

Pro-DEENLA

LEUPHANA
UNIVERSITY OF LÜNEBURG

Steinbeis Innovation Center
Logistics and Sustainability

“SUSTAINABLE (CUSTOMER) REQUIREMENTS” LEARNING MODULE

NOTES FOR
TRAINEES/STUDENTS



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NOTES FOR TRAINEES/STUDENTS

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"COMPANY" LEARNING SUB-MODULE

"The topic of sustainability will not merely accompany market participants as a short-term trend. In future, it will become established as a competitive and cost factor."

Source: Nehm, Alexander; Schwemmer, Martin; Kübler, Annemarie. 2011. Nachhaltigkeitsindex für Logistikdienstleister. Orientierungshilfe in einem intransparenten Markt [Sustainability Index for Logistics Services Providers. A guide in a market lacking transparency]. Nuremberg, p. 5.

How sustainable are the services of your company? You could ask your customers this question. It is not, however, a question that can be answered in a single sentence. Just like products, services are composed of certain production factors such as a vehicle fleet, trained drivers or selected sub-contractors. So in order to supply an answer to the questions, you will need to know which services your company offers. You will also

need to look at the specific composition of the service provision of your company, because the individual production factors exert an influence on the degree of sustainability of a service composed of them. Once you have undertaken a careful consideration of the service provision of your company, you will need criteria which you can use as a basis for investigating the sustainable alignment of the services of your company. Criteria of this sort are contained within the Sustainability Index for Logistics Services Providers developed by the Fraunhofer Institute. Once you know how sustainable the services of your company are, the analysis you carry out may, depending on its outcome, lead to an enhancement of service provision or to effective public presentation of the sustainability-oriented service provision of the company.



Before you can investigate the sustainability alignment of your company, you will first need to know which services the company offers and the production factors of which these are composed.

TASKS:

1. Research
 - a) ... which services your company offers.
 - b) ... which production factors the services consist of.
2. Use a mind map to structure your results.



*Tasks to
complete
individually*

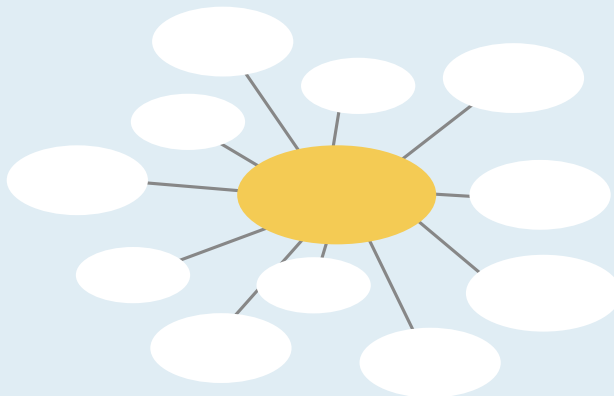


TIPS FOR DOING RESEARCH:

- Determining search terms. Before researching, think about the terms you can use to achieve your research objectives. It may be useful to also search for related terms. When searching on the Internet, make sure you use quotation marks to surround known phrases ("...") adding any unknown words with an asterisk (*).
- Checking the quality of sources. Once you have found the information you need, you must check the quality of the source. The following questions may be useful to you in this regard:
 1. Who is the author or publisher of the source?
 2. How up-to-date is the source?
 3. Is the information from the source identical to other sources?
- Backing up information: if you believe that the information comes from a reputable source, you must back this up by adding a reference to the source. For Internet sources, you should also take a screenshot of the source as you cannot be certain for how long the information will be available on the Internet.



TIPS FOR CREATING A MIND MAP:



- The idea behind creating a mind map is to structure and visualise networked and complex information, ideas, problems, etc. Start by writing the topic of the mind map in the middle of the sheet. Branches indicating sub-aspects of the topic lead off from the topic. Further branches lead off from these first branches to sub-divide the sub-aspects of the topic once more. In order to present a mind map clearly, it is a good idea to use a piece of paper that is sufficiently large.



Tasks to
complete
individually

Once you have considered the service provision of your company in detail, you move on to familiarise yourself with the Fraunhofer Sustainability Index. You use the index to check the sustainable alignment of the services structured in your mind map.

TASK:

1. Formulate three sentences in your own words to summarise the contents of the text extract (Material 1) and write this above your mind map.

