# Intro

ZIVILGESELLSCHAFT
IN ZAHLEN **ZIVIZ**

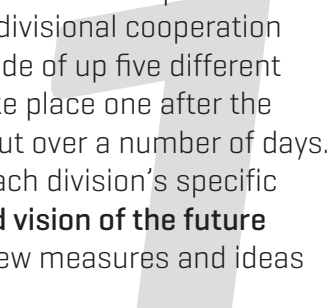Center for Responsible
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## *What are the aims of COLLABORATE FOR IMPACT?*

The COLLABORATE FOR IMPACT workshop kit enables you to **systematically combine your company's corporate social responsibility efforts with the objectives of other divisions like HR and innovation.** Companies that systematically link their corporate social responsibility efforts with learning and innovation processes can benefit from the future skills and ideas arising from corporate social responsibility processes.

To achieve this goal, it is crucial to include the different perspectives of the various divisions in a dialogue, recognise differences and similarities, and identify strategic synergies. This workshop kit is a guide to kicking off this interdivisional cooperation process. The workshop is made of up five different work sessions, which can take place one after the other on one day or spread out over a number of days. The participants reflect on each division's specific goals, come up with a **shared vision of the future collaboration**, and develop new measures and ideas on that basis.

# Intro

Project
background
(in German)

The workshop is designed to **stimulate successful interdivisional collaboration** in which the diverse objectives of the various divisions can contribute to sustainable and positive corporate social responsibility. In addition to iterative repetition of the full process or individual workshop sessions, motivated participation of employees and managers is essential. The workshop is a module in a larger transformation process to support and connect changemakers in the organisation.

More on the background of the project (**see QR code**).

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## *How do I implement*
## *COLLABORATE FOR IMPACT?*

The COLLABORATE FOR IMPACT workshop has five individual sessions. The workshop kit comprises initiation and preparation tools (preparation card set), how-to guides (implementation card set) for five workshop sessions, and a large poster to record the results:

### 1. Getting introduced | Who are we?
- Participants introduce themselves

### 2. Reflection | What do we do?
- Raising awareness of the diverse goals of the various divisions
- Initial identification of points in common

### 3. Future puzzle | What do we want?
- Develop a shared understanding of the value added by strategic collaboration between volunteering and other divisions (e.g. HR or innovation management)
- Work out a joint approach to the future collaboration

### 4. Ideation | What can we do?

- Description of suitable measures and new project ideas

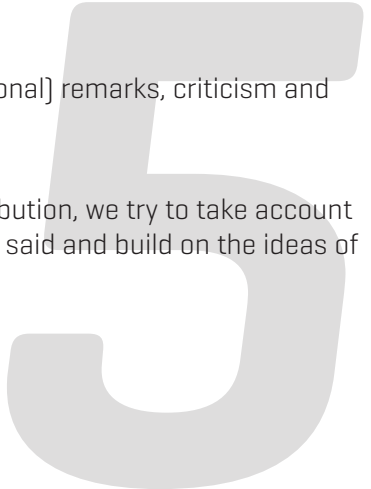### 5. Outlook | What do we want to implement?

- Develop next steps and decide who does what

The five sessions build on each other and are suitable for implementation in an all-day workshop. Alternatively, the sessions can also be held separately and/or with longer intervals between them (see **preparation card set, Preparation-13**).

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## *What workshop rules would make sense when IMPLEMENTING COLLABORATE FOR IMPACT?*

- Participants show respect for each other and are happy that everyone involved found the time to take part in the workshop.

- Participants are polite to each other during the workshop and let each other speak/finish what they have to say.

- Wherever possible, participants will use the first person and try to avoid generalizing (e.g. I get the feeling that...; I notice that...).

- Participants will avoid (personal) remarks, criticism and flat rejection ("No!").

- Whenever we make a contribution, we try to take account of what the previous person said and build on the ideas of the others.

- Instead of focusing on problems, the focus during the workshop should always be on finding solutions.

- The workshop provides a space for coming up with new ideas and thoughts. There is no such thing as wrong input.

