Responsible Innovation Co-Creation Method Kit

Deliverable 2.5

RESPONSIBLE INNOVATION COMPASS

Grant agreement number	710543
Project acronym	COMPASS
Project website	www.innovation-compass.eu
Deliverable number	2.5
Version/last editor	1.0
Work package number	2
Lead	Catherine Flick
Nature	Report
Dissemination level	Public
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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 710543

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1. Introduction

This co-creation method toolkit is the result of three years of development, testing, and implementation throughout the COMPASS project, with the input of the entire consortium. The intended audience for the toolkit includes business support organisations with their members, companies that might want to use the method internally, and consulting companies that wish to facilitate this kind of interaction.

This short introduction explains the development of the toolkit and use of the toolkit.

2. Development of the Co-creation Method Toolkit

The toolkit was developed over three years, with an initial testing session conducted with the consortium at a project meeting. This “crash test” of the method allowed for refinement of aspects of the method, bringing together knowledge of the sectors and suggestions for successful facilitation. The final “choreography” of the method was then set out for the Responsible Innovation Labs to use. Throughout the recruitment and development stages of the labs, it was found that different takes on the method would need to be used. For example, in cyber security, co-creation was difficult to organise because the companies were quite secretive about their internal business practices. However, in biomedicine, co-creation worked very well with companies happy to discuss their practices with each other. Nanotechnology required the input of more academically focused scientific endeavours and also had more civil society organisation input. This allowed for a flexibility to develop in the method, which is reflected in the toolkit here.

3. Using the Co-creation Method Toolkit

We hope that the toolkit is relatively straightforward to use. It is important that facilitators understand that it is a flexible method, and can be used in different ways – timings can be shorter (as they were in our cyber security company testing); aspects can be removed; different people can be involved at different stages.

It is also important for facilitators to have some understanding a) of the industry and b) of responsible innovation in order for the method to have the greatest impact. Reading the full lab reports of our roadmap development may be useful in gaining the knowledge of these industries and responsible innovation in these contexts[1]; other tools for understanding responsible innovation can be found at the RRI-Tools project[2].

All materials and other requirements are detailed in the toolkit, and a step-by-step approach is used to assist facilitators in easily running the method.

[1] https://www.innovation-compass.eu/roadmaps
[2] https://www.rri-tools.eu

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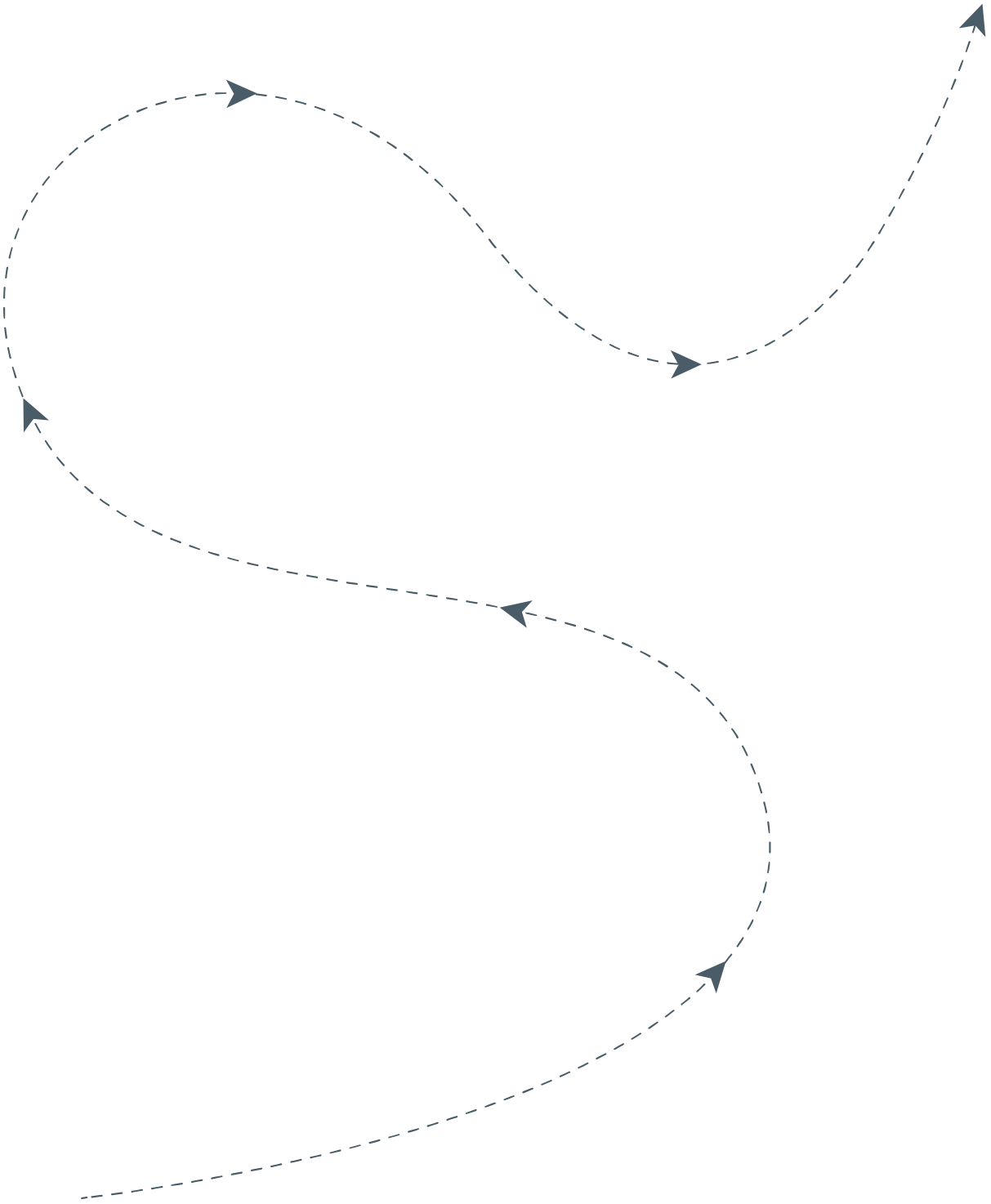

