TRANSFORMATIVE INNOVATION INITIATIVES (TII) IN PRACTICE

A collaborative and reflective governance process around *shared agendas*

The following worksheet has been designed as a tool for transdisciplinary teams to foster individual and reflective practice while engaging in collaborative processes known as shared agendas, which aim at bringing together partners from civil society, the private sector, public administration, and academia around processes of transformative innovation.

The worksheet is based on the *Competency Framework for Collaborative Work in Research and Innovation* developed by the School of Public Administration in Catalonia. This framework—created by a transdisciplinary team of experts from academia and public administration—identifies ten key competencies that participants in shared agendas should cultivate and apply throughout their collaboration.

The rationale behind this tool is to transform the framework into a one-page, actionable resource that transdisciplinary teams can easily use and adapt before, during, and after engaging in a shared agenda. Additionally, the tool draws inspiration from reflection-based literature (Boni & Belda Miquel, 2023, p. e.g.,; Loorbach & Wittmayer, 2024; Scharmer, 2009; Scharmer & Käufer, 2025; Schön, 1983), which encourages practitioners to develop self-awareness and a deeper understanding of the systems they operate in. This is achieved by continuously posing reflective questions to themselves and their teams, and by listening empathetically and generatively to what emerges throughout the process.

The tool is designed to be printed in DIN A2 or DIN A1 format, serving as a large poster that teams can display and use as needed. The worksheet includes two versions:

1. A pre-filled version with a comprehensive list of guiding questions.
2. A blank version that allows teams to define their own questions as they progress.

For more information about the origin and use of this tool, please contact Antonio Moya Latorre (amoya@upv.es) or Sandra Boni (aboni@dpi.upv.es).

References

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A collaborative and reflective governance process around *shared agendas**

*This visual model is a working tool to collaboratively address the challenges listed in the 2030 **RIS3CAT** strategy. It is an adaptation of EAPC's "**Competency framework for collaborative work in research and innovation.**"

PREVIOUS COLLABORATION

Stage 0. PRELIMINARY SCOPING
reflection *before* action

COMMUNITY PARTNERS

Main competences
C1. SYSTEMIC THINKING
C2. STRATEGIC VISION
C4. COMMON GOOD

***Task1**: Formulate the challenge around broad goals*
***Task2**: Map relevant stakeholders & propose a team*
***Task3**: Sketch a theory of change around the goals*

CIVIL SOCIETY
- Which social phenomenon is at the root of this challenge?
- How can we advance a more just, equitable, and sustainable future for our communities?
- Which interventions could lead us to fulfill our goals?

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COMPANIES
- How can we innovate around this challenge to ensure a sustainable transformation?
- How does it relate to other social challenges & opportunities?
- How can the collaboration consolidate our future as a sustainable company?

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PUBLIC ADMINISTRATION
- How will our project advance shared agendas?
- What & who can hinder or boost the IT that we are envisioning?
- How will we assess/evaluate the public value of our interventions?

LISTs
***Task1**: Assess the competences of community partners*
***Task2**: Identify the necessary competences of academic partners*
***Task3**: Mobilize networks to build teams.*

RESEARCHERS

Main competences
C1. SYSTEMIC THINKING
C2. STRATEGIC VISION
C4. COMMON GOOD

***Task1**: Link challenge with transformative innovation*
***Task2**: Review related literature and case studies*
***Task3**: Outline knowledge generation objectives*

- Which socio-technical phenomenon is at the root of this challenge?
- How does it relate to broader transition challenges & opportunities?
- How can it be framed in terms of innovative transformation?
- What methodological strategies are suitable to advance transformative innovation goals?
- Which types of expertise will be needed along the way?
- How can we ensure that disadvantaged groups benefit from this project?
- How will we assess/evaluate our interventions in terms of innovative transformation?