- The workshop should also give birth to bold and unusual ideas. Before reflecting on ideas, the first step should be to collect as many thoughts and as much inspiration as possible. Quantity helps!

- It is important to write legibly so that everybody present can participate in discussions and that the workshop results are transparent and intelligible later on.

- All participants bear responsibility for ensuring that good results emerge at the end of the workshop.

- The workshop should be a fun experience.

# Getting to know each other

## Who are we?

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## *„Before we start…"*

These methods and sessions are for guidance
and to spark new ideas. You as a participant
share responsibility for how this workshop goes
and what comes out of it. Own the process and
help shape the workshop so that you are happy
with the end result. You determine the direction
it takes. It may be helpful to reflect briefly after
each session whether the result of your work is
leading the group in the right direction and
contributing to the workshop goal.

**Best of luck!**

# *Overview*

| | |
|---|---|
| ***Goal*** | 1. All participants develop a shared understanding of the workshop goal.<br><br>2. All participants get to know each other. |
| ***Duration*** | About 20 minutes |
| ***Proce-dure*** | 1. Plenary: The moderator/initiator presents the workshop rules and goals. Everybody is brought up to date on the organisation's volunteering activities.<br><br>2. Individual work: Everyone introduces themselves briefly and complete their fact file on the poster. |
| ***Material*** | • min. 1 pen<br><br>• poster<br><br>• materials for adhering/pushpins/ magnets to put up poster<br><br>• optional: workshop rules and goals printed on a A3 sheet, to put it up on the wall and visualise it permanently |

# Getting to know each other

## Who are we?

Display: Poster

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## *Getting to know each other*

1. The initiator/moderator welcomes those present or if there is no appointed moderator, the participants introduce themselves independently as participants by...
   - introducing/reminding themselves of the workshop goal (see **"Intro" 1+2**)
   - presenting/reminding themselves of the agenda for the day (see **preparation card set "Preparation" 13**)
   - present/internalize the workshop rules (see **"Intro" 5+6**)
   - possibly give a brief rundown of the company's volunteering activities (see **"Preparation" 17**)

2. Clarify any queries people may have.

3. Then introduce yourself briefly to the whole group orally based on the following criteria and complete your fact file on the poster (see **QR code**):
   - Name
   - Division
   - My "superpower"

     (this is what I will be contributing today)
   - My "Achilles heel"

     (this is where I need an extra superpower)

# Reflection

## What we do

# *Overview*

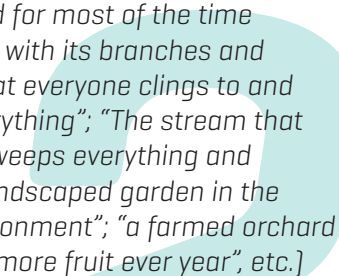| | |
|---|---|
| *Goal* | 1. To develop a shared understanding, raise awareness of the respective goals and roles of the divisions involved in the workshop. 2. The commonalities of the involved divisions will be identified. |
| *Duration* | about 120 minutes |
| *Proce-dure* | 1. Breakout sessions (approx. 60 minutes): Each division works separately with no mixing between them (no more than 5 people per group/ division is best) 2. Plenary (approx. 30 minutes): The breakout groups report the outcome of their groupwork to the others 3. Individual work (approx. 5 minutes): Working individually, the participants identify the main points in common 4. Plenary (approx. 25 minutes): The main points in common are determined and documented together |
| *Material* | • 3-4 flipcharts/ pin boards/ whiteboards/ A3 sheets of paper • mind. 3 flipchart markers (ideally in different colours) • stickers in three different colours (about 5 per person in each colour) |

# Reflection

## What we do

Display:
Reflection in breakout groups

## *Reflection in breakout groups*

1. Form a breakout group with colleagues from your division.

2. Take a flipchart and divide it into a grid (see **QR code**) to answer the following questions. Schedule about 15 minutes per question group.

- Picture your organisation as a landscape: What landscape or part of one can your division identify as, and why? Sketch a landscape that you associate with your division and describe its features in keywords. Feel free to add other relevant players or other divisions involved in the workshop to your landscape picture.

