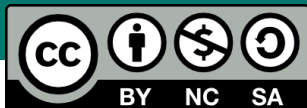




THE ALL-YOU-NEED-TO-KNOW GUIDE TO RUNNING ONE MEETING PROJECTS

www.TheProjectONE.eu

IMPRINT



This publication is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0) licence with exception of

- the ERASMUS+ Logo
- any material in this document where noted
- pp. 7, 8, 9: [Implementation icon created by Uniconlabs – Flaticon](#); pp. 7, 10, 11: [Environment icon created by Freepik – Flaticon](#); pp. 7, 12, 13: [Motivation icon created by Parzival' 1997 – Flaticon](#); pp. 15, 16, 17: [Sustainability icon created by phatplus – Flaticon](#); pp. 15, 18, 19: [Work icon created by Eucalyp – Flaticon](#); pp. 15, 20, 21: [Meeting icon created by wanicon – Flaticon](#); pp. 15, 22, 23: [Target audience icon created by Freepik – Flaticon](#); pp. 15, 24, 25: [Marketing icon created by wanicon – Flaticon](#); pp. 15, 26, 27: [Quality icon created by Eucalyp – Flaticon](#); p.26: [Quality icon created by Flatcons – Flaticon](#); p. 29: [Network icon created by prettycons – Flaticon](#); [Diversity icon created by Freepik – Flaticon](#); Person icon inspired by [Candidate icon from Talha Dogar – Flaticon](#); [Presentation icon created by Freepik – Flaticon](#); [Work icon created by Freepik – Flaticon](#).

Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0) licence is a standard form licence agreement that allows you to share and adapt the material provided you attribute the work. A summary of the licence terms is available from <https://creativecommons.org/licenses/by-nc-sa/4.0/>.

Attribution

Content contained herein should be attributed as follows:

Cendon, E., Mörrth, A., Royo C., Wietrich, J., & Mangiatordi, A. (2022). The All-You-Need-To-Know Guide to Running ONE Meeting Projects. Guide IO3, Version 1.1. Hagen, Barcelona: The ONE Meeting Project. <https://www.theprojectone.eu/>

Editor

The ONE Meeting Project. Eva Cendon (FernUniversität in Hagen/FeU), Andrea Mangiatordi (Università degli Studi di Milano-Bicocca/UNIMIB), Josep M. Duarte (Universitat Oberta de Catalunya/UOC), Päivi Kananen and Virpi Uotinen (University of Jyväskylä/JYU), Orla Casey (Momentum Marketing Services Limited/MMS), Canice Hamill (Canice Consulting Limited/CCL) and Carme Royo (European University Continuing Education Network/eucen)

info@theprojectone.eu | <https://www.theprojectone.eu/>

Acknowledgements

We would like to thank 48 project managers and staff from across Europe for pilot testing this document and sharing their valuable feedback and thereby helping shape this document.

Layout

The ONE Meeting Project, Momentum Marketing Services Limited

The ONE Meeting Project (2020–2022) is a joint project by the FernUniversität in Hagen (coordinator), Università degli Studi di Milano-Bicocca, Universitat Oberta de Catalunya, University of Jyväskylä, Momentum Marketing Services Limited, Canice Consulting Limited and eucen. <https://www.theprojectone.eu/>

Co-funded by the
Erasmus+ Programme
of the European Union



The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.
Grant number 2020 1 DE01 KA203 005676

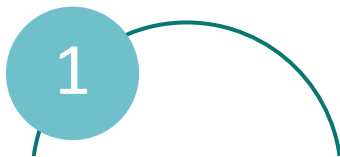
THE ONE MEETING PROJECT: DEVELOPING A NEW METHOD FOR EU COLLABORATION

To date, face-to-face transnational partner meetings have been a key component of EU project collaboration in higher education. Yet, as the scale of the climate crisis becomes evident and EU and national governments adopt more ambitious environmental goals towards a climate-neutral EU by 2050, we can no longer ignore the environmental impact of our European project work. We need to find alternatives for face-to-face meetings by utilising digital collaboration technologies.

The objective of the ONE Meeting Project is to support higher education institutions and other project partners in transitioning to a new model of cooperation that hinges on meeting face-to-face just once during the lifetime of a project. We acknowledge the benefits of face-to-face meetings, but our aim is to strengthen the ability of project managers and staff to engage in productive virtual collaboration, so as to reduce the travel and the related environmental impact.

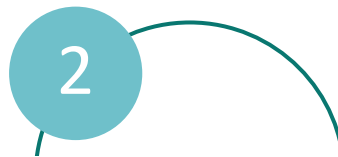
The ONE meeting methodology favours a more dynamic and digital form of collaboration that is in real time and teamwork-oriented. By making the most of existing digital collaborative tools, we strive to increase the levels of inclusion, knowledge exchange and institutional capacity-building that transnational education projects can achieve.

ONE OUTPUTS ARE DESIGNED TO ENRICH VIRTUAL COLLABORATION:



The Business Case for ONE Meeting Projects in Europe

A high-profile report that explores the environmental issues relating to transnational travel and presents solutions.



The ONE Meeting Project Virtual Toolkit

An easy-to-use collection of virtual tools categorised according to the needs of transnational projects.



The All-You-Need-To-Know Guide to Running ONE Meeting Projects

A practical guide presenting a step-by-step strategy for converting projects into a 'ONE meeting only' format.

“The One Meeting Project seeks to make EU collaborations smarter, greener and more sustainable in the future.”

TABLE OF CONTENTS

THE ONE MEETING APPROACH

A

Introduction p. 5

Agile Project Management p. 8

Sustainability p. 10

Accessibility p. 12

STEP-BY-STEP TO ONE MEETING PROJECTS

B

Proposal Development p. 16

Project Planning & Management p. 18

Project Implementation p. 20

The ONE Meeting p. 22

Dissemination & Exploitation p. 24

Quality Assurance & Evaluation p. 26

COMMUNICATION & COLLABORATION

C

Criteria for Good Practice of Virtual
Communication & Collaboration p. 30

Methodological Note p. 32

Bibliography p. 33

ONE Resources p. 34



INTRODUCTION

Managing European projects in disruptive situations within changing environments needs an agile approach and the development of creative and innovative solutions to the challenges ahead.

The All-You-Need-To-Know Guide to Running ONE Meeting Projects (The ONE Guide) complements the [ONE Business Case](#) (which provides evidence and focuses on raising awareness) and the [ONE Virtual Toolkit](#) (which presents a systematised collection of tools for virtual collaboration).

WHO IS THE ONE GUIDE FOR?

The ONE Guide aims at project managers who need to or want to change the way of conducting transnational projects and provides a step-by-step approach for implementing transnational projects with just ONE meeting. To achieve this, our experiences in ONE as well as learnings, failures and successes of our own work are cornerstones of our proof of concept – paired with valuable experiences and resources from outside the ONE consortium.

HOW TO READ THE ONE GUIDE?

The ONE Guide contains three sections, each of them standing for itself. Depending on what you are searching, it can make sense to delve into just ONE.



SECTION A presents the cornerstones of the ONE approach: (1) Agile project management, (2) Sustainability and (3) Accessibility. We highlight their central features, reflect on our ONE learnings and share some internal and external resources.

SECTION B contains the ONE approach with regard to the different phases of EU projects. We outline a step-by-step approach on how to manage and conduct your project with ONE meeting only: from proposal development, project planning and implementation to dissemination and exploitation, quality assurance and evaluation. We do this by focusing on ONE specifics within the different phases, sharing ONE learnings, ONE resources and some tips and advice, based on our learnings.

A particular topic within this section is the **ONE meeting** itself: This ONE face-to-face meeting is of special importance for the partnership and could take place at different stages of the project.



SECTION C provides in a nutshell five central criteria as things to be mindful of when conducting transnational projects that are based mostly on virtual collaboration – as is the ONE approach.

YOU FIND TWO TYPES OF ONE RESOURCES THROUGHOUT THE GUIDE

- | | |
|----------------------|--|
| ONE Documents | Documents developed as part of the ONE meeting project or specifically for this guide at hand that shall help guide your actions |
| ONE Examples | Descriptions of procedures or documents from our project that shall serve as examples |

THE WEB-BASED VERSION OF THE ONE GUIDE IS ENHANCED BY

- | | |
|-------------------|---|
| ONE Videos | Stories from other project managers and project employees who share their experiences |
|-------------------|---|

A

THE ONE MEETING APPROACH





INTRODUCTION TO SECTION A

This section presents the cornerstones of the ONE approach: (1) Agile project management, (2) Sustainability and (3) Accessibility. We highlight their central features, reflect on our ONE learnings and share some internal and external resources.