COLLABORATION BEGINS

Stages I, II & III. COLLABORATIVE INTERVENTION
reflection *in* action

I. COLLECTIVE DESIGN

Main competences
C1. SYSTEMIC THINKING
C2. STRATEGIC VISION
C4. COMMON GOOD
C5. OUTCOMES ORIENTED
C6. PLANNING

***Task1**: Reformulate the challenge & the theory of change as a TI*
***Task2**: Reconsider your team to cover any expertise gaps*
***Task3**: Define the working methodology, calendar, and roles*

COMMUNITY PARTNERS
- Which systemic transformation are we contributing to?
- What are the different elements of the system we will transform?
- What are the potential strategies to pursue our goals?
- What will be the project milestones that ensure progress?
- How can we ensure that the transformation is sustainable and just?
- Who risks being left behind as we advance the transformation?
- Which social & material changes are we striving for?
- How and how often will we assess our outcomes?
- What are the specific actions that we will implement now?
- What material resources and people do we count on?

RESEARCHERS
- What is innovative about the proposed transformation?
- What is transformative about the proposed innovation?
- What will be the role of academic partners at each stage?
- What do we want to learn along the process?
- What are our hypotheses about the transformation at hand?
- Which socio-technical systems are needed for the project?
- What will be the role of academic partners?

LISTs
***Task1:** Coordinate collaboration & ensure it follows the call's terms & conditions*
***Task2:** Identify, gather & manage resources for theTII*
***Task3:** Materialize project's communication strategies*

II. COLLECTIVE IMPLEMENTATION

Main competences
C3. FLEXIBILITY & ADAPTABILITY
C7. TEAMWORK & NETWORKING
C8. LEADERSHIP
C9. CONFLICT MANAGEMENT
C10. COMMUNICATION

***Task1:** Deliver and revisit the project around planned milestones*
***Task2:** Adjust goals & deliverables as new information arises*
***Task3:** Revisit and reconfigure the leading team as needed*

COMMUNITY PARTNERS
- How will our proposal respond to unexpected events?
- How will we deal with discrepant voices & mistakes?

RESEARCHERS
- How will we incorporate collective learning along the way?
- What are researcher's roles during the implementation phase?
- In what ways does our expertise enrich the project through its implementation?

How will we collect data during the implementation?

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III. COLLECTIVE EVALUATION

Main competences
C1. SYSTEMIC THINKING
C4. COMMON GOOD
C5. OUTCOMES ORIENTATION
C7. TEAMWORK & NETWORKING
C10. COMMUNICATION

***Task1:** Regularly reflect on progress & knowledge gained*
***Task2:** Address unexpected events and embrace changes*
***Task3:** Discuss the project's progress with wider publics*

COMMUNITY PARTNERS
- Are we attending to everyone's needs?
- How are we responding to vulnerable groups' concerns?
- Is the process responding to our expectations?
- What needs to change to stay on track of our goals?
- Is the team collaborating smoothly?
- How will we share results with the public as we progress?

RESEARCHERS
- How is our initial hypothesis about the socio-technical challenge at hand changing over time?
- What are we learning about public-academic partnerships?
- What are we learning about transformative innovation?
- Are we putting our expertise at the team's service?
- Are our methodologies throwing valid results?
- Is everyone's knowledge being properly considered?
- What are the socio-technical knowledge gaps out of our reach?

COLLABORATION FINISHES

Stage IV. FINAL ASSESSMENT
reflection *on* action (& before *next* action)

COMMUNITY PARTNERS

Main competences
C1. SYSTEMIC THINKING
C5. OUTCOMES ORIETED
C10. COMMUNICATION

***Task1**: Reflect on the overall process and its outcomes*
***Task2**: Document, analyze, and share project outputs*
***Task3**: Consider paths forward within shared agendas*

CIVIL SOCIETY
- Did our interventions address the root of this challenge?
- Did we generate a more equitable and sustainable environment for us all?
- Who have we engaged along the process and how can we further share our learnings?

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COMPANIES
- What has been innovative about our interventions?
- Have we addressed multiple challenges & opportunities during the collaboration?
- Has our company become more sustainable thanks to this collaboration?

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PUBLIC ADMINISTRATION
- Has the collaboration advanced shared agendas in the region?
- What have we learned for future collaboartions on innovative transformation initiatives?
- How can we engage more governments to collaborate with academic institutions?

