ATTRACTISS

Empowering Innovation
Support Services

Deliverable 4.2

Updated toolbox developed based on the i2connect project (facilitation for innovation systems)

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Executive Summary

This report supports the delivery of D4.2 *Updated toolbox developed based on the i2connect project (facilitation for innovation systems) completed*. The deliverable

We summarise the process of revision and update; and highlight next steps: sharing the tools on the akisconnect.eu platform for community awareness and use; and addition of these tools into the upcoming training curriculum delivery, starting in October of 2024.

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Summary

The outcome of this delivery, *4.2 Updated toolbox developed based on the i2connect project (facilitation for innovation systems)*, is the revision, update and access to key i2connect's tools focusing on training delivery practice (facilitation methods) comprised in their toolkit "Tools for co-creation".

The training materials and programmes developed have been brought together into the akisconnect.eu toolbox; through the same platform and upcoming training we will ensure these are shared and participants can easily adapt them to their own realities.

Work done

Work started by getting acquainted with i2connect's tools. To do so, we explored i2connect's toolbox online repository (website's toolbox), YouTube videos created on a first and second stage (available in i2connect's YouTube page) and i2connect's "Tools for co-creation" card set.

We also had in depth conversations with members of the i2connect's team who developed the tools, especially Eelke Wielinga to ensure we followed the rationale and understood current uses of these tools; and discussed tools with users who had tested them in training and real life.

In parallel we worked with ATTRACTISS' WP3 representatives to discuss the tools and how they could fit into ATTRACTISS' toolbox; and how to make them available in the akisconnect.eu platform.

Finally, we were present when these tools were tested, some with interesting additions which we have also considered.

Based on this work we identified 7 key tools we will take forward:
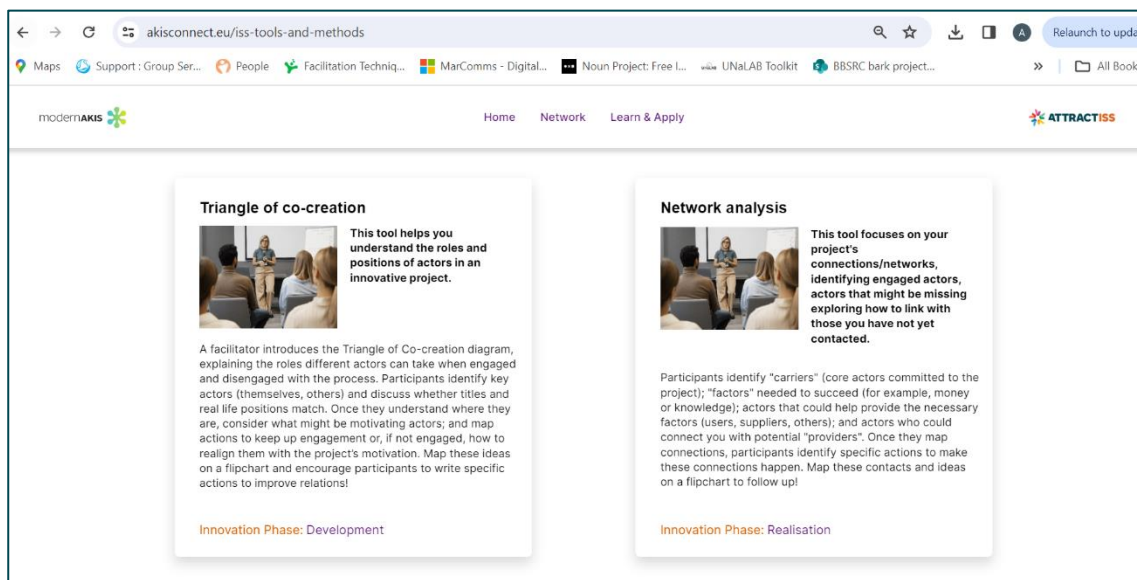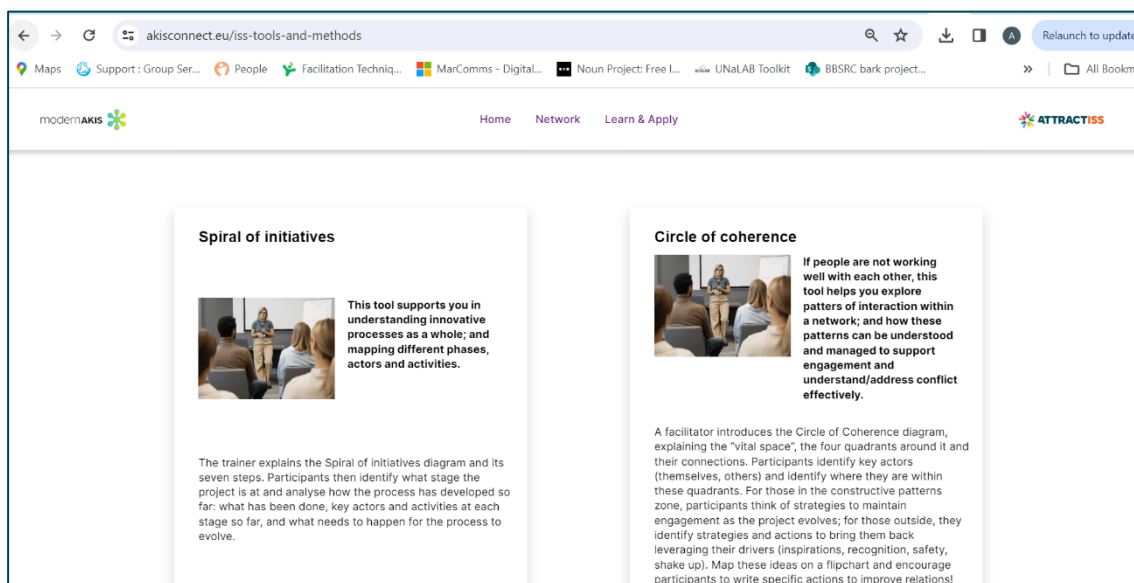
- Spiral of initiatives
- Circle of coherence
- Triangle of co-creation
- Network analysis
- Eco analysis
- Energy timeline
- Peer consultation

