

KST Knowledge Exchange Forum Design Workshop



25th February 2013
LICA Building



Aims

The aim of this workshop was enable a group of knowledge exchange professionals from the Faculty of Science and Technology to discuss, develop and make decisions for a future series of forums they would be part of.

The workshop was designed and developed by New IDEAS at ImaginationLancaster, with an aim to conduct research into the use of tools and mechanisms as a vehicle to enable and improve knowledge exchange.

Participants

Dr Andy Clarke	Business Partnerships Manager, Lancaster Environment Centre
Martin Gilmore	Business Partnerships Manager, Lancaster Environment Centre
Becky Gordon	Operations Manager, FST Business Partnerships and Enterprise
Dr Chris Holroyd	Business Partnerships Manager, Lancaster Environment Centre
Nick King	Tech Transfer Manager, School of Computing and Communication
Colin McLaughlin	Tech Transfer Manager, School of Computing and Communication
Dr Paul McKenna	Business Partnerships Manager, Lancaster Environment Centre
Dr Ian Nickson	Business Partnerships Manager, Energy Lancaster
Dr Daniel Prince	Partnerships Manager, Security Lancaster Partnerships Manager





Agenda

9:45 – 10:00	Meet up and think about challenges to address in the forums
10:00 – 10:10	Introduction to the workshop
10:10 – 10:40	Exploring personal motivations and ways to avoid and achieve
10:40 – 11:10	Exploring challenges using the digital tool
11:10 – 11:20	Coffee Break
11.20 – 12.30	Designing a 40 minute meeting module
12.30 - 13.00	Lunch
13.00 - 14.00	Designing the series and choosing 'module champions'





Warm Up

The workshop started with tea and coffee and the chance to start thinking about why the group had been brought together to discuss the KE forums and what problems wanted to address. The participants were encouraged to discuss these questions amongst themselves and write their thoughts on the whitboard.

What problems do we need to address?

Design a meeting structure that is useful + provides legitimacy

WHO, WHERE, WHEN, HOW APPROX.

Lack of a shared identity & common purpose

How can we work together better.

- Not enough money
- Not enough time
- Other people's limited imagination

- Maximising what we have

- Structure vs Agility

- groundwork vs results

- Rut destruction/Bridging





Motivations Tool

The tool aimed to discover what each participant needed from the forums and also what the worst case scenario. Another participant responded to their thoughts by suggesting a way to achieve and avoid the scenarios. The aim of the tool was to make everyone aware of the motivations within the group and think of ways to respond to these effectively.



WHAT I PERSONALLY NEED FROM THE KE FORUMS...

A simple way of keeping up to speed with my colleagues.

We can achieve this by...

Redefining the 'round the table' meeting style meeting.
 Creating communication videos to sit in between meetings.
 Meetings should be a part in time in an on-going conversation.
 Member up down meetings.

THE WORST CASE SCENARIO FOR THE KE FORUMS WOULD BE...

It becomes just another meeting or a fight to the death!

We can avoid this by...

Refreshing & renewing formats.
 Louder voices are measured.
 Forum is an ongoing thing not a series of disjoint meetings.

WHAT I PERSONALLY NEED FROM THE KE FORUMS...

to meet the BDMs and see what they are doing + how we can help.
 • make sure we're giving good service

We can achieve this by...

- Selling Group KPIs "By the group for the Group"
 - Get stake holders in to the meeting Academics & Business
 - Don't have the same type of meetings that we normally do
 - Be open and transparent - not minutes but video or audio recording
 - ~~Make~~ work out what out service is?
 - create inspiration

THE WORST CASE SCENARIO FOR THE KE FORUMS WOULD BE...

• boring
 • don't get anything out of it
 • no-one comes

We can avoid this by...

- Set achievable goals for next meeting
 - Each meeting must produce tangible usable output for all BDMs
 - Provide cakes, have a no coffee morning, show a film
 - Presentations but you can't use PowerPoint or PPTs like slides
 - eat put meet be usable
 - create activities without choice!!
 - vestras Rubst!

WHAT I PERSONALLY NEED FROM THE KE FORUMS...

SMEs wanting to work with various partners LEC
 Talks on how to work more productively
 A way to feedback on how outreach is managed that is relevant to

We can achieve this by...

