloud.stay-grounded.org/s/Z8sT6YEL4B2RkzL?path=%2FEnglish

[Appendix 3b: Role Description](#)

German version: https://cloud.stay-grounded.org/s/Z8sT6YEL4B2RkzL?path=%2FGerman

English version: https://cloud.stay-grounded.org/s/Z8sT6YEL4B2RkzL?path=%2FEnglish

Appendix 4: Text for Final Statement

German version: https://cloud.stay-grounded.org/s/Z8sT6YEL4B2RkzL?path=%2FGerman

English version: https://cloud.stay-grounded.org/s/Z8sT6YEL4B2RkzL?path=%2FEnglish