

Module 4

Methods and Tools

"What tools do I have at my disposal?"

Module 4.2

Stakeholder management

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Module 4 Methods & Tools: "What tools are available to me?"

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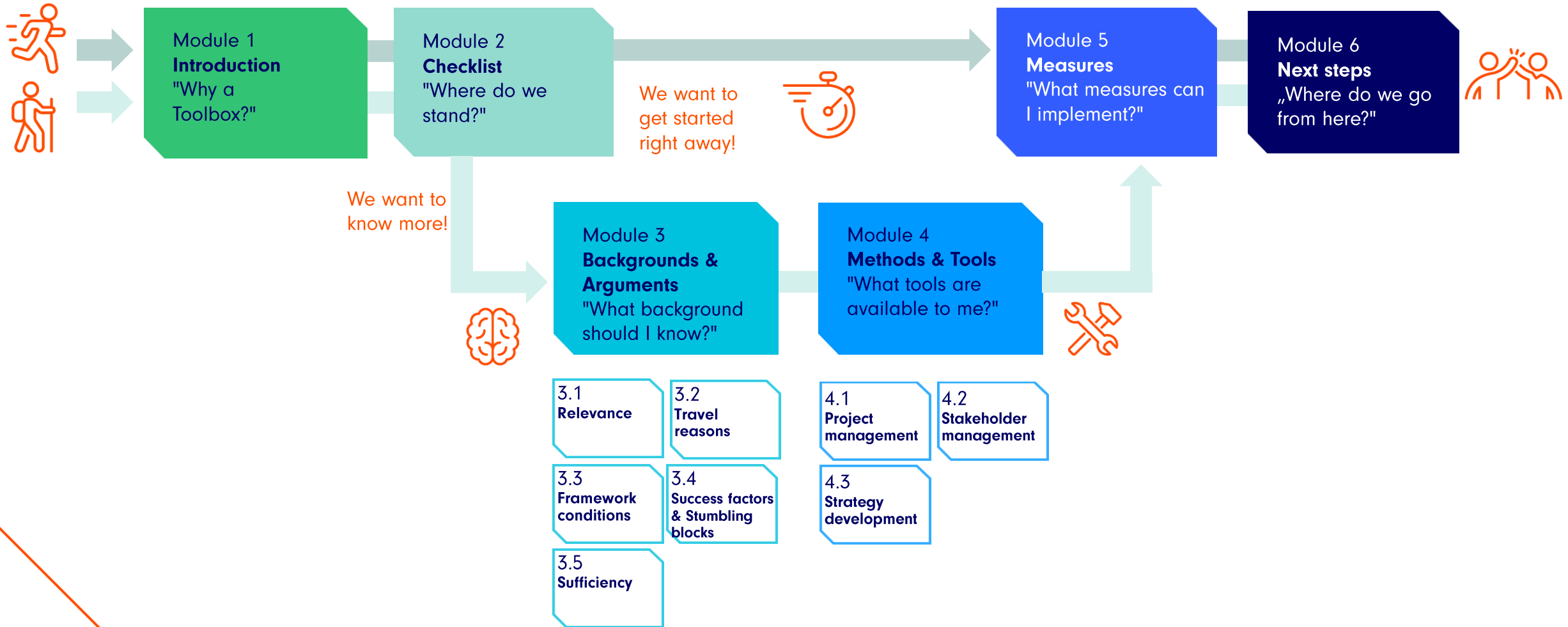
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Module 5 Measures: "What measures can I implement?"

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Module 6 Next steps: "Where do we go from here?"

Flowchart **Toolbox**



How to use the toolbox?

The **FlyingLess Toolbox** is a modular collection of content and methods on the topic of reducing air travel.

Depending on the occasion or need, suitable modules or individual modules or individual slides can be selected and used.

The order of the modules is only a recommendation.

Depending on your level of knowledge and interest, you can start with different modules.

The FlyingLess logo and the link to the website (www.flyingless.de) should remain on the slides.

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Module 4.2: Stakeholder management

What do I find in this module?

- › Project success usually depends on a variety of different actors, which may vary according to interest, power, legitimacy and other factors. Accordingly, it is important to have an overview of relevant actors, to understand their role and to know concrete methods for interacting with them
- › Stakeholder management consists of various components, such as stakeholder mapping, stakeholder analysis or concrete participation techniques
- › The slides in this module offer concrete methods that can help you with taking the steps for effective stakeholder management

What can I use the module for?