AGILE PROJECT MANAGEMENT

Apply methods and processes to ensure agility, flexibility and reflection in steering projects. This allows you to meet changing external and internal requirements and demands of the project.



SUSTAINABILITY

Manage and conduct your project with sustainability in mind. Accordingly, the project work will be based on virtual communication, include sustainability measures and thus reduce the environmental impact.



ACCESSIBILITY

Embed accessibility as a core element in your project to ensure inclusive involvement of all project partners and target groups. Provide assistive technology, remove barriers and strive for access for all by preventing barriers from the beginning.





AGILE PROJECT MANAGEMENT

Agile project management is key to managing European transnational projects, especially in troubled times. Hence, the ONE approach embraces agile project management as part of its methodology to navigate projects safely, to deal with unforeseen moments and disruptive situations and to achieve goals even in changing circumstances.

AGILE METHODS AND PROCESSES

One central feature is agility in steering the project to meet changing requirements. This concerns external changes such as a pandemic, a climate catastrophe or unstable geopolitical circumstances as well as internal changes like partners' issues regarding time, capacity or other unforeseen events. Agility has to be paired with constant reflection on the ongoing processes, asking: What does the team or the partners need? What does the project need? And what do external circumstances require from us?

While the ONE approach does not favour any special method or process of agility, there are some basic points that make the difference:

- open-mindedness: acceptance of changing requirements and joint search for new solutions and alternative routes;
- reflections and retrospective moments on a regular basis to make necessary adjustments and promote efficiency;
- a good atmosphere and good support for the partnership from the coordinator – serve your team to keep it motivated!

ONE Learning

For our mutual understanding, we have developed the *ONE Manifesto for Agile Project Management* to describe our approach. The manifesto is intended as an overarching framework for project management, product development and the vision of collaboration. It also defines strategies and processes for the development of the project's results and the project activities.

ONE Example
► Project
Management Guide

ONE Example
► ONE Manifesto
for Agile Project
Management

METHODS AND TOOLS FOR VIRTUAL COMMUNICATION AND COLLABORATION

Interaction and communication are key to agile project management. Hence, efficient and effective methods and tools for virtual communication and collaboration are needed: What does serve us best for getting quick feedback and responses? What helps us with virtual collaboration?

- It is necessary to maintain frequent communication via weekly internal team meetings and virtual monthly partner meetings to keep everybody on track and keep things going, even remotely.
- Accessibility [► [Accessibility](#)] of tools and methods is important, such as using tools for communication and collaboration that require low bandwidth and facilitate easy access.

ONE Example
► ONE Monthly
Partner Meeting.
The Concept.

ONE Document
► ONE Virtual
Toolkit

ONE Document
► Tools in the ONE
project



PROGRESS MEASUREMENT AND STATUS REVIEWS

Progress measurement and status reviews are necessary for transparency and for staying on course even if things need to be changed 'on the go'. It is good to have a system that signals how things are going, be it simply a traffic light system or a more sophisticated system such as KANBAN. The choice depends very much on what makes sense for your partnership, but general things to consider are:

- a clear work plan with key dates mutually agreed upon and established as firm commitment;
- the use of a tool for task tracking with shared access by all partners to visualise progress towards milestones and deliverables;
- the use of a file sharing tool to enable transparent access to documents and materials in progress so that the status of progress is visible to all partners;
- the effective use of communication tools on the project management platform, such as the announcement and chat function, as well as email notifications.

ONE Learning

We chose Nextcloud as our project management platform 'ONEcloud', because this platform best meets our requirements. Installed as a desktop app, it can easily be integrated in each partner's own file system.

ONE Example
► Why the ONE Cloud?

CHANGE AND THE CHALLENGE OF TRANSNATIONALITY

The ONE approach is based on change and it supports change. This is even more challenging in a transnational partnership. When adopting agile project management, some principles of change management as well as a sensitive approach with regard to culture, geographical distance, communication and (geo)political differences are crucial. Using the ONE approach requires being aware of the following aspects:

- Because the ONE approach is about dealing with change, it is necessary to get everybody on board – make the project team, the partnership and their organisations co-creators of change.
- Create possibilities to involve colleagues, leadership and other stakeholders in the change processes – and take their feedback into account for further development.
- A diverse, transnational partnership is an opportunity! Involving the different cultural perspectives in dialogues and discussions helps develop a transnational perspective that transcends existing individual perspectives.

ONE Learning

Within the ONE project we used Design Thinking [[► Methodological Note](#)] to better understand what our target groups need when engaging in (almost) only virtual transnational collaboration. We included them in all stages of our project so as to learn about their needs for the development of our deliverables.





SUSTAINABILITY

Ideally, the results of the ONE idea itself contribute to sustainability in multiple ways both for the project and for the partners' organisations.

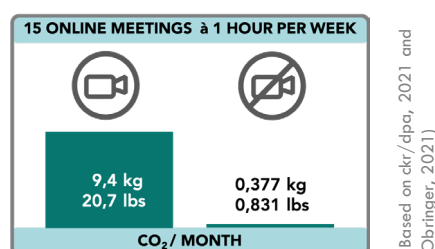
A GREEN PROJECT ...

Actual project work – i.e., virtual collaboration – entails manifold opportunities to make project work greener. This includes

- saving energy by keeping data volumes as small as possible through keeping only the latest document versions, avoiding video streaming whenever possible and using ecological search engines such as [Ecosia](#);
- having an even lesser environmental impact with only ONE face-to-face meeting by specifying a small number of participants per partner organisation;
- using an agile project management approach that includes efficient and resource-saving communication [[► Agile Project Management](#)];
- defining regulations for an environmentally conscious implementation of Multiplier Events with regard to the specifications for catering/menus, papers and energy consumption as well as the format of the event and travel guidelines [[► Project Implementation](#)].

ONE Learning

It is not easy to turn off your camera when you meet – because you also meet to see each other. One option is that everyone except the presenter turns their camera off during the presentation and turns it back on for the ensuing discussion.



... WITH GREEN PARTNER ORGANISATIONS

Each organisation has different structural and organisational possibilities to implement and conduct sustainability and environmental measures. They can include supporting local structures by buying from local businesses, reducing printouts, reducing travel or installing hot/cold aisles for heating or cooling offices.

ONE Learning

Going back to our organisations to find out what measures are already implemented showed quite some space for improvement and served as a catalyst to start thinking about possible future sustainability activities.

ONE Example
► Environmental Policy

ONE Document
► The ONE Business Case

ONE Document
► MyClimate Tool Case Studies

ONE Document
► MyClimate Tool Exercise Instruction

ONE Document
► MyClimate Tool Exercise Worksheet [.xlsx]

EXTEND THE LIFETIME OF YOUR PRODUCTS

The ONE approach requires that project outputs continue to be available after the project ends and that they are made in such a way that they will actually be used in the long term by a wide a range of stakeholders.

This includes

- sustainable results in the sense that they make sense for your target group and are actually being used. To ensure this, include your target group in creating your results [► [Agile Project Management](#)];
- making results available on your project website and making sure the website stays online for at least a few years after the project, but also distributing the results on each partner's website, other platforms (e.g., [EPALE](#)) and relevant fora (e.g., [EDEN](#)), to ensure that your target groups learn about them and learns to use them [► [Dissemination](#)];
- using the project's results in your own organisation and making your colleagues relevant promoters; and
- creating your results in a way that they can be commented on (in a web version), recycled and reused and thus live longer in multiple, supplemented, amended, extended, mixed and mashed up forms. You can achieve this by applying a suitable CC license [► <https://creativecommons.org/>] and by making all partners adhere to this by signing an IPR Agreement.

ONE Example
► **IPR Agreement**
(Sustainability and Exploitation Strategy, p. 16)

Using an online survey to have all partners define their individual sustainability measures in a smart way might be helpful as a starting point. From there, continuously addressing the topic in regular meetings helps to not lose sight of it. Mid-term of the project, probably as part of the ONE meeting, is a good moment to creatively explore further paths, critically reflect your work and outputs made so far as well as to check and eventually adapt your sustainability approaches.

ONE Example
► **Sustainability Survey**
(Sustainability and Exploitation Strategy, p. 14)

ONE Learning

Sustainability in the ONE approach implies making results adaptable and encouraging further development. That is why we have decided to provide all ► [ONE resources](#) in adaptable source format as part of this Guide.



‘Let results outlive the project and make it a green one.’