   *Examples: "A tree with a sturdy trunk that only blossoms certain times of the year and for most of the time shelters the plants around it with its branches and leaves"; "A blade of grass that everyone clings to and that forms the basis for everything"; "The stream that floods now and again and sweeps everything and everyone with it"; "A small landscaped garden in the middle of a busy urban environment"; "a farmed orchard that is supposed to harvest more fruit ever year", etc.]*
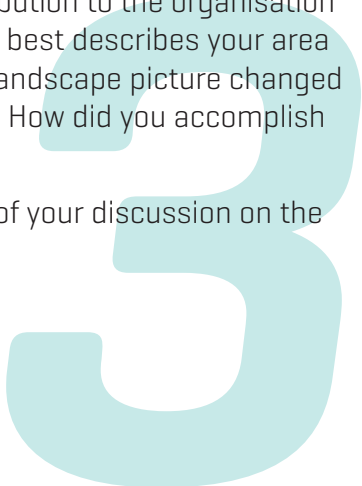
# Reflection

## What we do

Display:
Reflection in breakout groups

- What are your division's three main short, medium and long-term goals?

  *Example: Include the goals of different levels and areas such as financial goals, key performance indicators, implicit goals, personal goals...*

- After identifying the goals, please discuss the three main challenges to achieving those goals and write them down on the flipchart. You can assign the challenge to a particular goal or collect general challenges.

- Let's say you could jump forward to the year 2028. What is your area's contribution to the organisation in 2028? What landscape best describes your area in 2028 or how has your landscape picture changed from today's (see above)? How did you accomplish that?

  Write down the outcome of your discussion on the flipchart in key words.

# Reflection

## What we do

Display:
Reflection in breakout groups

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## Supportive questions

- What was the crucial factor that helped you to accomplish the contribution in 2028?

- What difficulties did you have to overcome to get there?

- What did you have to do or learn in the meantime to make that contribution?

- What specific skills of yours did you use to achieve that contribution?
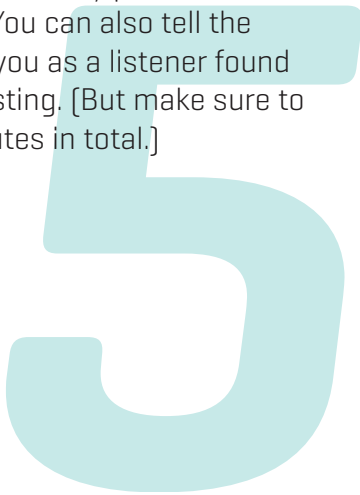
# Reflection

## What we do



Display:
Reflection in plenary

## *Reflection in plenary*

**1.** Gather again in plenary and appoint a moderator for the following round of presentation and discussion if there is no appointed moderator for the whole workshop.

**2.** Present your flipchart to the other divisions in 5-10 minutes. Pay special attention to presenting the goals and the landscape picture (today and 2028).

**3.** You can ask questions after every presentation of another breakout group. You can also tell the presenting division what you as a listener found most surprising or interesting. (But make sure to limit discussion to 5 minutes in total.)
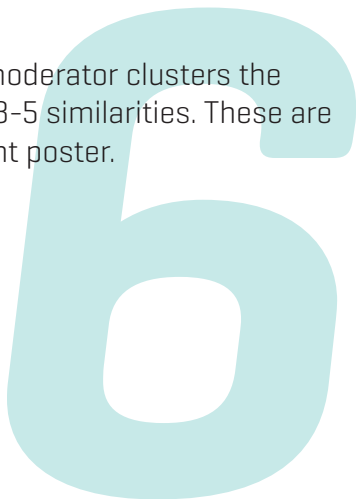
# Reflection

## What we do

Display:
Reflection in plenary

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4. After all the breakout groups have presented their flipchart, each person - working on their own - reflects on where the main similarities are (in terms of goals, challenges or contributions in the organisation). Write down your thoughts on stickers (5 minutes).

