Preparation

Center for Responsible
Research and Innovation

Fraunhofer
IAO

Contents

Overview

Goal	*In a workshop, your organisation's corporate social responsibility efforts will be combined systematically with the objectives of other divisions like human resources (HR) and innovation management in order to leverage synergies and maximise potential.*
Target group	**Involvement of 3 divisions in total:** *3-4 people from CSR/CC and another two relevant divisions (e.g. HR or innovation management)*
Duration	*The total duration of the workshop is about 6.5 hours. Because of the modular structure, the sessions can take place separately ("Preparation", see p. 13)*
Available resources	**Preparation card set:** *1 card set (digital/analogue) to prepare the workshop* **Implementation card set:** *1 card set (digital/analogue) with guidance on conducting the workshop sessions* **1 results poster** *(digital/analogue) for visualisation and documentation of the workshop results*
Additional material needed	**Analogue:** *Flipchart, whiteboard, pin boards, pens, stickers, poster printed out on an A1 sheet of paper* **Digital:** *Digital space enabling communication (videotelephony) and shared work on documents or digital whiteboards (Microsoft Teams; Vitero; Miro; Mural, etc.)*

What are the aims of COLLABORATE FOR IMPACT?

The COLLABORATE FOR IMPACT workshop kit enables you to **systematically blend 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 the specific goals of each division, come up with a **shared vision of the future collaboration**, and develop new measures and ideas on that basis.

Preparation

Project background
(in German)

ZIVILGESELLSCHAFT
IN ZAHLEN ZIVIZ

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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 about the background of the project.
(see **QR code**)
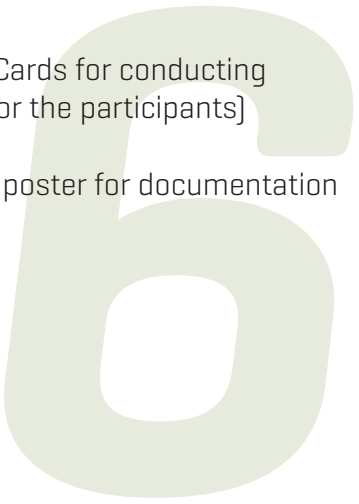
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How does COLLABORATE FOR IMPACT work?

COLLABORATE FOR IMPACT is a workshop kit designed for independent use in your organisation. The preparation card set helps you as the initiator to prepare the workshop. The implementation card set is a guide to the implementation of each workshop session.

The workshop consists of 5 work sessions that can be implemented in a single day. There have to be three to four people from social engagement [CSR, CC, sustainable development] and another two divisions [e.g. HR and innovation management].

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COLLABORATE FOR IMPACT is suitable for analogue and digital use. The technical requirement for digital use is that you have access to a digital space where you can work together remotely using digital sticky notes, dot stickers and similar. The materials you will need to conduct COLLABORATE FOR IMPACT are on the **"Preparation"-21** card.

Material:
1. Preparation card set: Cards to prepare workshop initiation and moderation

2. Implementation card set: Cards for conducting workshop sessions (also for the participants)

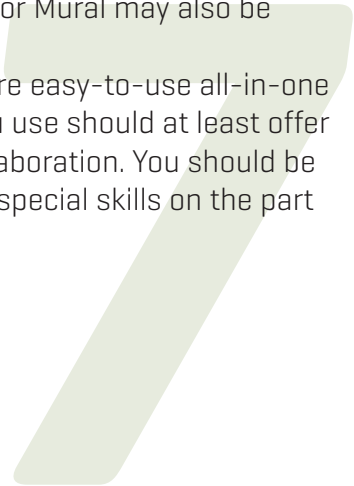**3.** Results poster: Combined poster for documentation of the results

How does COLLABORATE FOR IMPACT work online?

Although the workshop kit was designed for analogue use, it can also be used to conduct digital workshops.

To conduct an online workshop, it is crucial to have a communication tool that allows interpersonal inter-action and direct collaboration.