ACCESSIBILITY

Taking care of accessibility is a core activity in a ONE meeting project and in every collaborative project that wants to make all participants comfortable, avoid commonly experienced barriers and provide a better user experience and quality for all. Accessibility is, as a matter of fact, a very difficult goal to reach: It requires continuous efforts, constant checking and extensive knowledge. In this part of the guide you find a quick reference for possible conceptualisations of accessibility that are relevant to collaborative projects in any context.

The selection of resources on the right side can be useful to guide your accessibility strategy for your next collaborative project.

DEFINING ACCESSIBILITY

The word ‘accessibility’ commonly describes a property of products and services: Something that is accessible can be used without limitations also by users with disabilities or other special needs.

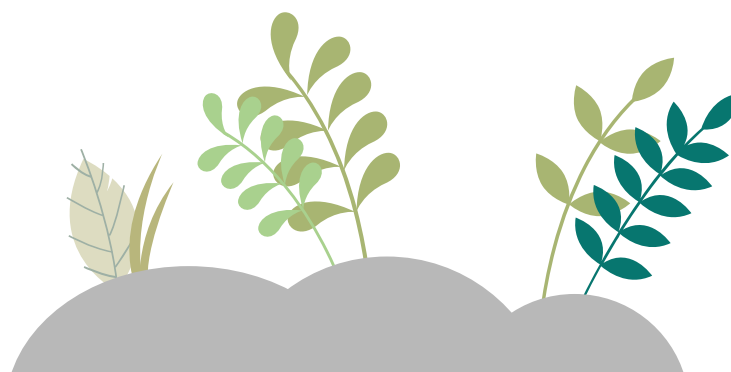
Ronald Mace (1985), an architect who coined the phrase and idea of ‘Universal Design’, distinguishes three possible levels of conceptualisation, connected to three types of intervention that can be carried out with technology.

INDIVIDUALS & ASSISTIVE TECHNOLOGY

On a first level, we can look at the **needs of specific individuals**. The closer we look, the more unique they become. For these cases, **assistive technology** allows one to perform actions or to participate in ways that would otherwise be precluded. This level focuses on studying what can be more or less useful for a single target person, on what should be done to allow him/her autonomy and independence in actions that can also concern everyday life. Assistive technology works better in a standardised, barrier-free environment; so understanding which assistive technologies are used by project partners is a first step towards solving potential accessibility issues.

What you can do

- Assessing the special needs, disabilities and specific conditions of people in your team allows you to understand if special measures need to be considered – i.e., a wheelchair user would probably need the ONE meeting to be organised inside accessible environments, and screen reader users would need standards-compliant documents and webpages.
- All digital platforms and document formats that are used internally by the project partners (for management and communication) should be checked for compatibility with the specific assistive technology in use.



GROUPS OF PEOPLE & BARRIER REMOVAL

On a second level, **barrier removal** is a commonly addressed issue, targeted by many laws and regulations: This construct is based on the idea that there are barriers around people with disabilities – or other types of limitations – that are not easy to overcome or even completely blocking. **People with the same kind of disabilities tend to experience similar barriers.** When this occurs, technology can be used as a tool to reduce the impact that these barriers have on people's quality of life. Every time a barrier is removed, having a specific category of people in mind – for example, those with a visual impairment – we have an immediate benefit for that category, and a potential benefit for other categories – i.e., people with reading disorders.

What you can do

Deliverables can take many forms: PDF documents, presentations, online forms or videos. For each form, there are plenty of guidelines to make them accessible to various categories of people.

► A Guide to making PDFs accessible by using tags

► A Guide to making presentations more readable and understandable

► A style guide for accessible text (and typography) for people with dyslexia

► A guide to automatic video captioning with YouTube

ALL PEOPLE & UNIVERSAL DESIGN

On a third level, the objective of making participation in a project and the use of deliverables **accessible for all** needs more than mere practical solutions: It requires a theory, such as **Universal Design**. The idea here is to go beyond the simple application of known solutions, as it happens at the 'barrier removal' level. Designing in a universal sense means paying attention to a multiplicity of situations and use cases, where different users may have particular needs that, combined, make even the most brilliant barrier removals look inappropriate. Universal Design is about preventing barriers from showing up in the first place. It is based on a set of seven principles, that define seven areas where it is necessary to keep an eye open in order to prevent barriers, instead of having to remove them.

What you can do

Adding 'perceived accessibility' as a basic indicator in a project proposal, and committing to involve testers with disabilities is a good first step towards keeping accessibility under scrutiny in the long run.

► Applications of Universal Design

► Accessible Online Course Content Pages

► Invisible Disabilities

► Universal Design in Education



B

STEP-BY-STEP TO ONE MEETING PROJECTS





INTRODUCTION TO SECTION B

This section offers you a step-by-step strategy on how to manage and conduct your project requiring ONE meeting only. It outlines the project management phases, focusing on proposal development, project planning and implementation (including the ONE meeting), dissemination and exploitation as well as quality assurance and evaluation.

PROPOSAL DEVELOPMENT

Integrate agility, sustainability and virtual collaboration in your project proposal and plan only ONE face-to-face meeting.



PROJECT PLANNING & MANAGEMENT

Define transparent management structures for the virtual collaboration, assign clear responsibilities to partners and decide jointly on one digital collaboration tool.



PROJECT IMPLEMENTATION

Facilitate exchange between partners via regular online project meetings, use innovative co-creating tools to create project outcomes, and monitor the project progress.



THE ONE MEETING

Meet face-to-face in ONE meeting during the lifetime of the project. Decide whether it will be a mid-term, opening or closing event and design it accordingly.

DISSEMINATION & EXPLOITATION

Plan the dissemination of project outcomes with the project partners, including the multiplier events. Use different channels and activities to circulate outcomes.



QUALITY ASSURANCE & EVALUATION

Assure the quality of your project by defining indicators and markers for measuring how smart, environmental and sustainable the project is.



EACH PART IN THIS SECTION FOLLOWS THE SAME STRUCTURE:

- The core topics to be considered when following the ONE approach
- Our learnings from conducting the ONE meeting project
- Suggestions on how to handle challenges that may occur





PROPOSAL DEVELOPMENT

‘Developing the ONE idea’

At the beginning of each project there is always ONE idea, ONE thought, ONE problem. In this section we will explore how to identify this ONE idea and start the journey with the right team of partners.

THE ONE APPROACH – SMART, GREEN, SUSTAINABLE

The ONE approach encourages you to plan your project with ONE face-to-face meeting only and to engage in productive, accessible virtual collaboration [[▶ Accessibility](#)] with agile project management for smart processes [[▶ Agile Project Management](#)] and in a sustainable way [[▶ Sustainability](#)], which also contributes to a greener Europe!

Set the cornerstones in the proposal development phase and already integrate the basic ideas of the ONE approach in the design of the project from the outset.

ONE Document
▶ The ONE Business Case

ONE Learning

Integrating agility, sustainability and virtual collaboration in your proposal is an act of balancing. For one thing, online meetings instead of face-to-face meetings shall reduce the carbon footprint, but they also generate CO2 emissions. For another thing, you do need intercultural experiences, but they are noticeably reduced without face-to-face meetings.

ONLINE COLLABORATION AT THE CORE

Online collaboration is a core focus of the ONE approach. Your tasks throughout the project often include negotiating meaning, making sense and finding a mutual understanding on how this collaboration should take place [[▶ Section C](#)].

ONE Document
▶ ONE Must-Do List for Online Meetings

ONE Learning

When developing our ONE project proposal, the virtual collaboration was not completely defined but was planned to be defined as part of the project. However, defining what we actually meant by ‘virtual collaboration’ could have helped us to start the project with a clearer vision.

ONE Document
▶ Optimising online meetings, events and collaboration (The ONE Business Case, pp.26-30)



ONBOARDING OF PARTNERS

In the ONE approach, it is crucial to make time and create opportunities for the onboarding of new partners. Involving partners in decisions and asking for contributions helps to get them on board. Periodical online meetings with key partners can be very effective to define and create a shared meaning about the objectives of the project and the expected results.

ONE Learning

Our own proposal development was characterised by several online meetings with three key partners for brainstorming and developing the ONE idea. Including the other partners more actively in the developmental process could have helped gain more ideas and get to know each other better beforehand.