5. Then present your thoughts to each other and attach your stickers to a board or a new flipchart (see **QR code**).

6. In a joint discussion, the moderator clusters the results to identify the top 3-5 similarities. These are then transferred to the joint poster.

# Future puzzle

## What do we want?

# *Overview*

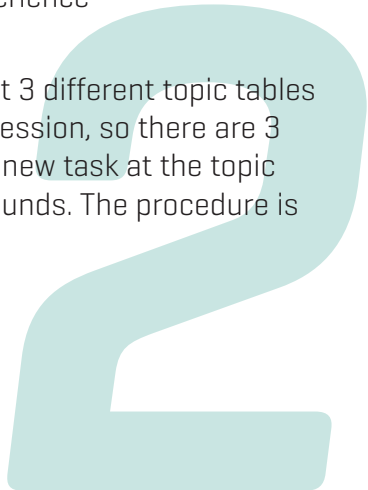| | |
|---|---|
| *Goal* | 1. The aim is to develop a shared understanding of how collaboration between the divisions can lead to better identification and utilization of the value added by corporate volunteering.<br>2. Another goal is to establish what the cooperation of the divisions involved in the workshop would ideally look like. |
| *Duration* | about 120 minutes |
| *Format* | 1. Breakout session (approx. 90 minutes): in 3 mixed breakout groups, the participants move between 3 tables and work on different issues (similar to a world café format).<br>2. Plenary (approx. 30 minutes): The results from the breakout session are discussed together. |
| *Material* | • 4 flipcharts<br><br>• mind. 3 flipchart markers (ideally in different colours)<br><br>• stickers in three different colours (about 5 per person in each colour) |

# *Future puzzle - phase 1*

1. Set up 3 mixed breakout groups. Make sure you meet all of the following criteria:

   - Different divisions (at least one person from each division taking part in the workshop)

   - Diverse genders

   - Diverse age groups

   - Diverse years of job experience

2. The session takes place at 3 different topic tables which you work at in succession, so there are 3 rounds in total. There is a new task at the topic tables for each of the 3 rounds. The procedure is similar to a world café.

**3.** Each of the three breakout groups now gets started at one of the 3 topic tables. Determine a starting point and a rotation sequence (e.g. clockwise).

- Round 1:
  20 minutes including moving to the next table

- Round 2:
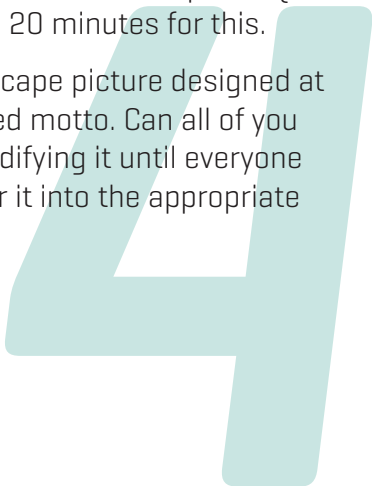  30 minutes including moving to the next table

- Round 3:
  40 minutes including moving to the next table

**4.** Since the point is to develop a vision together, you have to think your way into the future at each table: You are in the year 2028 as soon as you start the table work.

## *Future puzzle - phase 2*

**5.** Move back to the plenary after work is completed on the last table and bring the flipchart from your last table with you.

**6.** Present the flipchart from your last table to the other breakout groups in less than 5 minutes.

**7.** As a listener, you can ask questions or add input after a flipchart presentation.

**8.** Since the goal of the session is to develop a joint vision that all of the involved divisions can stand behind, it is important to agree on the main results in the plenary and write them down on the poster (see **QR code poster**). You have 20 minutes for this.

- Jointly discuss the landscape picture designed at table 1 and the associated motto. Can all of you identify with it? Keep modifying it until everyone agrees with it. Then enter it into the appropriate section of the poster.

- Working in the group, identify the USP of your future volunteering activities and write it down in the appropriate section of the poster.
- What kind of collaboration did you use to accomplish the 2028 vision and the USP? Add the main keywords to the poster.
- Write down on the poster which specific, important opportunities emerge from your activities and the collaboration.