MORE COMMUNICATION BETWEEN GROUPS.
 DISCUSSION AROUND HOW TO OVERCOME BARRIERS TO MARKS.

THE WORST CASE SCENARIO FOR THE KE FORUMS WOULD BE...

Talks lots of time and I don't get anything back against my situation

We can avoid this by...

- FOCUSED - IS THIS POSSIBLE, MICRO GROUP?
 - INTERACTIVE
 - OUTCOMES / DELIVERABLES
 - CONVERSATIONS.

WHAT I PERSONALLY NEED FROM THE KE FORUMS...

Let everyone else know what I am doing
 Find collaborative partners with same ethos.
 open & productive space for creative exploration of opportunities or how to realise
 • enhance the best of what we can do as a team.

We can achieve this by...

• telling people what you are doing
 - have a voice
 - ground table stand up
 • discussion space around raw ideas/upcoming bids
 • get to know other members of the team better
 - social element

WHAT I PERSONALLY NEED FROM THE KE FORUMS...

An understanding of the common goals

We can achieve this by...

Talking to each other, understanding the roles of others.

THE WORST CASE SCENARIO FOR THE KE FORUMS WOULD BE...

The status quo - fire fighting NO CLEAR VISION STIFLED INNOVATION

We can avoid this by...

Being open + honest in the design process to make them useful.

WHAT I PERSONALLY NEED FROM THE KE FORUMS...

TO FEEL ENGAGED IN KE DISCUSSIONS & DECISION MAKING
 TO LEARN FROM MORE EXPERIENCED COLLEAGUES

We can achieve this by...

- MORE OPEN DECISION MAKING AT SENIOR LEVEL
 MORE COMMUNICATION OF DEVELOPING STRATEGIES
 - NEED TO CREATE TRUST AMONG THE GROUP, TO enable open dialogue.

THE WORST CASE SCENARIO FOR THE KE FORUMS WOULD BE...

A NEW OBLIGATION TO ATTEND A TALKING SHOP WITH NO CLEAR PURPOSE.

We can avoid this by...

GET INVOLVED IN SETTING THE PURPOSE OF THE GROUP.

WHAT I PERSONALLY NEED FROM THE KE FORUMS...

OPPORTUNITY
 To collaborate in a meaningful way with teams in other departments
 On ambitious projects, need practical & value the make out of partnerships

We can achieve this by...

Ensuring the meetings are well attended by allowing opportunities for lots of interaction/participation - not passive
 Everyone is expected to contribute -> updates from all at each meeting? think worked



Challenges to Address

Each participant was given an ipad to use to input their responses to the question; 'What Challenges Do We Need to Address in the Forums?' These responses appeared on a touch-screen, where the responses were discussed, filtered and grouped under category headings with assistance from the facilitator, Dr Leon Cruickshank. These categories would then feed into interest modules that would be covered in the series of forums.

