

## TOOL: ENACT 2020 – EXCHANGING KNOW-HOW IN A MULTI-STAKEHOLDER WORKSHOP

### Abstract

ENact 2020 is a workshop format for medium-sized to large groups for knowledge exchange in a small amount of time. The format is effective for bringing together stakeholders from different fields to gather different perspectives and can be applied before implementation of a project, product or idea, as a tool for troubleshooting once a project is ongoing, or it can support the (re)design of a project.

### What is it?

The ENact 2020 format was developed for B.A.U.M. e.V. in a cooperation project with the HPI School of Design Thinking (Hasso-Plattner-Institut) in 2008. At networking tables, the interactive workshop format with moderators and mentors actively involves all participants into a development process.

ENact 2020 is a workshop format to exchange knowledge with your stakeholders, work on specific issues in a targeted approach and a tool for troubleshooting. It is an innovative workshop design for medium-sized to large groups. Its aim is to get specific issues across and exchange practical knowledge in a small amount of time and to generate individual solution ideas for the participants.

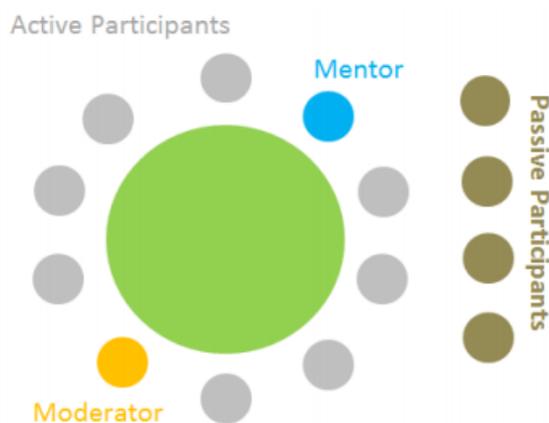
In case of a workshop in the area of customer engagement in Smart grid projects, for example, a variety of stakeholders from different fields (engineering, ICT, social science, psychology, marketing etc.), users of Smart grid technologies as well as installers and project managers would be crucial in order to effectively facilitate a diffusion of know-how as well as integrating the customer experience into decision making processes.

For additional information, please also have look at the related guidelines [Co-creation – collaborating to develop smart energy solutions](#) and [How to identify regional stakeholders](#).

In the Enact 2020 method, the participants develop solutions for specific questions as a joint effort. This process is enabled by recording all tasks, challenges, ideas for solution and examples on a black board with colour coded post it notes. The idea behind the methodology is to motivate the participants to generate further solution approaches for the tasks and challenges. Participants should be able to let their thoughts run free and build upon each other's ideas.

## Methodology

The topical networking tables are the central element of an ENact 2020 workshop. Each table includes a mentor, a moderator, ca. eight active participants and three to six passive participants. Participants of the workshop can choose a networking table, and thus a topic, shortly before the workshop or even spontaneously before a networking round.



**Figure 1: Networking Table Set-Up**

After each networking round of 120 minutes, participants are able to switch tables and can thus share their knowledge and perspective with a maximum amount of other stakeholders. The groups at the different networking tables can decide individually whether they want to find a solution for one question/ problem or several during a networking round.

Especially by mixing the participants – developers and users, theoretical experts and practitioners – the ideas and approaches to questions and issues can complement each other and produce a more comprehensive overall approach to the question. It is important to take even the most unusual suggestions into account without criticism to keep the work process flowing. Note that different participant from different fields may have different ways of looking at specific problem. Here, a knowledgeable mentor is needed to mediate between different perspectives. Either the moderator can take care of the documentation or the participants themselves can be asked to write up their tasks, ideas, etc. for the respective networking round.

- Task/aim/challenge (red)
- Idea for solution (green)
- Example (yellow or white).

## When to use?

The ENact 2020 moderation workshop is particularly effective for bringing together stakeholders from different fields, to gather different opinions and perspectives. If held in advance, an ENact moderation workshop can support a smooth implementation of new services. It can also be an effective tool for troubleshooting or support the evaluation or (re)design of a smart grid project.