**9.** Verify that everyone is happy with the results.

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# Future puzzle

## What do we want?



Display:
Future volunteering

Center for Responsible
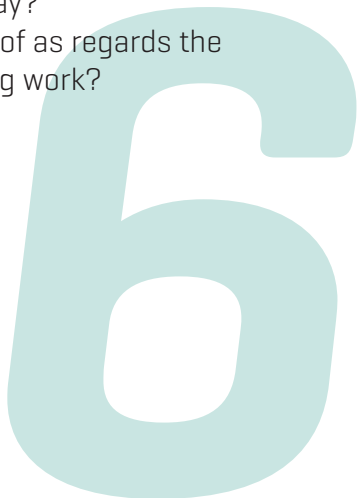Research and Innovation

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## *Table 1: Future volunteering*

Flash forward to 2028 and activate the creative side of your brain.
Prepare a flipchart for documentation. You can use this example as a guide (see **QR code**).

### Round 1 (20 minutes):

- The newspaper _____ [picture a media outlet of your choice] has written an editorial about your organisation and its volunteering. What does the headline say?
- What are you most proud of as regards the organisation's volunteering work?

# Future puzzle

## What do we want?



Display:
Future volunteering

### Round 2 (30 minutes):

- Engage with the results of the breakout group from round 1 and add to them if necessary.
- Working together, think up a landscape picture and motto for your organisation on the topic of corporate volunteering. At least all of the divisions involved in the workshop should be represented in the landscape picture.

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# Future puzzle

## What do we want?



Display:
Future volunteering

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## Round 3 (40 minutes):

- Engage with the results of the breakout group from rounds 1 and 2 and add to them if necessary.
- Discuss and write down on the flipchart which shared goals the motto represents.
- Discuss and write down on the flipchart which criteria need to be met so that the motto designed in round 2 can be put into practice.
- Prepare to present the entire flipchart in the plenary session in less than 5 minutes.

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# Future puzzle

## What do we want?



Display:
Future collaboration

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## *Table 2: Future collaboration*

Flash forward to 2028 and activate the creative side of your brain.
Prepare a flipchart for documentation. You can use this example as a guide (see **QR code**).

### Round 1 (20 minutes):

- In 2028, your interdivisional collaboration is the benchmark in the organisation and in rival organisations also.
- Describe in keywords what makes your collaboration so special.

# Future puzzle

## What do we want?



Display:
Future collaboration

Round 2 (30 minutes):

- Engage with the results of the breakout group from round 1 and add to them as appropriate.
- Discuss and describe in keywords what you have done to accomplish this exceptional collaboration. Which measures were necessary, what exactly did you do? Visualize the timeline from now to 2028.

# Future puzzle

## What do we want?

Display:
Future collaboration

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### Round 3 (40 minutes):

- Engage briefly with the results of the breakout group from rounds 1 and 2 and add to them as appropriate.
- Discuss and write down on the flipchart how this collaboration is adding value to every single one of the involved operating divisions.
- Think about which other positive effects (for other departments in the organisation, for instance) with an external impact have emerged from the collaboration (higher recognition versus competitors, better reachout to the target group of the volunteering activities and hence more social impact, etc.).
- Prepare to present the entire flipchart in the plenary session in less than 5 minutes.

# Future puzzle

## What do we want?



Display:
Future skills and innovation

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### *Table 3: Future skills and innovation*

Flash forward to 2028 and activate the creative side of your brain.
Prepare a flipchart for documentation. You can use this example as a guide (see **QR code**).

#### Round 1 (20 minutes):

- In 2028, experts from all over the world are talking about your exceptional approach that combines your organisation's volunteering for a good cause with promoting future skills and innovative activities.
- Discuss and describe this approach using keywords: What specifically have you achieved, for whom, with what benefit?

# Future puzzle

## What do we want?



Display:
Future skills and innovation

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## Round 2 (30 minutes):

- Engage with the results of the breakout group from round 1 and add to them as appropriate.
- Discuss and write down on the flipchart the opportunities that arise from your approach in terms of developing future skills.
- Discuss and write down on the flipchart the opportunities that arise from your approach in terms of promoting innovation in your organisation.

