

Fostering a Culture of Engagement & Flourishing Workshop Handout Douglas Worts

18-09-24

Fostering a Culture of Engagement & Flourishing: a Systems-Thinking Approach to Planning in Cultural Organizations

Online resources for this workshop available at www.worldviewsconsulting.ca/ANSMsustain



Douglas Worts
WorldViews Consulting
Douglas.Worts@worldviewsconsulting.ca
Annapolis Royal, Nova Scotia
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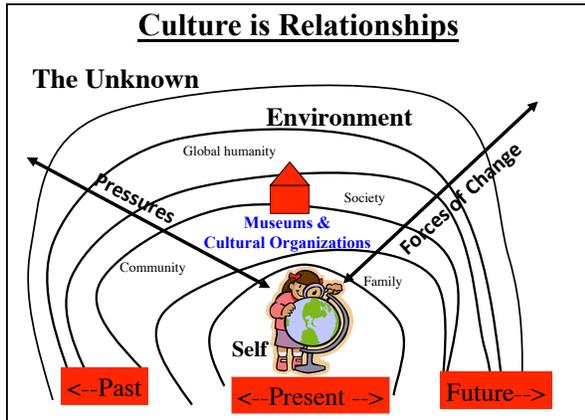
Agenda for the Day

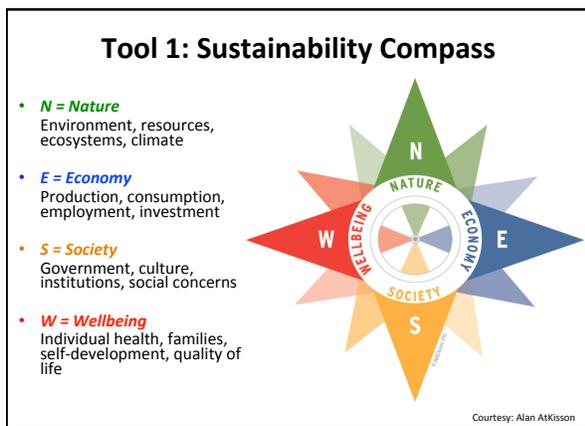
- **Welcome and Introductions** 9:30
- **Introducing Greenburg** – your community for the day 10:15
 - A unique community
- **Sustainability Compass** 10:40
 - Identifying stakeholders & integrating diverse perspectives
- **Sustainability Pyramid**
 - Intro
 - **BREAK** 11:00
 - Identifying **Indicators** and trends 11:15
 - **LUNCH** 12:15
- **Sustainability Pyramid con't**
 - Mapping **System Forces** and Leverage Points 1:00
 - **BREAK** 2:30
 - Generating **Innovation** 2:45
 - Planning **Strategies** for change 3:45
- **Review and Discussion** 4:00
- **End** 4:30

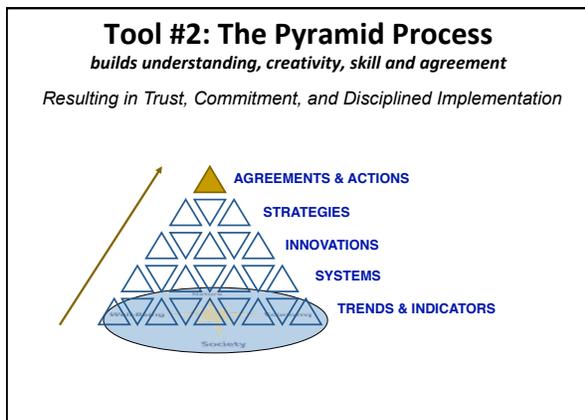
My Overall Goals for the Day

To create an environment of reflection, experimentation, creative play that will:

- Encourage reflection and dialogue about issues/trends within your communities, as well as to explore the forces that are shaping those trends
- To showcase and use some tools for planning that could be helpful to building more resilience within heritage and museum operations
- To weave some basic 'systems thinking' practices into the planning approaches we will explore
- To develop some group dynamic skills at innovating ideas that are designed for progressive, community-based, cultural impacts and change.