The advantages of the ENact 2020 workshop for the different phases in a smart energy project:

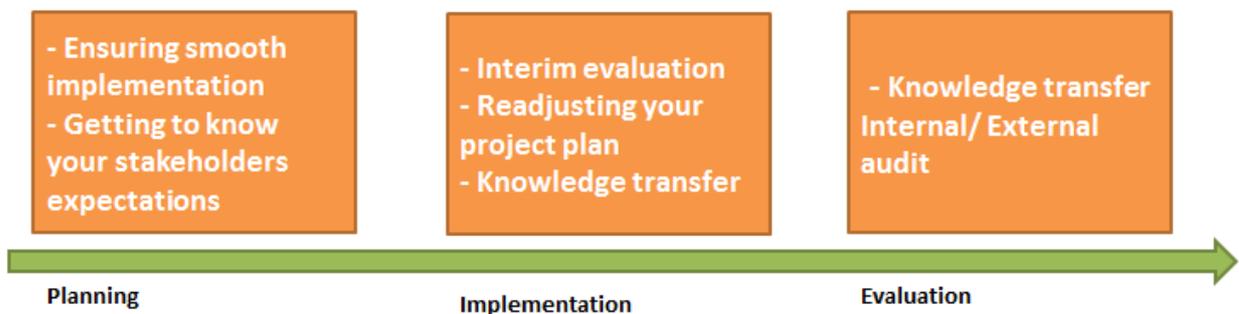


Figure 2: Benefits of an ENact 2020 Workshop in different stages of a project

## What do you need to do?

When preparing for an ENact 2020 workshop:

### *Choose your venue carefully*

Pay special attention when choosing a venue: It has to be spacious enough to accommodate a large group of people. Consider there has to be enough space for however many networking tables you plan to have. Seeing the network tables have to accommodate a large group of participants you need ample space between tables to prevent people from getting distracted by listening to other tables, especially with 120 minute sessions. Use different rooms or create sealed areas so participants cannot see other network tables.

### *Organize keynote speeches*

It can be beneficial to open the workshop with a number of keynote speeches that introduce the participants to the overall topic of the event. This makes clear what the goal of the workshop is, and how this relates to the topics and method of the workshop. Creating such an overview is wise seeing the complicated method of the workshop. Participants easily lose focus, so remind them regularly on the overall goals of the event.

### *Select capable mentors and moderators*

The mentor and the moderator of the respective networking tables are decided upon in advance of the workshop. The other participants (active and passive participants), however, are able to choose their networking table before the workshop or even spontaneously before a networking session.

### *Communicate the ENact 2020 format and its aims to your participants*

A good participant information, including the key features of the ENact format, will tell participants what to expect from the workshop and what to prepare for and can save time when it comes to choosing sessions as well as increase the effectiveness of the format.

### *Make choosing a network table quick and easy*

As participants can decide on the spot what networking table to choose, it is important to have clear signs/overviews of what topic is situated at which table. Letting people choose on the spot is time consuming, and if the topic of each table is not clear, this will add up to your delay.

## **Methodology**

As described, participants filling four different roles (moderator, mentor, active and passive participants) come together at one networking table for a networking round of 120 minutes.

### **1. The mentor**

The mentor is a technically versatile expert in the topic at the respective networking table. The more diverse the stakeholders are, or the more complex the question to be answered by the networking table is, the more important the role of the mentor becomes. The mentor gives a short introduction (5 minutes) into the topic. During a networking round, the mentor answers technical questions on the topic of the respective networking table asked by the active participants and has to clarify insecurities or mediate between strongly different perspectives. When answering such questions, the mentor avoids long-winded answers and monologues. Instead, he provides short and to the point answers or – in case of a conflict – rules on how to proceed.

### **2. The moderator**

The moderator is responsible for the organizational part of the networking round.

- Welcome of the participants and naming of the topic
- Asking active participants for short introduction of themselves
- In collaboration with the group, summary of the aim/task of the networking round; recording the summary on the “Aim-Result-Poster”
- Controls the time of the mentor allotted for speaking
- Motivation of the active participants to discuss possible solutions

- Pays attention that all active participants leave the table with ideas for solutions relating to their initial motivation
- Coordination of who is working on the black board with the available working materials
- Overseeing of time management and rules of conduct
- Summary of results of the networking round in collaboration with the group in 15 minutes before ending the round at the latest; one sentence per result is recording on the “Aim-Result-Poster”
- Decides on the person to give the ‘elevator pitch’ (1-minute presentation of results on the centre stage); the elevator pitch can be presented by the moderator himself, the mentor or a voluntary participant.

### **3. Active participants**

The active participants are sitting directly at the table and are included in the proceedings. They are able to ask concrete question and set tasks in relation to the topic that for the networking session that are taken up by the mentor. Active participants develop, in collaboration with the moderator, the ideas for solutions.

### **4. Passive participants**

The passive participants are able to observe the technical explanations of the mentor as well as the process of finding solutions for the aims and tasks of the networking round. If a passive participant wants to switch to active participation during a networking round, he can do so if the moderator agrees.

