Cooking Up Change:
Recipes for successful collaboration
#theBIGshift
Cooking up change
Recipes for successful collaboration
Cooking up change

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Introduction from Charlene Collison

More and more, organisations are turning to collaboration to address the complex challenges they are facing. Doing this effectively requires skill, care and a dash of alchemy in the process.

At Forum for the Future we have an established history of convening organisations to help them tackle complex problems together. Through joint ventures such as the Sustainable Shipping Initiative, Dairy 2020, Tea 2030 and the Community Energy Coalition, we’ve learned some key lessons about what ingredients make for successful collaboration and without which they can flounder.

In this exclusive Network event, we’ve used the metaphor of cooking as a way of exploring the process of collaboration. Both require combining essential ingredients with skill, and ultimately result in producing something from which many can benefit. In the following pages of this cookbook, we share our “essential ingredients” for collaboration. We hope others will use and build on them in their own recipes for change.
Why is collaboration so important?

@SallyUren: The challenges are so systemic, so big. We need collaboration to tackle them.
#theBIGshift

@sallyuren: Competition is important, yes, but not at the pace that we need. So we need both collaboration & competition.
#theBIGshift

@sallyuren: And so, at Forum for the Future, we have #theBIGshift!
#theBIGshift

The moment of transformation that moves the key systems we rely on towards a sustainable future
Cooking and collaboration ingredients, method and catalyst

Turn to the back of the cookbook for the Community Chef's bread recipe and a selection of delicious canapés made by our delegates.
Ingredients for successful collaboration

Nutritional Information
Ingredient 1
A clear, shared purpose

Nutritional Information
In response to a defined problem, a clear, strong and shared purpose binds collaborators together. It motivates collaborators to overcome their differences and keep moving through challenges.

- Best established right at the start. Set the bar of ambition high to stretch motivation.
- Provides the basis for a case for action, principles, vision or goals.
- Harnesses and aligns diversity within the group.
- Creates the ambition to motivate the group.
- Provides a strong framework for longer term change.
- It can be hard when everyone has different perspectives.
Ingredient 2

Shared system diagnosis and learning

Nutritional Information

Bringing together players from across a system to learn about and diagnose it together builds a fuller understanding of the challenges. This allows for the design of more appropriate solutions.

- Build in participants’ learning from one another as an on-going part of the process
- Allows a better diagnosis of the challenges faced in the system
- Highlights strengths, weaknesses, barriers and opportunities
- Informs the vision and promotes commitment to purpose
- Identifies further collaborations needed for change
## Ingredient 3

**Clear, flexible structures**

### Nutritional Information

A project structure with clear and flexible stages and milestones supports the group to explore and experiment, but also deliver on time and on budget.

| Design structures with implementation in mind from the start. Keep people informed: embed the following stage into the current one so everyone knows what happens next. |
| Provides a map to measure progress against |
| Sets time and budget expectations from the outset |
| Provides support and reassurance to navigate uncertainty |
| Maintains momentum, especially when facing implementation challenges |
Ingredient 4

Senior level commitment

Nutritional Information

Engaging the senior management in partner organisations maintains commitment and provides opportunities for formal communication outputs.

The convenor should have a senior level champion to build board level relationships and troubleshoot when and where needed.

- Maintains alignment and ownership in partner organisations
- Supports public demonstrations of commitment externally, representing momentum
- Encourages opportunities for high level media outputs
Ingredient 5

**Trusted governance**

Nutritional Information

Clear governance, such as a steering group, provides the stability and objectivity that gives confidence to all involved

- Different stages of the project may require different types of governance
- Builds trust in the integrity of the project
- Provides the objectivity which the project manager or convener won’t have
- Sends the message that the project is an independent initiative
Nutritional Information

Understanding competition law (such as EU and anti-trust laws) and competition issues help to navigate the risks associated with collaboration.

Value accessibility: translate everything into language the group will understand.

Pre-empting issues helps to prevent road blocks later.

Getting expertise from a lawyer can reassure anxious partners.

Anticipating potential competition issues informs effective process design.
Nutritional Information

Having strong, aligned partners provides the energy, ambition, and commitment to get the project off the ground and drive it forward.

- Find people in the system with a burning platform and develop the group from there. It’s crucial that partners “own” the outcomes, recruit others and communicate their commitment themselves.
- Demonstrates that the project will bring value to partner organisations.
- Attracts further participants and builds the wider group.
- Empowers the group to set the bar high.
- Provides stability as the project grows and takes shape.
Ingredient 8

Diverse participation across the system

Nutritional Information

Bringing together diverse representatives from across the system enables people to share their perspectives. This helps the group understand the system and the ways to change it.

