

## Worksheet for Group 1

(Select one of your group, who will document your discussions and decision making processes and who will present the results afterwards. Discuss as a group and find a common denominator.)

### Main research question:

**Who is influencing the research strategy of your organization and how?**

### Step 1: Ask: “Who is influencing the strategy setting process?”

- Decide who are the five most important actors?
- Write names on actor cards and distribute them on the sheet of paper.

### Step 2: Ask: “How do the actors influence each other in the strategy setting?”

- a) Discuss the following possible kinds of influence:
- Exert formal authority
  - Convince based on good reasoning
  - Impress by social status
  - Gossip / lobbying
  - Other? Please explain:

Select two kinds of influence and assign a color to each of them. Draw a legend in one corner of the white sheet, so that everybody who sees the map knows what the different colors mean.

- b) Ask: “Who is linked to whom?”

Go through the different kinds of links one by one (e.g. “Who exerts formal authority over whom? Who convinces whom with good reasoning? Who can impress whom with social status?, etc.)

Draw arrows between actor cards according to directions you agree on.

If two actors exchange something (e.g. information) draw double headed arrows. If actors are linked in more than one way, add the second colored arrow head to existing links.

**Step 3: Ask: “How strongly can actors influence the strategy setting?”**

- Discuss the height of the influence tower of each actor. The higher the influence on the strategy setting, the higher the tower. Towers of different actors can be of the same height. Maximum height of the tower is five.
- Place influence towers next to actor cards.
- Note down on the actor cards how many pieces the assigned tower had.

## **Worksheet for Group 2**

(Improvise an interview situation: Select one interviewer; the rest of the group acts as interview partners. The interviewer draws the map and documents the interview, paying special attention to decision making processes. Select one person of your group, who will present the results afterwards.)

**Main research question:**

**Who is influencing the research strategy of your organization and how?**

**Step 1: Interviewer asks: “Who is influencing the strategy setting process?”**

- Interview partners decide who are the five most important actors?
- Interviewer writes names on actor cards and distributes them on the sheet of paper.

**Step 2: Interviewer asks: “How do the actors influence each other in the strategy setting?”**

- a) Interview partners discuss the following possible kinds of influence:
- Exert formal authority
  - Convince based on good reasoning
  - Impress by social status
  - Gossip / lobbying
  - Other? Please explain:

Interview partners select two kinds of influence and assign a color to each of them. Interviewer draws a legend in one corner of the white sheet, so that everybody who sees the map knows what the different colors mean.

- b) Interviewer asks: “Who is linked to whom?”

Go through the different kinds of links one by one (e.g. “Who exerts formal authority over whom? Who convinces whom with good reasoning? Who can impress whom with social status?, etc.)

The interviewer draws arrows between actor cards according to directions the interview partners agreed on.

If two actors exchange something (e.g. information) the interviewer draws double headed arrows. If actors are linked in more than one way, the second colored arrow head is added to existing links.

**Step 3: Interviewer asks: “How strongly can actors influence the strategy setting?”**

- Interview partner discuss the height of the influence tower of each actor. The higher the influence on the strategy setting, the higher the tower. Towers of different actors can be of the same height. Maximum height of the tower is five.
- The interviewer places influence towers next to actor cards according to the height the interview partners agreed on.
- The interviewer notes down on the actor cards how many pieces the assigned tower had.

## Worksheet for Group 3

(Improvise an interview situation: Select one interview partner; select an interviewer, who is asking the questions; select a drawer who is drawing the map, select a rapporteur who documents explanations and comments from the interview partner. In case you are only three people, the interviewer can be the rapporteur. Select one, who will present the results afterwards.)

### Main research question:

**Who is influencing the research strategy of your organization and how?**

#### Step 1: Interviewer asks: “Who is influencing the strategy setting process?”

- Interview partner decides who are the five most important actors and explains his decision.
- Drawer writes names on actor cards and distributes them on the sheet of paper.

#### Step 2: Interviewer asks: “How do the actors influence each other in the strategy setting?”

- a) Interview partner considers the following possible kinds of influence, selects two and explains his decision:
- Exert formal authority
  - Convince based on good reasoning
  - Impress by social status
  - Gossip / lobbying
  - Other? Please explain:

The drawer assigns a color to each of two kinds of influence and draws a legend in one corner of the white sheet, so that everybody who sees the map knows what the different colors mean.

- b) Interviewer asks: “Who is linked to whom?”

Go through the different kinds of links one by one (e.g. “Who exerts formal authority over whom? Who convinces whom with good reasoning? Who can impress whom with social status?, etc.)

Drawer draws arrows between actor cards according to directions the interview partner decides.

If two actors exchange something (e.g. information) the interviewer draws double headed arrows. If actors are linked in more than one way, the second colored arrow head is added to existing links.

**Step 3: Interviewer asks: “How strongly can actors influence the strategy setting?”**

- Interview partner decides the height of the influence tower of each actor. The higher the influence on the strategy setting, the higher the tower. Towers of different actors can be of the same height. Maximum height of the tower is five. The interview partner should explain his decision.
- The drawer places influence towers next to actor cards according to the height the interview partners agreed on.
- The drawer notes down on the actor cards how many pieces the assigned tower had.