- › Find out about core elements of stakeholder management
- › Identify relevant tools for different aspects of stakeholder management
- › Anticipate opportunities and risks of dealing with different actors



Actor analysis or stakeholder mapping

- > **Description:** Stakeholder analysis is an instrument for identifying groups of actors (stakeholders) and their interests. Stakeholders are persons, organisations and institutions whose interests are affected by the planning and/or implementation of your project. They associate expectations and fears with the project, organise resistance or support and want to be able to exert influence.
- > With the stakeholder **analysis** you can identify these relevant stakeholders, their interests and their possibilities to influence the project. From the analysis, you can plan and initiate measures to involve the various stakeholders, utilise any positive effects on processes and process goals, and reduce negative influences on the project.
- > **Implementation:** The actor analysis can be carried out alone, in a team or participatively in a workshop and should be updated continually. The first step in the analysis is to identify all relevant stakeholders and actors. In the second step, you classify the stakeholders according to their influence (high/low) and attitude (critical/supportive) in relation to the project and to derive actions. Visualisations are a must for stakeholder analysis (e.g. see the matrix on the right).

Resources

- > Hemmati, M., Dodds F., Enayti, J., McHarry J. (2002): "Multistakeholder Processes on Governance and Sustainability", London: Earthscan
- > GIZ Cooperation Management in Practice, Shaping Social Change with Capacity WORKS, 2015
- > Illustration of a possible representation of the stakeholder map (Power-Interest-Grid according to Freeman, 1984)

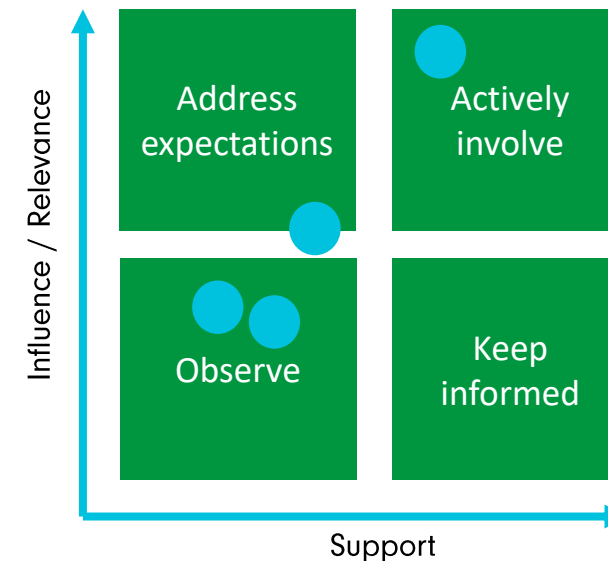


Figure: Own representation based on Freeman (1984): Power and Interest Grid



Audience response systems

Simple and fast interaction

- › **Description:** Audience response systems (ARS) are interactive tools used to increase audience and speaker interaction in facilitated events or speaking situations.
- › **Implementation:** Modern systems are based on the use of smartphones, laptops or tablets and do not require any additional hardware.
- › ARSs make it possible to be surveyed even in very large groups, to ask questions to the speakers (and to “vote” if necessary), and to create quick polls.
- › Some systems, such as Mentimeter include the option of using quiz games (see the box on the right).

Resources

- › Berger, B. and Niedernhuber, T. (2021): Guideline. Use of digital tools in courses: Audience Response Systems. LMU Munich
- › Modern audience response system that also includes quiz games: www.mentimeter.com



Large group formats

- › **Description:** Large group formats can be used at different points in the change process: At the kick-off to inform and solicit input; in the middle to consult on selected (interim) results; or at specific milestones to bring together and celebrate results.
- › The aim is participation of and dialogue within a wide range of actors and stakeholders on the topic at hand. The personal and direct exchange between many different stakeholders facilitates relevant and balanced results and generates support for the topic.
- › **Implementation:** The methodological setting of a large group event often consists of parallel break-out groups, in addition to elements such as lectures or discussions in the plenary, in order to facilitate parallel discussions and the joint development of results. Other large group formats include the World Café, bar camps, and elements from the Open Space process.
- › Well-known auditorium response tools such as Mentimeter (www.mentimeter.com) can be used in large group events as well as in workshops for live surveys and quizzes.

Resources

Large group events

- › Lipp U. and Will H., (2002): The big workshop book. Conception, staging and moderation of retreats, meetings and seminars. Weinheim, Beltz.
- › Walter Bruck, Rudolf Müller (2007): "Wirkungsvolle Tagungen und Großgruppen - Ziele, Wirkfaktoren und Designs", Offenbach: GABAL Verlag

BarCamp

- › Muuß-Merholz, J. (2019) Barcamps & Co.: Peer to Peer-Methoden für Fortbildungen, Weinheim, Beltz.

