



## Shaping Innovation Processes Tools, Templates and References

This reference list below contains the key tools, sources and projects cited in the training module 'Shaping Innovation Processes'. It includes open-access links where available, focusing on agroforestry, interactive innovation, and network facilitation.

**AF4EU:** Horizon Europe project promoting agroforestry through innovation driven networks <https://af4eu.eu/>

**EIP-AGRI:** European initiative supporting interactive innovation in agriculture. <https://ec.europa.eu/eip/agriculture/>

**Horizon Europe:** EU's key funding programme for research and innovation. [https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe\\_en](https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en)

**AFINET (Agroforestry Innovation Networks):** EU project connecting agroforestry stakeholders across Europe. <https://afinet-project.eu/>

**RAPCA - Andalusian Network of Pasture-Firebreak Areas:** Spanish initiative using grazing to prevent wildfires. <https://www.juntadeandalucia.es>

**AKIS Connect:** Supports multi-actor innovation in EU agri-food sectors. (<https://akisconnect.eu/>)

**i2connect Toolbox:** Online tools for advisory services in interactive innovation. <https://i2c-toolbox.fibl.org/>

**ScienceDirect:** Scientific publications supporting co-learning and agroforestry adoption. <https://www.sciencedirect.com/>

**Winnovation:** Austrian innovation training platform for advisors. (<https://www.winnovation.at/>)

**Kleiner & Roth (1997):** Learning History: Harvard Business Review article. <https://hbr.org/1997/09/how-to-make-experience-your-companys-best-teacher>

**CECRA (EU Advisory Certification):** Framework with facilitation tools (e.g. Timeline, Network Analysis) <https://www.euracademy.org/cecra/>

## Innovation Tools and Their Sources

Tool / Method	Purpose / Use	Source / Reference
Spiral of Initiatives	Framework outlining the stages of an innovation process from idea to embedding, emphasizing iteration.	Developed by Eelke Wielinga (2001), Networks as Living Tissue (PhD, Wageningen University).
Network Analysis	Maps relationships between actors in an initiative to identify roles, gaps, and engagement strategies.	Adapted from CECRA and the Free Actors in Networks (FAN) approach.
Triangle of Co-Creation	Illustrates constructive and defensive roles actors play in innovation networks.	Derived from the Triangle of Change (Wielinga, 2001), expanded by WUR research.
Circle of Coherence	Diagnoses group dynamics in networks by distinguishing constructive vs. defensive interaction patterns.	Developed by Eelke Wielinga (2001) for use in network facilitation.

Timeline Method	Participatory tool to reflect on the sequence of events, mapping positive, negative, and flash moments.	Used in CECRA and FAN; related to the Critical Incident Technique (Flanagan, 1954).
Learning History	Structured document combining narrative and analysis to derive insights from past experiences.	Kleiner & Roth (1997), Harvard Business Review: 'How to Make Experience Your Company's Best Teacher'.
Peer Consultation	A structured peer support method for solving complex facilitation or innovation challenges.	Inspired by action learning methodologies, common in CECRA training.
Creative Techniques (e.g., Brainwriting, Brainstorming, Random Stimulus)	Tools to generate diverse and novel ideas in groups.	General facilitation practices adapted for agroforestry by CECRA and i2connect.
Free Actor Role	Represents facilitators who maintain network vitality by bridging roles flexibly and insightfully.	Originates from the FAN approach; highlighted in Wielinga's network leadership research.

### OUTCOMES OF THE COURSE MODULE

Understanding of innovation processes and co-creation approaches

Skills to facilitate creativity and idea generation

Tools to manage group dynamics and sustain network momentum

Confidence to act as an innovation broker and network facilitator

Get to know more!



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