**Appendix M How to navigate in the Intervention Box**

a) Please follow the questions on the next pages for clicking to the interventions you need.

b) These questions allow you to navigate through the sections of the Intervention Box with:

- *general interventions* for binding the parties in a common approach and reducing uncertainties without irrevocable obligations: the sections 7 and15 (trust)

*- indirect interventions* for preventing rigidity in roles, procedures, interfaces and responses to problems: section I

*- pre-sorted sets of interventions* for the Regular lane, Fast lane, Circus lane, Cloister lane: sections 6, 11, 12, 13

*- interventions for an interim evaluation* of a running Inception phase: section 14

*- direct interventions* leading to enrichment of one or more of the viability components (other sections)

c) **To go to the right section, answer the question>** **put cursor on ‘Section x’> this becomes black >‘click + enter.**

d) Start beneath at ‘Step 1”

**Step 1**

**a)** Do you want suggestions for activities for the **start** of an initiative with several parties and do you recognize some or more of the following characteristics?

* There are several notions of the direction in which the solution may be found.
* Multiple parties are involved, which may be organized slightly informally.
* The parties agree that there is a – possibly recurring – problem/opportunity.
* Individual parties are unable to realize a solution.
* The intentions, and therefore also the interests, of the stakeholders vary.
* The participants regard the initiative as risky.
* There are internal debates in participating organizations about subjects which are relevant for the initiative.
* In de partnering organizations, some of the managers are highly critical of solutions realized elsewhere.
* There is no one responsible for a process design of the initiative.

**If yes,** go to Section 1. **If not**, do you have a need for an evaluation of a **running** MPI? **If yes,** go to Section 14. **If not**, there is no relevance in this tool for your objectives.

## Section 1

Are the following two objectives relevant or becoming relevant for you?

*- to minimize the perceptual distance between potential partners.*

*- to maximize the chance for success with low toll for participants.*

**If yes,** go to Section 2. **If not,** there is no relevance in this tool for your objectives.

## Section 2

Do you have (hardly) no restrictions concerning completion time or the number of parties now?

***If yes,*** *go to Section* 6 *(Interventions selected for The regular lane).* ***If not****, go to* Section 3

## Section 3

Do you have firm restrictions concerning completion time and the number of parties now?

***If yes,*** *go to Section 11 (Interventions selected for The Fast Lane).* ***If not****, go to* Section 4

## 

## Section 4

Do you have restrictions concerning completion time now?

***If yes,*** *go to Section 12 (Interventions selected for The Circus lane).* ***If not****, go to Section 5*

## Section 5

Do you have restrictions concerning the number of parties?

***If yes,*** *go to Section 13 (Interventions selected for The Cloister lane****). If not****, go to* Section 6

## Section 6

Do you have a need for interventions concerning the general process design for the MPI?

***If yes,*** *go to Section 7 for first set general interventions.* ***If not****, go to* Section 16 *for first set direct interventions*

## Section 7

*First set general interventions*

1. propose the use of an Inception phase leading to a small cognitive bias gap in participants

provide the key-participants a learning module about IPA so they become aware of the essentials of IPA leading to shared view on tools and outcomes

1. give Support of parent organizations, Idea description and Fit with objectives emphasis in the beginning leading to motivation to develop ideas about Cooperation, Coordination, Partitioning of work and Integration with parent organizations later.
2. begin to work on trust immediately leading to positive (inter-organizational) collaborative behaviour. If relevant go to Section 15 for concrete interventions
3. propose a set of initiating activities leading to support for follow up activities. If relevant go to Section 16 for concrete interventions

6. make an inventory of what is already available at the current parties as input for or interpretation of the viability components leading to a shared view of (maybe different) starting points.

After the (selection of the) above interventions are finished, **consolidate the output** before going to *Section 8* for the next iterations starting here now the MPI has finished its first set of activities and goes on in the Inception phase**.**

## Section 8

Do you have a need for other general interventions than in Section 7? ***If yes,*** *go to Section 17 .* ***If not****, go to Section 18:* *Initiation* interventions for cooperation, coordination, partitioning of work.

## Section 9

Do you have a need for indirect supporting interventions? ***If yes,*** *go to Section I*.***If not****, go to Section 19, Section 20,*

## Section I

Indirect supporting interventions (except for developing Trust, go to *Section 15)*

***Section I.1: helping initiation***

* create a real safe environment, even if the possibility for exit is arranged leading to better cooperation
* use visualization, ethnography, collaborative sensemaking, assumption surfacing or field experiments to formulate objectives/ideas leading to leverage of differences
* organize network meetings leading to invitation of the best participants

***Section I.2: helping identification***

* make sure that participants share ‘a dream’ leading to getting along
* let parties meet informally leading to better cooperation
* bring competences for creating a MPI on board preventing wrong items in this precontractual phase
* use methods as mental simulation or benefit comparison leading to support for collaboration with these parties
* show a problem caused by an outside party leading to focus within the group
* obtain references from a third party (assumption: when a party had prior dealings with a potential partner for the MPI) explicit experiences help to assess future support
* circumvent tendering by creation of collaboration contracts leading to optimalization instead of sub-optimalization and hierarchy

***Section I.3: helping exchange***

* promote initial face to face contacts and shared cyber spaces leading to openness
* organize the learnings through accessible files leading to progressive insight for all
* use customer visit teams, lead user analysis or focus groups to enrich the market/performance aspect of the idea leading to common formulations
* let no one party gets the biggest influence on the development leading to weakening ties of that party with the other parties
* introduce a rule that everybody can step out without sanction leading to relaxed presence
* make the professionalism of parties visible leading to speed in activities
* create a platform with residents (breakfast session, workshop, exploring meeting, idea generation) leading to higher support
* organize communication outside-in leading to positive image of the MPI
* beware for longing for formalization and details leading to spending a lot of indirect hours
* install a learning attitude combined with a written learning history leading to sharing of new discoveries and insights
* make launching customer act as informal principal leading to common focus