- Involve a mix of people who will bring unusual or challenging views
- Enables understanding of the whole system and its power dynamics
- Facilitates a broad sharing of expertise, information and knowledge
- Diverse perspectives help to challenge assumptions and drive innovation
Ingredient 9
Trust and personal relationships

Nutritional Information
Trust and supportive personal relationships between partners strengthens a sense of shared responsibility and enables the group to take risks together.

Facilitate group-forming through shared experiences and dialogue. Create unstructured space in and around working times for relationship building.

Creates a safe context to explore different perspectives.

Provides the basis to innovate together.

Strengthens commitment to the core purpose and to the group itself.

Allows openness when discussing difficult issues.
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Recipes for successful collaboration

Ingredient 10
People-centred process

Nutritional Information

Working through processes that address human needs creates and maintains engagement. Valuing individual and group process ensures benefits to partners, and the ability to respond to their needs as they evolve.

Build in time for creative work, dialogue and reflection. Address a range of learning styles. Make agreements about process early on, like how to handle conflict. Celebrate milestones and achievements along the way.

Strengthens and embeds learning
Facilitates creativity
Supports partners to remain invested throughout the process
Change takes time – don’t rush the process
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Recipes for successful collaboration

Ingredient 11
Project management plus

Nutritional Information
Success can depend on the ability of project managers to coordinate the project, manage resources and steer the group toward the overall objective.

Change is political, and relationships can make or break a project. Plan in 20-30% of budget for project and relationship management time.

- Sets the pace of the project and maintains momentum
- Allows the partners to focus on delivering their portion of the programme
- Synchronises different project elements and activities
- Guides the group to translate thinking into action
Nutritional Information

Experienced, skilful facilitation supports a strong process that guides the group toward the shared goal, using shared time most productively.

Choose a facilitator of appropriate seniority who understands how partners think and can guide them through difficult conversations. If the facilitator is also a group partner make sure it’s clear which “hat” they are wearing at all times.

Creates a culture for contribution and cross-pollination.

Aids troubleshooting which can make or break the process.

Trust in the facilitator supports trust in the process.

Facilitator objectivity can encourage participation across the group.
Ingredient 13

Creative, strategic tools

Nutritional Information

Using tools that challenge assumptions and open new perspectives (like using a futures lens) creates new shared understanding and leads to fresh ideas.

Creative strategic tools are particularly useful at early stages when creating a vision, or when the group is challenged or blocked.

Provide space for productive play and can rally people together.

Help the group look through a different lens and spot new things.

Promote a culture of creativity and innovation.

Can reunite project teams from different work streams.
### Ingredient 14: External communications

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<td>Communicating widely throughout the project helps demonstrate legitimacy, encourages exposure to external stakeholders and rallies internal commitment</td>
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- Build a robust communications programme into the budget and the plan. It’s important that all partners take ownership for communications.
- Supports and strengthens the vision through presenting it publicly.
- Attracts new partners, interest and opportunities.
- Provides important milestones in a project that accelerate progress.
- Sets high expectations among stakeholders, reinforcing commitment.
What makes collaborations work?

- A clear, shared purpose
- Shared system diagnosis and learning
- Clear, flexible structures
- Senior level commitment
- Trusted governance
- Management of competition issues
- Strong founding partners
- Diverse participation across the system
- Trust and personal relationships
- People-centred process
- Project management plus
- Creative, strategic tools
- External communications

Forum Deputy CEO Steph Draper knows a lot about creating change. Click the picture to read her blog post...

Pinned from forumforthefuture.org
Recipes for successful collaboration

Roundtable discussions
# Roundtable discussions

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<td>Mark Varney, Director, FareShare</td>
<td>Clear, shared purpose; Trust &amp; personal relationships</td>
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The Sustainable Shipping Initiative brings together some of the biggest names in the maritime sector to plan how it can contribute to - and thrive in - a sustainable future.
A recipe for **Sustainable Shipping Initiative (SSI)**

**What is the name of the collaborative project?**

**Creating a sustainable future for shipping**

**What is the objective of the project? What change is it trying to create?**

**Collaborative futures**

**Which flagship process does this project represent?**

**What were the main steps, stages or processes that defined the project? Describe the key steps.**

Facilitate brainstorming the factors in the industry, discussion and analysis of factors and grouping. Have an iterative process of review, and condense this learning into a ‘case for action’ (the megatrends). Project this into the future, and agree on themes and goals (SSI created the Vision 2040). Agree to continue as a group, and work towards the vision. Create a small core group of significant industry players, from across the industry: bring NGOs in the mix (WWF and Forum for the Future), secure senior level sponsorship. When ready, it’s vital to have considered expansion (targeted by sector and region) and include project partners for the post-Vision workgroups.
Creating a powerful coalition to motivate and empower communities across the UK into owning, generating and saving energy together.
Multi-stakeholder project exploring the challenges facing the tea sector's future – and how to overcome them
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Tea 2030
What is the name of the collaborative project?