LISTs
***Task1**: Assess the collaboration's fruitfulness*
***Task2**: Assess social benefits and knowledge gained*
***Task3**: Consider future collaborations*

RESEARCHERS

Main competences
C1. SYSTEMIC THINKING
C5. OUTCOMES ORIETED
C10. COMMUNICATION

***Task1**: Reflect on knowledge gained on regime changes*
***Task2**: Generate publications & disseminate results*
***Task3**: Propose new hypotheses about TI*

- How did our project align with global trends?
- How effective can TI be to build sustainable futures?

How does our experience contribute to building transformative innovative regimes?

- How can it inform future innovative niches?
- What have we learned about public-academic partnerships?
- How have our initial hypotheses changed?
- How can our project push public debates on the social roles of universities?
- How can we engage more scholars in TI processes?

NEXT COLLABORATION

GENERAL COMPETENCES* & SELF-ASSESSMENT QUESTIONS

A. INVESTIGATIVE COMPETENCES

C1. SYSTEMIC & CRITICAL THINKING · **C2. STRATEGIC VISION** · **C3. FLEXIBILITY & ADAPTABILITY**

- How am I / are we affected by these challenges at hand?
- What can I contribute to address these challenges, and what are potential barriers?
- How is my identity perceived by the co-participants, and what are my potential biases?

B. FUNCTIONAL COMPETENCES

C4. ORIENTED TOWARDS THE COMMON GOOD · **C5. OUTCOMES ORIENTED** · **C6. PLANNING**

- Am I being realistic, or am I too optimistic or pessimistic?
- What are my capacities and limitations in project planning and implementation?
- What will I obtain from the potential collective benefits?

C. RELATIONAL COMPETENCES

C7. TEAMWORK & NETWORKING · **C8. LEADERSHIP** · **C9. POSITIVE CONFLICT MANAGEMENT** · **C10. COMMUNICATION**

- What is my relationship to the other participants / stakeholders?
- Am I listening with empathy and proactively to everyone's voices (needs, concerns, proposals)?
- Am I contributing to generating a welcoming, transparent, and generative environment?

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Stage 0. PRELIMINARY SCOPING
reflection *before* action

COMMUNITY PARTNERS

Main competences
Task1:
Task2:
Task3:

CIVIL SOCIETY
+
COMPANIES
+
PUBLIC ADMINISTRATION

LISTs
Task1:
Task2:
Task3:

RESEARCHERS

Main competences
Task1:
Task2:
Task3:

PREVIOUS COLLABORATION

COLLABORATION BEGINS

Stages I, II & III. COLLABORATIVE INTERVENTION
reflection *in* action

I. COLLECTIVE DESIGN

Main competences
Task1:
Task2:
Task3:

COMMUNITY PARTNERS

RESEARCHERS

III. COLLECTIVE EVALUATION

Main competences
Task1:
Task2:
Task3:

COMMUNITY PARTNERS

RESEARCHERS

LISTs
Task1:
Task2:
Task3:

II. COLLECTIVE IMPLEMENTATION

Main competences
Task1:
Task2:
Task3:

COMMUNITY PARTNERS

RESEARCHERS

COLLABORATION FINISHES

Stage IV. FINAL ASSESSMENT
reflection *on* action (& before *next* action)

COMMUNITY PARTNERS

Main competences
Task1:
Task2:
Task3:

CIVIL SOCIETY
+
COMPANIES
+
PUBLIC ADMINISTRATION

LISTs
Task1:
Task2:
Task3:

RESEARCHERS

Main competences
Task1:
Task2:
Task3:

NEXT COLLABORATION

GENERAL COMPETENCES* & SELF-ASSESSMENT QUESTIONS

A. INVESTIGATIVE COMPETENCES			B. FUNCTIONAL COMPETENCES			C. RELATIONAL COMPETENCES			
C1. SYSTEMIC & CRITICAL THINKING	C2. STRATEGIC VISION	C3. FLEXIBILITY & ADAPTABILITY	C4. ORIENTED TOWARDS THE COMMON GOOD	C5. OUTCOMES ORIENTED	C6. PLANNING	C7. TEAMWORK & NETWORKING	C8. LEADERSHIP	C9. POSITIVE CONFLICT MANAGEMENT	C10. COMMUNICATION