***Section I.4: helping reflection***

* speak out about clashes leading to go on when it gets rough
* point at concurrent initiatives leading to enrichment of the MPI
* work with a visualized idea leading to synchronization and an equal starting point for next activities
* use methods as imagery, storytelling, metaphors, analogies and assumption surfacing leading to new enrichments
* stretch from technology to market model (assumption: because this makes volume, development in raw materials etc. explicit) leading to realistic enrichment
* formulate abstract business case and cost estimates leading to realistic enrichment

***Section I.5: helping conversion***

* formulate the relation of objectives and the idea of the MPI in the Intention Agreement (assumption: because this explicates the interests of participants) leading to taking each other in account
* make go/no-go at a kind of Idea gate formally leading to serious support

## Do you need supplemental general interventions? **If yes,** go to Section 17. **If not,** go for direct interventions to *Section 19* (Identification), *Section 20* (Exchange), *Section 21* (Reflection) and *Section 22* (Conversion)

## Section 11

***The Fast Lane***

This lane has not much time available and a very limited number of persons gets access. These necessary limitations allow a higher risk profile for support, fit with objectives, coordination and specialized tasks for integration with parent organisations. All the necessary interventions are pre-sorted in this section.

*Set general interventions:*

* propose the use of an Inception phase leading to a small cognitive bias gap in participants
* propose common measures for viability (power and actual role for support of partners, short term and long-term benefits for fit with objectives, market, performance requirements, technology, attraction and form for the Idea, staff, strength and style for cooperation, structure, planning and routines for coordination, modular and architectural for partitioning of work) leading to support for the MPI
* begin to work on trust immediately leading to positive (inter-organizational) collaborative behaviour (see for direct interventions concerning trust
* introduce a transaction style based on communal sharing and market pricing leading to sharing objectives, hazards and benefits build on a non-equity relationship and priced inputs
* give reflection on Idea description and identification/exchange of Cooperation emphasis in the beginning leading to speed and risk taking on Support, Fit with objectives, Coordination and Communication with parent organizations

*Set direct interventions for the Fast Lane*

Support

* check the selection of (new) parties preventing use of wrong criteria
* gather in the first meeting existing input for the Inception phase and existing questions about viability leading to motivation to go on if used or answered respectively
* combine a broadly felt problem with an idea that fits the objectives of the potential participants leading to a starting group of innovators/early adapters
* make sure that values are shared leading to efficient cooperation and coordination
* let also relevant people of the parent organizations discuss their objectives and possibilities of the idea reinforcing support for the MPI
* ask attendees to admit what they do not know leading to the right parties entering
* allocate work based on the future roles leading to long term support
* demand that partner organizations are very active in contributing with finances, machines, room and/or staff leading to an understanding of the level of support

Idea and it’s characteristics

* invite users in an early stage leading to participants that are realistic about the idea
* identify persons linked to the (decision) gates, persons linked to appliance and future owners of the know-how leading to the best first input for the idea
* keep the idea inside the MPI arena preventing tearing it apart by political wolves
* elaborate ideas about technology, market, performance, risk, new knowledge and time horizon leading to the best possible assessment of the idea
* reflect as fast as you can with the market leading to a feeling for success or fit
* use boundary objects as prototyping technique leading to bridging knowledge boundaries
* formulate the characteristics of the idea in line with objectives of parent organizations leading to support in parent organizations
* invert ingredients of parties’ practices in something new leading to innovative applications

Fit with objectives

* invite organizations to enter the MPI to focus on efficiency benefits
* put own objectives or problems on the agenda of start-up meeting leading to starting points about conditions for participation and of mutual views of participants’ contributions
* formulate the movement in terms of objectives, participants, market and technology leading to high identification with the MPI
* make participants identify objective(s) for the longer term so risks for short term support are compensated
* Review patents (assumption: position of competitors become clear) leading to the right focus of participants
* make detailed agreements about the work packages preventing that one of the participants emphasizes mainly his own interests

Cooperation next phase(s)

* invite staff relevant from a customer point of view leading to fulfilling expectations of customers
* invite device builders and end-users with pre-competitive interests for the same market
* make sure to get people on board who understand customers leading to fulfilment of expectations
* combine organizational strengths leading to competitive advantages
* choose parties that add value and speed by your first appraisals leading to the possibility of better evaluations during later actions
* be very explicit on criteria for staff (> brilliant, gritty) leading to deep understanding of topics
* make the availability of staff, strengths and typical styles clear leading to realistic cooperation in activities
* treat input of mother organizations as trade goods leading to fair reciprocity in collaboration
* install a stable working group with technical persons leading to stability in cooperation
* make supporters commit themselves for a long active role leading to low circulation of other persons in and around the MPI
* deploy capacities of parties for the objectives of other participants leading to self-reinforcing effects in collaboration
* take participants away from their normal job so they can work dedicated on the assignment leading to less distraction
* make sure that capacities are available (assumption: because this is mostly responsibility of lower managers leading to too optimistic views of higher managers)

Coordination of next phase(s)

* arrange immediately coordination of change - and conflict management as well in decision making leading to growth of trust
* use non-binding contracts leading a basis for interpersonal trust
* select key persons with less strict ties in the parent organizations leading to less hindering dependencies for the MPI
* introduce structures, routines and planning leading to efficient coordination of activities
* arrange information sharing procedures, non-contractual commitments, change management approaches, arrangements for penalties leading to less collaboration problems
* agree within the MPI about allocation of hours because this avoids complicated coupling with money leading to informal and easy decision making about priority, staffing and sharing the growing information
* elaborate joint planning leading to good timing and order of work divided over several parties
* develop in co-creation a deliverable at the horizon leading to room for execution from the steering committee
* create time and money budgets including delegated authority on MPI level leading to high tempo proceedings
* create a select group for decision making about formalization leading to a restricted dependency of shareholders

Partitioning of work

* agree on the starting points about what to do because this makes you, your parent organization or other initiators seeing the same assignment leading to a shared view on the process
* make work packages for the idea/CBO in order of materials > modules > panel > system > equipment (assumption: because this emphasizes efficiency) leading to the least rework
* think about modular or architectural development (assumption: because this influences development of ties between partners) leading to different relations and knowledge flows
* transfer own work protocols to work packages and common tools to all participants because it supports action and interaction leading to higher ties of participants

