



Cooking Up Change:
Recipes for successful collaboration
#theBIGshift



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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?



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@Forum4theFuture

Why do we need collaboration? @SallyUren
"In our view, organisations are hitting the limits of what they can do on their own,"
#theBIGshift

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.@SallyUren: The challenges are so systemic, so big. We need collaboration to tackle them.
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Forum for the Future
@Forum4theFuture

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

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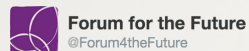
Forum for the Future
@Forum4theFuture

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

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#theBIGshift

The moment of transformation that moves the key systems we rely on towards a sustainable future



.@CommunityChef1 is going to teach us how to make bread. Think ingredients, method & energy... #theBIGshift

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



on demo and exercise



Ingredients for successful collaboration

Nutritional Information





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Recipes for successful collaboration

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



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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



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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



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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



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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



Ingredient 6

Management of competition issues

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



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Ingredient 7

Strong founding partners

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



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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



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



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



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Ingredient 12

Skillful facilitation

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

Nutritional Information

Communicating widely throughout the project helps demonstrate legitimacy, encourages exposure to external stakeholders and rallies internal commitment

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

- ♦ 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





Recipes for successful collaboration

Roundtable discussions



Roundtable discussions

Project	Facilitator	Key ingredients
Community Energy Coalition and Farm Power	Giles Bristow, Director, Forum for the Future	Clear, shared purpose; People centred process
Sustainable Shipping Initiative	Anna Birney, Head of System Innovation Lab, Forum for the Future	Shared system diagnosis & learning; Diverse participation across the system
Internet of Things Academy	Hugh Knowles, Head of Innovation, Forum for the Future	Creative, strategic tools
Target and Walmart - The Beauty and Personal Care Product Sustainability Summit	Esther Maughan McLachlan, Director, Forum for the Future	External comms; Management of competition issues
Tea 2030	Sally Uren, CEO, Forum for the Future	Clear, flexible structure; Management of competition
Dairy 2020	Andy Richardson, Head of Communications, Volac	Strong founding partners; Trust & personal relationships
Reducing food waste and food poverty	Mark Varney, Director, FareShare	Clear, shared purpose; Trust & personal relationships

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



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A recipe for

Recipe type

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?

Special Ingredients

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

Shared system diagnosis and

learning; diverse participation across

the system

Tips

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

Have a clear goal. Needs very good facilitation and back office support.

Small groups are more manageable; diversity means that continuity of

facilitation and keeping participation (to avoid sectorial clustering)

Method

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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A recipe for

Recipe type

Tea 2030

What is the name of the collaborative project?

Creating a sustainable global tea sector

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

collaborative futures

Which flagship process does this project represent?