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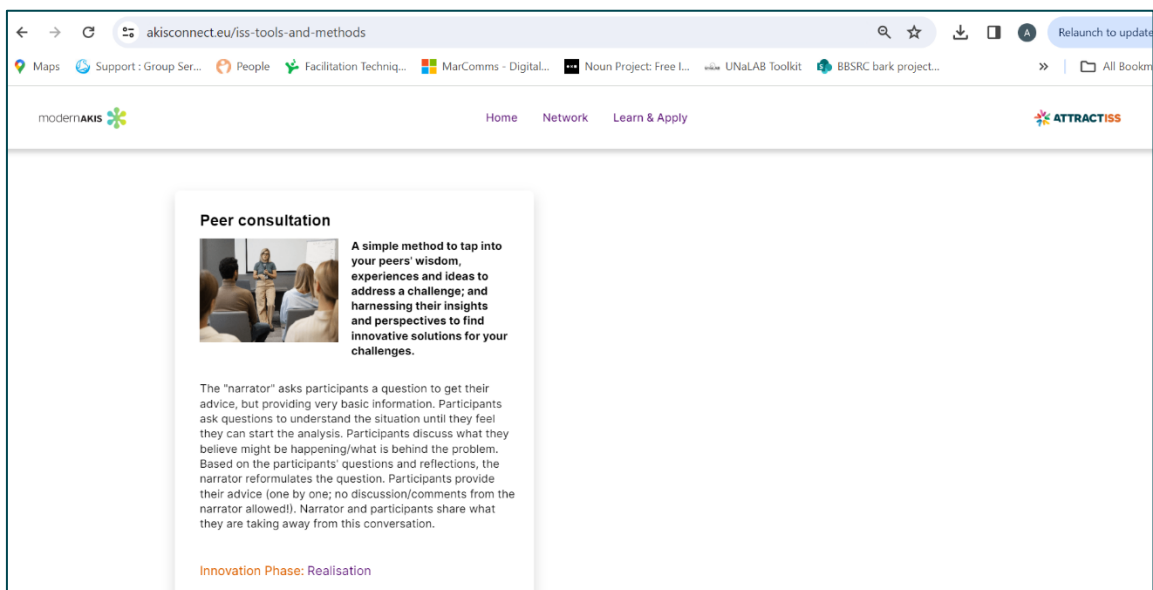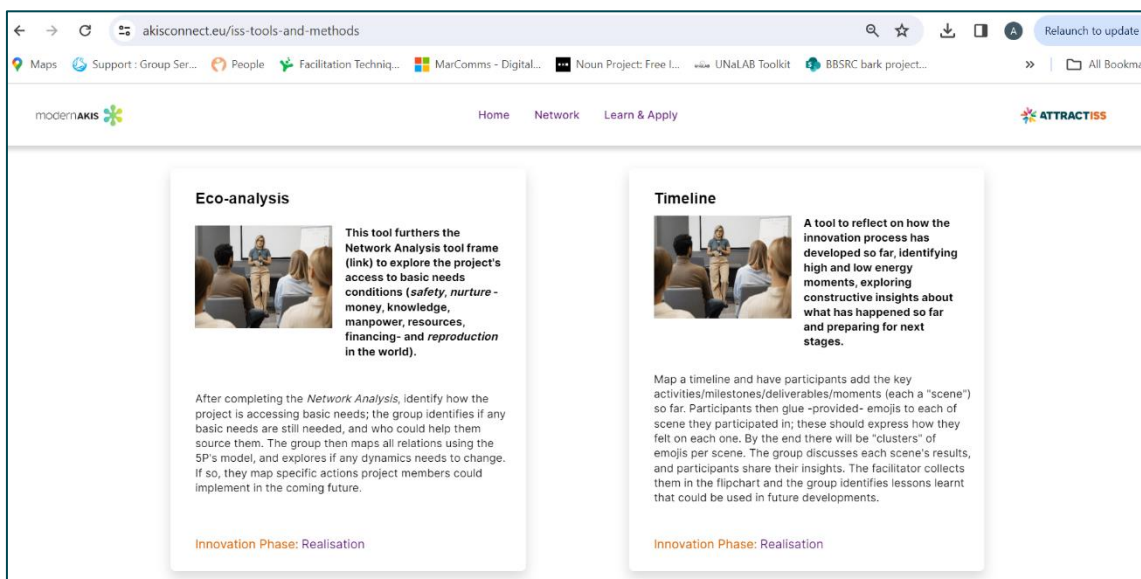(facilitation for innovation systems)