A recipe for Collaborative Futures
Recipe type Creating a sustainable global tea sector
What is the objective of the project? What change is it trying to create?

Tips
Which flagship process does this project represent?

Special Ingredients
What were the main steps, stages or processes that defined the project? Describe the key steps.

Which of the ingredients for collaboration are you focussing on?
A full list of ingredients: forumforthefuture.org/CookingUpChange

Clear, flexible structures (with
milestones); management of
competition issues

Read out antitrust statement at the beginning of each meeting; never
mention price or value; all published documentation needs to be reviewed
by competition lawyers; watch for the blockers wielding competition law as
a barrier; at regular intervals, remind the group where we are in the
process; be honest and realistic about time input required

#theBIGshift
A collaboration between key organisations and people across the UK dairy industry examining how to make their sector sustainable
Aiming to provide everyone – from complete beginners to experts – with a platform to create and share inspiring hardware and software projects.
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The Internet of Things Academy
What is the name of the collaborative project?

experiment
What is the objective of the project? What change is it trying to create?

demonstrating how the Internet of Things can be a powerful tool for individuals and communities to create change
Which flagship process does this project represent?

Recipe type

A recipe for

Special Ingredients
Which of the ingredients for collaboration are you focussing on?
Full list of ingredients: forumforthefuture.org/CookingUpChange

Creative, strategic tools
Skillful facilitation

Tips
What advice would you give in relation to the special ingredients.

Invest in the people, the place and the stimulus
Add ‘layers of reality’
Have a go before you are ready

Method
What were the main steps, stages or processes that defined the project? Describe the key steps.

Find places to build experimental ideas, by using a futures lens
Bring a diverse group of people together to build these ideas
Invest in adding layers to the best ideas

#theBIGshift
FareShare reducing food waste and food poverty

Fighting hunger by tackling food waste. FareShare rescues good food for frontline charities
The Beauty and Personal Care Products Sustainability Summit – an unprecedented and cross-sector summit convened by Forum and co-hosted by retail giants Target and Walmart
The Farm Power project brings together a diverse coalition to create a step-change in the uptake of sustainable farm-based energy across the UK.
Reflections on collaboration

From a Pioneer Partner
New post! By @BUPA’s CEO, Stuart Fletcher: Using collaboration to tackle #sustainability challenges ow.ly/BxSqm #theBIGshift RT

Stuart Fletcher, CEO of Bupa: “In my experience 95% of risk is completely illusory.”

Bigger leaders>bigger biz results>bigger change impacts @bupa CEO welcomes failure as way leaders grow bigger @Forum4theFuture #theBIGshift

@BupaUK CEO: Tips for collaborative partnerships - clarity of purpose/outcome, be bold & courageous. Look for like-minded souls. #theBIGshift
Networking opportunities: conversations on new collaborations

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<td>Cotton 2040</td>
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<td>Energy Control</td>
<td>Giles Bristow</td>
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<td>Sustainable Brands</td>
<td>Gemma Adams</td>
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Our Network is made up of a global community of leaders united by their ambition and capacity to create real and lasting change. When you join us, you'll be collaborating with individuals and organisations at the forefront of sustainability, or with an ambition to get there fast.

Join us and create #theBIGshift in your system
Questions

Feed your thinking
What is your proven ingredient for successful collaboration?
What are the biggest obstacles to successful collaboration?
What's your favourite collaboration?
What kind of collaborations do we need?
Recipes from the Community Chef
Community Chef’s basic bread dough

The ingredients

This versatile dough is easy to work with, quick to make and perfect for a variety of bread products.
- 500g strong white flour (& a little more for dusting
- 500g strong wholemeal flour
- 650ml warm water (30°C)
- 10g dried yeast
- 15g salt

The method

Put the flour, yeast and salt into a large bowl and pour in the water. Using one hand or a spoon mix these ingredients to form a sticky dough. Allow this to sit for 5 – 10 minutes.

Next, oil or wet your work surface and vigorously knead the dough for 5 – 10 minutes. Add more flour only if the dough is unworkably sticky, and even then only add a light dusting. You are aiming to have soft and elastic dough with the texture of an ear lobe.

Return the dough to the bowl, cover with a tea towel or plastic bag, and leave in a warm place to rise until doubled in size: 90 – 120 minutes. Knock the dough back gently before use.

The catalyst

Oil two 1kg bread tins. Divide the dough in half, and flatten both into a disk, roll and fold it up like a thick Swiss roll. Lay the rolls seal-side down, flatten and tuck the ends under. Place these deftly into the tins and allow them to rise in a warm place for 60 minutes (or a little longer for lighter bread).