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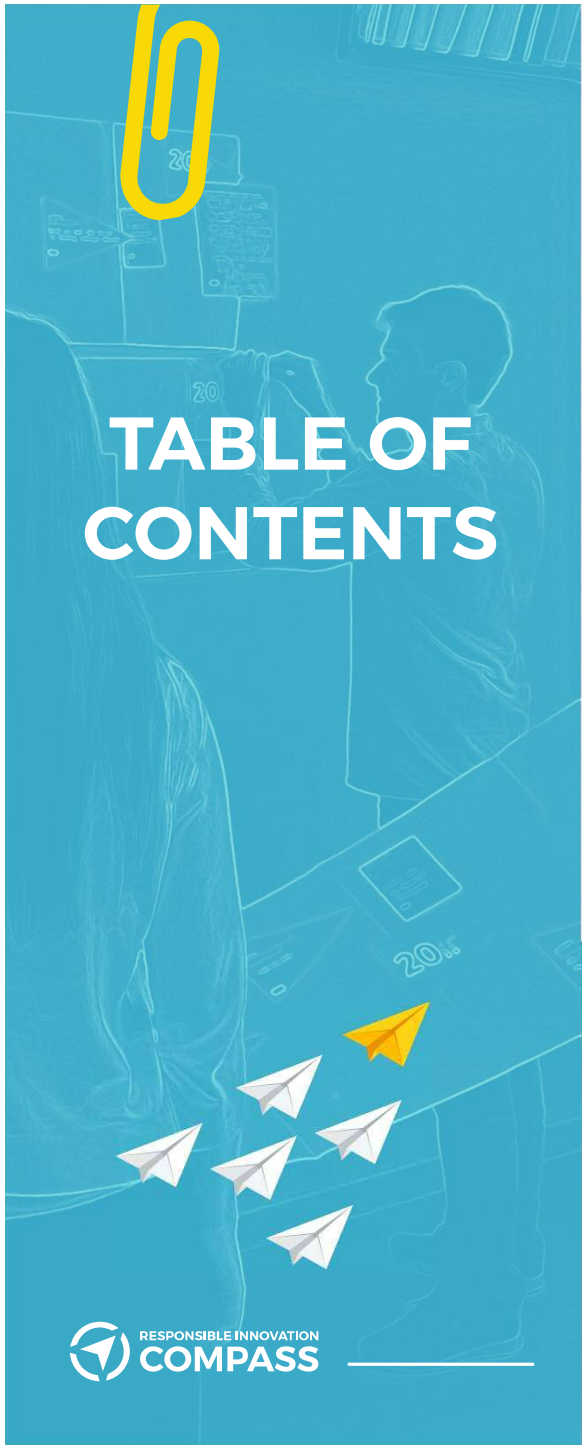
RESPONSIBLE INNOVATION

TOOLKIT

RESPONSIBLE INNOVATION COMPASS



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About this toolkit

This kit is for the use of Business Support Organisations or others keen to support companies in designing Roadmaps towards RI. Yet, companies wishing to set up an internal lab can of course use the same methodology and adjust it according to their realities. In this kit, you will see that we refer to the person or structure in charge of the RI-Labs as the "RI-Lab Coordinator".

In light with RI principles, this toolkit was co-created by the COMPASS team together with stakeholders in an iterative and constructive process.

The kit presents the following information:

- A generic introduction to what RI is and resources to additional information
- The methodology for co-creating Roadmaps towards RI
- Some tips on the facilitation of the methodology
- Annexes with all the material you will need for running your RI Labs

Throughout the kit, you will also find some experiences shared by the COMPASS project's partners in the way they implemented the methodology.

We hope they will inspire you!

What is Responsible Innovation (RI)?

Responsible Innovation (RI)* is an approach to increase the ethical acceptability and societal desirability of a company's innovations and innovation processes. It combines overall company principles (e.g. concerning codes of conduct, employee policies or handling of customer data) with procedures and decision-making in all phases of an innovation process; from idea generation to market entry.

While there is no one generic definition of Responsible Innovation, the European Commission highlights the elements of ethics, gender, public engagement, open access, and science education. The academic literature emphasizes the innovator's capacity to anticipate, reflect, engage and take action.

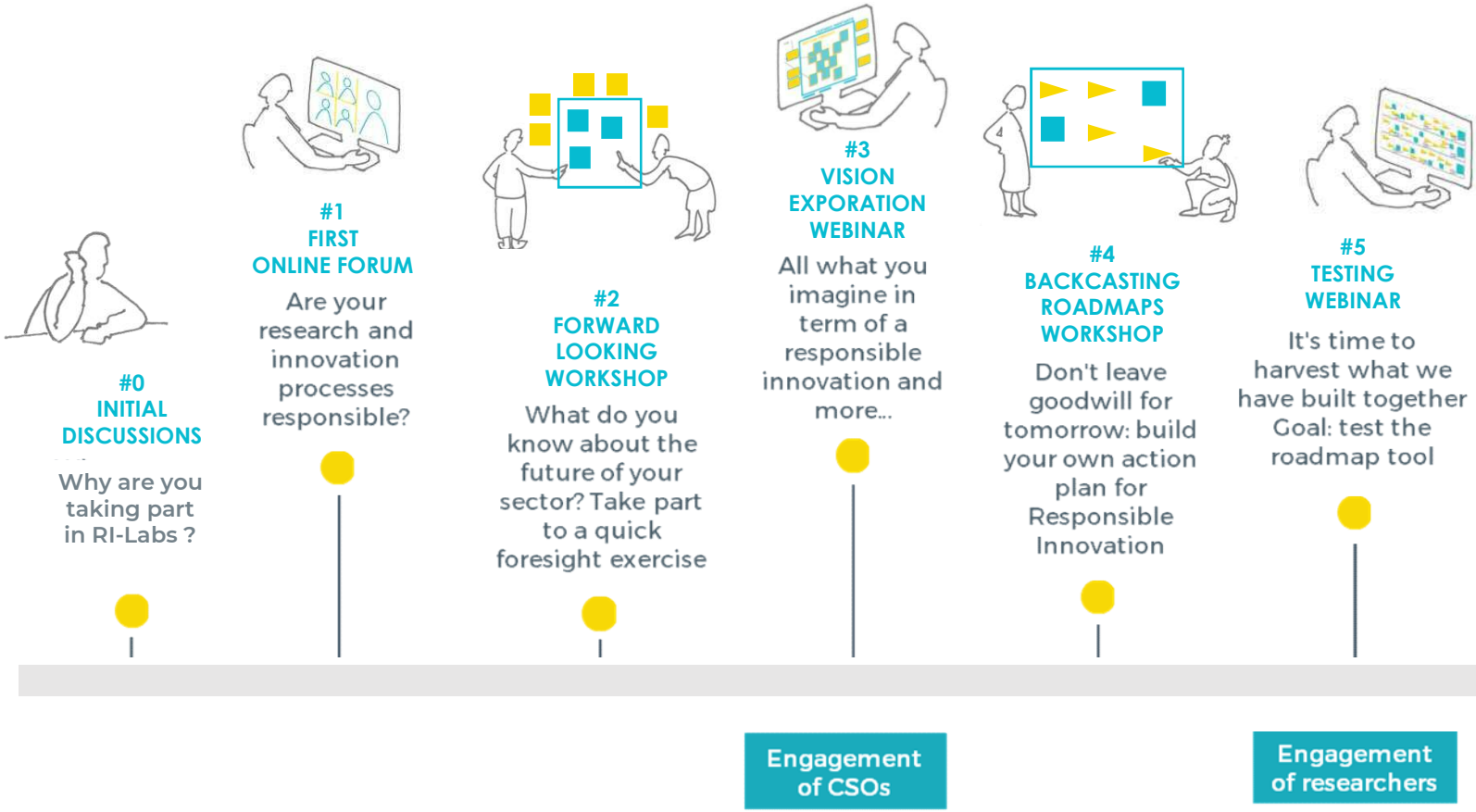
For an introduction to company and innovation management issues of Responsible Innovation, take a look at the COMPASS online self-check tool. The tool will guide you through the different elements of Responsible Innovation by asking questions about company and innovation management and provide you with good practice examples as answer options to these questions.