TIPS FOR WORKING WITH THE TEXT:



The following questions may assist you in the analysis of the text:

1. What is the title of the text?
2. What topic does the text deal with?
3. Is the text sub-divided into sections?
4. Does the text contain any unknown terms?
5. What is the target readership of the text?
6. What is the core statement of the text?
7. What is the intention of the text?
8. How do you assess the text?

TEXT EXTRACT FROM THE SUSTAINABILITY INDEX



SUSTAINABILITY OF LOGISTICS SERVICES PROVIDERS – THE FRAUNHOFER SCS SUSTAINABILITY INDEX DESCRIBES THE STATUS QUO

Everyone is talking about sustainability. Whether this can be interpreted as hype or as a stable development remains uncertain. But one thing is already clear, and this also applies to the logistics services sector: the topic of sustainability will not merely accompany market participants as a short-term trend. In future, it will become established as a competitive and cost factor. [...] The intensity with which this topic is currently being approached is particularly revealed by the rise in public interest. Numerous newspaper reports, themed conferences and the unequivocal positions adopted by many market stakeholders all indicate that sustainability is a major trend within logistics. Even though this issue is preceded by such a presence, there are still virtually no standards, statutory stipulations, or similar measures in place which enable the "good" to be differentiated from the "bad". The

crucial basic principles for clean benchmarking are absent. Although hauliers are displaying an increasing interest in the topic of sustainability, they have virtually no opportunities to identify the sustainability status of a potential logistics services provider when involved in processes such as tendering unless they are willing to deploy considerable amounts of resources. The Fraunhofer SCS has set itself the goal of using a sustainability index to structure the logistics services provider market in a more transparent way. The present investigation serves as a guide to hauliers and other interested parties and is primarily aimed at steering attention towards logistics services providers acting in a sustainable manner. A pragmatic approach not involving scientific research was adopted. This made it possible to condense and compare extensive information on individual companies.

Source: Nehm, Alexander; Schwemmer, Martin; Kübler, Annemarie. 2011. *Nachhaltigkeitsindex für Logistikdienstleister. Orientierungshilfe in einem intransparenten Markt [Sustainability Index for Logistics Services Providers. A guide in a market lacking transparency]*. Nuremberg, p. 5.

Source: Nehm, Alexander; Schwemmer, Martin; Kübler, Annemarie. 2011. *Nachhaltigkeitsindex für Logistikdienstleister. Orientierungshilfe in einem intransparenten Markt [Sustainability Index for Logistics Services Providers. A guide in a market lacking transparency]*. Nuremberg, pp. 6 ff.

SUSTAINABILITY AS A MAJOR TREND

[...] Public opinion, policy, the market, and competition all exert a major influence. The relevance of sustainability and the requirement for companies to provide evidence of their carbon footprint will play an ever-increasing role in invitations to tender in future. Because the carbon footprint of a product or service also includes emissions created by suppliers and

sub-contractors, it will be important for companies to record and reduce their own carbon footprint as well as that of their business partners. Tough competition within the sector means that companies will need to redouble the endeavours they direct towards the topic of sustainability in order to delineate themselves from others by the activities they undertake in this area.



Tasks to
complete
individually

TASKS:

1. Analyse the service portfolio of your company based on the criteria catalogue depicted.
 - a) Develop a key question for each criterion.
 - b) Use the key questions to conduct discussions with your colleagues.
2. Add the results of your analysis to your mind map.



CRITERIA CATALOGUE

In order to evaluate the sustainability of logistics services providers, criteria exhibiting the same properties as the criteria of the Transparency Index have been drawn up. This means that they have no overlaps and that their totality produces a holistic picture of the sustainable measures, carried out by the company. The figure shows a summary of the criteria and their weighting.

Inspection of the data enables two types of measures to be categorised. Each of these represents a different starting point for sustainable action. Firstly, there are measures which do not influence the ecological or social aspects of sustainability directly, but which clearly indicate that a company is addressing the topic of sustainability at a strategic level. Other measures, on the other hand, are operational in nature. This means that they constitute direct sustainable activities.

THE STRATEGIC ALIGNMENT OF THE LOGISTICS SERVICES PROVIDERS TOWARDS SUSTAINABILITY IS RECORDED IN THE "CONCEPT" EVALUATION DIMENSION.