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# Future puzzle

## What do we want?



Display:
Future skills and innovation

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## Round 3 (40 minutes):

- Engage briefly with the results of the breakout group from rounds 1 and 2 and add to them as appropriate.
- Discuss and describe in keywords the USP emerging from this for your organisation and what drives this approach.
- Prepare to present the entire flipchart in the plenary session in less than 5 minutes.

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# Ideation

## What can we do?

# *Overview*

| | |
|---|---|
| **Goal** | The aim is to develop specific measures to implement<br><br>• the organisation's mission<br>• statement for corporate volunteering/social responsibility<br>• the ideal future collaboration the identified opportunities for future skills and innovation (see future puzzle). |
| **Duration** | about 60 minutes |
| **Format** | 1. Breakout session (approx. 30 minutes): Potential measures are collected in 3 mixed breakout groups.<br><br>2. Plenary (approx. 30 minutes): Ideas are discussed and joint feedback is provided. |
| **Material** | • 12 flipchart markers<br><br>• 3 flipcharts (1 per group)<br><br>• Stickers in three different colours |

# Ideation

## What can we do?

Display:
Brainstorming

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## *Brainstorming*

- Go back to your breakout groups from the previous session (future puzzle). You should allow a total of 30 minutes for the breakout group work.

- Take photos of the results you came up with in the last session (motto; future collaboration, opportunities for skills and innovation) and look at them together.

- Draw an arrow and three time segments on the flipchart (see **QR code**).
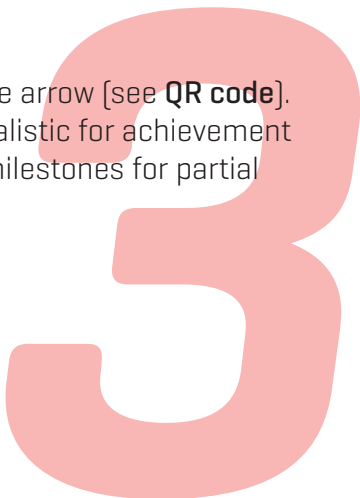
2

# Ideation

## What can we do?



Display:
Brainstorming

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- In the next step, collect appropriate and effective measures and milestones for achievement of

  ◦ the guiding motto
  ◦ the wishes for internal collaboration
  ◦ future skills and innovation

  and write them on stickers in three different colours (depending on the topic they refer to). Don't confine yourself to the obvious measures that occur to you right away, but try to think of other measures for the topics of importance to you. Don't consider whether the ideas are workable: quantity counts! Take 15 minutes for this.

- Sort your stickers along the arrow (see **QR code**). What timeline would be realistic for achievement of the measures? Would milestones for partial achievement be useful?

# Ideation

## What can we do?



Display:
Brainstorming

- Take about 10 minutes to reach a consensus on what in your opinion are the 3 most important measures for achievement in the above areas. The 3 chosen measures can either focus on one, two or all three areas. The main thing is whether you think the 3 measures are appropriate and effective.
- Then think about how you would like to present the 2 selected measures in the plenary session. Take another 5 minutes for this.
- Meet in the plenary and present your priority measures to the main group (in less than 5 minutes per breakout group) with a brief explanation. Then give each other feedback, paying attention to the following questions:
  - Are there (any) redundancies?
  - Is it possible at this stage to cluster the measures?
  - Are any of the measures unclear?
  - Have any important steps been missed?
  - Are the measures workable on a general level? What challenges might crop up during realisation?

# Ideation

## What can we do?



Display:
Brainstorming

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- Amend your measures after the plenary session if necessary and enter them in one of the appropriate areas of the big poster.

- Then individual person should select the 2 most important and realistic measures from their point of view. Draw a vertical line (tally mark) in the relevant box to keep each measure's score. Then count the result and, in the plenary, discuss possible discrepancies between importance and realisability. Why might some measures classified as important not be realisable, and vice versa? How should the results be interpreted?
Take 10 minutes for this.