*The term 'Responsible Innovation' is used in a business context to communicate the contents of the 'Responsible Research and Innovation' (RRI) concept that was introduced by the European Commission in 2011.

Please see pages 54 and 55 for additional **online** and **academic resources** on **RI**.

RI-Labs choreography

The picture below shows the general choreography of the RI-Labs.
Each of these steps is detailed below.



#0

INITIAL DISCUSSIONS

RESPONSIBLE INNOVATION COMPASS

Why take part in Responsible Innovation Labs?

Goal: define participants' agenda in the RI-Labs

Process: phone interviews focusing on company's concerns in terms of responsible innovation

Time: 20 min.

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Step #0: Aim

The initial discussions with participants should help define participants' agenda in the RI-Labs. It is beneficial at two levels. In particular, with regard to the methodology.

The RI-Lab Coordinators should aim at:

- **getting an overview of the profiles of participating SMEs;**
- **adjusting the methodology (see the outputs)**
- **enhancing the chances of participation.**

With regard to the SME level, the RI-Lab Coordinators should aim at:

- **engaging the participants: making it personal and being clear with the pitch;**
- **starting to familiarize with Responsible Innovation;**
- **engaging and preparing participants for the #1 online forum.**

Step #0: Methodology

The phone discussions are undertaken with companies one by one. Each phone discussion should take around 20 minutes, with the following structure (to be adjusted depending on the content, local situation, and flow of interaction):

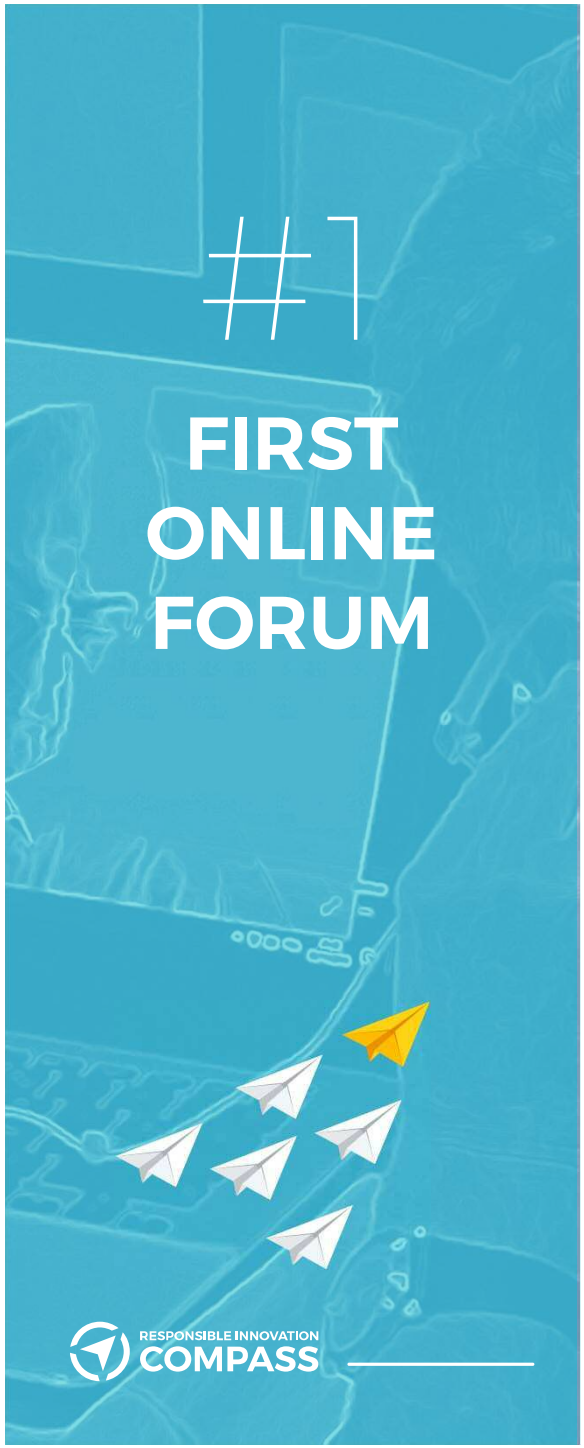
- **Presenting the RI-Lab Coordinator and lab organisation;**
- **Presenting the general scope;**
- **Asking the SME to present itself;**
- **Asking for expectations from the participants;**
- **Opening the discussion;**
- **Presenting the following steps and planning of the RI-Labs.**

From step #0 to step #1

The step #0 produces a synthesis of lessons learnt from the interviews that enable sharing 3-4 burning sector-specific questions impacting responsible innovation for step #1: after each of the introductory interview, the RI-Lab Coordinator notes down the questions, issues at stake, worries, expectations and synthesizes them, enabling the preparation of key questions to motivate the step #1, the first online forum.