Specialized tasks for integration

* deliver at the end of the Inception phase a stage gate document for ‘the Idea gate’ with the elaborated viability criteria so perceptual distance is minimized between supporters becoming aware of the viability of the initiative leading to a shared go or no-go decision for continuation

*Set indirect interventions*

* have regular and systematic interaction using rich media ties leading to the working up of trust (initiation)
* make sure participants share a ‘dream’ or (identification)
* show a problem caused by an outside party leading to focus within the group (identification)
* promote (initial) face to face contacts and shared cyber spaces leading to openness (exchange)
* organize the learnings through accessible files leading to progressive insights for all (exchange)
* beware of longing for formalization and details leading to spending a lot of indirect hours (exchange)
* use boundary crossing activities leading to facilitation of mutual learning (general)

## Section 12

***The Circus Lane***

In the case of the circus lane there is not much time available, but all persons/parties may ‘perform’ with others ‘in the public’. The Circus Lane accepts risks in viability of the idea, cooperation and partitioning of the work. All the necessary interventions for the Circus Lane are pre-sorted in this section.

The pre-sorted interventions in the circus lane concern:

*Set general interventions:*

* propose the use of an Inception phase leading to a small cognitive bias gap in participants
* put the seven criteria of viability on the agenda of the Inception phase leading to a best viability assessment
* make an inventory of what is already available as input for or interpretation of the viability components leading to a shared view of (maybe different) starting points.
* propose common measures for viability (power of partners, short term benefits for fit with objectives, market, technology, form for the Idea, staff and style for cooperation, structure, planning and routines for coordination, modular and architectural for partitioning of work) leading to support for the MPI
* introduce a transaction style based on communal sharing and market pricing leading to sharing objectives, hazards and benefits build on a non-equity relationship and priced inputs
* give Support of parties, Fit with objectives and Coordination emphasis in the beginning leading to speed and risk taking on Idea description, Cooperation, Partitioning of work and Integration in parties.

*Set direct interventions for the Circus Lane*

*Support*

* check the selection of (new) parties preventing use of wrong criteria
* invite many parties with useful qualities facilitating a transformation from attendee to supporter
* scan the five O’s[[1]](#footnote-1) in the neighbourhood for skills needed making the MPI profit from existing and experienced connections
* Invite parties that are already busy with the item (assumption: because pioneers understand the actual challenges best leading to right priorities for the MPI)
* make sure that values are shared leading to efficient cooperation and coordination
* ask an opposing party which conditions would make them positive leading to a good decision to adapt or drop that party
* let identification interventions be based on a tentative assignment leading to understanding that participation in the MPI is not fixed either
* execute a cost-benefit analysis (assumption: because assessing the acquiring of knowledge from this partner leads to insight for (coordination) costs of sharing (tacit) knowledge
* make sure that the characteristics of the Idea serve the objectives of the parent organizations leading to support for the MPI
* demand that partner organizations are very active in contributing with finances, machines, room and/or staff leading to an understanding of the level of support

*Idea with its characteristics*

* invite users in an early stage leading to participants that are realistic about the idea
* ask around at universities (assumption: because publications show persons with in-dept knowledge) leading to good selection
* keep the idea inside the MPI arena preventing tearing it apart by political wolves
* elaborate ideas about technology, market, performance, risk, new knowledge and time horizon leading to the best possible assessment of the idea

*Fit with objectives*

* invite organizations to enter the MPI to get competitive advantages
* put own objectives or problems on the agenda of start-up meeting leading to starting points about conditions for participation and of mutual views of participants’ contributions
* formulate the movement in terms of objectives, participants, market and technology leading to high identification with the MPI
* review patents leading to the right focus of participants
* make detailed agreements about the work packages preventing that one of the participants emphasizes mainly his own interests
* describe a common market leading to common interest

*Cooperation in next phase(s)*

* combine organizational strengths leading to competitive advantages
* make an inventory of competences and needs of parties leading to good arrangements to cooperate
* guard equality (f.e. in decision making and talk time) during negotiations leading to access to them
* implement collaborative leadership leading to facilitation of tacit learning
* deploy capacities of parties for the objectives of other participants leading to self-reinforcing effects in collaboration
* make sure that capacities are available (assumption: because this is mostly responsibility of lower managers leading to too optimistic views of higher managers)

*Coordination in next phase(s)*

* use non-binding contracts leading a basis for interpersonal trust
* start immediately with building trust preventing excessive contractual formality
* make sure that participants identify themselves with the MPI and with their parent organizations leading to better assessment of partners behaviour
* choose high frequency communication with rich media leading to a high degree of inter-organizational learning and low opportunistic behavior
* introduce structures, routines and planning leading to efficient coordination of activities
* make joint planning activities leading to ensured order in interdependent activities
* discriminate between important and not important issues leading to less inter-party rivalry and less coordination costs
* set up the sharing of information including feedback leading to the best formalization level
* introduce routines about gathering information about feasibility leading to availability and ownership in the MPI
* make agreements based on first experiences with the other participants because if one sees no reason for a formal contract this leads to optimal flexibility for adjudgments
* elaborate joint planning leading to good timing and order of work divided over several parties
* work out formalized procedures (for problem solving, decision making, conflict resolution, performance evaluations) leading to collaboration in domains that were too sensitive or too risky
* ask partners for requirements or other contributions without obligations for or from them leaving the initiative with freedom in control

*Partitioning of work*

* make sure to synchronize actions of partners leading continuously to joint starting points
* transfer own work protocols to work packages and common tools to all participants because it supports action and interaction leading to higher ties of participants

*Specialized tasks for integration*

* in case of subsidy ask also the same amount of parties’ responsibles (assumption: because it explicates the willingness) leading to first selection criterion between parties
* use confirmation, selection, transformation, toleration or non-confirmation as tactics leading to a fit in the parent organizations
* Think about how to integrate independent operating of MPI and communication with parent organizations (assumption: because sidestepping communication routines of parents) leads to best progress
* deliver at the end of the Inception phase a stage gate document for ‘the Idea gate’ with the elaborated viability criteria so perceptual distance is minimized between supporters becoming aware of the viability of the initiative leading to a shared go or no-go decision for continuation
* Make the relevant player official by installing reporting lines (assumption: because this creates responsibility) leading to continuous support