We considered slight adjustments based on user feedback and created a standardised model (including a short description, *how to* document - highlighting goals, materials needed, instructions, relevant links, and attachments-, i2connect's cards, links to useful online resources and contact person) to share these tools (*see Annexes*).

These have been uploaded to the askiconnecteu.eu platform and are available for users interested in these tools; and will be used in ATTRACTISS' training curriculum, especially in the "Train the Trainer" stages. Feedback will be welcomed; it can be gathered through the website and/or during the feedback stages of our training. These will then be used -if relevant- to update these tools in alignment with the "organic" nature of the tools and ATTRACTISS learning model.

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Annexes

3.1 Website screenshots

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3.2 Spiral of initiatives

SPIRAL OF INITIATIVES

Phase of the innovation cycle: all

Goal:
This tool supports groups in understanding innovative processes as a whole; and mapping their different phases, actors and activities.

Materials:
- Rope and pieces of paper to recreate the Spiral of Initiatives in the floor (see pic) or Spiral of Initiatives recreated on a whiteboard, or on a big enough piece of paper (e.g. flipchart paper or A0/A1)
- Flipchart
- Blocks of sticky notes, one for each participant
- Sharpies or pens
- Bring your own project to explore!

Instructions:
Any setting (ideally informal)
1) Facilitator introduces the Spiral of initiatives diagram, explaining its seven steps and their connections. Go through each step with the group, answering questions for each step and how they connect to each other.
2) Participants identify what stage the project is at.
3) The group explores the process development so far. Some useful areas to explore: key actors at each stage; opportunities and challenges identified and leveraged in moving through the Spiral; key activities helping the group move from one stage to the next; what activities are needed for further movement; have all previous steps been thoroughly explored before getting here; are there aspects of previous stages that should be reinforced or revisited to move forward? You can add/address other questions!
Map these ideas on a flipchart; encourage participants to write their ideas on post its and add them to the flipchart.
4) Participants step back and explore what the next stage is for the project: should they strengthen the current stage? Should they move further or back in the Spiral?
5) Wrap up: ask the participants to share the key insights gained during the workshop!

Links:
The Spiral of initiatives (LinkConsult). A thorough explanation.
I2connect's Spiral of initiatives
Spiral of Initiatives - Identifying specific needs of projects in different phases

Attachments:
- Spiral of Initiatives
- Spiral of initiatives, stages explained.

Spiral of Initiatives

- Warm process needing attention
- Cold process needing attention

Spiral of Initiatives

Initiatives evolve through different phases, each with different actors and activities.

Phase	Actors	Activities
Initial Idea	Pioneers	Looking outside the box
Inspiration	Supporters	Mobilising a warm network
Planning	Managers Financers	Negotiating space for experimentation
Development	Experts Suppliers	Trying new practices
Realisation	Stakeholders	Acquiring position to put the innovation into practice
Dissemination	Users	Sharing experience with those who could benefit
Embedding	Managers Gatekeepers	Improving conditions that enable it to become a common practice

Initiatives do not always evolve through these phases in this order. People regularly step back within the spiral, and some phases are passed through more than once.

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3.3 Circle of coherence

CIRCLE OF COHERENCE

Phase of the innovation cycle: all

Goal:
If people are not working well with each other, this tool can help you by exploring patters of interaction within a network; and explore how constructive, defensive and destructive patterns can be understood and managed to support engagement and understand/address conflict effectively.

Materials:
- Rope and pieces of paper to recreate the Circle of Co-creation in the floor (see pic) or Circle of Coherence recreated on a whiteboard, or on a big enough piece of paper (e.g. flipchart paper or A0/A1)
- Flipchart
- Blocks of sticky notes, one for each participant
- Sharpies or pens
- Bring your own project to explore!

Instructions:
Any setting (ideally informal)
1. Facilitator introduces the Circle of Coherence diagram, explaining the "vital space" (where interactions are going well); and the four quadrants around it, as well as their connections. Go through each step with the group, making sure you ask the questions for each step and their connections.
   Details on each quadrant and motivations in this link *Circle of Coherence - Understanding interaction in networks*
2. Participants identify key actors (themselves, others) and identify where they are within the circle: are they in the vital space, in the defensive zone or in the destructive patters zone?
3. For those who are in the vital space (exchange, challenge, structure or dialogue quadrants) identify specific opportunities that strengthen their engagement in the vital space as the project evolves.
4. For those who are outside the vital space but within the defensive patters (flee, fight, freeze, flock) identify specific activities/opportunities to bring them back into the vital space leveraging their drivers! (inspirations, recognition, safety, shake up)
5. For those who are outside the vital space and within the destructive patters, explore if it is worth trying to bring them back; and if so, how to leverage drivers (inspirations, recognition, safety, shake up) to do so.
6. Map these ideas on a flipchart; encourage participants to write their ideas on post its and add them to the flipchart.
7. Wrap up: ask participants to share the key insight that they gained during the workshop!

Links:
The Circle of Coherence (LinkConsult). A thorough explanation.
I2connect. Circle of Coherence
Circle of Coherence - Understanding interaction in networks

Attachments
- Circle of coherence; Circle of coherence, patterns and quadrants explained

Circle of **Coherence**

The Circle of Coherence shows patterns of interaction that can occur within a network. It gives insight into different ways to encourage vitality.

Similarities and Differences: between these poles, people make connections with each other based on shared ambition and curiosity.