Special Ingredients

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

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

Tips

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

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

Method

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

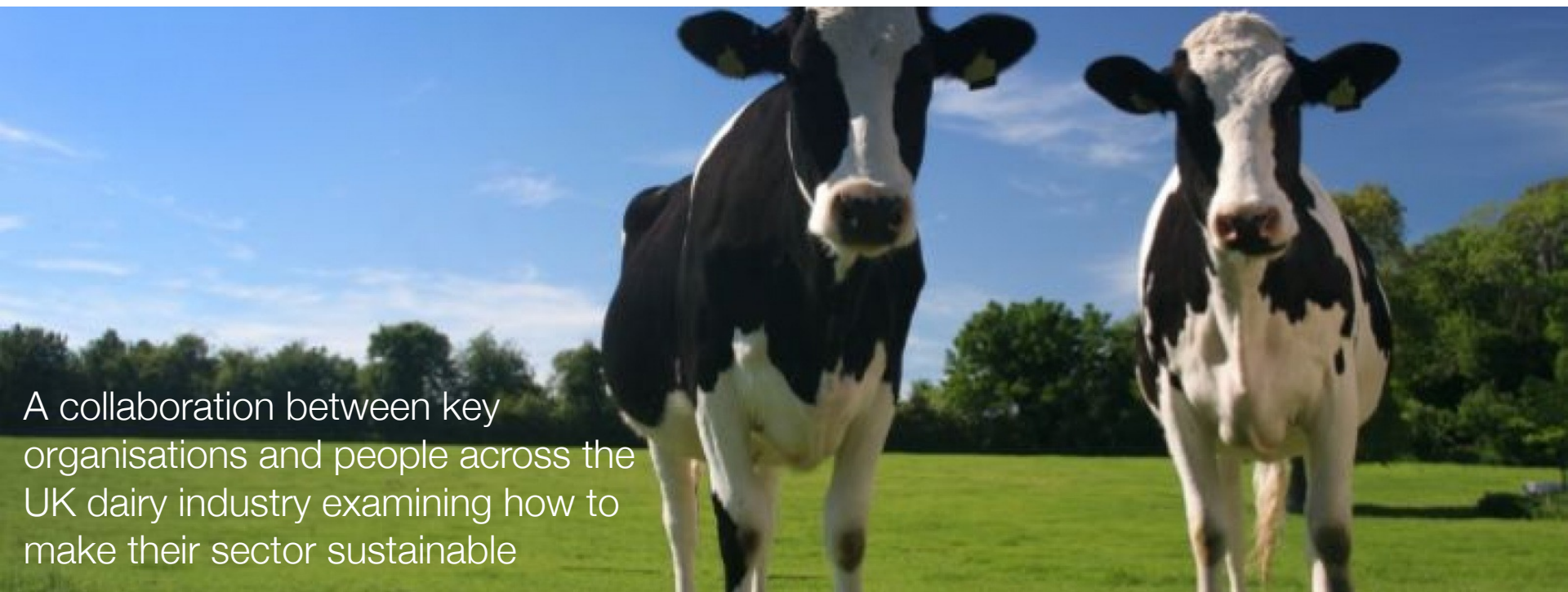
Undertake a scoping and diagnosis of the system, together

Create scenarios of 'possible futures' for the global tea sector

Establish the principles and a vision of a sustainable value network

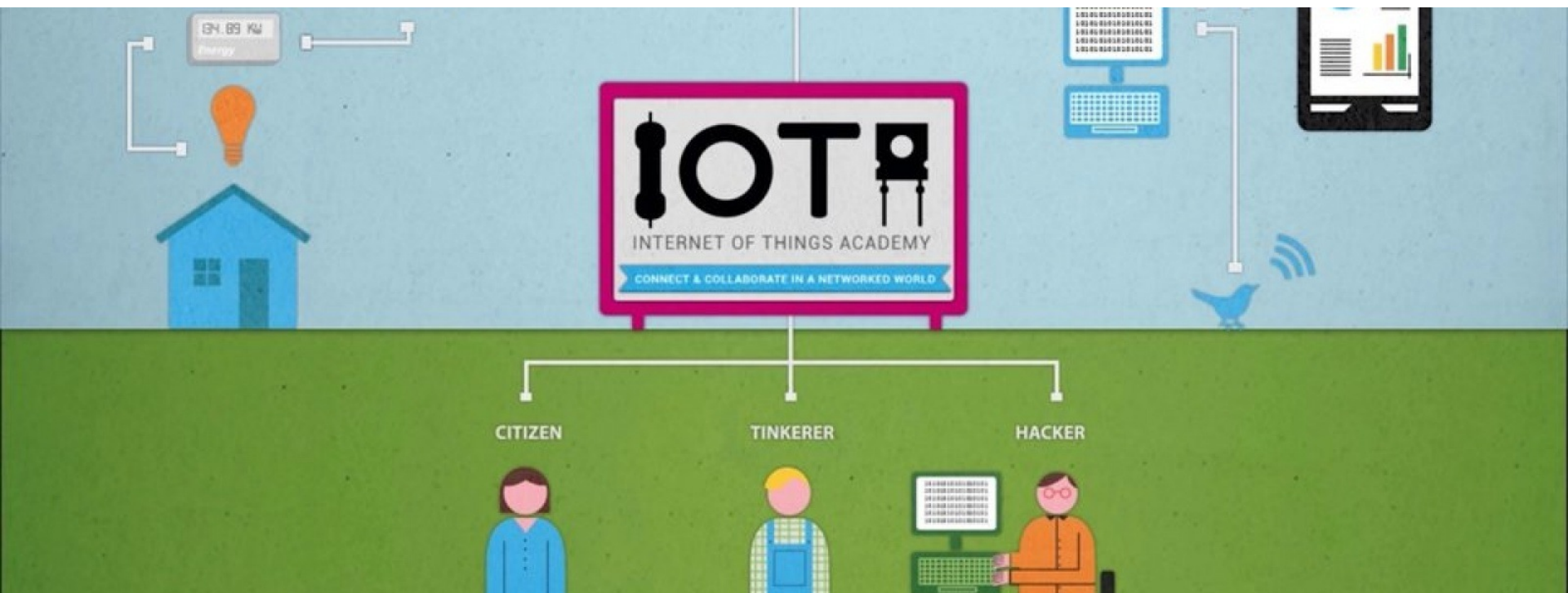
Create collaboration platforms for different issues (sustainable landscapes, market mechanisms,
connected consumers and a gene bank)