*Set indirect interventions*

* use boundary crossing activities leading to facilitation of mutual learning (general)
* use visualization, ethnography, collaborative sensemaking, assumption surfacing, field experiments to formulate objectives/ideas leading to leverage of differences (initiation)
* give priority to low risk activities leading to positive interaction (initiation)
* make sure participants share a ‘dream’ or (identification)
* introduce a rule that everybody can step out without sanction leading to relaxed presence (exchange)
* install a learning attitude combined with a written learning history leading to sharing of new discoveries and insights (exchange)
* work with a visualized idea leading to synchronization and an equal starting point for next activities (reflection)
* make go/no-go at a kind of Idea gate formally (assumption: because this forces parties to consider their role seriously) leading to serious support

## Section 13

**The Cloister Lane**

With no real deadlines the emphasis is on the quality of the process and the outcome but with a very selected set of parties. The Cloister Lane accepts risks in viability of cooperation, coordination, partitioning of the work and specialized tasks for integration with parent organizations.

The pre-sorted interventions in the Cloister Lane concern:

*Section general interventions:*

* propose the use of an Inception phase leading to a small cognitive bias gap in participants and low risk profile for the follow up
* put the seven criteria of viability on the agenda of the Inception phase leading to a best viability assessment
* give Support of parent organizations, Fit with objectives and Idea description emphasis in the beginning leading to motivation to develop ideas about Cooperation, Coordination, Partitioning of work and Communication with parent organizations
* propose common measures for viability (power and actual role for support of partners, short term and long-term benefits for fit with objectives, market, performance requirements, technology, attraction and form for the Idea, staff, strength and style for cooperation, structure, planning and routines for coordination, modular and architectural for partitioning of work) leading to underpinned decision for continuation the MPI
* begin to work on trust immediately leading to positive (inter-organizational) collaborative behaviour
* introduce a transaction style based on communal sharing and market pricing leading to sharing objectives, hazards and benefits build on a non-equity relationship and priced inputs
* make an inventory of what is already available as input for or interpretation of the viability components leading to a shared view of (maybe different) starting points.
* make interventions on the level of objectives, idea, coordination, cooperation right from the start leading to durable agility in the collaborating parties

*Pre-sorted set direct interventions for the Cloister Lane*

*Support*

* check the selection of (new) parties preventing use of wrong criteria
* gather in the first meeting existing input for the Inception phase and existing questions about viability leading to motivation to go on if used or answered respectively
* invite participants representing a branch with immediate interest leading to acceleration in getting support
* combine a broadly felt problem with an idea that fits the objectives of the potential participants leading to a starting group of innovators/early adapters
* discuss differences, similarities and consequences with parties leading to legitimation of collaboration
* make sure that values are shared leading to efficient cooperation and coordination
* ask an opposing party which conditions would make them positive leading to a good decision to adapt or drop that party
* let also relevant people of the parent organizations discuss their objectives and possibilities of the idea reinforcing support for the MPI
* make sure that characteristics of the idea fit objectives of parties leading to keeping on supporting
* exchange the needs of participants leading to support for each other
* allocate work based on the future roles leading to long term support
* execute a cost-benefit analysis (assumption: because assessing the acquiring of knowledge from this partner leads to insight for (coordination) costs of sharing (tacit) knowledge
* formulate the attraction in the idea leading to ties for participants
* apply (pre)tests in the organization of the user leading to temptation to act as partner
* make sure that the characteristics of the Idea serve the objectives of the parent organizations leading to support for the MPI

*Idea with its characteristics*

* invite users in an early stage leading to participants that are realistic about the idea
* formulate explicitly why collaboration is worthwhile leading to a resource-based, transaction-cost based or other added value-based (f.e. higher earnings, larger market share, longer survival) enrichment process.
* Introduce a (collaborative) style of leadership leading to new meanings for the idea to be executed by these parties
* prevent focus on only one characteristic of the idea leading to right evaluation of their possible contribution to development of the idea
* keep the idea inside the MPI arena preventing tearing it apart by political wolves
* make sure on which idea to work > system, process or product (assumption: because this prevents preferences of participants) leading to jointly reasoning from whole to parts
* elaborate ideas about technology, market, performance, risk, new knowledge and time horizon leading to the best possible assessment of the idea
* present product or service concepts in elemental descriptive forms (that include verbal stories, verbal metaphors, and physical prototypes) leading to flexibility in changes required due to new technical or market information
* make sure that the characteristics of the idea are also formulated by users leading to commercial success
* use boundary objects as prototyping technique leading to bridging knowledge boundaries
* formulate the characteristics of the idea in line with objectives of parent organizations leading to support in parent organizations
* use an approach that aims for an organization instead of a product with the possibility for more applications leading to a more viable future of the MPI
* make sure to deeply understand the basic principles of the idea in connection with future users leading to a more viable idea with little use of working capital

*Fit with objectives*

* invite organizations to enter the MPI to get competitive advantages
* put own objectives or problems on the agenda of start-up meeting leading to starting points about conditions for participation and of mutual views of participants’ contributions
* formulate the movement in terms of objectives, participants, market and technology leading to high identification with the MPI
* make participants identify objective(s) for the longer term so risks for short term support are compensated
* make sure that participants understand each other’s gains and pains leading to progress also in difficult times
* make detailed agreements about the work packages preventing that one of the participants emphasizes mainly his own interests
* let partners understand their overlap in objectives making initiation and identification almost redundant
* describe a common market leading to common interest

*Cooperation next phase(s)*

* take time to understand the non-moving starting points of the initiative (assumption: because parties interpret them as positive) leading to unchecked starting points
* make sure to get people on board who understand customers leading to fulfilment of expectations
* include big parties (with power/money) <> small parties (with room to manoeuvre/few conventions) leading to speed
* guard equality (f.e. in decision making and talk time) during negotiations leading to access to them
* install a stable working group with technical persons leading to stability in cooperation
* deploy capacities of parties for the objectives of other participants leading to self-reinforcing effects in collaboration
* confront another party as if it concerns a stranger because this filters emotional bias leading to clear added value of the party

