

## The project manager's present vision

The Project Manager's present vision will be approached by the application of two tools. A network map graphically representing and linking the social actors that the project manager's considers to play a role (positive or negative) in the project. One synthesis writings that 1) comments the graphical network map and highlights current dilemma's, opportunities, strength and weaknesses as identified by the project manager and 2) provide a reference point for dynamic forecasting to or back-casting from the future.

Main inputs that will be useful here are the following step 1 documents: Project Narrative, the Context Analysis and the Actors Table. The 'Consultant' is encouraged to pre-fill a 'social network map' scheme and draft a preliminary 'synthesis writing' based on this information. These documents can then be sent to the project manager to prepare the future interview with him/her.

## The social network map

One key instrument to catch actor's visions of the project is called a 'social network map'. This tool has been elaborated by social scientists help actor's elicit their views about the socio-political context of their projects (Laredo et al 1996, de LAAT 1999<sup>1</sup>).

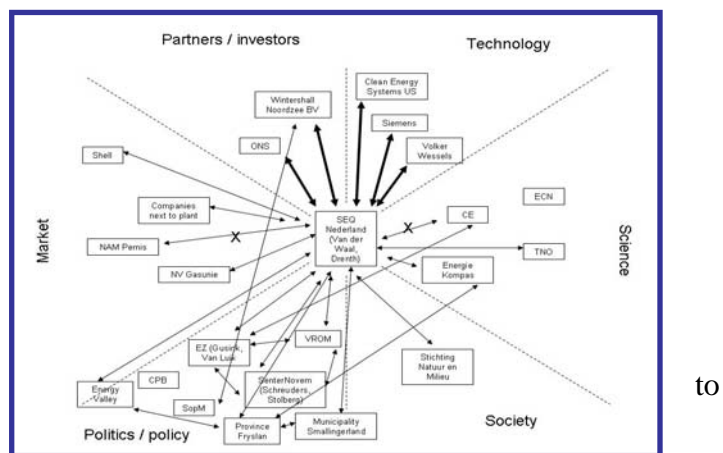


Figure 2: present situation: stakeholder map ZEPP

It consist in poles (policy, technology, science, partners/investors, society, markets) along which key actor's can be positioned. Arrows indicate the nature of links between them. The poles can slightly differ across projects to fit, but should remain the same within a project to ensure compatibility. The actors involved in a social network can then be mapped in the social

<sup>1</sup> Laredo, P. et P. Mustar (1996) 'the techno-economic network: a socio-economic approach to State Intervention in innovation' in Combs, R., A. Richards, P. Saviotti, V. Walsh (eds) technological collaborations. EE.pp 143-164. De LAAT (1999)

map. When relevant, non-human items might be included in a network map, such as for example high energy prices, a law, subsidies or technological efficiency improvements.

## **Synthesis writing**

The synthesis writing is complements the social network map. The synthesis writing consists of two parts:

- a) 1 page of text describing and commenting the present social network as the 'project manager' sees it. It includes the network main characteristics and possible dilemma's, problems or other issues the project manager has mentioned specifically during step 1
- b) one page of text describing the pathway to the future. The 'consultant' uses documents issued in step 1 to draft the 'synthesis writing'. The 'context table' is particularly useful to draft the pathway to the future. It contains valuable insight about the strategies the project manager envisioned to valorise chances and overcome barriers in the future. Preferably, the synthesis writing would be written in the form of a newspaper article or 'popular press' article that describes the project now and in time wise halfway (2009) to the end vision of the project (for example 2010). These documents will then be sent to the 'project manager' and discussed/ reviewed, revised during the meeting between the 'consultant' and the 'project manager'.