"We did not carry out phone interviews. We actually went to the place where the SMEs we wanted to recruit were! As such, we took part in many conferences and events on the topic. This face-to-face interaction in an informal atmosphere enabled us to better explain the RI-Labs, to answer their questions and already kick off the discussions. For sure, we already created a relationship with them at this stage!"

Catherine



Are your research and innovation processes responsible?

Goal: share your company's views with peers

Process:
Step 1: research, innovation and responsibility questions (including samples of the questions from #0)

Step 2: inputs from company, researcher/expert and debate ...

Time: 60 min.

Step #1: Aim

The first online co-design forum seeks to create a community of participants along the critical issues and Responsible Innovation entry points identified during the initial discussions.

It aims at:

It is important to note that the methodology plans one webinar for step #1 for about 10 to 15 participants. If, by chance, there were more participants, the RI-Lab Coordinators should schedule two (or more) webinars.

- **setting-up a working group of stakeholders (SMEs and more…) ;**
- **familiarizing with Responsible Innovation, examples and benefits/barriers;**
- **engaging and preparing for the Step #2 co-development workshop**

Step #1: Methodology (1/4)

The webinar should last 60 minutes with the following structure:

5 min.

STEP 0 INTRODUCTIONS AND PRESENTATIONS

- Presentation of the webinar, timing and aims.

10 min.

STEP 1 ROUND OF SHORT PRESENTATIONS

- Presentation of the participants to the webinar (incl. RI-Lab Coordinator), using one slide per participant.

15 min.

STEP 2 RESEARCH, INNOVATION AND RESPONSIBILITY QUESTIONS

- The RI-Lab Coordinator gives a short feedback on the initial discussions and triggers the conversation with the 3-4 questions emerged from the synthesis from # 0.

Step #1: Methodology (2/4)

20 min.

STEP 3 **INPUTS FROM COMPANY, RESEARCHER/EXPERT AND DEBATE**

The RI-Lab coordinator makes a short presentation about Responsible Innovation, RI-benefits for SMEs and about RI-Labs (10 min.)

If possible, one company shares its experience of RI-Lab. The RI-Lab coordinator can also use the videos of two pioneer companies that implemented RI practices, created within the scope of the COMPASS project (10 min.):

- AppNP – Applied Nanoparticles
- The Rehab Angel – A New Rehabilitation Device

10 min.

STEP 4 **SHORT Q&A**

Round of comments/lessons learned about the added value for SMEs to take part in the RI-Labs and wrap-up.

Step #1: Methodology (3/4)

Setting up the webinar should take the following steps:

PREPARATION

- **Sending the RI Tools Project's video, in order to ensure a general understanding of responsible innovation ;**
- **Identifying a company that can present (it should have reached an accessible target so that the other participants can relate) or selecting videos to share.**

FOLLOW-UP

- **Saving the chat;**
- **Sending a follow-up email: thank you, link to blogpost and invitation for next step.**

Step #1: Methodology (4/4)

LOGISTICS

- It is better for the RI-Lab Coordinator's team to be composed of a few people: defining webinar organizers' roles in advance (3 predefined roles: presenter / chat moderator / tech. assistant);
- Identifying a suitable room for the webinar moderation;
- Testing out the webinar device.

Step #1: Checklist of materials

For this step, we would suggest to use the following material:

INFRASTRUCTURE NEEDED

- [ ] Quiet and comfortable meeting room
- [ ] Webinar software
- [ ] Headsets
- [ ] Computers

From step #1 to step #2

The step #1 produces a synthesis that enables engaging the participating companies for step #2: After each webinar, the debates are saved.

"If you work with individual companies, organising periodic phone calls could be a good alternative."

Catherine

What do you know about the future of your sector?

Take part in a quick foresight exercise

Goal: build together, with your peer, a vision of your sectors' key challenges in terms of Responsible Innovation ...

Process:

Step 1: set the scene of the future

Step 2: define responsible innovation challenges

Time: 3.5 hours

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Step #2: Aim

The first co-development workshop creates a Responsible Innovation Vision adapted to each sector through an interactive comparative assessment of common core and industry-specific needs, perceived benefits, expectations, etc.

This exercise makes use of foresight methodology:

- **It discusses and builds a common understanding of challenges and opportunities in the future;**
- **It defines collectively a desirable vision of Responsible Innovation at company level and at sector level;**
- **It provides synthesis of sector-specific vision of responsible innovation…**

Step #2: Methodology (1/5)

The workshop takes 3 and a half hours, with the following structure.

30 min.

STEP 0 **WELCOME AND WARM-UP**

During this step, the RI-Lab Coordinator presents the agenda of the workshop. The participants introduce each other and their expectations for the day. The RI-Lab Coordinator can also choose to implement an ice-breaker. The RI Lab Coordinator might also want to present the concept of RI in addition to the previous steps, and especially if these were not carried out similarly.

15 min.

STEP 1 **SET THE SCENE OF THE FUTURE**

This step aims at warming-up the group and share views, opportunities and threats on how the future is likely to be for the participating companies.