Firstly, the criteria included in the "Concept" dimension will now be presented:

CO₂ measurement

This criterion has a weighting of 23%, the highest degree of significance accorded. This high weighting and strategic categorisation are allocated because the recording of consumption values is a prerequisite for the reduction of output. The logistics sector also faces strong pressure to reduce emissions, especially in the area of CO₂ greenhouse gas. The highest score within this criterion is achieved when companies measure their CO₂ emissions on the basis of a standard. ISO 14064, for example, allows carbon dioxide released to be measured and reported upon in a uniform way. A high evaluation level can also be reached if CO₂ calculators are offered to enable emissions to be calculated for certain routes or modes of transport. In such an instance, customers are frequently offered possible compensation measures. Measuring carbon dioxide

without providing any further statements is considered as not as good. The lowest scores are awarded to cases in which the introduction of such measurements is merely being planned.

Strategy

If the topic of sustainability is to be firmly established at a company, it needs to be integrated into strategy. In specific terms, this means the development of environmental guidelines or of a sustainability policy. Corporate philosophies or mission statements can also provide information as to the strategic incorporation of sustainability. The criterion of strategy informs 20% of the Concept category. The greatest impact is achieved if sustainability is one of the company's core values. Evaluations are then made in descending order according to whether sustainability has a high degree of





importance as part of strategy, occupies a lower level of significance or if virtually no reference to sustainability can be ascertained.

Measurement of consumption

Values need to be recorded and allocated to causes before consumption levels can be reduced. This does not yet constitute a measure that effectively brings about reductions and is thus allocated to the "Concept" category. Measurement of consumption has a weighting of 20%. It includes all types of consumption occurring within a company, such as paper or energy (gas, electricity, and heating are mentioned). The highest score is achieved if measurement and reporting take place in a standardised way and if each consumption value can be assigned to the respective emitting party and be compared with values from the previous year. Downgrades take place as the scope of measurement decreases. A poor evaluation is awarded if the emphasis is merely on endeavouring to reduce consumption levels.

Certificates

Certificates are also included at the Concept level, because these lie upstream to or are superordinate to the specific measures. Certifications are given a weighting of 18%. Evaluations are made in accordance with the quantity of certificates. Fewer certificates mean a lower score. However, as already explained in the consideration of criteria contained within the Transparency Index, ISO 14001 must be in place in order to achieve a medium impact. The prerequisite for taking certifications into account is a reference to ecological or social matters.

Sub-contractor links

Sub-contractor links also form part of strategy. This is especially important for companies that have no or only a partial vehicle fleet of their own and hand this activity over to sub-contractors. Because no negative impacts are produced by the company itself in terms of the vehicle fleet, it is necessary to state stipulations and selection criteria for sub-contractors which lead to an improvement in the sustainability status quo. The idea is to prevent ecological and social responsibility from being passed on. This criterion takes on a significance of 12% in the area of the Concept evaluation. Ideally, companies and sub-contractors will work together to improve pollutant emissions. The company commissioning services also has a major influence on the sustainability of its business partner. A weaker evaluation is awarded if there are stipulations that need to be complied with. More specific and more binding statements produce a more positive evaluation. A very low score is awarded if statements or future planning are merely non-binding in nature.

Cooperation agreements / research

Commitment to cooperation agreements or research is graded at 7%, the lowest weighting in the area of Concepts. Activities in this area provide evidence of interest in and fostering of social and ecological sustainability in logistics. Examples include cooperation with associations, institutes of higher education, or research institutions. The greater the degree of cooperation with such organisations, the better the evaluation will be. A lower score is given if no specific projects are exemplified.

OPERATIONAL MEASURES UNDERTAKEN BY COMPANIES ARE RECORDED IN THE "MEASURES" EVALUATION DIMENSION.

The criteria explained below are used to evaluate specific measures. The principle is that the more individual measures a company carries out, the higher the respective score will be. The exact nature of these measures is only outlined in broad terms as detailed description of the activities follows at a later point. Assessment of the measures with regard to whether they are implemented as standard or else implemented only infrequently also takes place subsequently.