Solutions that combine video conferences with a shared virtual workspace are ideal. These may be digital interactive whiteboards that every participant can access. Microsoft Teams or Google Hangouts video call options have integrated whiteboards built in. Integrable solutions like Miro or Mural may also be useful.
Conference tools like Vitero are easy-to-use all-in-one solutions. The technology you use should at least offer screen sharing to enable collaboration. You should be aware that this also requires special skills on the part of the facilitator.

Simultaneous sub rooms in an online workshop are ideal for working in breakout sessions. An alternative option is to set up multiple simultaneous calls/whiteboards which the participants can join groupwise.

You can consult the PDF versions of the card sets to prepare and conduct a digital workshop. The discussions should be documented using the online whiteboards instead of flipcharts. The templates available using the QR codes are designed for (previously prepared) grids to be filled in during the sessions.

The results poster can also be used digitally. Text can be entered into the appropriate boxes in the PDF version created for this purpose. Landscape pictures (see QR code for the implementation card set **"Reflection"-2**) can be inserted as screenshots from the whiteboards.

When should you (not) use COLLABORATE FOR IMPACT?

This workshop is ideal, for instance, if you want to:

- identify and highlight how corporate social responsibility actually adds value for other divisions such as HR or innovation management;

- systematically reflect on the specific goals of different divisions and their interaction;

- figure out a shared concept of collaboration of three divisions;

- discover potential for collaboration and inspire new shared projects.

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You should not use the workshop kit if:

- difficulties in cross-divisional collaboration are rooted in the company's organisational structure or corporate culture;

- you are looking for a quick ideation tool for new ideas;

- the potential participants are unlikely to be willing to engage with new ways of looking at things or are not sufficiently appreciative of the goals of other divisions.

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 work-shop 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 similarities

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

4. Ideation | What can we do?
- •Description of suitable measures and new project ideas

5. Outlook | What do we want to get done?
- •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 in between them (see preparation card set, **Preparation-13**). As the sessions can be very intense and it might be worthwhile to allow for reflection, research or decision-making between individual sessions, it could be a very good idea to spread the workshop over more days.
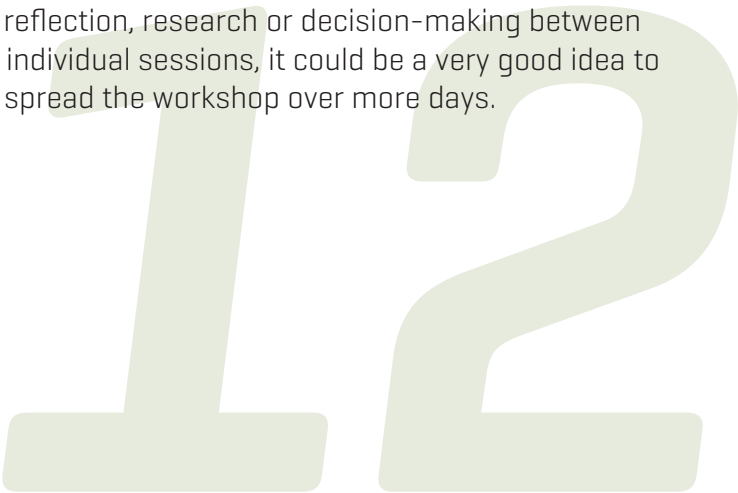
What might a possible agenda for COLLABORATE FOR IMPACT look like?

Arrival & Welcome
approx. 10 mins

Getting to know each other
approx. 20 mins

Reflection
approx. 120 mins

Break
approx. 45 mins

Future puzzle
approx. 120 mins

Break
approx. 20 mins

Ideation
approx. 110 mins

Outlook
approx. 20 mins

Conclusion & Feedback
approx. 10 mins

2.5 hours

2.5 hours

7.5 hours

2.5 hours

4.5 hours

2.5 hours

VARIANT 1: All-day workshop
VARIANT 2: One half-day workshop + one shorter workshop
VARIANT 3: Three shorter workshop blocks

Who should I (not) invite to COLLABORATE FOR IMPACT?