Participants work first in pairs and read the blue cards. The set of blue cards should be split equally in between the pairs (depending on the number of participants you may need to print 2 sets). The pairs discover the cards and discuss them in order to choose the most relevant macro-trends.
In total, participants should select 10-15 cards, so depending on the number of pairs you have, participants may have to choose 2-3-5 cards from the ones they received

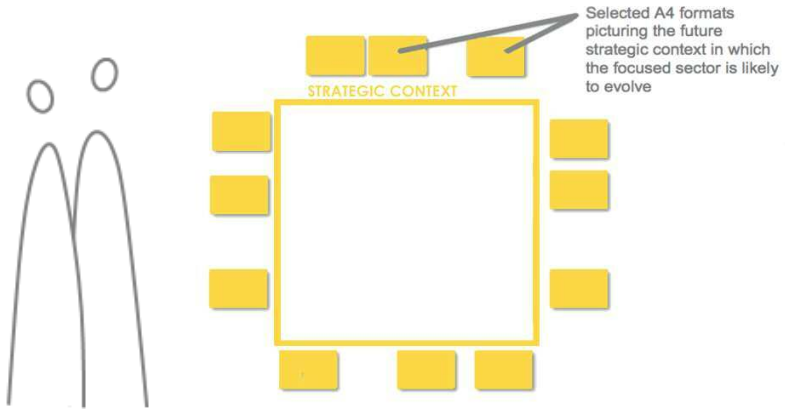
Step #2: Methodology (2/5)

30 min.

STEP 1 SET THE SCENE OF THE FUTURE

In order to help the selection, you can propose participants to place the cards on an axis on the table from the less relevant (left side of the table) to the most relevant (right side of the table). They then discard the cards on the left side of the axis.
Once each pair has made their selection of cards, they all go to the display wall/table. Each pair comments what motivated their choice: why did they select this card? and then stick them on the wall/table in the "Strategic Context" part (outside the square). Each pair does so until all of them have commented their cards and placed them. After each card's explanation, you can offer participants to respond/react if they want to say something, ask questions or make comments.

Finally, cards are clustered thematically whenever it makes sense (some cards may remain alone) and a title for each cluster can be written down.



Step #2: Methodology (3/5)

90 min.

STEP 2 DEFINE RESPONSIBLE INNOVATION CHALLENGES

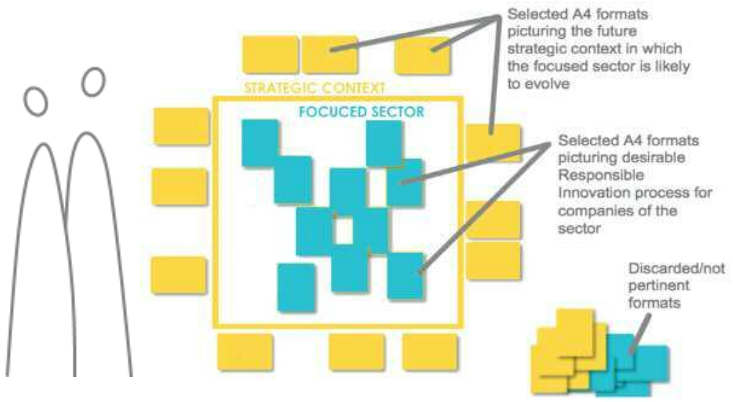
This step aims at projecting participating companies in the future foreseen at step 1 and imagine needs and developments in terms of Responsible Innovation.

Participants are then given the RI blue cards. Depending on the number of participants you can divide the group into small groups of 3-4 people and split the set of cards in between the subgroups. In the end, the participants need to come out with around 10-15 most relevant Responsible Innovation blue cards (and discard the others) so similarly to the previous step, you need to adapt the number of cards you ask them to select depending on the number of subgroups you make (if you make any). In case you keep the participants all together as one (because they are only 3-5), you can give them sticky dots to vote for the ones which are the most relevant to them: each participant receives 5 dots and can vote once per card.

Participants are allowed to rephrase the cards if they feel like it but also generate new ones using blank cards.

Once the final selection is made, participants fill in the cards with their own cases so they need to distribute the cards equally in between themselves. Participants fill the cards answering this question: how would you implement this in your organization?

Then, they display the cards on the wall in the "focused sector" square. Participants comment on the selected cards and explain why they selected it and how they would implement it. Those comments shall be video recorded. Cards can be rearranged within the square and placed near to the challenges (strategic context) they correspond with the most when it is relevant.



Step #2: Methodology (4/5)

30 min.

STEP 3 **FINALISATION**

After all cards have been presented and videotaped, each participant is given 3 sticky dots: 2 of one color and one of another color. The 2 dots will highlight which is, for them, within the yellow cards, the 2 “most important and achievable” RI practices. And with the 1 dot, they will highlight the RI practice yellow card they consider "very important but hard(er) to achieve". Ask a couple of participants to comment some of the cards that emerge from the voting.

Run a quick round of lessons learnt. Explain about the next steps and wrap-up the workshop.

Step #2: Methodology (5/5)

Setting up the workshop should take the following steps:

RECRUITMENT

- Inviting back the previous participants/those wishing to continue

PREPARATION

- None for the participants

LOGISTICS

- Identifying a suitable workshop room
- Defining roles in advance
- Preparing the material (see checklist)
- Testing the infrastructure (e.g. video recording)

FOLLOW-UP

- Sending a follow-up email: thank you, consolidated sectorial vision and invitation for next step

Step #2: Checklist of materials

For this step, we would suggest to use the following material:

TEMPLATES

- [ ] Templates for blue and yellow cards (Annexes 1 and 2)

INFRASTRUCTURE NEEDED

- [ ] Meeting room
- [ ] Drinks and snacks
- [ ] Camera
- [ ] Computer

FACILITATION TOOLS

- [ ] Blue and yellow cards (Annexes 1 and 2)
- [ ] Pens, blue tack, scotch tape

From step #2 to step #3

The step #2 produces a synthesis of sector-specific vision of responsible innovation that enables designing a plausible/desirable vision of a responsible innovation in the sector for step #3. The RI-Lab Coordinator takes pictures of the final visualisation of the visions and summarises the content of the yellow and blue cards based on the exchanges during the workshop (recorded in video).
The major elements are consolidated and phrased so that a single vision of the sector is compiled.

"We adjusted the methodology:
For each of the steps, we first asked the participants to identify the cards of relevance to them;
We then asked them only to discuss their selected cards;
Therefore we saved time and focused only on the issues that were really of interest to the participants."