*Coordination next phase(s)*

* make joint planning activities leading to ensured order in interdependent activities
* arrange information sharing procedures, non-contractual commitments, change management approaches, arrangements for penalties leading to less collaboration problems
* agree within the MPI about allocation of hours because this avoids complicated coupling with money leading to informal and easy decision making about priority, staffing and sharing the growing information
* develop in co-creation a deliverable at the horizon leading to room for execution from the steering committee
* converge a business plan with the components of viability including a demonstrator leading to a sensible go- no go decision

*Partitioning of work*

* agree for which IP a NDA is needed leading to fair transactions in future
* think about modular or architectural development (assumption: because this influences development of ties between partners) leading to different relations and knowledge flows
* transfer own work protocols to work packages and common tools to all participants because it supports action and interaction leading to higher ties of participants

*Specialized tasks for integration*

* deliver at the end of the Inception phase a stage gate document for ‘the Idea gate’ with the elaborated viability criteria so perceptual distance is minimized between supporters becoming aware of the viability of the initiative leading to a shared go or no-go decision for continuation

*Set indirect interventions*

* use boundary crossing activities leading to facilitation of mutual learning (general)
* use visualization, ethnography, collaborative sensemaking, assumption surfacing, field experiments to formulate objectives/ideas leading to leverage of differences (initiation)
* give priority to low risk activities leading to positive interaction (initiation)
* make sure participants share a ‘dream’ or (identification)
* introduce a rule that everybody can step out without sanction leading to relaxed presence (exchange)
* install a learning attitude combined with a written learning history leading to sharing of new discoveries and insights (exchange)
* work with a visualized idea leading to synchronization and an equal starting point for next activities (reflection)
* Make go/no-go at a kind of Idea gate formally (assumption: because this forces parties to consider their role seriously) leading to serious support

## Section 14: *you have a need to do an interim evaluation of the MPI. Please, execute the following actions:*

*Evaluate the actual status quo by:*

1) making a consolidation of the MPI by collecting the latest results: decisions made, consolidations so far and intended actions.

2) asking individual participating keypersons of the MPI: a) what is/are the actual objective(s) of their current activities and b) desired outcomes of their current activities

*Then 3a) Compare the individual answers of question 2a) with the two objectives of the Inception phase*

- to minimize the perceptual distance[[2]](#footnote-2) between potential partners

Individual position by assessing score of key-players: totally not driven by < 1 2 3 4 5 > totally driven by

- to maximize the chance for success with low toll for participants

Individual position by assessing score of key-players: totally not driven by < 1 2 3 4 5 > totally driven by

*And 3b) Compare the individual answers of question 2b) with the following pre-scripted outcomes of the Inception phase.*

Are respondents currently doing work for:

***a)******Support:*** person or group in the parent organizations allows/helps the initiative to go on.

Assessed by the score on:

|  |  |
| --- | --- |
| **Measures** |  |
| Power position | 1 2 3 4 5 |
| Stimulating role | 1 2 3 4 5 |

**b) *The idea:***the embryonal solution for a future business product or service (appearing as a drawing, a narrative, a mock-up, a protocept etc...

Assessed by the score on:

|  |  |  |  |
| --- | --- | --- | --- |
| **Necessary measures** |  | **Preferable measures** |  |
| About technology | 1 2 3 4 5 | About attraction | 1 2 3 4 5 |
| About fit with user values | 1 2 3 4 5 | About time to market | 1 2 3 4 5 |
| About performance requirements | 1 2 3 4 5 | About knowledge unknowns | 1 2 3 4 5 |
| About risks (short/long term) | 1 2 3 4 5 | About form | 1 2 3 4 5 |

**c) *Fit with objectives****:* the link between the (characteristics) of the idea and the objectives of the participants.

Assessed by the score on:

|  |  |
| --- | --- |
| **Measures** |  |
| With admission criteria | 1 2 3 4 5 |
| With long term intentions | 1 2 3 4 5 |

**d) *The cooperation in the next phase(s)*:** the description of joint pursuit of agreed-on deliverables in a manner corresponding to a shared understanding about contributions and payoffs.

Assessed by the score on:

|  |  |
| --- | --- |
| **Measures** |  |
| Input of strengths | 1 2 3 4 5 |
| Input of staff | 1 2 3 4 5 |
| Ability for collaborative style | 1 2 3 4 5 |

**e) *The coordination of the next phase(s)*:** the description of the deliberate and orderly alignment or adjustment of partners’ actions to achieve jointly determined deliverables.

Assessed by the score on:

|  |  |
| --- | --- |
| **Measures** |  |
| Level of structuring | 1 2 3 4 5 |
| Presence of communication routines | 1 2 3 4 5 |
| Clearness of planning | 1 2 3 4 5 |

**f) *The approach for partitioning of work*:** the argued division of activities in architectural[[3]](#footnote-3) or in modular[[4]](#footnote-4) layout in the next phase(s).

Assessed by the score on:

|  |  |
| --- | --- |
| **Measures** |  |
| Architectural work packages | 1 2 3 4 5 |
| Modular work packages | 1 2 3 4 5 |

**g) *Specialized tasks for the integration with parent organizations*:** the arrangement for horizontal and vertical representation and communication by specialized persons.

Assessed by the score on:

|  |  |
| --- | --- |
| **Measure** |  |
| Continuity in personal relationships established | 1 2 3 4 5 |

*4) Assess - based on answers to question 1 - in a different color the actual situation in the MPI by scores on the same scales at 3.*

*6) Evaluate which of the components are over- or undervalued*

*7) Formulate the risk profile of the MPI and choose interventions to adjust for the improvement of viability.*

|  |  |
| --- | --- |
| **Risk factor** | **Risk High ……………………Low** |
| Support risk: the will to provide resources proves to be low |  |
| Direction risk: parties harvest mainly driven by own objectives |  |
| Target group risk: users do not see a link of the idea with their lives |  |
| Relational risk: parties avoid promises, claim to much, behave asymmetric |  |
| Operational risk: unforeseen coordination costs/failures show up |  |
| Composability risk: it becomes difficult to make changes in work packages |  |
| Orphan risk: a parent organization becomes not aligned |  |

*7) Conclude, if necessary, which adjustments must be made for viability including the necessary interventions*

*8) Adjust the actual situation, depending the character of the MPI: regular, fast, circus or cloister lane by using interventions.*