Apart from the four different participant roles, an ENact 2020 workshop includes the following elements:

#### ***Needed working material***

For visualisation of tasks, solution ideas and examples, different coloured papers, post it notes and pens are offered. The post it notes are placed on the black board. Furthermore, various materials for handicraft work are offered for any spontaneous ideas.

#### ***Elevator pitch and documentation of results***

In order to provide all participants with an overview of the results of the other tables, one person from each networking table gives an ‘elevator pitch’ of the results of the networking round. The elevator pitch is a one-minute result presentation held in such a way as to create maximum interest for the respective topic. The person giving the elevator pitch is coordinated by the moderator.

The results of the networking table (material from the black board, notes, etc.) are summarised and made available to the participants.

## Do's and don'ts

- **Select the right mentor for the topic.** For example, at a Smart grid customer related networking table, a good mentor would have experience in acting as “intermediary” between experts and customers in a Smart grid project or rollout. The mentor should be knowledgeable of different angles on how to look at customer inclusion and experience.
- **Invite the right target groups.** For an ENact 2020 workshop in the area of customer engagement in Smart grid projects, for example, experts from different fields (incl. engineering, ICT, social science, psychology, marketing etc.) as well as installers and project managers would be the target group. Even customer could be included in order to create a diffusion of know-how that serves to integrate the customer experience in Smart grid projects into decision making processes.
- **Communicate and observe the rules of conduct for a networking round**
  - Think user oriented
  - Work multi-disciplinary
  - Stay on topic, but encourage “wild ideas”
  - Talk one after another
  - Quantity counts
  - Fail often and early
  - Don't criticise
  - Illustrate ideas visually
  - Build upon each other's ideas
- **Don't discard any ideas!** It is important to take even the most unusual suggestions into account without criticism to keep the work process flowing. It is the mentor's responsibility to “translate” between participants from different fields.
- **Start a networking round with a mentor.** It is vital to have a ‘referee’ on the topic. He is the “referee” and mediator.

## B.A.U.M. Annual conference in Berlin 2012

In 2012, the B.A.U.M. e.V. held their annual conference in the ENact 2020 format. The workshop was kicked off by three keynote speeches covering the comprehensive topics to be discussed at the networking tables. Afterwards, the participants worked at 10 networking tables on specific issues and solution proposals.

Keynote Speeches:

1. Knowledge Transfer for sustainable topics in the ENact 2020 format
2. Energy transition from the national policy viewpoint
3. Energy houses and their integration into the smart grid

Examples for topics at the 10 networking tables were:

- Energy efficiency through innovative ICT solutions
- Power supply and sustainability
- Consumption 2050 – what has to change?



Figure 3: Impressions from one of the networking tables (Source: B.A.U.M.)

## Further reading

- [http://forum-e3.org/de/enact\\_2020](http://forum-e3.org/de/enact_2020) (German)
- Contact: B.A.U.M. e.V., Martin Oldeland, e-mail: [martin.oldeland@baumev.de](mailto:martin.oldeland@baumev.de)

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This guideline was developed in the S3C project, and is freely available from [www.smartgrid-engagement-toolkit.eu](http://www.smartgrid-engagement-toolkit.eu).

S3C paves the way for successful long-term end user engagement, by acknowledging that the "one" smart consumer does not exist and uniform solutions are not applicable when human nature is involved. Beyond acting as a passive consumer of energy, end users can take on different positions with respective responsibilities and opportunities. In order to promote cooperation between end users and the energy utility of the future, S3C addresses the end user on three roles. The *smart consumer* is mostly interested in lowering his/her energy bill, having stable or predictable energy bills over time and keeping comfort levels of energy services on an equal level. The *smart customer* takes up a more active role in future smart grid functioning, e.g. by becoming a producer of energy or a provider of energy services. The *smart citizen* values the development of smart grids as an opportunity to realise "we-centred" needs or motivations, e.g. affiliation, self-acceptance or community.

S3C performed an extensive literature review and in-depth case study research in Smart Grid trials, resulting in the identification of best practices, success factors and pitfalls for end user engagement in smart energy ventures. The analysis of collected data and experiences led to the development of a new, optimised set of tools and guidelines to be used for the successful engagement of either Smart Consumers, Smart Customers or Smart Citizens. The S3C guidelines and tools aim to provide support to utilities in the design of an engagement strategy for both household consumers and SMEs. The collection of guidelines and tools describe the various aspects that should be taken into account when engaging with consumers, customers and citizens. More information about S3C, as well as all project deliverables, can be found at [www.s3c-project.eu](http://www.s3c-project.eu).