Christophe

From step #2 to step #3

"We adjusted slightly the methodology:
At step 1, each pair (3 pairs) selected 4-5 blue cards and marked with sticky dots (1/person) the most critical challenges.
At step 2, 2 groups (3 people/each) selected 6 yellow cards and each person picked two cards to write down their comments.
At the end of activity, during the discussion, participants were asked to mark with sticky dots (two/person): a) those approaches that are important and reachable (blue dot) and b) those approaches that are important but harder to achieve (green dot)."

Alex

All what you imagine in terms of a responsible innovation and more ...

Goal: enrich the vision

Process:
Step 1: overview of the synthetic vision produced

Step 2: inputs from companies, researchers, experts and debate ...

Time: 1 hour

Step #3: Aim

The second online co-design forum validates the finalised vision and launches the co-creation of the roadmaps.

This online forum allows to:

- reviews relevance/coherence of the Responsible Innovation Vision elaborated in previous step #2;
- infers from the generic vision at sector level a more specific Responsible Innovation Vision at each participating company business level.

Step #3: Methodology (1/3)

The webinar lasts 60 mins, with the following structure.

5 min.

STEP 0 INTRODUCTIONS/PRESENTATIONS

Introduction to the webinar and stage in the RI-Lab process.

15 min.

STEP 1 OVERVIEW OF THE SYNTHETIC VISION PRODUCED

The aim is to present to the participants the RI-Vision that has been synthetised from the outputs of #2 first co-design workshop.

The RI-Lab Coordinators present the Responsible Innovation Vision to the participants who take notes on what makes sense for their particular case (i.e. "While looking at the presentation of the whole vision, take note of the key implications / inputs / ideas for your own business").

20 min.

STEP 2 CHALLENGING THE VISIONS

The RI-Lab Coordinator asks CSOs to challenge the presented visions, and use the initial discussions as a trigger for reaction.

Step #3: Methodology (2/3)

20 min.

STEP 3 **IMPROVING THE VISIONS**

The RI-Lab Coordinator tries to make concrete suggestions come out of CSO's knowledge and experience.

10 min.

STEP 4 **SHORT Q&A**

Round of comments/lessons learnt, and wrap-up.

Step #3: Methodology (3/3)

Setting up the webinar should take the following steps:

RECRUITMENT

- Inviting back the previous participants / those wishing to continue.

PREPARATION

- None for the participants;
- Preparing a presentation of the visions.

FOLLOW-UP

- Saving the chat;
- Sending a follow-up email: thank you, enriched vision, and invitation for next step.

LOGISTICS

- Defining roles in advance (3 predefined roles: presenter / chat moderator / tech. assistant);
- Identifying a suitable room for the webinar moderation;
- Testing out the webinar device.

Step #3: Checklist of materials

For this step, we would suggest to use the following material:

INFRASTRUCTURE NEEDED

- [ ] Quiet and comfortable room
- [ ] Webinar software
- [ ] Timer
- [ ] Computer

FACILITATION TOOLS

- [ ] Presentation of the visions

From step #3 to step #4

The step #3 merges the inputs, remarks and lessons in order to enrich the vision of a responsible innovation in the sector: the online debate will be saved and each comment is carefully noted down. The comments are integrated in the previous version of the vision.

"If necessary, steps 3 and 4 can be merged."

Alex

Don’t leave goodwill for tomorrow: build your own action plan for responsible Innovation

Goal: define actions and milestone to reach the vision

Process:
Step 1: build your company roadmap

Step 2: benchmark with your peers

Time: 3.5 hours

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Step #4: Aim

The second co-development workshop focuses on the co-creation and fine-tuning of Responsible Innovation.

Roadmaps for each of the target industries, with an identified common core:

- **each participating company develops its own roadmap from the present situation to reach the expected single Responsible Innovation Vision;**
- **the RI-Lab Coordinator analyses the different Responsible Innovation Roadmaps emerged and differentiates common roadmap elements from company-specific issues.**

Step #4: Methodology (1/4)

The workshop lasts 3 and a half hours, with the following structure.

30 min.

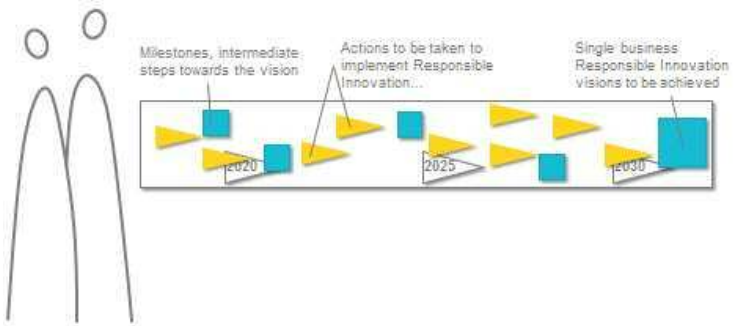
STEP 0 WELCOME AND WARM-UP

Introduction to the webinar and stage in the RI-Lab process.

60 min.

STEP 1 BUILD YOUR COMPANY ROADMAP

During this workshop, each participating company is developing its own roadmap from the general sector vision (#2) and from its specific interpretation (#3).



Participating companies' representative work in pair – and as much as possible within their own company - with a RI-Lab Coordinator on the timeline in a backcasting mode:

1. they reformulate/rewrite their targeted Responsible Innovation vision in 2030 (based on the sector vision from #2 and specific interpretation from #3) (blue A4 forms);

2. they fill into a timeline with "milestones/intermediate steps" to reach the targeted vision (blue squared forms); and,

3. they imagine "actions" they could implement going backward from the expected RI-vision to reach the present situation (yellow triangle forms).

Step #4: Methodology (2/4)

15 min.

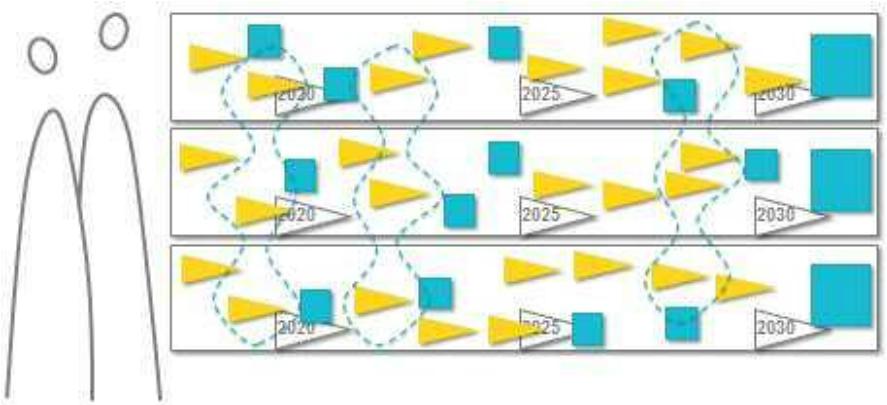
COFFEE BREAK

45 min.