Possible participants in the COLLABORATE FOR IMPACT workshop would include employees and managers from **different divisions of the organisation**. Not more than 12 people should attend the workshop. Apart from individuals from corporate social responsibility, possible participants would include HR or innovation management personnel. Other divisions or strategy departments can also take part.

What is important is that you manage to recruit **at least three people per division** for the workshop. This ensures that each point of view is represented in the breakout groups during the various workshop sessions. You should also aim to attract a diverse group of participants. This means making an effort to ensure equal representation with a mix of genders, age groups, educational backgrounds and other relevant criteria.

For a successful workshop, it can be useful to recruit participants who come with a willingness to broaden their mind, think outside the box (their division, their own area of discipline, etc.) and break new ground. The potential participants should be able to get on board with unconventional ideas and be interested in acting on the insights emerging from the workshop.

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How can I attract participants for COLLABORATE FOR IMPACT?

Digitisation is rapidly transforming innovation processes and the necessary skills. The potential strategic benefits of corporate social responsibility in terms of making an organisation fit for the future are often ignored. Participation in the workshop helps to systematically identify opportunities, for example for employee development by promoting key future skills in social responsibility projects, or for innovation through collaboration with heterogeneous partners and new stakeholder groups.

Employees taking part in the workshop discover new resources and synergies in their own department, while building personal future skills, developing new forms of internal collaboration and hence building the organisation's capacity to innovate.
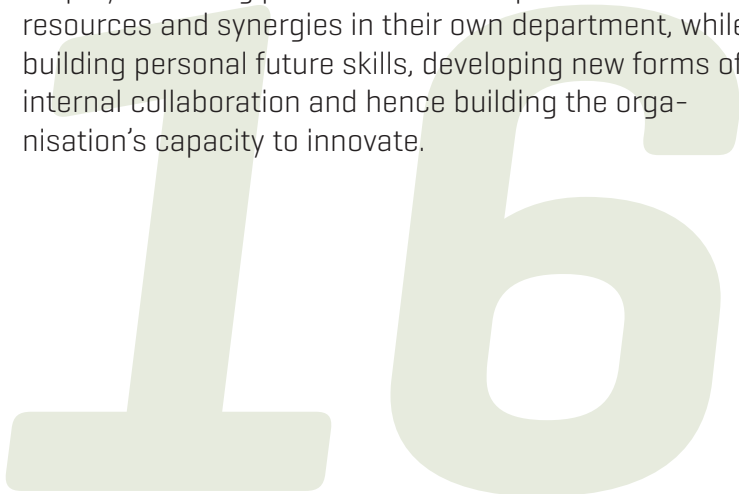
How can participants prepare for *COLLABORATE FOR IMPACT?*

To avoid "throwing them in at the deep end", and to set the scene for effective and purposeful discussion, it makes sense to ask participants to devote some thought to the workshop topics beforehand. To ensure that all the workshop participants are aware of current corporate social responsibility activities, you should either (A) arrange for a person to provide an introduction to past and current CSR activities/projects and their strategy at the start of the workshop, or (B) send each participant this information beforehand.

You can also share a couple of preparatory questions with participants ahead of the workshop. The questions below are intended for inspiration only. You decide whether you want to send out questions in advance and if so, how many and which ones.

Remember to give the participants plenty of time to engage with the questions. You should send out the preparatory questions at least three days, ideally a week before the workshop, followed by a brief reminder shortly before the workshop starts.

Preparatory Questions

- How would you describe the goals of your division?
- How are these goals related to the company's core business?
- What opportunities do you think might come out of collaborating with divisions like corporate social responsibility, HR or innovation management?
- How might synergies arise to the mutual benefit of the divisions?
- What is currently preventing the initiation of new (internal) collaboration and the development of new project ideas that would add value for society and the company?
- What would a joint project between your division and corporate social responsibility, HR or innovation management look like?
- How would it add value for all the actors involved?
- Who should perform which tasks?
- Have there been any vision/culture or strategy processes in the past that might be relevant to the workshop?
- Which insights emerging from these processes could you bring to the workshop, or do you know involved people you could ask about their experiences from these processes?