Challenges and Topics that could be addressed in the KE Forum

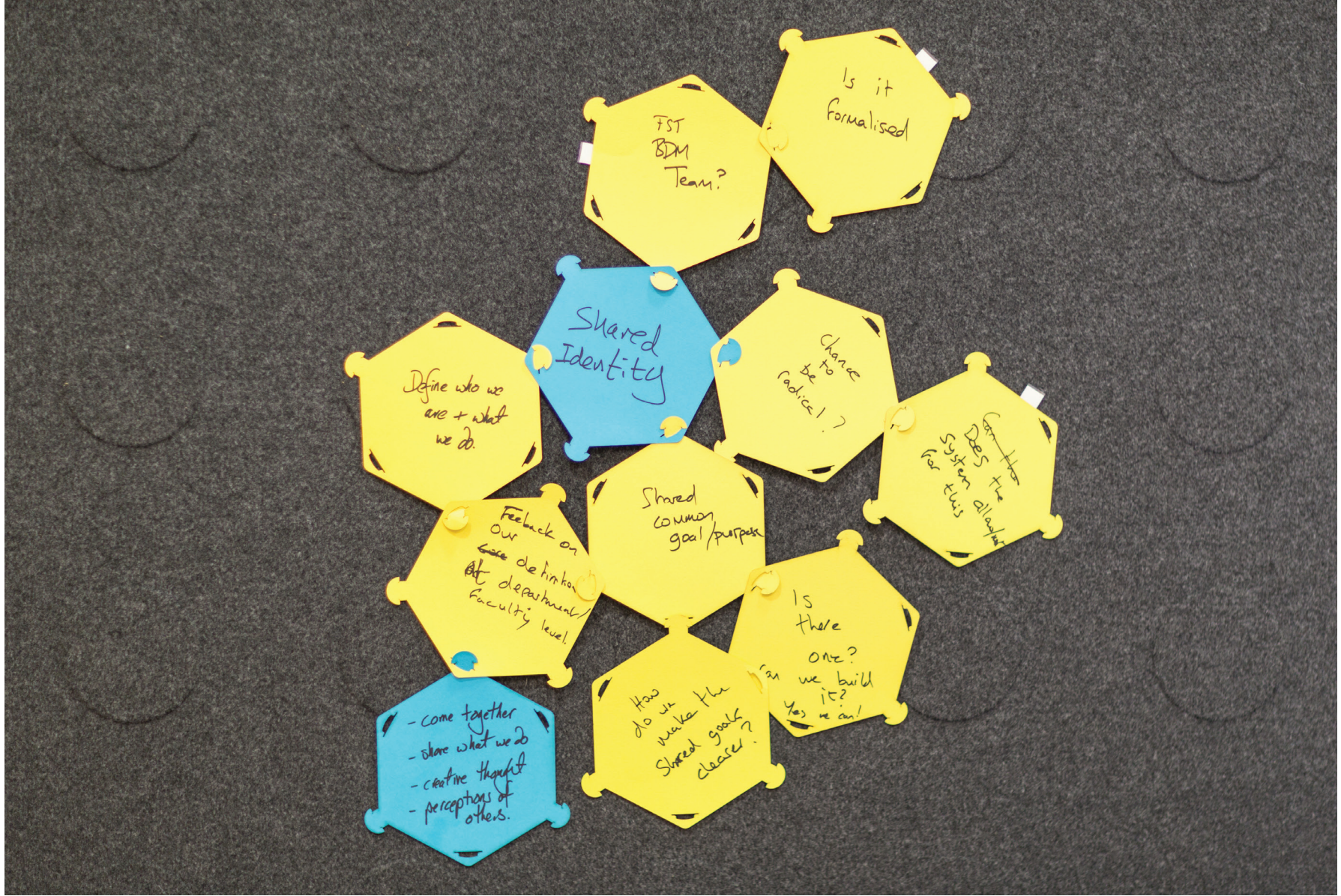




Designing a 40 Min Module

In small groups, the participants developed the categories into a 40 minute activity module that could fit into the group's future meetings. These modules were; Shared Identity, External Engagement, Internal Engagement, Strategy Management, Working Together and Upwards Management.