*9)* Do you need extra Identification interventions*, if yes* , if no*,* do you need extra Exchange interventions*,* if *yes,* if no do you need extra Reflection interventions, if yes, if no, do you need extra Conversion interventions *yes*

*.*

## Section 15: *Interventions leading to trust*

* discuss market overlap of parties leading to less contribution if present
* make sure that participants understand each other’s gains and pains leading to progress also in difficult times
* treat within the MPI each other as equivalent leading to ignoring individual differences
* arrange immediately coordination of change - and conflict management as well in decision making leading to growth of trust
* use non-binding contracts leading to a basis for interpersonal trust
* start immediately with building trust preventing excessive contractual formality
* choose high frequency communication with rich media leading to a high degree of inter-organizational learning and low opportunistic behaviour
* have regular and systematic interaction using rich media ties leading to the working up of trust
* give priority to low risk activities leading to positive interaction
* let participants elaborate on each other’s contribution leading to teaming up

Do you have a need for supplemental general interventions? **If yes**, go to Section 17. **If not**, go to Section 18: *Initiation* interventions for cooperation, coordination, partitioning of work

## Section 16

**Intervention Box: 1A: Initiation > Support**

(Set of direct interventions for nomination, first meetings, introduction)

* check the selection of (new) parties preventing use of wrong criteria
* gather in the first meeting existing input for the Inception phase and existing questions about viability leading to motivation to go on if used or answered respectively
* invite participants representing a branch with immediate interest leading to acceleration in getting support
* invite many parties with useful qualities facilitating a transformation from attendee to supporter
* combine a broadly felt problem with an idea that fits the objectives of the potential participants leading to a starting group of innovators/early adapters
* show in the invitation how the idea fits the shared processes of invitees leading to broader support
* scan the five O’s[[5]](#footnote-5) in the neighborhood for skills needed making the MPI profit from existing and experienced connections
* introduce a potential launching party leading to focused anticipation
* Invite parties that are already busy with the item (assumption: because pioneers understand the actual challenges best leading to right priorities for the MPI)

**Intervention Box 1B: Initiation > Idea**

(Set of direct interventions for nomination, first meetings, introduction)

* invite users in an early stage leading to participants that are realistic about the idea
* ask around at universities leading to good selection

**Intervention Box 1C: Initiation > Fit with objectives**

(Set of direct interventions for nomination, first meetings, introduction)

* invite organizations to enter the MPI to focus on efficiency benefits
* invite organizations to enter the MPI to get competitive advantages
* put interventions for support, fit with objectives, the idea, coordination and cooperation first leading to motivation for concretizations of work packages and links with parent organizations

Do you have a need for other initiating activities for cooperation, coordination, partitioning of work? ***If yes,*** *go to*

*Section 18,* **If not**, go to *Section 17* for supplemental general interventions

## Section 17: *Supplemental general interventions*

* check the index of the first decision document on presence of the seven viability components because this makes the them explicit leading to better assessment of viability.
* propose common measures for the viability components (power and actual role for support of partners, short term and long-term benefits for fit with objectives, market, performance requirements, technology, attraction and form for the Idea, staff, strength and style for cooperation, structure, planning and routines for coordination, modular and architectural for partitioning of work) leading to support for the MPI
* propose a set of identification activities for the viability components leading to trust in future transaction costs, mutual capabilities or other added values. If needed go to
* propose a set of exchange activities for the viability components leading to insights for efficient collaboration
* propose a set of reflection activities for the viability components leading to perspectives of the contribution of the participants
* propose a set of conversion activities for the viability components leading to consolidations for cooperation, coordination, work packages and specialized tasks in the next phase
* use boundary crossing activities leading to facilitation of mutual learning
* introduce a transaction style based on communal sharing and market pricing leading to sharing objectives, hazards and benefits build on a non-equity relationship and priced inputs
* execute indirect interventions so positive changes in (the interaction of) the parties emerge leading to positive process outcomes like speed, focus, openness, respect, decisions and understanding
* make interventions on the level of objectives, idea, coordination, cooperation right from the start leading to durable agility in the collaborating parties

Do you have a need for other initiating activities for cooperation, coordination, partitioning of work? ***If yes,*** *go to*

*Section 18,* **If not**, do you need extra Identification interventions*, if yes* , if no*,* do you need extra Exchange interventions*,* if *yes,* if no do you need extra Reflection interventions, if yes, if no, do you need extra Conversion interventions *yes*

## 

## Section 18: *Initiation* interventions for cooperation, coordination, partitioning of work

**1D: Initiation > Cooperation**

*(*Set of direct interventions for nomination, first meetings, introduction)

* invite staff relevant from a customer point of view leading to fulfilling expectations of customers
* invite staff representing the strength of the participants leading to unique resources in cooperation
* invite device builders and end-users with pre-competitive interests for the same market
* Take time to understand the non-moving starting points of the initiative (assumption: because parties interpret them as positive) leading to unchecked starting points

**1E: Initiation > Coordination**

(Set of direct interventions for nomination, first meetings, introduction)

* search for champion, sponsor and gate keepers leading to introduction in formal processes

**1F: Initiation > Partitioning of work**

(Set of direct interventions for nomination, first meetings, introduction).

* make sure to synchronize actions of partners leading continuously to joint starting points

## Do you have a need for indirect supporting interventions? ***If yes,*** *go to Section I*.***If not****, go to*

## Section 19: *Identification* interventions for the viability components

**2A: Identification > Support**

(Set of direct interventions for understanding each other and legitimize co-existence in a MPI)

* discuss differences, similarities and consequences with parties leading to legitimation of collaboration
* make sure that values are shared leading to efficient cooperation and coordination
* ask an opposing party which conditions would make them positive leading to a good decision to adapt or drop that party
* let also relevant people of the parent organizations discuss their objectives and possibilities of the idea reinforcing support for the MPI
* let identification interventions be based on a tentative assignment leading to understanding that participation in the MPI is not fixed either
* make sure that characteristics of the idea fit objectives of parties leading to keeping on supporting
* give an end-user possibility for in-kind support leading to be allowed to act as partner
* ask attendees to admit what they do not know leading to the right parties entering
* exchange the needs of participants leading to support for each other