STEP 2 **SHARING A COMMON ROADMAP**

This step brings together different specific backcastings to distinguish company-specific and common elements of the roadmap.

Each participating industry pins its timeline one on top of the other on the wall (by groups of max. 5 single timelines). They then each present briefly (in 3-5 min.) his/her the timeline (video-recorded). The participants then all together discuss critically and constructively on the credibility and achievability of the single roadmaps (i.e. "will these actions effectively lead to these milestones?»; "are expected transformations likely to happen in the time span allocated ; etc.)



Step #4: Methodology (3/4)

45 min.

STEP 3 **BUILDING A COMMON ROADMAP**

The participants distillate common/shared/collective roadmap elements (i.e. what are the common elements likely to form the backbone of the Responsible Innovation roadmap for the sector? And what are company-specific issues that may be inspiring but not necessary fitting to other companies?)

15 min.

STEP 4 **FINALISATION**

Round of lessons learnt, next step and wrap-up.

Step #4: Methodology (4/4)

Setting up the webinar should take the following steps:

RECRUITMENT

- Inviting back the previous participants/those wishing to continue.

PREPARATION

- None for the participants;

FOLLOW-UP

- Sending a follow-up email: thank you, generic and individual roadmaps in pdf (from PowerPoint) and invitation for next step.

LOGISTICS

- Identifying a suitable room for the webinar moderation;
- Preparing the material (cards, triangles, white stripes, pens, blue tack, ...)

Step #4: Checklist of materials

For this step, we would suggest to use the following material:

FACILITATION TOOLS

- [ ] #2 visions and #3 specifics summaries (to be prepared by the RI-Lab Coordinators)
- [ ] Strips of paper and cards (as per the instructions) per participating company (see Annex 4: Material for #4 second co-development workshop):
  - 1 long strips of paper 200 x 40 cm
  - A set of 4 white triangle formats with year “20 …”
  - 1 5 A4 blue formats for the vision. An example will be provided.
  - A set of 5 blue squared formats for milestones : “At this point we achieved…” for participants to set up their likely intermediate targets. An example will be provided.
  - A set of 10 yellow triangle formats for actions: “To achieve an intermediate goal, we did …” for participant to describe the steps they could carry out. An example will be provided
- [ ] Pens, Blue tack, scotch tape

INFRASTRUCTURE NEEDED

- [ ] Meeting room
- [ ] Drinks and snacks
- [ ] Recorder
- [ ] Camera
- [ ] Computer

From step #4 to step #5

The step #4 merges the roadmaps while attaching resources to each actions that enable creating an interactive sector-specific roadmap with milestones, actions and resources. After step #4, each individual roadmap is saved individually and a sectorial roadmap presenting the main actions and milestones of the individual roadmaps will be created. For each of the actions, specific resources are described (tools, practices, links...) and the roadmaps will be presented in a user-friendly format (e.g. prezi).

"We used the insights we gathered from the first face-to-face workshop in the second one. Participants were therefore pleased their views were being taken into account."

Catherine

#5

TESTING WEBINAR

RESPONSIBLE INNOVATION COMPASS

It's time to harvest what we have built together

Goal: test the roadmap tool

Process

Step 1: helicopter view of the interactive sector-specific roadmap and exploration resources for actions

Step 2: champion presenting its own action plan out of the roadmap tool, comments and feedback

Time: 1 hour

SDS
strategicdesign scenarios.net

Step #5: Aim

The third and last online co-design forum finalizes the roadmaps and experience of the co-creation process.

The co-creation process:

- **fine tune and operationalize the roadmaps;**
- **give a feedback on the whole RI-Labs process;**
- **co-design arguments to engage other companies.**

Step #5: Methodology (1/3)

The webinar should last 60 minutes, with the following structure.

5 min.

STEP 0 **INTRODUCTION**

Introduction/recap on the process/goals and organization of the webinar.

20 min.

STEP 1 **HELICOPTER VIEW OF THE INTERACTIVE SECTOR-SPECIFIC ROADMAP AND EXPLORATION RESOURCES FOR ACTIONS**

The RI-Lab Coordinator presents an overview of the generic version of the roadmap at sector level. He/she also presents the roadmap steps-by-steps pointing on the new level of resources for actions that has been developed since the step #4.

10 min.

STEP 2 **CHAMPION PRESENTING ITS OWN ACTION PLAN OUT OF THE ROADMAP TOOL, COMMENTS AND FEEDBACK**

One company presents the use made from the generic roadmap and its own action plan towards Responsible Innovation.

Step #5: Methodology (2/3)

15 min.

STEP 3 FINALISATION

The RI-Lab Coordinator launches the discussion on RI (e.g. concerning the practical understanding of responsibility in concrete innovation processes, structural changes, cultural changes in the participating organizations) and gets a feedback on the RI-lab process, strengths, possible improvements, opportunities of replications, etc.

Step #5: Methodology (3/3)

Setting up the webinar should take the following steps:

RECRUITMENT

- Inviting back the previous participants/those wishing to continue.

PREPARATION

- None for the participants;
- Preparing a presentation of the roadmaps.

FOLLOW-UP

- Saving the webinar and chat (if used);
- Sending a follow-up email: thank you, evaluation and invitation for next step of the whole project.

LOGISTICS

- Defining roles in advance (3 predefined roles: presenter / chat moderator / tech. assistant);
- Identifying a suitable room for the webinar moderation;
- Testing out the webinar device.

Step #5: Checklist of materials

For this step, we would suggest to use the following materials:

INFRASTRUCTURE NEEDED

- [ ] Quiet and comfortable meeting room
- [ ] Webinar software
- [ ] Timer
- [ ] Computer

FACILITATION TOOLS

- [ ] Preparing the presentation of the roadmaps (to be designed by each RI-Lab Coordinator)

How to facilitate the interaction?