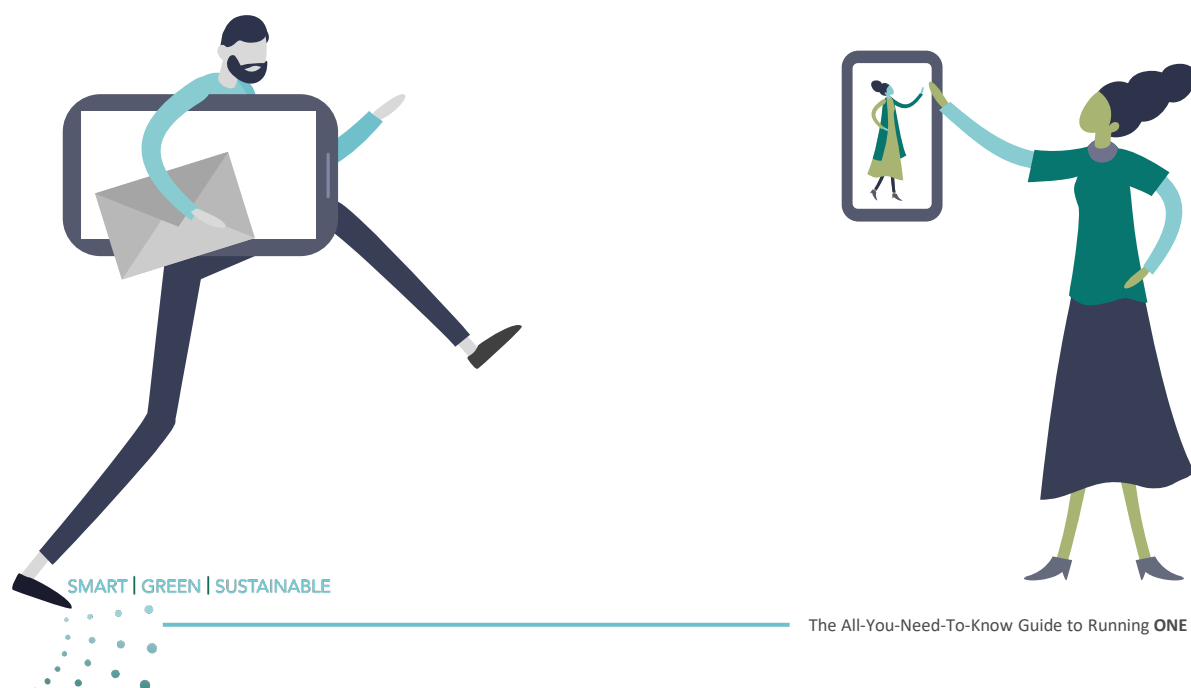
ONE Document
► Design a proposal
in four steps

How to succeed

When developing a proposal in a remote setting, finding new partners and creating commitment can be tricky. Another challenge is the development of a consistent and competitive proposal. Here are some recommendations to overcome these challenges and succeed in proposal development:

- Find new and suitable partners interested in the topic and experienced in EU-funded projects – e.g., via specialised online platforms and social media groups to announce your call.
- Pair partners to lead work packages – this will create bilateral bonds between partners and strengthen the team spirit in the consortium, thereby facilitating communication among partners.
- Use collaborative online brainstorming and co-creation tools to explore innovative and creative processes. Support partners who are not familiar with such tools.
- Use online tools to share information and create content in a collaborative way. This helps to share proposal-related work among partners, facilitates simultaneous proposal work and helps to achieve a consistent proposal.

ONE Document
► Virtual Toolkit





PROJECT PLANNING & MANAGEMENT

'How do we want to work with each other?'

Has the proposal been accepted? Congratulations! Now it is time to think and decide about working structures supporting your ONE approach and the goals to achieve with your project. Besides becoming ONE team with ONE mission [[► Proposal Development](#)], it is the moment to set up communication and management structures that will allow you to run a smooth and successful online collaboration.

CREATING A SHARED UNDERSTANDING

Create a shared understanding of the project, of how to work together and to communicate, agree on the expected content and results, on shared responsibilities, and on reporting rules and deadlines.

The ONE approach includes a project management guide as part of the partner agreement that helps define the basics for the collaboration while keeping an openness for adaptations to the needs and circumstances that might be necessary once the project starts.

The ONE approach may include a jointly written manifesto, where the project methodology is detailed: a need-based, participative, flexible and proactive general approach to agile project management [[► Agile Project Management](#)].

For the sustainable aspect of the ONE approach, an environmental policy with inputs from all partners helps to ensure commitment and to advance impact on the partners' organisations.

ONE Example
► Project Management Guide

ONE Example
► ONE Manifesto for Agile Project Management

ONE Example
► Environmental Policy

ONE Learning

We developed guidelines on how to work and communicate with each other in the project and stored them as a PDF. Looking back, a shared document in a wiki could have served better the needs of our agile project management approach.

How to succeed

Working with only ONE face-to-face meeting can be challenging for the project progress and bears potential for cultural misunderstandings amongst partners. We suggest to consider the following aspects:

- Make time in meetings for getting to know each other and your ways of working.
- The pairing of partners [[► Proposal Development](#)] compensates partly the lack of closeness that comes naturally with face-to-face meetings.
- In case of disagreements: Choose your words carefully and better ask than make hasty judgments to avoid misunderstandings.



TRANSPARENCY AND SHARED RESPONSIBILITY

For successful project management with the ONE approach, it is crucial to assign clear responsibilities and tasks to the project partners. This needs to be supported by a transparent and open communication structure that includes space for consolidating commitment, reflection and shared responsibility. Regular online meetings such as a one-hour monthly partner meeting (MPM) can help accomplish this.

ONE Example
► **ONE Monthly Partner Meeting.**
The Concept.

ONE Learning

While the ONE monthly partner meetings provided structure and served well for updates, sharing information and short presentations, there was no space for more in-depth discussions and reflection, small talk and informal exchange. Other channels and tools are needed for these other communication levels [► [Communication & Collaboration](#)].

THE ONE TOOL

Decide which is the ONE tool that serves your needs best (one tool with several functions such as Teams, or a combination of several tools). The ONE tool(s) should include functions for project management *and* collaboration (especially file repository, collaborative content creation, online meetings and brainstorming space). Evaluating different tools – including those that your partners already use – is a good starting point. It is crucial to agree on how to use the tool(s) [► [Project Implementation](#)] and, if needed, identify one partner to be in charge of setting it up and maintaining it.

ONE Example
► **ONE Tool Selection Process**

ONE Learning

When we decided on ONE tool, we were already in the project implementation phase. We evaluated different tools and finally chose one that was new to most partners. This is why it took a lot of time and energy to launch the tool. To diminish learning efforts, it might have been better to include tools that partners already or even use the tool that most partners use.

ONE Example
► **Why the ONE Cloud?**

How to succeed

Consider that partners need time to get used to new tools and make sure the projects' tools are chosen according to partners' preferences and experiences.

- Choose a tool that can be integrated in partners' regular workflows so it gets easier to actually use the tool.
- Help partners to see the advantages of using a new tool and train them.
- Ask them if they need help and use the possibility to meet quickly to easily solve arising issues.





PROJECT IMPLEMENTATION

‘Working as ONE team – bonding and re-bonding’

During the implementation phase of your project, you can best achieve your results if you work together as ONE team. Use virtual tools to motivate, discuss, work collaboratively and achieve the results and deliverables that you have committed to produce in the project proposal. Our ONE Meeting Project made us aware of a number of aspects that are beneficial for team bonding processes.

BUILD INITIAL BONDS

In virtual working environments you have to pay particular attention to intercultural aspects and explicitly plan bonding and re-bonding processes. The kick-off event of your project [[► The ONE Meeting](#)] is key to creating initial bonds, and they need to be nourished throughout the project.

ONE Example
► **The ONE Kick-Off Meeting**

ONE Learning

‘ONE special thing about me’ and a ‘ONE-minute speed dating’ at the kick-off event initiated our first bonding as ONE team.

REGULAR AND FUN MEETINGS

Meetings should be regular and flexible to continuously be adapted to project progression and the needs of partners. Have fun in your meetings! Organise them as multifaceted events, use techniques for facilitating motivation and alter between working offline and online to keep focus.

ONE Example
► **ONE Activities for Online Meetings**

ONE Learning

To actively involve our partners in our online meetings, we spent a lot of (wo)manpower for preparation and facilitation. Additionally, we increased motivation and involvement by including partners in the planning of these meetings.

ONE Example
► **ONE Monthly Partner Meeting. The Concept.**

MAKE PARTNERS EXCITED AGAIN

If the pace of the project changes and especially if, unexpectedly, the ONE meeting cannot take place as planned, you need to find ways to make people excited again about the project. You can actively involve them again – e.g., with an extended mid-term online meeting with external participants. This helps to reflect on the project progress and is crucial to bring in new perspectives and ideas.