**2B: Identification > Idea**

(Set of direct interventions for understanding each other and legitimize co-existence in a MPI)

* formulate explicitly why collaboration is worthwhile leading to a resource-based, transaction-cost based or other added value-based (f.e. higher earnings, larger market share, longer survival) enrichment process.
* Introduce a (collaborative) style of leadership leading to new meanings for the idea to be executed by these parties
* prevent focus on only one characteristic of the idea leading to right evaluation of their possible contribution to development of the idea
* identify persons linked to the (decision) gates, persons linked to appliance and future owners of the know-how
* leading to the best first input for the idea

**2C: Identification > Fit with objectives**

(Set of direct interventions for understanding each other and legitimize co-existence in a MPI

* put own objectives or problems on the agenda of start-up meeting leading to starting points about conditions for participation and of mutual views of participants’ contributions
* formulate the movement in terms of objectives, participants, market and technology leading to high identification with the MPI
* make participants identify objective(s) for the longer term so risks for short term support are compensated
* Review patents (assumption: position of competitors become clear) leading to the right focus of participants

**2D: Identification > Cooperation**

(Set of direct interventions for understanding each other and legitimize co-existence in a MPI)

* make sure to get people on board who understand customers leading to fulfilment of expectations
* combine organizational strengths leading to competitive advantages
* include big parties (with power/money) <> small parties (with room to maneuver/few conventions) leading to speed
* make the professionalism of parties visible leading to speed in activities
* make an inventory of competences and needs of parties leading to good arrangements to cooperate
* make sure that the idea connects with the superordinate objectives of the branch so participants from that branch become willing to contribute
* choose parties that add value and speed by your first appraisals leading to the possibility of better evaluations during later actions
* be very explicit on criteria for staff (> brilliant, gritty) leading to deep understanding of topics

**2E: Identification > Coordination**

(Set of direct interventions for understanding each other and legitimize co-existence in a MPI)

* make sure that participants identify themselves with the MPI and with their parent organizations leading to better assessment of partners behaviour
* select key persons with less strict ties in the parent organizations leading to less hindering dependencies for the MPI

**2F: Identification > Partitioning of work**

(Set of direct interventions for understanding each other and legitimize co-existence in a MPI).

* agree on modular work packages for deliverables to come leading to less coordination effort
* agree for which IP a NDA is needed leading to fair transactions in future

**2G: Identification > Specialized tasks**

*(Set of direct activities for understanding each other and legitimize co-existence in a MPI*

* organize decision making with parent organizations only about main issues leading to support for picking up the role of stakeholder
* in case of subsidy ask also the same amount of parties’ responsibles (assumption: because it explicates the willingness) leading to first selection criterion between parties

## Section 20: *Exchange* interventions for the viability components

**3A: Exchange > Support**

*(*Set of direct interventions for routinizing communication, handling the boundary object and creating transparency)

* allocate work based on the future roles leading to long term support
* give the launching customer a discount for future purchases leading to support of the initiative
* execute a cost-benefit analysis (assumption: because assessing the acquiring of knowledge from this partner leads to insight for (coordination) costs of sharing (tacit) knowledge

**3B: Exchange > Idea**

(Set of direct interventions for routinizing communication, handling the boundary object and creating transparency)

* keep the idea inside the MPI arena preventing tearing it apart by political wolves
* make sure on which idea to work > system, process or product (assumption: because this prevents preferences of participants) leading to jointly reasoning from whole to parts

**3C: Exchange > Fit with objectives**

(Set of direct interventions for routinizing communication, handling the boundary object and creating transparency)

* make detailed agreements about the work packages preventing that one of the participants emphasizes mainly his own interests

**3D: Exchange > Cooperation**

(Set of direct interventions for routinizing communication, handling the boundary object and creating transparency)

* make the availability of staff, strengths and typical styles clear leading to realistic cooperation in activities
* start immediately with building trust leading to smooth knowledge exchange
* guard equality (f.e. in decision making and talk time) during negotiations leading to access to them
* implement collaborative leadership leading to facilitation of tacit learning
* treat input of mother organizations as trade goods leading to fair reciprocity in collaboration
* install a stable working group with technical persons leading to stability in cooperation
* make supporters commit themselves for a long active role leading to low circulation of other persons in and around the MPI
* make the long- and short-term interests of partners clear so they stay motivated to work together
* make sure that an end-user does not need to work continuously for the MPI leading to convenience for this contributor

**3E: Exchange > Coordination**

(Set of direct interventions for routinizing communication, handling the boundary object and creating transparency)

* introduce structures, routines and planning leading to efficient coordination of activities
* make joint planning activities leading to ensured order in interdependent activities
* discriminate between important and not important issues leading to less inter-party rivalry and less coordination costs
* set up the sharing of information including feedback leading to the best formalization level
* arrange information sharing procedures, non-contractual commitments, change management approaches, arrangements for penalties leading to less collaboration problems
* introduce routines about gathering information about feasibility leading to availability and ownership in the MPI
* make agreements about an open or layered exchange of knowledge (with discovery register) leading to a low level of coordination costs and to effective diffusion of knowledge
* agree within the MPI about allocation of hours because this avoids complicated coupling with money leading to informal and easy decision making about priority, staffing and sharing the growing information
* make agreements based on first experiences with the other participants because if one sees no reason for a formal contract this leads to optimal flexibility for adjudgments
* exchange agendas of end-users and gatekeepers so the risk of burning money/hours is understood leading to everybody staying on the same priorities
* make the breakdown of the idea and the responsibilities coherent so participants understand the relationship with burning money leading to everybody staying on the same priorities

**3F: Exchange > Partitioning of work**

(Set of direct interventions for routinizing communication, handling the boundary object and creating transparency).