**5**

# *Overview*

| | |
|---|---|
| *Goal* | Flesh out the details of the previously identified measures |
| *Duration* | About 45 minutes |
| *Format* | Breakout group work: Participants assign themselves a measure and flesh out the details in the newly set up teams |
| *Material* | • 3-5 flipcharts<br><br>• Mind. 3 flipchart markers |

# Ideation

## What can we do?



Display:
SMART goals

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## *Getting down to detail*

- Think about which of the measures you would like to work on further. This should be one where you have something to contribute. Then write your name in the section of the poster for that particular measure. Teams of at least 2 people should emerge. If you are the only person who assigned themselves to a particular measure, you should reflect critically on whether you might be able to manage to implement this measure on your own or possibly with the support of colleagues not taking part in the workshop. Otherwise, simply reassign yourself to one of the other measure teams.

  You have 5 minutes for this.

**7**
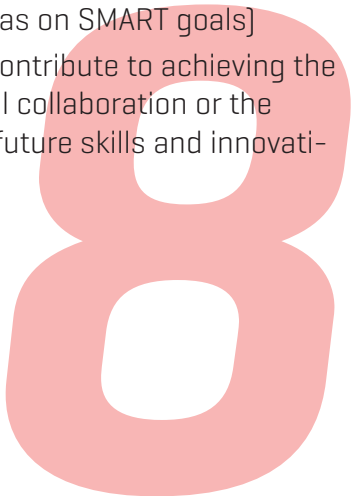
# Ideation

## What can we do?



Display:
SMART goals

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- Now meet up in the new teams. Think together about how you want to describe your selected measure in 1 or 2 concise sentences. First write down your thoughts at the top of the flipchart. Consider the following:
  - What is the measure intended to achieve?
  - Who is the target group of the measure and what are their needs?
  - To what extent does the measure satisfy these needs? Would it make sense to include the target group in the implementation of the measure? How can achievement of the measure be verified?

    (see **QR code** for more ideas on SMART goals)
  - How does your measure contribute to achieving the motto, the desired internal collaboration or the opportunities in terms of future skills and innovation?

  Take 20 minutes for this.

# Ideation

## What can we do?

Display:
Getting down to detail

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- Next, using the **QR code**, draw a template for next steps and external ideas on the flipchart.

- Now think together about the next steps ahead to implement the measure and write down your thoughts on the flipchart:

  ○ What/who do you need?
  ○ What milestones would need to be achieved?
  ○ How can you bring the fruits of your work here into your divisions so that they become involved as well?
  ○ What might be possible criteria for discontinuing?
  ○ How can your organisation help you with the implementation?

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# Ideation

## What can we do?



Display:
Getting down to detail

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- Also think about whether you can include ideas from outside your organisation:
  - Are any other organisations currently working on similar projects? Is your measure already being put into practice in other organisations?
  - Might there be suitable external partners you might want to cooperate with during implementation?

  Take 20 minutes for this.

- Then transfer the title and the brief description of your measure in one of the four dedicated areas of the poster.
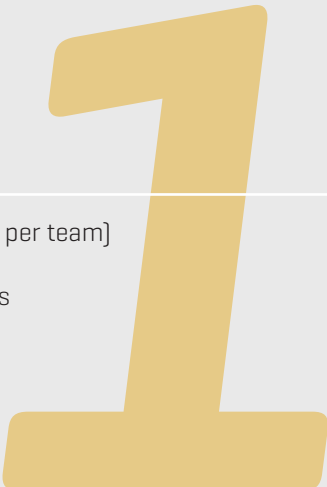
10

# Outlook

# What do we want to implement?

# *Overview*

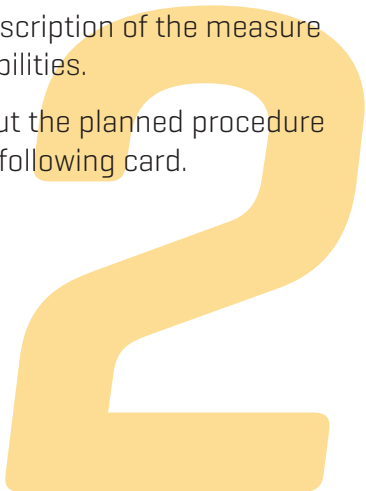| | |
|---|---|
| *Goal* | Work out next steps and assign tasks |
| *Duration* | About 20 minutes |
| *Format* | Breakout group work:<br>Participants describe tasks in the different measure teams |
| *Material* | • 3-5 flipcharts (1 per team)<br><br>• flipchart markers |