ONE Example
► **ONE February Meeting: Day 1**

ONE Example
► **ONE February Meeting: Day 2**

ONE Learning

One year without face-to-face meetings and another postponement of the ONE meeting made us feel a bit weary although we already had achieved quite a few of our objectives. In the online meeting that replaced the planned face-to-face meeting, we included motivating exercises, such as online gaming, drawing and exploring new virtual environments. This helped us to get excited again about our project and about us as a team.

ONE Example
► **Icebreakers**
(ONE Activities for Online Meetings, p.2)



WORK TOGETHER AS ONE TEAM

In order to work as ONE team, use tools wisely and involve partners as critical friends. Tools for co-creating and commenting help to refine products and to have all participate in creation and feedback processes.

ONE Learning

Never underestimate the strength of a transnational partnership – for different perspectives, different talents and for the partners' different kinds of humour! In contrast to written communication, we have learned that direct online conversations and new forms of feedback – e.g., sharing and collaboratively working in a Miro board – can be helpful and productive.

INVOLVE YOUR TARGET AUDIENCE EARLY

To ensure the sustainability and impact of your results, you need to involve the stakeholders of your target audience from the very beginning. Using the ONE approach means involving them at every stage of the project to ensure that your results are meaningful and actually get used.

ONE Example

► Sustainability and Exploitation Strategy

ONE Learning

EU project managers have a lot of experiences with online collaboration but also with disruptive moments in projects. The early consultation of 38 project managers from our different networks across Europe formed an important backbone for developing the ONE approach.

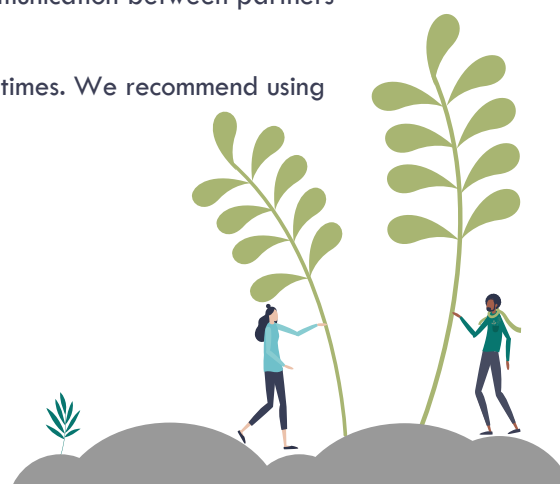
ONE Document

► What is missing?
What is gained?

How to succeed

Working online and agile sometimes causes unexpected loops of peer review. Delayed responses from partners might lead to difficult situations that can turn even worse if partners do not know each other personally.

- Set up clear guidelines for editing documents and for how to comment and give feedback.
- Agreeing on deadlines and a monitoring process helps to share responsibility. Especially in written communication.
- Shared online calendars and reminders can help, but in case of delays, it is better to communicate personally to find out if partners need help.
- Bilateral meetings can help to establish good communication between partners and to clarify misunderstandings.
- Be aware that not everything runs smoothly at all times. We recommend using such moments for joint reflection and learning.





The ONE Meeting

‘There is only ONE’

The ONE meeting is the key element of the ONE approach. It is about ONE face-to-face meeting once in the lifetime of a transnational project. The mode of deploying this ONE meeting depends on your expected achievements and the time you actually can meet face-to-face.

THE ONE MEETING FOR THE ONERS

Applying the ONE approach means that the ONE meeting is dedicated to the project partners. It is about getting to know each other, learning about new perspectives and building understanding. It is about sharing different cultural backgrounds, delving into foreign surroundings and having new, unexpected and surprising experiences. Depending on your project, the ONE meeting could take place at different stages of your project.

ONE Learning

In our case, the ONE meeting did not take place at the beginning as planned – due to unforeseen events and the impossibility to travel. And so, we did experience what we tried to put at the core of our project: constant changes that forced us to frame the ONE meeting anew, postpone it again and again and find new ways of bonding and re-bonding in our partnership [[► Project Implementation](#)]. Yet, we thought through what the ONE meeting could be.

THE ONE MEETING AS AN OPENER

Using the ONE meeting as an opener to your project, or in a very early stage, has many advantages. It helps all partners (or at least those who can be there) to have a cultural warm-up, to get to know each other and to share informal and social moments with each other. This supports a first bonding in the partnership, becoming ONE team and facilitating the work to come.

ONE Learning

As our ONE meeting could not take place as planned early in the project, we ran a kick-off meeting online [[► Project Implementation](#)] instead and tried to share social and some cultural moments while also starting off the project.

ONE Example

► The ONE Kick-Off Meeting

ONE Example

► Speed Dating
(ONE Activities for Online Meetings, p.1)

THE ONE MEETING AS A MID-TERM MEETING

Following the ONE approach, the ONE meeting as a mid-term meeting provides the opportunity to get the excitement and flavour of finally meeting face-to-face and to deepen the partnership. At the same time, you can already evaluate the first products of the joint work and reflect on how the partnership works, what is good and what needs to be changed. Furthermore, it is a good moment to discuss topics around exploitation, sustainability and impact as there is still enough time to stir things up again.



ONE Learning

Our ONE meeting as mid-term meeting could not take place as planned. We had to rethink both what we could accomplish online and what we needed in the specific situation of the project. We then had an online meeting as a twofold event: One day for including stakeholders for discussion in focus groups with topics such as dissemination, user participation and multiplier events, as well as sustainability and exploitation; and one day for us only: for reflection on our work, for sharing social activities (gymnastics, drawing, gaming) and for taking the time to discuss in small groups openly about things to drop and things to change. We closed this event with new ideas, a refreshed partnership and some changes for our further work.

ONE Example
► ONE February Meeting: Day 1

ONE Example
► ONE February Meeting: Day 2

ONE Example
► ONE Reflection Grid [.docx]

THE ONE MEETING AS A CLOSING EVENT

Using the ONE meeting as a closing event can be suitable for celebrating the achieved project goals and results. After the achievement of project results, it is also a good moment to reflect on sustainability issues and to brainstorm new and follow-up projects. Overall, it is the best time to celebrate and to exchange stories that have not been shared before.

ONE Learning

We are in good spirits that this meeting will take place face-to-face as a closing event – with a few months to go. What we know is that even if the circumstances change and the meeting cannot take place face-to-face, we have learned by now how to cope with it and how to make our final ONE meeting a multifaceted and unforgettable online event for all of us.

MORE THAN ONE MEETING?

The ONE approach is about ONE face-to-face meeting only. Yet, our experience shows that there could be several meetings that help partners grow together and become strong – to share not only the project progress and deliverables but also social and cultural values that help develop a better understanding for each other. For this second objective we had two online meetings during the lifetime of our two-year project that did successfully replace face-to-face meetings.

How to succeed

As you could see, switching to online is always an option, and sometimes the only one you have. However, most (online) meetings are too long and the focus gets lost easily. Furthermore, most participants are not using their native language, which can be tiring. Here are some key aspects that need to be considered especially when planning meetings – be it online or face-to-face:

- Instead of long online meetings, plan shorter interactive sessions that allow more productive work, on several days if necessary.
- Don't forget to plan breaks and make sure meetings are well structured and have an agenda and clear objectives, vary the format of meetings and use interactive tools.
- Try to involve activities for relaxation, creativity and social engagement, not least for raising team spirits and supporting (re-)bonding.

ONE Document
► Planning meeting cycle (The ONE Business Case, pp.31-38)





DISSEMINATION & EXPLOITATION

‘Dissemination already begins when the project starts’

The dissemination process already starts at the beginning of the project, and not only when results or deliverables are produced. In the ONE approach, dissemination and exploitation are strongly connected to the involvement of stakeholders. They can act as multipliers and support the anticipated impact. Thinking about impact in advance facilitates successful dissemination and exploitation.

DISSEMINATION STRATEGY

A ONE dissemination strategy contains key points such as the definition of target groups, key messages and dissemination tools, and it also defines the role of each partner for shared responsibility. Reporting on dissemination regularly throughout the lifetime of the project helps to keep partners focused on the topic. Additionally, dissemination can be fostered and wider target audiences can be reached if building synergies with other projects.

ONE Example
► The ONE
Approach to
Dissemination

ONE Learning

Thinking early about how to reach our target groups was helpful to keep track of the dissemination work. However, a lot of things changed already in the first year, including the target groups and the value of our approach, since Covid-19 restrictions were extended. Dissemination needed to be discussed, refined and adapted throughout the project. We used a global social media approach in collaboration with another EU-funded project, and created CVC tools (Creative Virtual Collaboration) including a [Listed group on LinkedIn](#) in order to achieve a wider outreach.