* create only for modular work packages high coupling of partners leading to higher chance for commercial success
* in case of architectural work packages use rich media leading to high interorganizational learning
* make sure that everybody contributes leading to motivation of participants to take a fair share
* give the work to the best suited party even if it does not fit your own short-term interest leading to your staying focused on the result

**3G: Exchange > Specialized tasks**

*(Set of direct activities for routinizing communication, handling the boundary object and creating transparency)*

* use confirmation, selection, transformation, toleration or non-confirmation as tactics leading to a fit in the parent organizations

## 

## Section 21: *Reflection* interventions for the viability components

**4A: Reflection > Support**

(Set of direct interventions for creating individual and common perspectives and potential)

* formulate the attraction in the idea leading to ties for participants
* apply (pre)tests in the organization of the user leading to temptation to act as partner
* make sure that the characteristics of the Idea serve the objectives of the parent organizations leading to support for the MPI

**4B: Reflection > Idea**

*(*Set of direct interventions for creating individual and common perspectives and potential)

* elaborate ideas about technology, market, performance, risk, new knowledge and time horizon leading to the best possible assessment of the idea
* present product or service concepts in elemental descriptive forms (that include verbal stories, verbal metaphors, and physical prototypes) leading to flexibility in changes required due to new technical or market information
* make sure that the characteristics of the idea are also formulated by users leading to commercial success
* give users tasks enabling self-reflection leading to real market understanding or co-creation
* reflect as fast as you can with the market leading to a feeling for success or fit
* use boundary objects as prototyping technique leading to bridging knowledge boundaries
* formulate the characteristics of the idea in line with objectives of parent organizations leading to support in parent organizations
* deliver the idea as a demonstrator including statements of performance leading to more viability for the idea
* scope continuously while reflecting on adding new components leading to low cost price
* use an approach that aims for an organization instead of a product with the possibility for more applications leading to a more viable future of the MPI
* make sure to deeply understand the basic principles of the idea in connection with future users leading to a more viable idea with little use of working capital

**4C: Reflection > Fit with objectives**

(Set of direct interventions for creating individual and common perspectives and potential)

* let partners understand their overlap in objectives making initiation and identification almost redundant

**4D: Reflection > Cooperation**

(Set of direct interventions for creating individual and common perspectives and potential)

* deploy capacities of parties for the objectives of other participants leading to self-reinforcing effects in collaboration

**4E: Reflection > Coordination**

(Set of direct interventions for creating individual and common perspectives and potential)

* elaborate joint planning leading to good timing and order of work divided over several parties
* think about a level of formalization for roles and metrics leading to viable interpretation of coordination
* work out formalized procedures (for problem solving, decision making, conflict resolution, performance evaluations) leading to collaboration in domains that were too sensitive or too risky
* develop in co-creation a deliverable at the horizon leading to room for execution from the steering committee
* ask partners for requirements or other contributions without obligations for or from them leaving the initiative with freedom in control
* put thinking about getting to know each other, contracting, financing and performing also on the agenda leading to integral decision making

**4F: Reflection > Partitioning of work**

*(Set of direct activities for creating individual and common perspectives and potential).*

* agree on the starting points about what to do because this makes you, your parent organization or other initiators seeing the same assignment leading to a shared view on the process
* make work packages for the idea/CBO in order of materials > modules > panel > system > equipment (assumption: because this emphasizes efficiency) leading to the least rework
* think about modular or architectural development (assumption: because this influences development of ties between partners) leading to different relations and knowledge flows

**Section 4G: Reflection > Specialized tasks**

*(Set of direct activities for creating individual and common perspectives and potential)*

* Think about how to integrate independent operating of MPI and communication with parent organizations (assumption: because sidestepping communication routines of parents) leads to best progress

## 

## Section 22: *Conversion* interventions for the viability components in the Intervention Box

**5A: Conversion > Support**

(Set of direct interventions for crystallization in entities, work packages, recognizing shared challenges, accepting several agenda’)

* demand that partner organizations are very active in contributing with finances, machines, room and/or staff leading to an understanding of the level of support

**5B: Conversion > Idea**

(Set of direct interventions for crystallization in entities, work packages, recognizing shared challenges, accepting several agenda’s)

* invert ingredients of parties’ practices in something new leading to innovative applications
* embed idea in current practices because this facilitates operationalization leading to low cost introduction

**5C: Conversion > Fit with objectives**

(Set of direct interventions for crystallization in entities, work packages, accepting several agenda’s)

* describe a common market leading to common interest

**5D: Conversion > Cooperation**

(Set of direct interventions for crystallization in entities, work packages, recognizing shared challenges, accepting several agenda’s)

* confront another party as if it concerns a stranger because this filters emotional bias leading to clear added value of the party
* take participants away from their normal job so they can work dedicated on the assignment leading to less distraction
* make sure that capacities are available (assumption: because this is mostly responsibility of lower managers leading to too optimistic views of higher managers)

**5E: Conversion > Coordination**

(Set of direct interventions for crystallization in entities, work packages, recognizing shared challenges, accepting several agenda’s)

* promote the joint venture format leading to an agenda of only MPI interest
* try alliances with customer and/or suppliers to jointly develop products/technologies leading to being innovative and remaining competitive
* create an ‘in between application’ on the borders of participating parties leading to concretization of the next step
* create time and money budgets including delegated authority on MPI level leading to high tempo proceedings
* converge a business plan with the components of viability including a demonstrator leading to a sensible go- no go decision
* create a select group for decision making about formalization leading to a restricted dependency of shareholders

**5F: Conversion > Partitioning of work**

*(Set of direct activities for nomination, first meetings, introduction*).

1. transfer own work protocols to work packages and common tools to all participants because it supports action and interaction leading to higher ties of participants
2. deliver for the next phase a detailed modular work planning, a juridical entity and a routine for exit so participants understand clearly the responsibilities entering the next phase leading to low coordination costs

1. Onderneming, Onderzoek, Overheid, Onderwijs, (van) Onderop [↑](#footnote-ref-1)
2. Gedefinieerd als: de verschillen tussen samenwerkende partners m.b.t. de perceptie van kern- issues in hun relatie (v.d. Krift. 2019) [↑](#footnote-ref-2)
3. Architectural improvements of subsystems that have a significant impact on the existing interface standards and interactions with other subsystems [↑](#footnote-ref-3)
4. Modular improvements of subsystems that leave the existing interface standards and interactions between the improved subsystems and other subsystems largely unchanged [↑](#footnote-ref-4)
5. Onderneming, Onderzoek, Overheid, Onderwijs, (van) Onderop [↑](#footnote-ref-5)