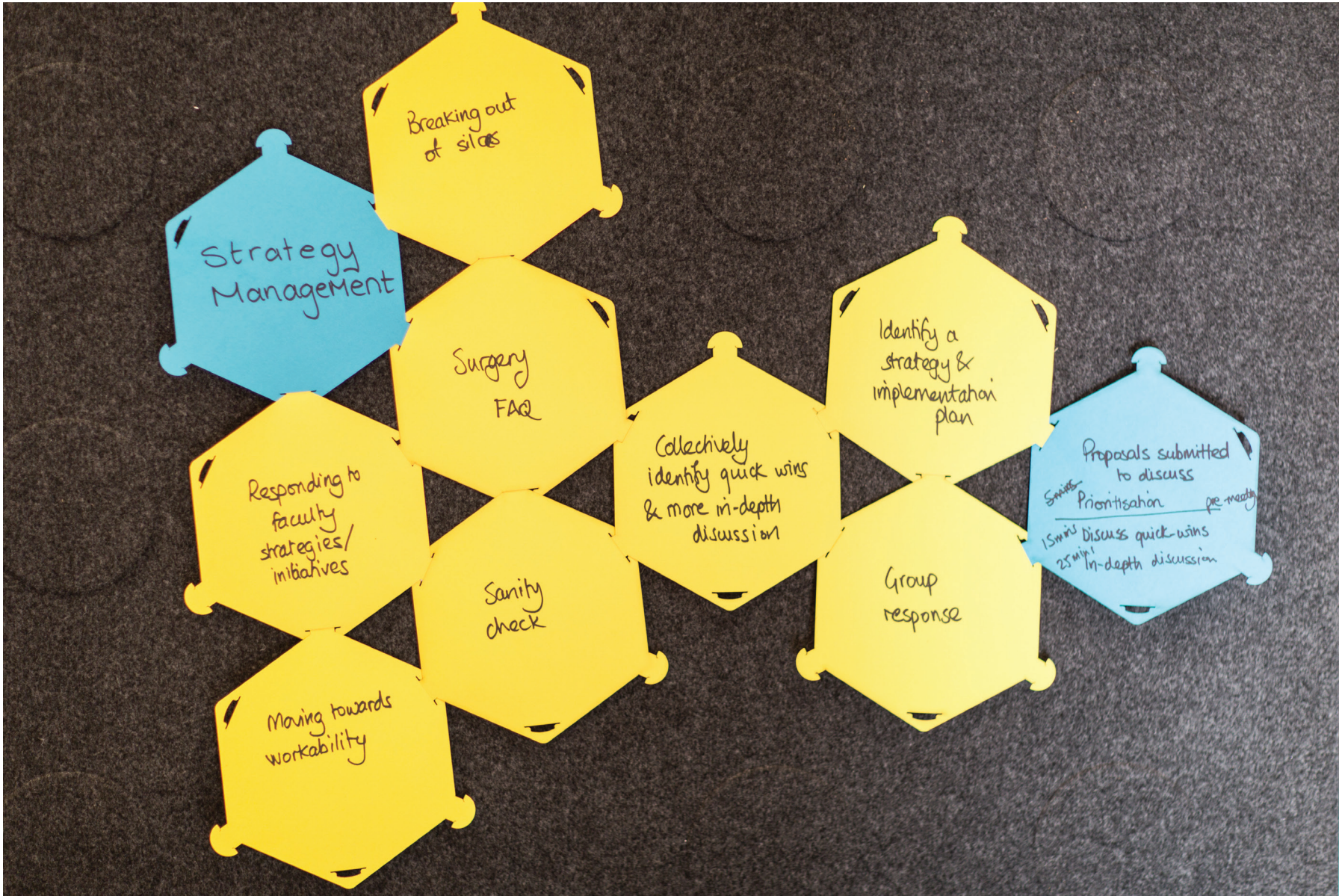














Forum Series Plan

Each participant was given a sheet of stickers that represented the defined modules and encouraged to add them to where over the series of meetings, they would like to explore the area. The series plan tool featured multiple time lines that represented the duration of each meeting, which enabled the group to add their modules and notes to the whole series.





KE Forum Series Plan



Duration of Each Forum

- 1 Date Place
who we are. Strategy Management S. Park Internal Engagement Upwards Management Shared Security
- 2 Date Place
Stakeholder Analysis (Homework) FST CRM Approaches to Key partnerships
- 3 Date Place
Internal Stakeholder Analysis. Audit of Internal Engagement How it's worked or not? Invite Academics / FASS in? Finance
- 4 Date Place
- 5 Date Place
- 6 Date Place
Group Reflection - off campus? Internal Processes DAN P. Upwards Management Working Together
- 7 Date Place
FORESIGHTING THE GROUP + FUTURE OF KE Internal Engagement Working Together
- 8 Date Place
Open Session for Internal Stakeholders Internal Engagement Shared Security

New IDEAS

This workshop was designed and run by the New IDEAS project, which is funded by HEIF to develop tools and mechanisms for knowledge exchange that can be used right across the University. As well as tool dissemination, the project aims to create tools that can be easily adapted for purpose and used by anyone from any discipline.

Over the Summer of 2013, New IDEAS will be making the newly developed knowledge exchange tools available to all.

http://imagination.lancs.ac.uk/activities/New_IDEAS
l.cruickshank@lancaster.ac.uk





imagination.lancaster.ac.uk

ImaginationLancaster
The Roundhouse
Lancaster University
Bailrigg, Lancaster
LA1 4YW, UK

© ImaginationLancaster 2010
All rights reserved