How to succeed

For the successful dissemination of your project's outcomes, you can

- plan your dissemination activities from the beginning of the project. Design them in accordance with the preferences of your target audience to make sure you maximise your impact. For example, if you are trying to reach young people, consider the social media platforms they like to use, the networks they follow, etc.;
- create synergies with other EU projects working on the same topic or with the same target group. You can, for instance, create common social media groups or pages to promote your projects;
- take advantage of existing dissemination platforms, such as social media groups, networks you might be part of, or platforms such as [EPALE](#) in the adult education sector; and
- share the responsibilities between all partners even if one partner takes the lead in dissemination. Establish a social media plan for posting on social media throughout the project lifecycle. This way, you make sure all partners feel responsible and that there is always activity on social media.



INVOLVE MULTIPLIERS EARLY

Awake the interest of multipliers by involving them from the beginning in consultations, testing or reviews. Their participation in focus groups in a mid-term meeting allows you to discuss initial ideas and gain new external views.

ONE Example
► ONE Consultation
Questionnaire

ONE Learning

The ONE partnership was enriched by user participation. Involving external stakeholders in focus groups helped us gain new perspectives on dissemination and exploitation strategies. Moreover, it fostered staff development and international virtual collaboration across institutions. The involvement of stakeholders as testers provided a critical mass for dissemination and exploitation.

A UNIQUE EXPERIENCE

The Multiplier Event, the pinnacle of dissemination, needs to be closely aligned with the needs and interests of your target group. Make the multiplier event a lasting memory by including some cultural experiences that will help to generate impact.

ONE Example
► ONE Multiplier
Event Guide

ONE Learning

Within the ONE project, we already learned quite a lot about the target groups for our multiplier events. We identified needs and interests of the different groups via consultations, reviews and focus groups. To incorporate this in the ONE multiplier event will still be a challenge.

How to succeed

In case the Multiplier Events needs to be online or hybrid and it seems hard to reach target groups and to activate the participants:

- Make use of the opportunity to reach out even further – go viral! Use [TED-Ed](#), for example, and make use of social media channels to share the outcome of your project even wider.
- Enable virtual networking via informal short sessions or small games.
- Use quick feedback tools like polls or [Mentimeter](#) to get participants engaged.

IMPACT YOUR OWN ORGANISATION

Create a sustainability and exploitation strategy and hold [sustainability workshops](#) to ensure exploitation and impact within your own organisation. Both measures help raise awareness within your organisations and commit to your targets.

ONE Example
► Sustainability and
Exploitation Strategy

ONE Learning

In the ONE project, we recognized, for instance, the lack of acceptance and compatibility of digital signatures or that we are not sustainable enough yet. On the upside: All such aspects triggered discussions, raised awareness, opened up fields for (organisational) learning and initiated changes within our organisations.





QUALITY ASSURANCE & EVALUATION

‘The ONE quality – smart, green, sustainable’

Quality assurance and evaluation is part of each phase of a project and needs to be set up early. Quality assurance concerns the deliverables and the project management itself. Applying the ONE approach to quality assurance includes defining indicators and markers for measuring how smart, environmentally friendly and sustainable the project and the approaches to using technology are.

QUALITY OF THE PROJECT

The ONE approach measures regarding the project include

- appointment of a quality leader;
- bilateral meetings between partners and quality leader;
- periodical quality surveys about the use of the online platform and the management of the project;
- reports on a regular basis – monthly and quarterly; and
- continuous improvement based on the partners’ feedback, surveys and reports.

ONE Example

► Concept of Monthly and Quarterly Quality Reports

ONE Example

► Quality and Impact Management: Interviews with partners

ONE Learning

We have realised that we need to constantly reflect about agreed measures regarding the ONE approach to find out if they still serve our purpose or need to be adapted. Doing this, we found that the questionnaires for our monthly and quarterly reports needed to be adapted. Such regular reflection serves the purpose of not getting stuck in routines and improving established processes.

QUALITY OF DELIVERABLES

The ONE approach measures regarding deliverables entail

- including partners as internal peer reviewers as the most critical friends;
- involving external stakeholders early (multipliers and users) for review of the produced deliverables [► [Project Implementation](#)];
- creating loops of quality assurance; and
- bilateral meetings between partners and quality leader.

ONE Example

► Sustainability and Exploitation Strategy

ONE Learning

The pairing of different kinds of partners (university – business partner/association) for our deliverables helped us to (a) better understand each other’s needs and specificities and (b) create room for more informal exchange.



CLOSE THE LOOP FOR YOUR REVIEWERS

In the ONE approach, the sharing of results from reviews with external reviewers closes the quality cycle and promotes sustainability and dissemination. Publishing review results on the website can also be part of the dissemination strategy and enhance transparency and impact.

ONE Learning

External reviews may help to widen the perspective: We have learned as much from our internal reviewers as from our external reviewers, who are spread all across Europe and beyond, sharing their valuable insights and feedback.



“

Quality assurance and evaluation in disruptive times need **participative and reflective formats** and need to be geared towards the projects' goals.

”



C

COMMUNICATION AND COLLABORATION





INTRODUCTION TO SECTION C

This section provides in a nutshell five central criteria to be mindful of when conducting transnational projects that are based mostly on virtual collaboration – as in the ONE approach.

PERSONAL AND SOCIAL ASPECTS

Consider personal and social aspects of communication in transnational projects and provide spaces for exchange.



INTERCULTURAL EXPERIENCE AND UNDERSTANDING

Respect different cultural backgrounds of projects partners and examine your own culturally shaped perspectives critically.



COMMUNICATION AND SOCIAL PRESENCE

Ensure continuous social presence towards project partners via regular electronic messaging or email communication.



TIME AND EXCLUSIVENESS FOR VIRTUAL COLLABORATION

Dedicate extra time to develop suitable didactical concepts and technical settings for the virtual meetings.



VIRTUAL COLLABORATION ONLINE AND OFFLINE

Take into account the aspect of digital fatigue in virtual meetings and switch between online and offline collaboration and tasks.



CRITERIA FOR VIRTUAL COMMUNICATION AND COLLABORATION

In this section, we outline important criteria that can serve as prerequisites for an approach that favours virtual collaboration and teamwork in transnational projects. These criteria are based on our own experiences and reflections within the ONE consortium and on the results from the consultation of 38 European project managers across Europe. They mark additional factors to be mindful of when following the ONE approach.

PERSONAL AND SOCIAL ASPECTS

As European projects are about getting to know new partners, having a joint enterprise and engaging in mutual exchange, personal and social aspects are important features that need to be considered. Informal conversations are not only important for a 'warming up' or getting to know each other and building trust, but often help shape the partnership, lead to innovative ideas for proceeding or even develop new ideas for future collaboration. In a transnational project that is based almost exclusively on virtual collaboration, the mindful consideration of personal and social aspects is hence a *conditio sine qua non*. How and where can such spaces of informal exchange be provided in (mostly) virtual collaboration situations?

INTERCULTURAL EXPERIENCE AND UNDERSTANDING

A second criterion is about the core of transnational projects. Delving into different cultural contexts, being at different locations, getting an understanding of the specific context, of customs, rituals and conventions is of high relevance for the building of partnerships. It is a chance for getting in touch with interesting people during or after meetings, at the partner university or the business partner's institution, without the encounters having been formally set up or arranged beforehand. Conversations help to get an understanding of different values, and also help to critically examine one's own culturally shaped perspectives. How can this be facilitated in virtual collaboration and virtual meetings?



COMMUNICATION AND SOCIAL PRESENCE

A third criterion that stands out is communication and social presence within virtual collaboration. How a person appears as 'real' in computer-mediated communication and how interpersonal relationships in this setting can be built has been researched and discussed already for some decades (Kreijns, Xu, & Weidlich, 2021; Lowenthal, 2009). However, communicating and hence becoming more 'real' is not only about computer-mediated interaction, but also about project steering, as project management is mostly supported via online platforms and includes at least some regular communication via email or other electronic messenger tools with all partners. Hence, communication and social presence is of high relevance both for project management and for building relationships within the whole partnership.

ALLOCATION OF TIME AND EXCLUSIVENESS FOR VIRTUAL COLLABORATION

The fourth criterion focuses on the allocation of time and exclusiveness for virtual collaboration, particularly in online meetings. Due to no travel time, the time allocated to collaboration gets condensed and reduced to online events, with participants having other duties and meetings before and after and even in between. More than face-to-face meetings, online meetings tempt people to work simultaneously on other issues, which leads to them not being focused exclusively on the meeting. Virtual collaboration via online meetings needs time – time to focus, to pause, to reflect. And simultaneously, those responsible for hosting the virtual meeting need to allocate even more time for preparing it in an appropriate way, both didactically and technically.