ME and WE: between these poles, people become actively involved and coordinate their efforts with each other. In doing so, they cater to their own interests, as well as to the intention of the network.

Vital Space: participation feels meaningful and engaged. There is space for curiosity and creativity. People dare to make mistakes and learn. Vital space generates energy, whereas the space outside it drains energy.

Constructive patterns enhance vitality and coherence. These patterns can be reinforced.

Defensive patterns indicate people acting out for a sense of their own security.

Destructive patterns escalate from bad to worse, and force the network apart.

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3.4 Triangle of co-creation

TRIANGLE OF CO-CREATION

Phase of the innovation cycle: all

Goal:
This model helps you understand the roles and positions of actors in an innovative project; and reveals which roles are filled and where additional people are needed. A "free actor" can bridge gaps between actors in the network.

Materials:
- Rope and pieces of paper to recreate the Triangle of Co-creation in the floor (see pic) or Triangle of Co-creation recreated on a whiteboard, or on a big enough piece of paper (e.g. flipchart paper or A0/A1)
- Flipchart
- Blocks of sticky notes, one for each participant
- Sharpies or pens
- Bring your own project to explore!

Instructions:
Any setting (ideally informal)
1. Facilitator introduces the Triangle of Co-creation diagram, explaining the positions different actors can take when within the vital space (initiators, managers and suppliers; as well as free actors); and their equivalent positions when they are outside the vital space (activists, gatekeepers, survivors).
2. Details on each position and motivations in this link Triangle of Co-Creation - Understanding roles and positions of actors in your project.
3. Participants identify key actors (themselves, others)
4. Once mapped, identify what positions these actors currently hold formally, and whether these best identify them (are people's roles and titles aligned? Are changes needed?).
5. Explore if participants are fulfilling roles "inside" the project's vital space or "outside" it. Once you understand where they are, consider what might be motivating them; how to keep the good work if they are within the vital space, or –if they are outside it- how to shift their focus from their personal agendas to the project's shared motivation.
6. Map these ideas on a flipchart; encourage participants to write their ideas on post its and add them to the flipchart.
7. Wrap up: ask the participants to share the key insight that they gained during the workshop!

Links:
The Triangle of Co-Creation (LinkConsult). A thorough explanation of the processes and actors.
I2connect's Triangle of Co-Creation
The Triangle of Co-Creation - Tools for analyzing networks
Triangle of Co-Creation - Understanding roles and positions of actors in your project

Attachments
- Tringle of co-creation
- Triangle of co-creation, positions/roles descriptions

Triangle of Co-Creation

The Triangle of Co-Creation shows complementary positions.

Initiators encourage change. They have strong ambitions and their energy is contagious.

Managers guard structures. They can open doors or keep them closed.

Suppliers provide the building blocks needed to give shape and content to an initiative, such as human power, knowledge, material, access to other networks, etc. They do so within the conditions that managers control and that initiators try to change.

Co-creation requires people to accept others in complementary positions. These actors can also take a position outside the vital space, which means they don't contribute to a shared ambition:

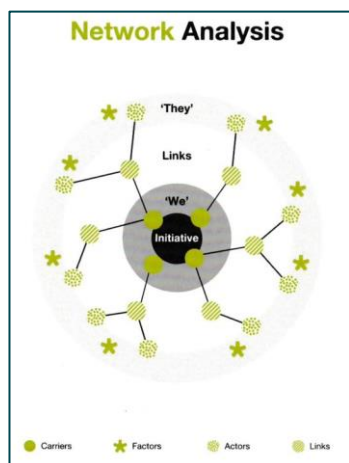**Gatekeepers** control structures and don't permit change.

Survivors don't have space to take risks. Their own welfare takes priority.

Activists seek change, regardless of what it may cost.

Free actors exercise their freedom to do whatever is necessary to make and keep a network healthy, participative and creative. Others appreciate them for this, even if they scribble outside the lines when necessary. A network cannot function properly without at least one free actor, who will take those extra steps without being required to.