# Outlook

## What do we want to implement?
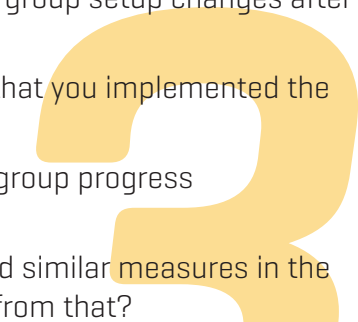
Displax:
Next steps

## *Next steps*

- Gather in your separate measure teams and thinking together about which tasks need to be completed next so that your measure can be implemented. First write down your thoughts on the flipchart.
  For guidance, first have a look at the illustration of this session in the **QR code**.

- When you have agreed on the next steps, you should write down actual responsibilities on the main results poster for documentation.

- Finish by assigning a team lead whose job is to keep track of implementation of the set tasks and time-lines.

- Then take a photo of the description of the measure and the tasks and responsibilities.

- If there is still time: Flesh out the planned procedure using the questions on the following card.

## *Tips for further procedure*

*You can use the following questions to reflect on the planned implementation of the measure and further hone the next steps.*

- What would need to happen so that you could actually implement your measure as a group? What is needed so that your communication and collaboration go smoothly (even) after this workshop?

- How often and in which framework might it make sense to come together as a group?

- How would you react if the group setup changes after this workshop?

- How would you recognize that you implemented the measure successfully?

- How could you make your group progress measurable?

- How have you implemented similar measures in the past? What can you learn from that?

- How would your team colleagues react when you present this measure?

- How can you convince your colleagues who were not at the workshop that your measure is worthwhile and get them to help you to implement it?

- What would your managers say when they hear about your measure? How can you get your managers to support you with the implementation of your measure?

- What might cause the implementation of the measure to fail?

# Concluding the workshop

# *Overview*

| | |
|---|---|
| *Goal* | Create a shared understanding of the results of the workshop and get feedback |
| *Duration* | About 10 minutes |
| *Format* | Discussion in the plenary |
| *Material* | • Stickers<br><br>• Flipchart markers |

## *In conclusion*

To conclude the workshop, give the participants the opportunity to reflect on results and procedure. Before saying goodbye, you should recognize your achievement together and give each other enough appreciation.
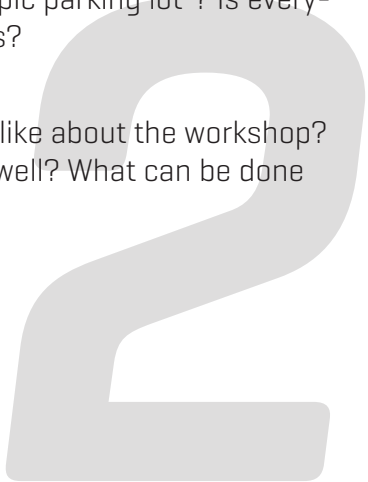
- **Motto**
  Have a look at the results on the poster. What motto best describes your future collaboration? Enter it in the poster in the appropriate line.

- **Reflection**
  Is the developed vision reflected in the measures? Which questions have not been resolved yet? Which topics ended up in the "topic parking lot"? Is everyone happy with the results?

- **Feedback**
  What did the participants like about the workshop? What worked particularly well? What can be done better next time?

- **What happens next?**

  What happens after the workshop – apart from implementation of the new ideas and measures?

  Would it be a good idea to set a date for joint follow-up?

  Should a joint distribution list be created?

  Would it make sense to repeat the workshop?

  If so, who (else) should take part?

  What other processes or people in the organisation should be included/consulted?