VIRTUAL COLLABORATION ONLINE AND OFFLINE

Closely connected to matters of time is the fifth criterion, conducting virtual collaboration online and offline. Digital fatigue as a state where people are exhausted and disengaged through the permanent use of digital tools (Adlka, 2019), or through having endless and nonstop virtual meetings – also known as 'Zoom fatigue' (Brennan, 2020) – can jeopardise virtual collaboration. So, even if there are multiple ways of creatively using Zoom or other tools, new, innovative ways of combining and alternating online and offline collaboration need to be deployed.





METHODOLOGICAL NOTE

The development of the ONE Guide followed a Design Thinking approach as an iterative process for agile navigation through the project (Brenner, Uebernickel & Abrell, 2016). It includes loops for designing, testing and evaluating with the ONE project members themselves being users and testers as well as including external experts to validate the work in progress.

A Design Thinking process follows five stages (Interaction Design Foundation, n.d.).

The first **stage (1) Empathise** puts the focus on the user, seeking to better understand the context and the user's issues by observing and collecting data. In **stage (2) Define**, the collected data and observations are used to reframe the way to think about the users. With a better understanding of users and a clear definition of their challenges, **stage (3) Ideate** aims at generating as many possible solutions as possible. **Stage (4) Prototype** seeks to prototype and assess possible solutions in a quick iterative process and is followed by **(5) Testing** the selected prototype with real users. Their feedback could lead back to **stage (4) Prototype** or even to **stage (1) Empathise** to get an even deeper understanding of user and context.

For **empathise**, we started with determining project management principles for the ONE project. The ONE Manifesto for Agile Project Management (The ONE Project, 2021) describes the agile approach of the ONE project and is intended as an overarching framework for project management, product development and the vision for collaboration. In addition, it defines strategies and processes for the development of the project's outcomes and the activities in ONE.

As another measure, we conducted a study of the needs of our target groups – European project managers, HEI leaders and other HE stakeholders – aiming to identify the main challenges they are facing, their success stories and effective tools they use to enhance digital collaboration in EU projects. 38 EU project experts from 17 European countries took part in the study, most of them working in the education sector in different positions ranging from CEOs to project managers, from project officers to professors. All of them have up to 30 years of experience working on EU projects with different areas of expertise including project preparation and proposal writing, managing and coordinating projects and evaluation and quality assurance. The data collection was based on a jointly developed questionnaire, which was answered via virtual meetings, phone calls or in writing.

The collected data served us to **define** the scope of the guide and was analysed using reflexive thematic analysis (Braun & Clarke, 2006; 2020). This helped us to outline different routes for successful project collaboration to equip and motivate project managers. A second consultation within the partnership (**empathise**) with regard to the different roles in EU projects and the needs for such a guide helped us in further shaping the structure (**define, ideate**). A first internal *testing* of one chapter as **prototype** showed us how to not proceed and made us reshape the structure of the guide from scratch, including all data already gathered and our own experiences and reflection in the ONE project. For refocusing and creatively restructuring the guide (**prototype**), we used Miro as a tool both within our small development team and for the synchronous and asynchronous feedback as **internal testing** in the partnership.

Having shaped the ONE Guide and having already included some of our ONE resources, we proceeded to an **external testing** with 48 project managers and staff all across Europe. All participants were asked to test the guide with particular attention to user-friendliness concerning design, structure, inclusiveness and overall usability, and to fill out a feedback questionnaire. The participants' feedback and recommendations will then be combined in a user testing report, which informs the second development phase of the guide (**prototype**) and allows its finalisation. At the same time, our partners will be developing and providing further material for the guide that has already been shared and will be shared as we go on in the resources section in the online version of the ONE Guide.





BIBLIOGRAPHY

- Adlka, D. (2019, April 15). *How Much Is 'Digital Fatigue' Costing You?* WalkMeBlog. Retrieved November 13, 2021, from <https://blog.walkme.com/digital-fatigue-business-process/>
- Brennan, J. (2020). *Engaging learners through Zoom: Strategies for virtual teaching across disciplines*. Hoboken, NJ: Jossey-Bass.
- Brenner, W., Uebernickel, F., & Abrell, T. (2016). Design Thinking as Mindset, Process, and Toolbox. In W. Brenner & F. Uebernickel (Eds.), *Design Thinking for Innovation* (pp. 3–21). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-26100-3_1
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Braun, V., & Clarke, V. (2020). One size fits all? What counts as quality practice in (reflexive) thematic analysis? *Qualitative Research in Psychology*, 18(3), 328–352. <https://doi.org/10.1080/14780887.2020.1769238>
- Cendon, Eva; Wietrich, Julie & Royo, Carme (2022). What is missing? What is gained? Experiences of virtual collaboration in EU projects. In Svenja Bedenlier & Victoria I. Marín (eds.), *International Academic Mobility in a (Post) COVID 19 World. Conference Proceedings*. <https://doi.org/10.5281/zenodo.661082>
- ckr/dpa (2021). Videokonferenzen erzeugen hohe CO2-Emissionen, *Forschung & Lehre*, <https://www.forschung-und-lehre.de/zeitfragen/videokonferenzen-erzeugen-hohe-co2-emissionen-3507/>
- The ONE Project (FeU: Eva Cendon, Dorothee Schulte & Magda Zarebski) (2021). *ONE Manifesto for Agile Project Management*. <https://www.theprojectone.eu/manifesto/>
- Interaction Design Foundation. (n.d.). *Design Thinking*. Interaction Design School. <https://www.interaction-design.org/literature/topics/design-thinking>
- Kreijns, K., Xu, K., & Weidlich, J. (2021). Social Presence: Conceptualization and Measurement. *Educational Psychology Review*, 34, 129–170. <https://doi.org/10.1007/s10648-021-09623-8>
- Lowenthal, P. R. (2009). Social Presence. In P. L. Rogers, G. A. Berg, J. V. Boettcher, C. Howard, L. Justice, & K. D. Schenk (Eds.), *Encyclopedia of Distance Learning* (2nd ed., pp. 1900–1906). Hershey, PA: IGI Global. <https://doi.org/10.4018/978-1-60566-198-8.ch280>
- Mace, R. (1985). Universal Design, Barrier Free Environments for Everyone. In *Designers West Conference Proceedings* (pp. 147–152). Los Angeles, CA.
- Obringer, R., Rachunokc, B., Maia-Silva, D., Arbabzadehd, M., Nateghic, R., & Madanief, K. (2021). The overlooked environmental footprint of increasing Internet use. *Resources, Conservation and Recycling*, 167, 105389. <https://doi.org/10.1016/j.resconrec.2020.105389>