What is common and different in the offline and online interactions?

Goal: ensure smooth and successful interactions

Tips for the facilitation

How to facilitate the interaction?
What is common and different in the offline and online interactions?

1 Be flexible!

As mentioned in the introduction that this methodology is dense and proposes individual steps, yet, it is a flexible methodology. You can, for example, use the kit for work with several companies as well as with a single one. As the experiences shared throughout the kit, there can be different approaches to this method, adjusted along with the sector, with the period of year (beware of agendas!), (un)successful recruitment, time available etc.

2 Why facilitating?

There are few good reasons why you should aim at (well) facilitating the interactions of the RI-Labs:

- You are inviting some companies to take part in the Labs, they should feel welcome and taken care of;
- You need to provide with "something" that would make them want to join and stay throughout the process;
- You are playing your credibility and as such you need to know well: the topic, the participants (their profiles, their needs) and the methodology;
- You are the host, it is your task!

Tips for the facilitation

How to facilitate the interaction?
What is common and different in the offline and online interactions?

3 How to facilitate?

Time keeping
For each step, you have a strict agenda and issues you want to cover. Yet, you are interacting with humans and not everything can be predictive. Aim at covering the whole agenda but be flexible: readjust amongst steps if it's needed.
Be gentle to yourself and others: if you need to shorten a slot, notify the need to move on with a big smile. No need to put pressure on the whole group...

Moderation
Remind the participants regularly where you are and where you are going, at the beginning, throughout and at the end of the sessions. It is valid for the individual agendas as well as for the whole RI-Lab process, in particular.
Be clear about the objectives of the sessions, introducing roles and rules.
Keep the motivation and enthusiasm by being clear about the next steps at the end of the session.
When asking participants to contribute, prompt people one after the other

Tips for the facilitation

How to facilitate the interaction?
What is common and different in the offline and online interactions?

4 Tips for the webinar facilitation

Moderation

- Define three roles within the RI-Lab Coordination's team for the moderation: a presenter, a chat moderator, a technical assistant;
- Only one person at a time speaks;
- One person per RI-Lab Coordinator speaks;
- Everybody had his/her own computer/account (no sharing!)
- Use headsets
- Mute when you don't talk
- When asking participants to contribute, prompt people one after the other
- Keep the pace enthusiastic and personalized (even though speaking to the camera)
- Check the slides/content in advance
- Check the technicalities in advance
- Present the participants with the option to use the chat during the webinar: they can share sharp ideas or comments, links to documents, cases, websites...
- Be smooth with the chat: try and launch some discussions and reactions. Yet, readjust the interest in its use: if people use it too much, they will not follow the webinar itself. If they do not use it, they might miss a chance to express some concerns or share some thoughts.
- Promote the chat for larger groups: in a group of +/-20 people it makes quite some sense to use the chat. It makes less sense to distract the participants if they are only 5.
- Do not forget to save the chat!

Tips for the facilitation

How to facilitate the interaction?
What is common and different in the offline and online interactions?

5 Tips for the workshop facilitation

Moderation

- Define three roles within the RI-Lab Coordination's team for the moderation: a presenter, a time and logistic watcher, an observer/note-taker.
- Let the facilitation be flexible: if participants use the cards and tools differently it is fine as long as you get to the overall aim of the workshop.
- Let the participants be creative and "free" but steer them in the wanted direction.
- Participants should ideally work in pairs to prompt discussion and exchange (can work by 3 if needed).
- Combine spontaneous and prompted interaction: for each of the cards and tools, start by asking the companies the way they would address it. You have to gather suggestions coming directly from the participants. You can propose some suggestions and/or propose empty cards if the participants get stuck. You can then prompt some suggestions that would enable completing the visions/roadmaps.

RI resources to go further

Online resources

European Commission page on Responsible Research and Innovation:
https://ec.europa.eu/programmes/horizon2020/en/h2020-section/responsible-research-innovation

European Commission video on Responsible Research and Innovation:
https://www.youtube.com/watch?v=bs5A-4j5h-I

Guide for the implementation of Responsible Research and Innovation in the industrial context:
http://www.responsible-industry.eu/dissemination/deliverables/R-I_02_Guide.pdf?attredirects=0&d=1

Good practice case – Responsible Innovation in a small nanotechnology company:
https://youtu.be/PAGxtSUdJTw

Good practice case – Collaboration between university and medical devices SME: https://youtu.be/dLn1x5MF2-E?list=PLIFizWUbptv88hNL9LM9AJ-y2p52qk-QV

Teaching video about responsibility in Research and Innovation about healthy ageing:
https://www.youtube.com/watch?v=geM3uCh4qYM

RI resources to go further

Academic resources

Iatridis, K., Schroeder, D. (2016, eds.) Responsible Research and Innovation in Industry. The Case for Corporate Responsibility Tools. Heidelberg, Springer.

Lubberink, R., Blok, V., van Ophem, J., Omta, O. (2017). Lessons for responsible innovation in the business context: A systematic literature review of responsible, social and sustainable innovation practices. Sustainability, 9(5), 721.

Owen, R., Macnaghten, P., Stilgoe, J. (2012). Responsible research and innovation: From science in society to science for society, with society. Science and public policy, 39(6), 751-760.

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Schroeder, D. (2014). D1.2 Case study descriptions. Deliverable of the FP7 project RESPONSIBLE-INDUSTRY. http://docs.google.com/viewer?a=v&pid=sites&srcid=ZGVmYXVsdGRvbWFpbnxyZXNwb25zaWJsZWluZHVzdHJ5d2Vic2l0ZXxneDoyZjdkYmZkNWJmMzVhYzkx

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Stahl, B., Obach, M., Yaghmaei, E., Ikonen, V., Chatfield, K., Brem, A. (2017). The Responsible Research and Innovation (RRI) Maturity Model: Linking Theory and Practice. Sustainability, 9(6), 1036.

Stilgoe, J., Owen, R., Macnaghten, P. (2013). Developing a framework for responsible innovation. Research Policy, 42(9), 1568-1580.

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 710543