Open Space

- › Owen, Harrison, Open Space Technology - A Guide for Practice, Stuttgart, Klett-Cotta, 2001
- › Herzog, Isis (1999): Marketplace of Ideas: Open Space Conference. in: managerSeminare, March 99, pp. 93-100



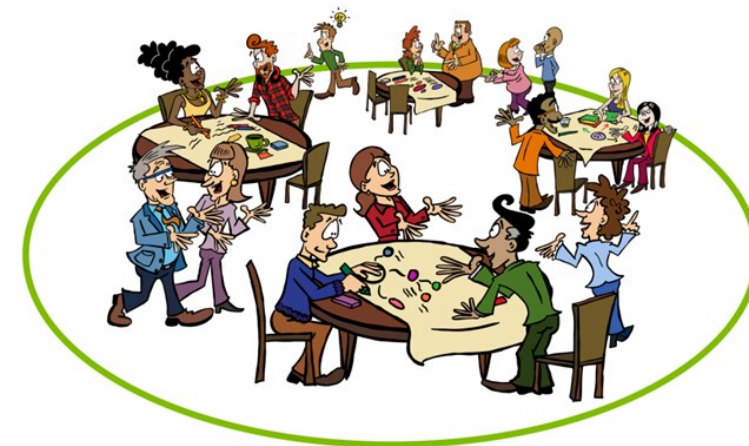
World Café or Theme Café

- › **Description:** The World Café (or the themed café based on it) is an interactive format for involving as many stakeholders as possible in different constellations in the development and discussion of various topics within the framework of an event. It can be used both for large group events and for change workshops in smaller groups.
- › **Implementation:** In the World Café format, participants have space to exchange openly and creatively at (standing) tables on a wide range of topics and to develop new perspectives and record them in writing on large sheets of paper.
- › The concrete design depends on the number of topics and participants. Example: 5 topics are to be worked on by a total of 30 people. Then, in two hours, a total of 5 rounds of about 20-25 minutes can be held, each group consisting of about 6 people. Each group rotates through all the topics so that everyone can contribute to all the questions. In the theme café variant, the participants only go to one topic of their choice.
- › **Important:** For each topic there is a host who brings together the results for each topic at the end.

Resources

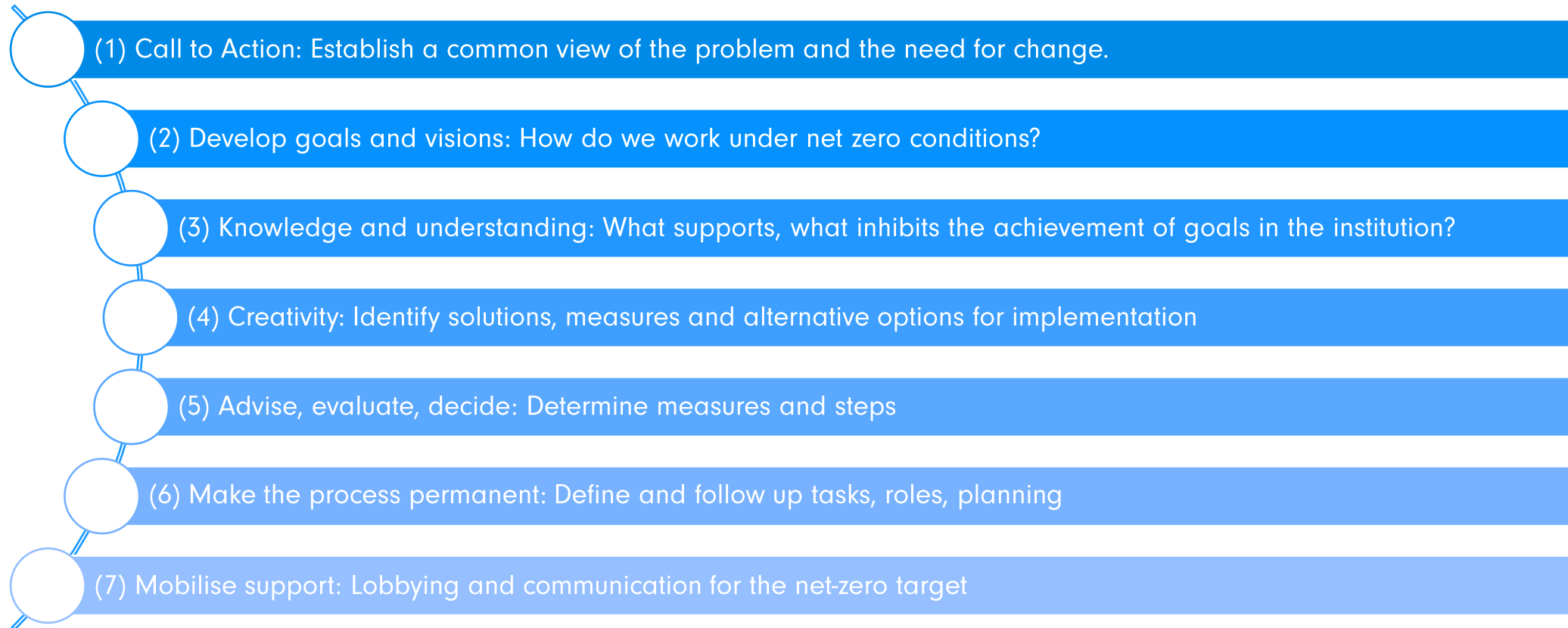
- › Brown, J. and Isaacs, D. (2007): The World Café. Creative future design in organisations and society. Auer Verlag.
- › Lipp U. and Will H., (2002): The big workshop book. Conception, staging and moderation of retreats, meetings and seminars. Weinheim, Beltz.
- › Walter Bruck, Rudolf Müller (2007): "Wirkungsvolle Tagungen und Großgruppen - Ziele, Wirkfaktoren und Designs", Offenbach: GABAL Verlag