ONE RESOURCES

ACCESS VIA FOLDER

PDF FILES: <https://cloud.theprojectone.eu/index.php/s/Nko75LqEcAqDYEi>

SOURCE FILES: <https://cloud.theprojectone.eu/index.php/s/72apkCPfy9AHSNa>

DIRECT ACCESS TO THE DOCUMENTS

ONE MEETING PROJECT OUTPUTS

The Business Case for ONE Meeting Projects in Europe

PDF: ONE_TheBusinessCaseforONEMeetingProjects.pdf

<https://cloud.theprojectone.eu/index.php/s/tqPHakifNDCR5eJ>

SOURCE: ONE_TheBusinessCaseforONEMeetingProjects.pptx

<https://cloud.theprojectone.eu/index.php/s/MTXZjTqGbNisYP4>

MyClimate Tool Exercise

PART 1

PDF: ONE_MyClimateToolExerciseInstructions.pdf

<https://cloud.theprojectone.eu/index.php/s/XigFsejiM9B8xLp>

SOURCE: ONE_MyClimateToolExerciseInstructions.docx

<https://cloud.theprojectone.eu/index.php/s/PsZginFMDoRdMbp>

PART 2

SOURCE: ONE_MyClimateToolExerciseWorksheet.xlsx

<https://cloud.theprojectone.eu/index.php/s/AC42TpL3mbgWEX>

13 Further MyClimate Tool Case Studies

PDF: ONE_13-MYCLIMATETOOL-CASE-STUDIES.pdf

<https://cloud.theprojectone.eu/index.php/s/cW5sMRQqMXT8CFK>

SOURCE: ONE_13-MyClimateTool-Case-Studies.docx

<https://cloud.theprojectone.eu/index.php/s/y7ZP8CtSAACk9d9>

The ONE Meeting Project Virtual TOOLKIT

PDF: ONE_Virtual_Toolkit.pdf

<https://cloud.theprojectone.eu/index.php/s/9yMaCnFoqFFs8NS>

SOURCE: ONE_Virtual_Toolkit.pptx

<https://cloud.theprojectone.eu/index.php/s/iCwRkFB27WqdJQJ>

The All-You-Need-To-Know Guide to Running ONE Meeting Projects

PDF: TheONEGuide.pdf

<https://cloud.theprojectone.eu/index.php/s/PS6iCpnHYtKB2R8>

SOURCE: TheONEGuide.pptx

<https://cloud.theprojectone.eu/index.php/s/Y6YPEarFHDgP5tL>

FURTHER ONE DOCUMENTS

Design a proposal in four steps

PDF: ONE_Design-a-proposal-in-4-steps.pdf

<https://cloud.theprojectone.eu/index.php/s/rXB9zwfrgNSgDqR>

SOURCE: ONE_Design-a-proposal-in-4-steps.docx

<https://cloud.theprojectone.eu/index.php/s/efgANwdaYAGEPqH>

ONE Activities for Online Meetings

SOURCE: ONE_Activities-Online-Meeting.docx

<https://cloud.theprojectone.eu/index.php/s/7BqSxQinT2iArHa>

PDF: ONE_Activities-Online-Meeting.pdf

<https://cloud.theprojectone.eu/index.php/s/id2ZLr9GG7FWAgF>



All elements of the ONE Business Case: <https://www.theprojectone.eu/the-business-case-for-one-meeting-projects/>



Read the Virtual Toolkit online: <https://www.theprojectone.eu/the-one-meeting-project-virtual-toolkit/>



ONE Multiplier Event Guide

PDF: ONE_How-to-Multiplier-Event.pdf
<https://cloud.theprojectone.eu/index.php/s/EdmycDBnp8wLEA5>

SOURCE: ONE_How-to-Multiplier-Event.docx
<https://cloud.theprojectone.eu/index.php/s/MkjQ25iTXMJBcD5>

ONE Must-Do List for Online Meetings

PDF: ONE_Must-Do-List-Online-Meetings.pdf
<https://cloud.theprojectone.eu/index.php/s/xb9w5FxdyJLxk2t>

SOURCE: ONE_Must-Do-List-Online-Meetings.docx
<https://cloud.theprojectone.eu/index.php/s/SBQ9ReMaPGJYfeY>

The ONE Approach to Dissemination

PDF: ONE_Approach-to-Dissemination.pdf
<https://cloud.theprojectone.eu/index.php/s/T6cMd5LRZfjeWdH>

SOURCE: ONE_Approach-to-Dissemination.docx
<https://cloud.theprojectone.eu/index.php/s/4p3YmQ3WSPPBtSC>

Tools in the ONE Project

PDF: ONE_Tools-in-ONE.pdf
<https://cloud.theprojectone.eu/index.php/s/R6eS2fsSXLpfYRG>

SOURCE: ONE_Tools-in-ONE.docx
<https://cloud.theprojectone.eu/index.php/s/k54H4aAn4wDmP2z>

What is missing? What is gained?

PDF: ONE_What-is-missing-What-is-gained.pdf
<https://cloud.theprojectone.eu/index.php/s/4bibRytfQfyrxD9>

Why the ONE Cloud

PDF: ONE_Why-the-ONE-Cloud.pdf
<https://cloud.theprojectone.eu/index.php/s/P9E6zTrz2zE8AJc>

SOURCE: ONE_Why-the-ONE-Cloud.docx
<https://cloud.theprojectone.eu/index.php/s/yGsAHeDw3QnbHcf>

ONE EXAMPLES

Concept of Monthly & Quarterly Quality Reports

PDF: ONE_Concept-Quality-Reporting.pdf
<https://cloud.theprojectone.eu/index.php/s/ZcTkLWcBnFnBCH9>

SOURCE: ONE_Concept-Quality-Reporting.docx
<https://cloud.theprojectone.eu/index.php/s/FgiGXgmprM5H4CS>

Environmental Policy

PDF: ONE_environmental-policy.pdf
<https://cloud.theprojectone.eu/index.php/s/gtC2dRJZkNeKDZA>

SOURCE: ONE_environmental-policy_FIN_20210531.docx
<https://cloud.theprojectone.eu/index.php/s/kTTBoMqsbkQEC6a>

ONE Consultation Questionnaire

PDF: ONE_Consultation_Questionnaire.pdf
<https://cloud.theprojectone.eu/index.php/s/MLCfnQroZmLF6AD>

SOURCE: ONE_Consultation_Questionnaire.docx
<https://cloud.theprojectone.eu/index.php/s/Kcji7CcYFNwZW6x>

ONE February Meeting Day 1

PDF: ONE_February-Meeting-Day1.pdf
<https://cloud.theprojectone.eu/index.php/s/iTG3R3yx3tq2iqp>

SOURCE: ONE_February-Meeting-Day1.docx
<https://cloud.theprojectone.eu/index.php/s/2fDqe6W3rg9pEnm>





ONE February Meeting Day 2

PDF: ONE_February-Meeting-Day2.pdf
<https://cloud.theprojectone.eu/index.php/s/YJ8a4RdJT3t8B4e>
 SOURCE: ONE_February-Meeting-Day2.docx
<https://cloud.theprojectone.eu/index.php/s/CywkJQsYD7Kmt62>

ONE Manifesto for Agile Project Management

PDF: ONE_agile_manifesto_FIN_20210309.pdf
<https://cloud.theprojectone.eu/index.php/s/PRWxtnR2Kiw65cp>
 SOURCE: ONE_agile_manifesto_FIN_20210309.docx
<https://cloud.theprojectone.eu/index.php/s/fq87QckMHJCfWer>

ONE Monthly Partner Meeting. The Concept.

PDF: ONE_MPM-Concept.pdf
<https://cloud.theprojectone.eu/index.php/s/TKBEYtdbwyznAN>
 SOURCE: ONE_MPM-Concept.docx
<https://cloud.theprojectone.eu/index.php/s/n6S7z5Ke79DSmCM>

ONE Reflection Grid

PDF: ONE_Reflection-Grid.pdf
<https://cloud.theprojectone.eu/index.php/s/55r69L5kNDqyWmT>
 SOURCE: ONE_Reflection-Grid.docx
<https://cloud.theprojectone.eu/index.php/s/EYcKWEpa9bcHYDK>

ONE Tool Selection Process

PDF: ONE_Tool-Selection-Process.pdf
<https://cloud.theprojectone.eu/index.php/s/mZTHAKCwqPwbpi6>
 SOURCE: ONE_Tool-Selection-Process.docx
<https://cloud.theprojectone.eu/index.php/s/sCpyJ6bg9gqFEeP>

Project Management Guide

PDF: ONE_PM-Guide-V1-20210303.pdf
<https://cloud.theprojectone.eu/index.php/s/jcgWc3Z2qiLCQXS>
 SOURCE 1: ONE_PM-Guide-V1-20210303.docx
<https://cloud.theprojectone.eu/index.php/s/EwaDMKDRQBGR6>
 SOURCE 2: ONE_PM-Guide-TIME-sheet.xlsx
<https://cloud.theprojectone.eu/index.php/s/XJxGR4YbRfGsBkG>

Quality and Impact Management: Interviews with partners

PDF: ONE_Quality-Impact-Management-Interviews.pdf
<https://cloud.theprojectone.eu/index.php/s/zpRj6C4XoC74wxX>
 SOURCE: ONE_Quality-Impact-Management-Interviews.docx
<https://cloud.theprojectone.eu/index.php/s/22ToToeD3WaDobb>

Sustainability and Exploitation Strategy

PDF: ONE_sustainability-exploitation-strategy_FIN_20210607.pdf
<https://cloud.theprojectone.eu/index.php/s/LysfzkJmNn72nbG>
 SOURCE: ONE_sustainability-exploitation-strategy_FIN_20210607.docx
<https://cloud.theprojectone.eu/index.php/s/AWjfQARdNf4r5g3>

The ONE Kick-Off Meeting

PDF: ONE_Kick-off-Meeting.pdf
<https://cloud.theprojectone.eu/index.php/s/oJeqqfBbEeTm2EQ>
 SOURCE: ONE_Kick-off-Meeting.docx
<https://cloud.theprojectone.eu/index.php/s/6bDN5HJ4SLEPoSi>





the
ONE
project

• SMART | GREEN | SUSTAINABLE

www.theprojectone.eu

SMART | GREEN | SUSTAINABLE