Tool #2c: Innovation:

Innovations are ...
... interventions in systems.

There are many, many types of innovation ... and they range from new projects, to process changes, mindset changes, you-name-it

Sustainability innovations ...
... are interventions that are designed with the whole system in mind, in order to produce multiple benefits across stakeholder groups



Designing Strategic Interventions

Goals	Mechanisms	Potential Players	Strategic Focus
Mitigation: GHG Emission Reductions - Fewer generated - Sequester carbon	- Co-creative Processes - Renewable Energy - Reforestation - Consuming Less/different	Individuals Organizations Communities Cities Nations Political systems	Values Knowledge Wisdom Foresight & Vision
Adaptation: Community Survival of Climate Change	- Reduce animal farming - Public Education - Construction Bylaws - Reinforced infrastructure	Laws Economic System Cultural Systems	Heritage Goals Motivations

DC Worts, '18

INNOVATION - Ideas could include:

- New overarching goals and visions
- New ways to measure 'success'
- New ways to bring past into the present
- New models of co-creating knowledge
- New value propositions
- New forms of organization, cooperation, collaboration
- New ways to identify stakeholders
- New targets and standards
- New feedback mechanisms
- New information flows to new people
- New rules, policies, incentives
- New skills and capacities
- New mindsets and paradigms
- **A NEW WILLINGNESS TO TRY NEW THINGS - EXPERIMENTATION**



- Method:**
- Brainstorming ideas
 - Analyzing possible impacts
 - Prioritizing ideas
 - Developing project briefs to assess viability, costs, etc.

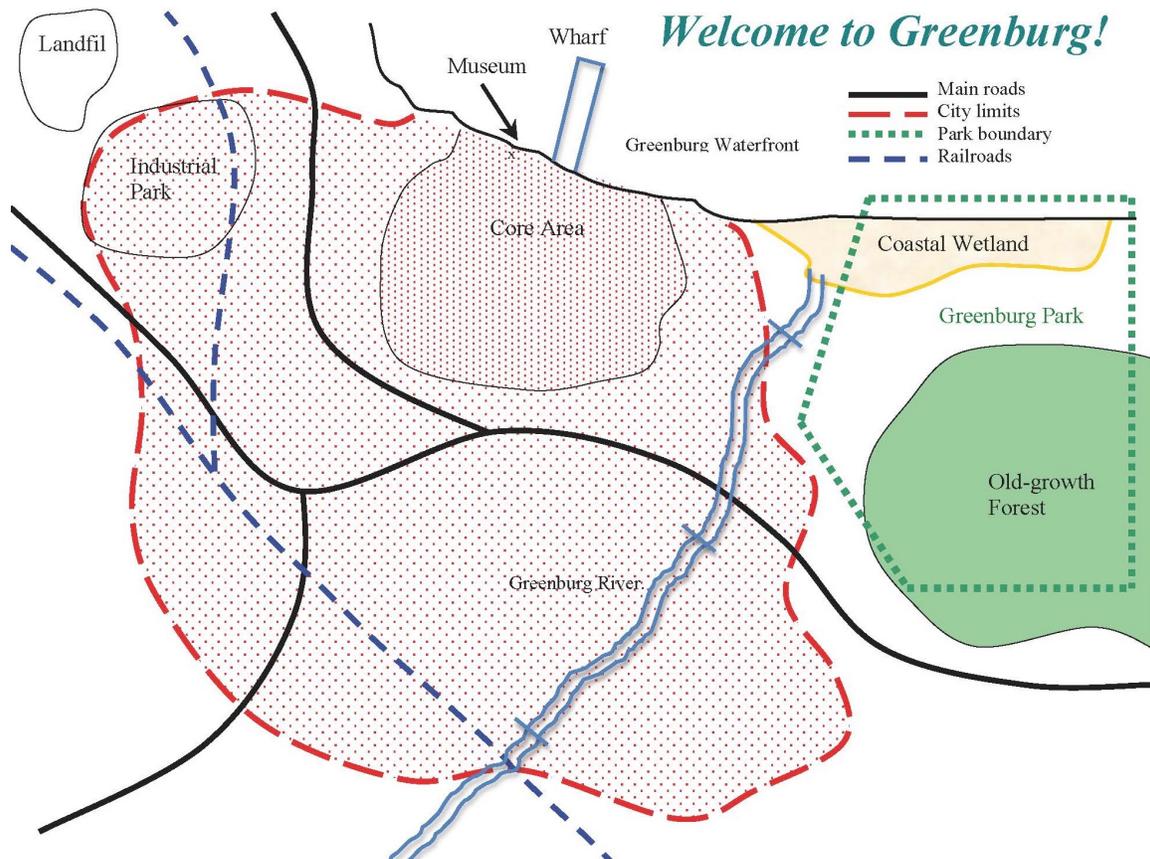
Adapted from "Leverage Points: Ways to Intervene in a System," by Donella H. Meadows. Available from www.sustainer.org