The dough should rise to the top of the tin or a little higher. Dust the top with flour and cut 3 light slashes diagonally across the loaf. Place this into in a pre-heated oven at 220°C (400fc), straight away.

Bake at this temperature for 5 minutes then lower the heat to 180°C (360fc), and bake for a further 25-30 minutes. Cool before slicing.
**Community Chef’s apple glazed tempeh**

**The ingredients**

This dish is essentially fried tempeh in a teriyaki sauce, but Robin uses apple juice or apple concentrate as the sweetener in his teriyaki. Serves 4.

- 250g ready fried tempeh or raw tempeh cut into 8 strips
- 1 tbsp grated ginger
- 50ml apple juice concentrate or 100ml apple juice
- 50ml Tamari or dark soya sauce
- 50ml water
- Juice of 1 lime
- 25g sesame seeds, dry toasted
- Sunflower oil

**The method**

Heat a large frying pan over a medium to high heat and brush with oil and fry the tempeh strips until they go golden brown. Raw tempeh will need more oil and a longer fry.

Add the ginger and cook for a moment or two before adding the apple juice, soya sauce, lime juice and water.

**The catalyst**

Turn up the heat and cook hard until the liquid has reduced by two thirds, and it starts to produce big dark glossy bubbles. Turn the tempeh over in this sauce once or twice and then remove from the pan.

Top the tempeh with the remaining sauce and sprinkle over the sesame seeds.

You can de-glaze the pan with more water or apple juice to make extra sauce.
The ingredients

This is a traditional dish from Cataluña in Spain made with sweet or piquant peppers and roasted nuts, usually almonds.

- 1 small onion, finely chopped
- 2 large sweet red peppers, preferably long pointed Romano peppers
- 4 cloves of garlic, finely chopped
- 4 tbsp roasted almonds, ground to a semi-fine powder
- 4 tbsp tomato puree
- 4 tbsp olive oil
- 4 – 8 tbsp vegetable stock
- 2 tbsp chopped parsley
- 1 tsp hot paprika
- Salt and sugar

The method

Heat half of the oil over a medium heat and fry the onions until just soft. Add the garlic and peppers and cook briefly, you are aiming for the garlic and the peppers to be lightly cooked so that their fresh flavour is prominent. Add the tomato puree, a pinch of salt and sugar and enough stock to make a smooth sauce.

The catalyst

Cook for a few minutes and then add the almonds and paprika. Cook for five minutes until the sauce is glossy and then blend to a consistency of your choice adding the remaining oil as you blend. Add the chopped parsley and season to taste. Serve hot or at room temperature, on crusty bread. For an even richer sauce, roast or grill the peppers first until the skin is blackened. Cool, discard the skins and seeds and use as per recipe. Almonds can be replaced by toasted hazelnuts or pine nuts and a splash of single cream or quark added at the end of cooking makes for a silky, mellower sauce.
The ingredients

A tortilla is a Spanish omelette. It is a complete meal in a pan: it has carbohydrates, protein, vegetables and good oils. Serves 4.

- 6 free range eggs (depending on the size of eggs)
- 2 handfuls par boiled new potatoes, sliced in disks
- 1 handful fresh or frozen vegetable (such as broccoli, asparagus, peas or broad beans)
- 1 red pepper, deseeded and sliced
- 1 medium leek or onion washed and sliced.
- 1 clove of garlic
- Salt and pepper
- Olive oil

The method

Start by preparing the potatoes and heating up a pan of water. When the water boils, add the potatoes, turn the heat to a simmer and cook for 10 minutes or until they are firm to the bite. Drain well and put to one side.

Steam the other green vegetables until tender using a steamer or colander placed on top of the potatoes.

While the potatoes are cooking, heat a large heavy bottomed pan and add 1 tbsp of olive oil. Gently fry the sliced leeks or onions for 5 minutes and then add the chopped garlic and peppers and cook for a further 5 minutes.

In a large bowl beat all 6 eggs until light and fluffy.

Add the potatoes, greens and cooked onions and pepper to the eggs and season with salt and pepper.

Wipe the pan and reheat. Heat 1 tbsp of olive oil and add the eggs and vegetable mixture. Draw the set egg away from the sides, swirl the pan so that the runny egg takes its place. Do this all around the pan once. Cook gently until the egg starts to set (~5 minutes).

To turn, place a plate over the tortilla, your hand on the plate, and flip the pan over so you are left with the cooked side up. Slide this back into the pan and cook for a further 3 minutes.

If you don’t want to attempt this stage, you can finish the tortilla off under a grill. The pan should be no closer than 5cm to the grill and make sure that the handle is not under direct heat. (You can cover the handle in tin foil to protect it.)

Slice into wedges and serve hot or cold.