THE LABS RESULTS IN:

POTENZA, IT

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CO-OPETITION PATHS IN HOTELLERIE FILIERE

	N. SESSIONS	N. PARTICIPANTS	AIMS	ACHIEVEMENTS
Labs for 2nd tier facilitators	3	11-9 consultants and sectoral experts (tourism); junior professionals working in the field of local development policies (SMEs innovation, labour market); trainers.	facilitator role (vs chairman/co-ordinator); basic tools management; awareness of the filière (from planning to evaluation); workshop scheduling	overall achievement: mostly for the first tier facilitator…; growing awareness for the local community of professionals; explicit requests for improving/applying…
Labs for SMEs	3	6 (entrepreneurs and managers from the selected sector	Co-opetition paths	The group exists (and with strong committment); the co-opetition paths have been identified; the first roadmap has been defined.

TOOLS AND METHODS	LABS FOR 2ND TIER FACILITATORS	LABS FOR SMES
Main tools used	Brainstorming To-Do form Stakeholder analysis Customer and supply needs analysis Contract with myself Field of force diagram Smileys	Brainstorming Mindmapping To-Do form

Overall evaluation on Labs for 2nd tier facilitators:

• briefing and preparation (and de-briefing): generally underestimated …
• achievements in terms of contents and methods:
• degree of success directly related to the preparation phase; an average of 60%-70% achieved

Narration

→ The risk of a slow ‚icebreaking' phase…
→ The employment of some **tools** might actually prove to be **dangerous**…: at the beginning the use of a more 'didactic' approach; the management of tools; the choice of the appropriate tool.
→ The appropriate use of the '**visualisation techniques**' (cards) as part of the learning process (both for the first and the second tier facilitators);

→ Not only making a good question at the good moment but also the good answer to **the good listening** (the 'tacit' code and the context understanding)
→ The **'usability'** of the learnshop sessions
→ The (**partial**) **failure** as an engine for the learning process

Personal feedback

→ A greater awareness of the relevance and, consequently, of the necessary correlated competences/tools for the **learnshop's preparation phase**: on the one hand knowledge of the referential context, an on the other one, basic-methodological indications to the sponsor organisation.
→ Up to now in SME ACTor we focused too much on the "central" phase of the process, almost ignoring the first phase's competences and "tools" (preparation and context conditions, which, conversely, represent the "condicio sine qua non" for a learnshop to accomplish good outcomes).
→ The **temptation** to have a classical training is still strong

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Overall evaluation on Labs for SMEs

•briefing and preparation: context analysis, means used to communicate with the selected participants (phone call, letter on the behalf of CCI DG, final recalling) as fundamental variables.
•overall achievements in terms of contents and methods: over the expectations...: > 100%

Narration

• **Main comments for the preparation phase:**
→a more direct perception of enterprises' interest degree by direct phone call and co-ordination with the facilitator
→knowing/analyzing the sectorial policies environment the targeted enterprise have benefited from is very helpful.

•**Main comments for the workshop experience:**
→ from the ‚wait and see' attitute to an evident protagonism. Why? Trust, key messages given,
→ We had a predefined idea but the group interpreted its role in a more creative and proactive way, getting to the point of directly deconstructing and re-constructing the general framework we had presented to them...

•**Personal feedback**
→ The context has proved to be completely different from the second tier facilitators' one: for SMEs the perception of a tangible and useful achievement at the end of the workshop is even more fundamental in order to ensure the continuation of the action learning journey
→ The need for the ref stakeholder to continue to manage the AL process (a re-scheduling also for the CCI?)

Lessons learned and recommendations

On the **information to be collected and analysed before** (local contexts; participants; ...)

Dedicate time and "concentration" necessary for the learnshop's **preparation** phase.

Emphasize the **didactic approach** (and correlated tools) during the initial meeting/s rather than the inductive one.

Ror the sessions planned according to a "didactic" approach, **define details in advance**, do not improvise and, most of all, explain and write the rules of the game right away (e.g. for brainstorming, write the 4 basic rules on the flipchart.

The facilitator's skill to "fit" into the context and, if pertinent, even to **adapt** – in a creative way – **the available tools**, is an important asset for the facilitator. However, this presupposes not only a good knowledge of the instrument/tool to employ, but also a capacity for "prefiguring" the following work phases (prefigure the employment of the unanticipated outcomes in the following work phases)

"Let oneself be surprised": from the discussion with the participants, unexpected outcomes can emerge (even, and most of all, from a methodological point of view).

Preparation and initial briefing are real key-milestone: not only for a suitable workshop scheduling but also in order to ensure a shared 'vision' within the co-ordination/organising team

Don't let too much time pass between a learnshop session and the following one

<u>Specifically for SMEs workshop</u>:

While defining the 'scheduling' of a PMI kick off workshop it is helpful **to keep wide opening degrees**, in the sense of not proposing an excessively detailed program or very complex methodological tools (for example, as stakeholder analysis);

For a SME group **the initial icebreaking stage is fundamental**: if during this phase 'tension is eased off' and participants start sharing little experience and know-how examples, the subsequent stages are much easier to manage. In the workshop , what has proved to be important in order to accomplish the outcome hoped for during the icebreaking stage are: the Chamber's **'political-institutional' message** (i.e., commitment to do something for the sector) and explaining **right away the rules** of the game, meaning, 'you will be the ones defining 'your own' improvement journey, while our role will be be only that of facilitating such journey…';

The **bond based on trust** with the organization promoting the workshop – in this case, the Chamber of Commerce – is fundamental for assuring a co-opetition path.

From this point of view , **Saverio's presence** - playing more the 'sponsor' role than the facilitator one – has certainly been a successful critical factor.

Promoting the idea of being a ‚**pilot group**' as a critical success factor

Open questions

- Do we need to manage the first part of the filiére (the methodological indications to offer to the sponsoring organization: i.e. the one that promotes AL's journey)?

- Datailed scheduling for the kick off SMEs workshop?

- How to choose the 'right' tool?

- To which extent 'creativity' (i.e. on going re-scheduling) is useful?

- Tools