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3.5 Network analysis

NETWORK ANALYSIS

Phase of the innovation cycle: most helpful at the project's outset but can be revisited as needed during the lifetime of a project.

Goal:
This tool helps you focus on your project's connections/networks, identifying effectively engaged actors; exploring what actors might be missing; and identifying how to reach those you have not yet contacted and who could link you to them.

Materials:
- Rope and pieces of paper to recreate the Network Analysis on the floor (see pic) or a whiteboard to draw it as the exercise progresses.
- Blocks of sticky notes, at least 4 different colours.
- Sharpies or pens.
- Bring your own project to explore!

Instructions:
Any setting (ideally informal)
1. Draw a circle (this will be your initiative) and ask participants to discuss what the shared ambition of this initiative is.
2. Map the "carriers", people committed to the project and its ambition who will stay even if others drop out and place them around the core; use one post it colour. Make sure you identify them with names! (not just organisations)
3. Ask participants to identify the "factors" needed to succeed (for example, money or knowledge) to meet the project's ambition. Use one post it colour for all factors and place them in post-its in the "outer" ring.
4. Ask participants to identify actors (users, suppliers, others) that could help provide the necessary factors ("factor providers")- and place their names them by the relevant factor. Use one post it colour for all factor providers and make sure you identify them with names, or at least key roles! (not just organisations)
5. Ask participants to identify actors that could connect you to the people you have identified as factor providers; these actors are known as "links". Use one post it colour for all factor providers and make sure you identify them with names! (not just organisations). Place them in between carriers and factor providers.
6. Connect carriers to links; and links to factor providers. Once you have mapped these connections, participants should identify specific actions they will take to make these connections happen; or, if links to key factor-providers are missing, how to reach them. Map these ideas on a flipchart; encourage participants to write their ideas on post its and add them to the flipchart.
7. Wrap up: ask the participants to share what actions they will follow in the coming months; and the key insight that they gained during the workshop!

Links
- *I2connect's Network Analysis*
- *Network Analysis - Understanding missing links*

Attachments
- Network analysis
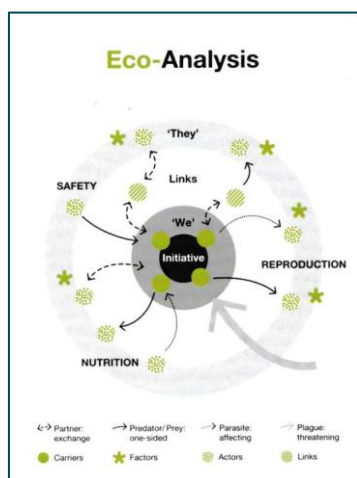

Network **Analysis**

Network **Analysis**

1 **What is the initiative?**
What is the shared ambition of the 'we' network?

2 **Who are the carriers?**
Which people (not institutions) will continue, even if others drop out. Is this 'we' network strong enough?

3 **Which factors could determine success?**

4 **Who needs to move?**
Which actors have influence over the key factors?

5 **Which people (not institutions) could be the links between the carriers and these actors?**

6 **Which carriers can approach the links?**
Who approaches who? When, and with what request?

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3.6 Eco-analysis

ECO-ANALYSIS

Phase of the innovation cycle: all

Goal:
This tool builds on the Network Analysis tool (link). Furthering the Network Analysis, it provides a framework to explore the project's access to basic conditions (safety, nurture -money, knowledge, manpower, resources, financing- and reproduction -its legacy after its end); as well as examining relations dynamics amongst actors using the 5P model (partner/predator-prey/ parasite/plague). This allows participants to focus on relations that require attention to effectively move forward.

Materials:
- Rope and pieces of paper to recreate the Network Analysis on the floor (see pic) or a whiteboard to draw it as the exercise progresses.
- Blocks of sticky notes, ideally of a variety of colours.
- Sharpies or pens.
- Bring your own project to explore!