WORLD CAFE



Overview - Functions of participation in the change process

How do project management (Module 4.1) and stakeholder management (Module 4.2) fit together?



(1) Call to Action: Establish a common view of the problem and the need for change

Destination

Get support for the implementation of the change goal from the relevant stakeholders or status groups in your institution.

Approach

A joint elaboration of the topic within the framework of stakeholder workshops creates clarity at an early stage, addresses blockages and enables a common understanding of the need for action.

Methods

Change workshop according to the Metaplan method (facilitated workshop)

Input: films, video, lecture, webinar

Quiz

(2) Develop goals and visions for a net-zero future

Destination

To get motivated for the change process to net zero, you need compelling images of the future, attractive visions and ambitious goals.

Approach

The participation of relevant actors in the development of attractive visions of the future ensures that the goals are professionally secured. In addition, you can obtain the support and cooperation of all those whose cooperation is ultimately required to achieve the goals.

Methods

Backcasting
(method for strategic future design)

Change workshop according to the Metaplan method
(facilitated workshop)

(3) Knowledge and understanding: What supports, what inhibits the achievement of goals in the institution?

Destination

When implementing change processes, rarely is all the necessary knowledge available and known; it must therefore be generated as part of the preparations. This includes both technical content knowledge and knowledge about processes and actors in the field of action. Both are crucial.

Approach

In addition to studies and expert reports, you can also use dialogue formats to generate this knowledge.

Methods

Actor analysis or stakeholder mapping

Change workshop according to the Metaplan method (facilitated workshops)

Force field analysis (tool for the analysis of forces acting on the project)

(4) Creativity: Identify solutions, measures and alternative options for implementation

Destination

Good and sustainable solutions to be implemented by multiple actors require the provision of creative solution spaces where different actors can develop, discuss and evaluate ideas together.

Approach

Workshops with creative formats and minds contribute to thinking outside the usual thought patterns and struggling for solutions.

Note: Problem view and measure generation should be done separately if possible.

Methods

Brainstorming

Large group formats
(conferences etc.)

World Café
(interactive group
discussions)

(5) Advise, evaluate, decide: Determine measures and steps

Destination

In order to arrive at good and secure decisions, it is necessary to develop participatory evaluation standards and to evaluate different options for action.

Approach

Participatory workshops in the run-up to decisions

Methods

Change workshop according to the Metaplan method (facilitated workshops)

Decision matrix (tabular visualisation of decision options)

Consensus procedure (procedure for reaching a common solution in a group)

(6) Make the process permanent: Define and follow up tasks, roles, planning

Destination

If one has been able to actively participate in the development of a plan to implement the measures, the willingness and clarity for implementation is usually significantly higher than without the possibility to participate.

Approach

A half-day planning workshop with all actors relevant for the implementation is a very effective instrument to jointly define viable work plans and binding procedures.

Methods

Change workshop according to the Metaplan method

Kanban method (visualisation of tasks and work processes)

Stand-up meetings (short structured working meetings)

Retrospectives (team reviews for learning experiences and project progress)

(7) Mobilise support: Lobbying and communication for the net-zero target

Destination

For a successful change process, planned communication with relevant stakeholders is necessary so that the process is filled with life and leads to the desired change in your institution.

Approach

Participatory tools are used here to mobilise supporters, to build up a network within and, if necessary, also outside your institution and to multiply results.

Methods

Awards for individuals, teams, organisational units

Expert: internal hearings, fireside chats

Large group formats and conferences

Marketing, PR & Communication

About FlyingLess

The aim of the FlyingLess project is to support universities and research organisations in reducing air travel, which causes a significant part of their total greenhouse gas emissions.

FlyingLess develops approaches to reduce air travel in the academic sector, which are implemented at different levels (research, teaching and administration).

The project is being carried out in close cooperation with four pilot institutions - EMBL (European Molecular Biology Laboratory) and MPI Astronomy in Heidelberg as non-university research institutions and the Universities of Konstanz and Potsdam as universities.

Further information can be found on the website www.flyingless.de.

The project is being led by ifeu Heidelberg in close cooperation with the TdLab Geography at the Institute of Geography at Heidelberg University.

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