Vehicle fleet

Measures undertaken regarding the vehicle fleet are accorded a significance of 20%, the highest weighting in this category. This is because the vehicle fleet is very important for logistics companies. This area of measures is determined by aspects such as composition of the vehicle fleet, driver training or the use of telematics. Evaluation depends on the total number of measures and the amount of information they contain.

Mere mention of a modern vehicle fleet receives only a low score.

Real estate

Logistics buildings are a further significant factor alongside the vehicle fleet and constitute another control lever in the area of measures. They therefore receive a weighting of 18%. This criterion encompasses measures such as the use of environmentally friendly





construction materials, the deployment of renewable sources of energy to provide electricity and heating, and energy rehabilitation. It also includes improvement of the energy efficiency of lighting and environmentally friendly alignment of IT. Here too, evaluation depends on the number of individual measures. A high score is given if, for example, a company endeavours to enhance the sustainability of existing buildings. A high proportion of renewable energy sources in the electricity mix have a particularly positive effect on the score awarded for the criterion of real estate.

Saving resources

Saving resources is an important component of ecological sustainability. This aspect is accorded a weighting of 16% in the measures category. Particular consideration is given to the resources of paper, packaging, water, wastewater, and waste within the context of the evaluation. Raw materials such as petroleum or natural gas tend to play more of a role under the real estate criterion.

Social aspects (internal)

The social component of sustainability is given a weighting of 16%. This criterion deals with the way in which companies treat their employees. Various aspects play a part, such as the existence of a Code of Conduct. Information regarding health, safety and security, and the support and further development of staff also have a positive impact on the evaluation. Popular topics include ratio of women or improvement of the work-life balance.

Transport

Transport receives a weighting of 10%, a comparatively lower figure than the above aspects mentioned. The reason for this is that measures such as pooling and use of environmentally friendly modes of transport and of combined transport depend heavily on the business model of the company and on its location. Enhancement or realignment of the network also forms part of this criterion.

Intralogistics/transhipment

Intralogistics and transhipment take place at logistics locations and are also capable of improvement when it comes to sustainability. Transhipment processes or tools, such as forklift trucks or cranes, can both form starting points. This still represents a rare approach, and a relatively low weighting of 10% is therefore given.

Social aspects (external)

Societal commitment is a further component for evaluation of social sustainability. This aspect relates to social activities outside the company. On the one hand, these include activities which tend to take place irregularly, such as financial assistance for catastrophes and donation campaigns. Secondly, some companies also make outstanding contributions by providing ongoing support for aid projects, by entering into sponsoring partnerships, or by supporting educational initiatives for children. The opportunities for involvement are wide-ranging. Social aspects (external) have a slightly lesser influence of 10%, because the social treatment of employees within the company has priority over external social activities."

Source: Nehm, Alexander; Schwemmer, Martin; Kübler, Annemarie. 2011. Nachhaltigkeitsindex für Logistikdienstleister. Orientierungshilfe in einem intransparenten Markt [Sustainability Index for Logistics Services Providers. A guide in a market lacking transparency]. Nuremberg, pp. 22 ff.



SUMMARY OF CRITERIA

"CONCEPT" DIMENSION		"MEASURES" DIMENSION	
23%	CO ₂ measurement	20%	vehicle fleet
20%	strategy	18%	real estate
20%	measurement of consumption	16%	saving resources
18%	certificates	16%	social aspects (internal)
12%	sub-contractor links	10%	transport
7%	cooperation agreements / research	10%	intralogistics/transhipment
		10%	social aspects (external)

Dimensions and criteria of the sustainability index

TIPS FOR THE DISCUSSIONS

The aim of the discussions is to receive an insight into everyday working life and company processes. Questions need to be developed beforehand so as to facilitate a structured discussion. You will also need to think about who could answer your questions, i.e. with whom you wish to conduct the discussion. During the discussion, take notes of what your dialogue partners say so that you can evaluate this in a targeted way later. After the discussion, you can use these minutes to arrive at a precise response to your initial question.



Once you have considered the service provision of your company with regard to sustainable alignment, you now come together with the other trainees from your company to present, summarise and discuss the results.

TASKS:

1. Present the mind maps you have previously drawn up to one another.
2. Summarise your individual results to form a sustainability index for your company.
3. Discuss the sustainability index.
4. Visualise your results from Tasks 2 and 3 in such a way that you can present them to company management if required.