What do I need to carry out COLLABORATE FOR IMPACT?

Time

If you would like to conduct the full workshop, you should allow at least 6.5 hours (see **"Preparation"-13**). If you only want to host individual sessions, you should allow enough time for a suitable introduction and conclusion.
Also remember to allow enough time for preparation to familiarize yourself with the methods and - if facilitating - brush up on your facilitation skills.

Room

Depending on how many people are joining the workshop, you will need a space where approximately 12 people can work together.
Remember that breakout sessions are planned at various intervals during the workshop. The room should allow three breakout groups to work simultaneously. You also need a suitable place to hang up or display the poster (A1 format) where everyone can see it and get to it. It should be easy for people to write on the poster.

Moderation/ facilitation

Organise in advance who is going to navigate through the workshop and how you might want to share the facilitation work.

Questions in advance

Who welcomes the participants and explains the aims of the workshop?

Who can set the theme for the workshop as it relates to the company?

Who can give a brief account of any past and current corporate social responsibility activities and present the current CSR/CC strategy?

Who outlines the methods?

Who moderates the discussions? Who acts as the timekeeper?

Who records the outcomes of the discussions?

Materials

You will need a material kit to conduct the workshop. The first card for each session indicates the materials you will need for each step.

List of materials:

- •Pin board/large table/wall space for the results poster
- •3-5 flipcharts
- •12 pens (flipchart markers)
- •Plenty of stickers (75 x 75 mm) in three different colours
- •Dot stickers (about 15mm in diameter) in five different colours

Refreshments

If you plan to conduct the full workshop, you should allow time for regular breaks. Breaks are important to keep concentration levels up and allow people to make necessary calls or emails in between. Be sure to provide enough food and beverages for each of the breaks in the course of the workshop.

What workshop rules would make sense when conducting 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 treat each other with courtesy during the workshop and let each other finish what they have to say.

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

- 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.

- Rather than identifying problems and issues, the emphasis during the workshop should be on finding solutions.

- The workshop provides a space to spark 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 to ensure 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 fun!

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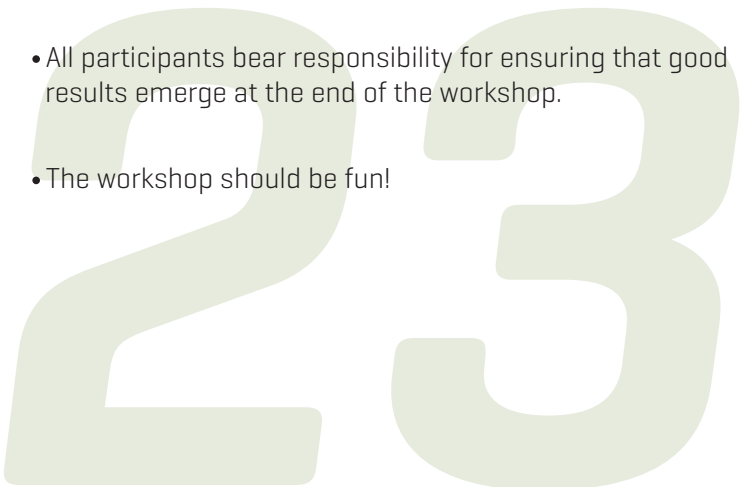
What tasks should the COLLABORATE FOR IMPACT facilitator perform?

- Coordinate (material) preparation and organisation of the workshop

- Be neutral and impartial to all participants

- Stay in control of timekeeping and the sequence of events

- Be a good role model by keeping to the workshop rules yourself, and remind participants of them

- Manage the process and the group but avoid directing the content too much

- Give the group and the workshop a structure

- Take responsibility for documenting the results

- Act like a film director to achieve the workshop goals

- Activate and motivate the participants regularly

- Step in to intercept disputes and avert controversy

What pitfalls should I expect when moderating COLLABORATE FOR IMPACT?

No matter your level of experience, you may run up against various hurdles when moderating interactive workshops. Here are some pointers on how to handle tricky situations.