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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?

demonstrating how the Internet of Things can be a powerful tool for individuals and communities to create change

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

experiment

Which flagship process does this project represent?

A recipe for Recipe type

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

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





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.@SallyUren welcomes CEO Stuart Fletcher, to share his experience of one of @BUPA's emergent collaborations. #theBIGshift



Forum for the Future
@Forum4theFuture

New post! By @BUPA's CEO, Stuart Fletcher: Using collaboration to tackle #sustainability challenges ow.ly/BxSqmq #theBIGshift RT

Recent Updates

Forum for the Future "We can make a meaningful impact alone. But global partnerships and collaborations will enable a transformational impact to be made." Bupa's CEO Stuart Fletcher writes for Forum for the Future: why organisations should collaborate to tackle... more



Strength in numbers - by Bupa's CEO (a Pioneer Partner of Forum)

forumfortheFuture.org - While preparing to speak on 'The Ingredients for Successful Collaboration' at Forum for the Future's Network event and thinking about 'what' those ingredients are, I found myself taking a step back to ask 'why'?



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



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Forum for the Future



Esther Maughan Mc
@esthermaughanmc

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



James Robey
@jamesrobey

'If you don't ever fail in life, you're not pushing yourself hard enough' Stuart Fletcher @Bupa talking about #sustainability #theBIGshift



Neil Jones
@neiljones

Collaboration enables "working faster and bigger": reaching scale & finding complementarity @Forum4theFuture @Bupa #theBIGshift



Hugh Bowring
@hugh_bowring

"Sometimes better to ask for forgiveness than permission" - powerful words from @Bupa boss Stuart Fletcher. #theBIGshift @Forum4theFuture



Daniella Vega
@DaniellaVega

@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

SEDEX	Tom Smith
Sustainable Business Models Group	Aaron Hay
Future of Land and Protein	Mark Driscoll
Cotton 2040	Alexa Schubert
Energy Control	Giles Bristow
Sustainable Brands	Gemma Adams



Want more? [Join us](#)

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



Cooking up change

Recipes for successful collaboration

What is your proven ingredient
for **successful collaboration**?



What are the biggest obstacles
to **successful collaboration**?



Cooking up change
Recipes for successful collaboration

What's your favourite collaboration?



Cooking up change

Recipes for successful 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 (400°F), straight away.

Bake at this temperature for 5 minutes then lower the heat to 180°C (360°F), 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.

Community Chef's salsa romesco



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.



Community Chef's tortilla

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 1tbsp 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.



The catalyst

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.