Tasks to complete in pairs or groups

TIPS FOR DISCUSSION

The following questions may assist you in the discussion:

1. Were you able to obtain information on all criteria?
2. Do you find the criteria suitable for an evaluation of the sustainability of the services offered by your company or of the company as a whole?
3. Have you thought of any other criteria that are not included in the sustainability index? Can you now think of further criteria which have not been taken into account?
4. Are the individual mind maps you have prepared different? If they are, why is this? How did you agree on a summary?
5. Does the sustainability index you have drawn up accord with your company's mission statement?
6. What parts of the sustainability index are suited to the effective public portrayal of your company?
7. In which areas does your company need to improve?



"CUSTOMERS"

LEARNING SUB-MODULE

"Many companies take sustainability much more seriously than simply producing a glossy report. Nevertheless, supply chains are seldom structured in a way that is entirely holistic. This is frequently because many companies do not believe in a greater willingness to pay on the part of their customers."

Kienbaum Management Consultants (Ed.). 2013. Von der Industrie zur Ökostrie – Hochglanzbericht oder Unternehmenskultur? [From industry to ecostry – glossy report or corporate culture?] A study undertaken by Kienbaum in conjunction with the CAR. Düsseldorf, p. 2.

The above is the conclusion drawn by the management consultancy firm Kienbaum concerning the objectives, representation, incorporation and value contribution of sustainability in companies and in their added value chains. What is the position in your company? Are you familiar with the requirements the customers have of

your services? Is the criterion of sustainability perhaps more important to your customers than you realise? In order to be able to find answers to these questions, you will need to begin by thinking about how you personally evaluate your customers. When you have made a personal assessment of your customers, you should go on to consider their actual requirements with regard to sustainable criteria. Within the scope of this learning sub-module, you will formulate a question to which you will reply using a method you have chosen yourself. Finally, you will discover whether your previous assessment was correct or not and identify possible consequences. Your results can subsequently be passed on to the marketing department of your company and may contribute to improving service provision.



Tasks to
complete
individually

Before you can address the question of how important the criterion of sustainability is to your customers when sourcing products and services, you will need to begin by conducting an individual evaluation of your customers from your own personal perspective.

TASKS:

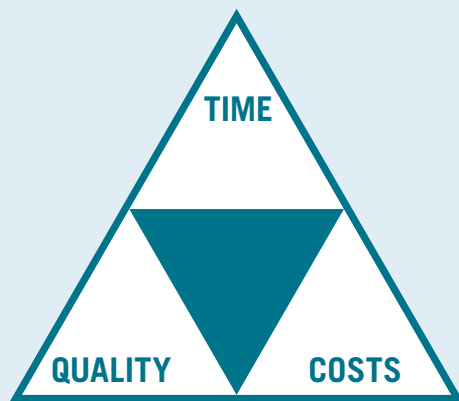
1. Collect examples for the three dimensions of the "magic triangle" ([Material 1](#)).
2. Use a brainstorming session to consider ...
 - a) ... which dimension is the most important to your customers.
 - b) ... how the prioritisation of the customer can be identified.
 - c) ... under which dimension you would localise sustainable factors (e.g. CO₂ output).
3. Visualise your considerations.

TIPS FOR BRAINSTORMING

The aim of brainstorming is to collect terms, ideas, or associations for topics or issues. In order to facilitate a successful brainstorming session, you should adhere to the following basic four rules during the collection phase:

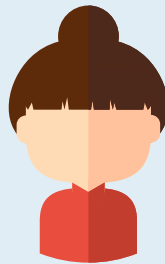
1. Do not criticise.
2. The more ideas, the better.
3. Add to and improve existing ideas.
4. The more unusual the idea, the better.

At the end of the brainstorming session, you should evaluate the terms, ideas, or associations collected. One way of doing this is to sort them by commonalities.



MAGIC TRIANGLE

The "magic triangle" is a model that depicts the three objectives of time, costs, and quality within the scope of delivering a service. These three dimensions compete with one another.



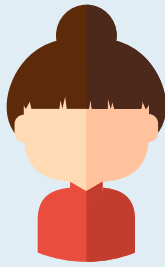
Once you have considered the customers individually from your own personal perspective, compare your assessments with those of the other trainees and develop a common position.