1. Conflict of roles and interests:

If you as a facilitator/moderator find yourself losing your neutrality and impartiality in a particular situation, you should tell the group and explicitly step out of your role

Example: *"I notice that I have a strong professional opinion here so I'm going to step out of my role as facilitator to comment as a professional" [feel free to change your actual physical position, if this is an option]. My professional opinion is that...I'm now moving back into my role as a neutral facilitator."*

2. Forms of address:

If your organisation has no unified culture of using first names/more formal forms of address, you should clarify matters at the start of the workshop to create a productive and friendly working atmosphere.

Example: *"I suggest we use first names while collaborating in today's workshop. Is everyone OK with that? You can always go back to a more formal form of address after the workshop."*

3. Grouping:

If planning breakout work, you should carefully check beforehand to make sure the group allocation is clear and well planned (see **"Preparation"-14**).
Otherwise, a quick and easy way to assign people to groups is to 'count off' the participants into groups depending on the number of groups/people per group (1, 2, 3, 1, 2, 3, … for groups of three).

4. Handling different levels of hierarchy and personality types:

If some participants (for whatever reason) are quiet, actively seek their input and encourage them to join in. For breakout work, you might say that the youngest person should present the breakout group's results or assign different tasks (speaker, observer, etc.).

Example: *"Does everyone see it that way? Does anyone have a different point of view? How do you think (person XY) sees this? On a scale from 1 to 10, how much did the entire breakout group contribute to this outcome? What needs to happen to raise your score from a (X) to an 8?"*

5. Dominance:

Some people who are experts in the field and/or senior managers may try to dominate and take control of the workshop or individual sessions. Don't let this upset you, you off, just point out that you are guiding today's workshop as a neutral facilitator.

Example: *"Assuming you were the official facilitator today - how do you think your behaviour would influence the way the other participants act?*
How would you react in my place?"

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6. Refusal to cooperate (constant second-guessing):

When participants reject the methods or procedure and refuse to cooperate, you should ask questions to try and understand why the person does not wish to cooperate, since participation is supposed to be voluntary. If the methods are called into question, it is up to you to deal with this. Do you have enough experience to change methods mid-workshop? If not, you should prepare thoroughly for the workshop and familiarize yourself with the methods.

Example: *"How would the situation need to change so that you feel able to join in and make a contribution? How do you think this situation is affecting the whole of the workshop group?*
If you could wave a magic wand, what would you change about this workshop? What would need to happen for you to engage fully with the workshop here today?"

7. Late arrival/leaving early/distraction/phones:

If participants are permanently distracted, leave early or arrive late for sessions, thus disrupting the group's workflow, you should remind them of the workshop rules. Right at the start of the workshop, get the participants to agree that everyone will engage with the methods and concentrate on their tasks. If participants want more or longer breaks to get work done or make phone calls, try to get collective agreement on this right at the start of the workshop.

Example: *"How do you think this situation would affect the whole of the workshop group? How do you think your behaviour comes across to XY? What do you think the other participants feel about you not focusing on the sessions?"*

8. When a discussion goes off-topic or conflict arises:

If workshop participants become embroiled in off-topic discussions or conflict, you should ask the participants whether the discussion is still productive in terms of delivering workshop objectives or whether they might want to continue it during lunch break or a separate meeting/later date.

Alternatively, you can offer to put the topic in a "topic parking area" (e.g. write it down on a separate flipchart that you create on the spot or prepare earlier) and come back to it later if there is enough time. Another solution is timeboxing: You offer participants the option to allocate exactly another X minutes to the topic before moving on. Clear (and tight) time slots for task completion can also help to avoid unnecessary discussion.

If you become embroiled in conflict with a participant in your role as facilitator, you should ask the person to postpone further discussion until after the workshop.

Example: *"How do you think this situation would affect the whole of the workshop group? What effect are these discussions having on XY? How would you react in my place? On a scale from 1 to 10, how would you rate the importance of this discussion for the workshop? What would need to happen so that we can move on to the next session and you drop this topic for now?"*

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