Instructions:
Any setting (ideally informal)
1) Engaging with your team, examine your networks using the Network Analysis tool.
2) Ask participants to identify factors that support project's safety (influences that can create either supporting or threatening conditions), nutrition (knowledge, experience, manpower, resources, financing) and reproduction (how can the movement continue?) -ideally assign a colour to each.
3) Ask participants to identify the nature of relations between actors outside the projects using the 5P's analysis: are the relations those of partners, predator-prey, parasite or plague? Identify them by posting a post-it by the actor and connecting with an arrow.
4) Invite the group to explore what relations need work before moving to the next step. Once identified, map specific actions that could be followed using post its; the goal is to convert conflictive relations into complementary ones.
5) Wrap up: ask the participants to share what actions they will follow in the coming months; and the key insight that they gained during the workshop!

Links
I2connect's Eco-analysis

Attachments
- Eco-analysis
- Eco-analysis details

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3.7 Energy timeline

Energy Timeline document showing:

ENERGY TIMELINE

Phase of the innovation cycle: at any point

Goal:
A tool to reflect on how the innovation process has developed so far, identifying high and low energy moments, exploring constructive insights about what has happened so far and preparing for next stages.

Materials:
- A whiteboard to draw it as the exercise progresses.
- Printed emojis (material at the bottom and in resources)
- Sticky blue or blue tack.
- Blocks of sticky notes, ideally of a variety of colours.
- Sharpies or pens.
- Bring your own project to explore!

Instructions:
Any setting (ideally informal)
1. Draw a timeline focusing on a project's overall timeline so far; or specific time within a project.
2. Ask participants to add the key activities/milestones/deliverables/moments (each a "scene") they can identify within that timeline: this will paint a full picture of what has happened across time.
3. Ask participants to glue the provided emojis to each of key activities/milestones/deliverables/moments they contributed to, using the emoji/emojis that best identify how they felt at each point. By the end you will have "clusters" of emojis in most points summarised the participants' feelings.
4. A facilitator leads a group conversation on each point's emoji-feedback, what drove these feelings and allows participants to share their insights about the reasons behind their feelings. The facilitator collects them in the flipchart.
5. Identify key lessons learnt from this process that could be used in future developments within the project.
6. Wrap up: ask the participants to share the key insight that they gained during the workshop!
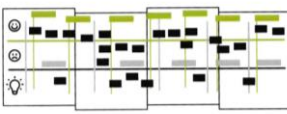
Attachments
- PPt Emoji set (editable)
- Word Emoji set (editable)

Energy Timeline

The Energy Timeline visualises the history of the network process. It provides a basis for discussion about the process, insights which emerged from it, and how the network may wish to move forward. The defining feature of this method is the focus on energy.

Ingredients: flip-charts positioned next to each other in a line

- Top row (smiley face): moments that gave energy
- Middle row (sad face): moments that drained energy
- Bottom row (lightbulb): breakthrough moments and insights

● Milestones   ● Claims   ● Scene Title

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3.8 Peer consultation

PEER CONSULTATION

Phase of the innovation cycle: at any point

Goal:
A simple method to tap into your peers' wisdom, experiences and ideas to address a challenge; and harnessing their insights and perspectives to find innovative solutions for your challenges.

Materials:
- None required!

Instructions:
Any setting (ideally informal)
1. The person presenting the challenge ("the narrator") asks the questions they'd like help with to their peers; and shares the bare minimum for participants to understand the question and start the process of questioning.
2. Participants asks the narrator questions until they feel they know enough about the problem to start the analysis. The narrator only answers the questions as directly as possible, without adding their thoughts or extra information.
3. Once they feel like all questions have been answered (or the time is up!) participants discuss what they believe might be happening/what is behind the problem. The narrator can hear but does not participate. Frameworks are useful to think of the challenge: we suggest exploring the i2connect toolbox!
4. Based on the participants' questions and reflections, the narrator reformulates the question.
5. Participants then provide their advice (one by one) about what they would do if they were in the narrator shoes. No discussion/comments from the narrator allowed!
6. The narrator shares what advice appeals to them the most and why.
7. Wrap up: narrator and participants share what they are taking away from this conversation.

Links
Peer Coaching Method - Integrating the experience of your peers

Attachments
- Peer consultation, how to do it!