TASKS:

1. Compare your individual customer assessments.
2. Draw up a common approach.
3. Reach agreement on the following question: "Do you think that our customers would be prepared to accept higher costs for sustainable services?"
4. Visualise your joint assessment and the outcome of the agreement process on flip chart paper.



Tasks to complete in pairs or groups



Tasks to
complete
in pairs
or groups

Once you have drawn up a common position towards your customers, move on to a consideration of customer requirements with regard to sustainable criteria. For this purpose, formulate a question to which you will reply using a method you have chosen yourself.

TASKS:

1. Work in a team to formulate a question that will enable you to identify sustainable customer requirements.
2. Discuss within the team and consult your trainer to decide which method you can use to answer your question.
3. Answer your question with the help of the method you have chosen.



TIPS FOR FORMULATING A QUESTION

Formulate a question that is not too extensive. This will increase your chances of finding a response. The criteria catalogue in the Fraunhofer Sustainability Index, which you looked at in the previous sub-modules will be helpful in formulating the question (see Figure below).

"CONCEPT" DIMENSION		"MEASURES" DIMENSION	
23%	CO ₂ measurement	20%	vehicle fleet
20%	strategy	18%	real estate
20%	measurement of consumption	16%	saving resources
18%	certificates	16%	social aspects (internal)
12%	sub-contractor links	10%	transport
7%	cooperation agreements / research	10%	intralogistics/transshipment
		10%	social aspects (external)

Dimensions and criteria of the
sustainability index

Possible questions that can be used to identify sustainable customer requirements are as follows:

- What percentage of our customers are interested in the CO₂ emissions produced by the desired service?
- What percentage of our customers are interested in the sustainable certification of a service?
- What percentage of our customers are prepared to accept longer delivery times for a sustainable service?
- What percentage of our customers would be prepared to accept higher costs for a sustainable service?
- ...

TIPS FOR USING THE METHODS



The following methods will help you to find an answer to your question:

- Evaluation of past customer requirements and offers or of existing internal statistics on customer requirements and offers.
- Conducting a survey of the customers of your company. You can conduct such a survey either verbally or in writing. If you carry out the survey verbally, make sure you record responses from your discussion partner so that you can evaluate these in a targeted way later.
- Conducting a discussion with colleagues from the Sales Department. When carrying out the conversation, make sure you record responses from your discussion partner so that you can evaluate these in a targeted way later.
- ...



Once you have gained an impression of the sustainable requirements of customers in respect of your services, discuss your results and identify possible consequences.

TASKS:

1. Discuss your results. Consider the following questions when doing so:
 - a) Which dimension of the "magic triangle" is actually most important to your customers?
 - b) Against the background of your results, does it make sense to provide your customers with a sustainable offer?
2. Visualise your results in such a way that you can present them to company management if required.



Tasks to complete in pairs or groups

TIPS FOR DISCUSSION



The following questions may assist you in the discussion:

- Are your results representative of all our customers?
- Are your results representative of our sector?
- In retrospect, would you select a different method?
- Does the result match your own experiences?
- Does the result match your previous evaluations ("magic triangle")?
- Is it possible to implement these findings in reality?
- ...

"FUTURE"

LEARNING SUB-MODULE

So far, you have drawn up a sustainability index for your company and identified the (sustainable) requirements your customers have of the service provision of your company. How should your company be accordingly aligned in future? Within the scope of this learning sub-module, you develop a future-oriented idea for service or process improvement with regard to doing business sustainably in order to provide an answer to this question. You make use of your findings from the two previous learning sub-modules relating to the

"Company" and "Customer" perspective and take account of possible challenges that could emerge for your company as a result of these findings. The focus of this process is not only to develop ideas that are capable of direct implementation. Unusual and innovative ideas may in particular be able to secure a competitive edge for your company in future. Before your results are passed on to relevant departments within the company so that they can be taken into account or developed further by your colleagues, give each other



*Tasks to
complete
in pairs
or groups*



Before you are able to develop a future-oriented idea relating to service or process improvement, you will need to look once more at your findings from the "Company" and "Customer" sub-modules.

TASKS:

1. Summarise your individual findings from the learning sub-modules relating to the "Company" and "Customer" perspective in your own words.
2. Visualise your respective statements for the "Company" and "Customer" perspectives on two flip chart sheets and hang these up next to each other.
3. Visualise your results in such a way that you would be able to present them to company management.

Once you have once again looked closely at your findings from the previous sub-modules, go on to establish links between the two perspectives and use these to develop a future-oriented idea for service or process improvement with regard to doing business in a sustainable way.

TASKS:

1. State commonalities and differences between the (sustainable) service portfolio of your company and the (sustainable) requirements of your customers.
2. Choose one of the differences and formulate a problem to which a solution is to be found.
3. Carry out the 635 method.

TIPS FOR USING THE 635 METHOD



The aim of the 635 method is to generate a large number of new, creative, and unusual ideas in a short group process.

The title "635" is derived from the fact that six group members each start by formulating three ideas that are then passed on five times and reformulated by the other group members.

Approach:

1. Each person writes down three ideas for the solution to the problem on the first line of their sheet.
2. The sheets are passed around the group after around five minutes. This means that participant 2 receives the sheet with the three ideas from participant 1 and so forth.
3. Participant 2 now develops the ideas of participant 1 so as to produce three more or improved ideas.
4. The sheets are passed on once more after five minutes until the round is complete.



Further work to develop the ideas can take place individually or in pairs, depending on the size of the group

The method may also be adjusted to take account of the numbers of persons and ideas (e.g. 826).

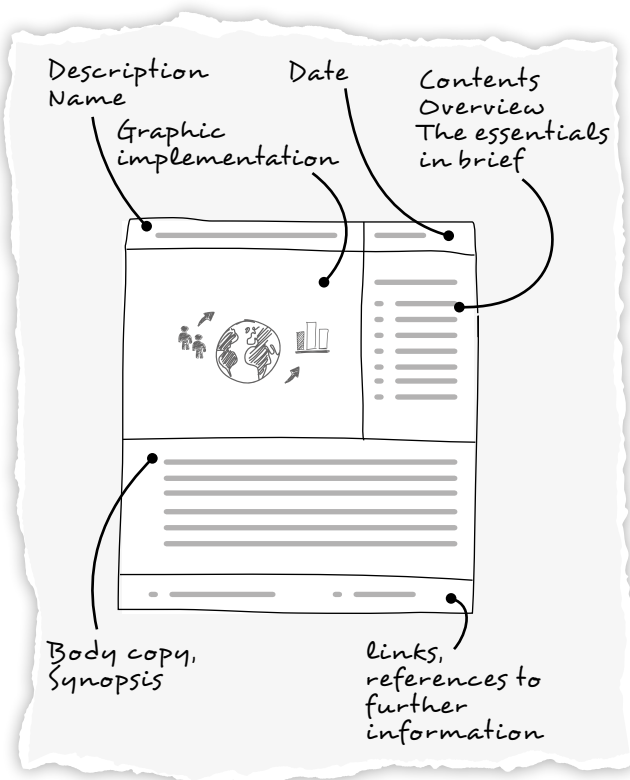


Tasks to be completed in pairs or in groups

Once you have carried out the 635 method, agree on ideas and work together on the further development of these with the possible idea of presenting them to company management.

TASKS:

1. Start with a plenary presentation of the ideas you have developed and provide one another with critical feedback.
2. Note down all the ideas on flip chart paper (eliminating duplicate ideas) and identify which ideas you wish to specify more precisely.
3. Substantiate the ideas selected.
4. Use a combination of illustration and text ("Graf-Iz method") to visualise selected ideas.
5. Present your Graf-Iz poster to company management or to your line manager.





TIPS FOR GIVING FEEDBACK

Your feedback should ...

- ... be formulated in a respectful way.
- ... be formulated in the first person.
- ... be descriptive (not judgemental or interpretive).
- ... be useful.
- ... be specific (clearly and precisely worded).
- ... provide new information.
- ... be balanced (highlighting both positives and negatives).



TIPS FOR SELECTING AND SPECIFYING AN IDEA

In order to work together to identify an idea to be specified, one useful approach is to place the flip chart paper in such a position that each colleague can mark their preferred ideas anonymously (e.g. by using a sticker).

The following questions may help you to specify your ideas more precisely:

- What is to be implemented?
- How is it to be implemented?
- Who is involved in the implementation?
- When should implementation take place?
- How should implementation take place?

IMPRINT

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