Greenburg, NS

Fostering a Culture of Sustainability

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Greenburg is a fictitious town with a progressive museum and ideas about a 'culture of sustainability'



The Opportunity:

- In 2018, the city and surrounding area will celebrate its bicentennial and several plans are being put forward to both commemorate its natural and cultural heritage and to feature it as a forward-looking city.
- City council wants to position the city as a healthy community and to stimulate the economy, in part through the development of its tourism sector featuring its natural and rural heritage, as well as within the city, the redevelopment of the waterfront (located in the core area of the city), which once was the centre of community life, but is now very run down.
- City Council has recognized the limitation of tourism in cultivating a healthy city and has made a commitment to bolstering the cultural and social life of the city.
- This redevelopment project includes proposals for the renewal of the Greenburg Museum, located on the waterfront.

Greenburg, NS

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- There are conflicting ideas as to what form the museum should take, but agreement that Greenburg's history should help define the future.
- Segments of the population, including youth, are feeling disfranchised from this process.

Social / Cultural Context

- Greenburg is a smallish urban centre with a population of 20,000.
- Up until the 1970s, the population had been relatively homogenous even though there were and continue to be sub-cultures and inequities.
- Recent immigration means that the city is now more pluralistic with 10% of the population not born in Canada.
- The student population in universities is more culturally diverse than the general population.
- Greenburg University is well-known for its Institute of Agriculture and Aquaculture: a teaching and research facility that has a strong focus on agribusiness. In response to growing interest within the agricultural & aquaculture communities, an alternative programme on sustainability within the context of sustainable cities opened three years ago.
- The University also boasts a Community Arts Programme with a strong community outreach programme in music, theatre, visual arts, etc.
- Twenty years ago, Greenburg invested in a network of community centres including daycare centres which are feeling squeezed by a slowdown in the economy.

Environmental Context

- Climate change & rising sea levels are threatening this coastal community
- In the surrounding area, Greenburg Park is safeguarding an old-growth forest and wetland habitats. This environment is under threat from the growing use of recreational vehicles and pressure from the expanding suburban areas. Various environmental and naturalists groups are actively working towards its conservation.
- The pattern of development within the city has followed what is found in most North American communities – growing suburbs & decaying core.
- The city has had a growing problem with waste management. Two years ago, it developed a progressive vision that would see the community divert 100% of its garbage from landfill sites within 10 years. The current landfill site will reach capacity in 2021.

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- There is also a watershed problem with contamination from the mismanagement of animal waste in the rural areas and water-table draw-downs based on domestic use in the city. The growing use of fertilizers and pesticides in the both rural and urban areas is also contributing to this problem.

Economic Context

- The city is located within a region where the main economic activity is fishing, aquaculture and agriculture. Over the last 40 years, there has been a growing trend towards agribusiness replacing the family farm. Erratic weather (drought and floods), increasingly being attributed to climate change, and globalization have had an impact on agricultural production.
- The economy of the city itself does have some diversified manufacturing, as well as financial services and commercial sectors that have been relatively stable over the years but are now feeling the impact of the slowdown in the economy.
- Unemployment is at 8% with youth unemployment at 15%
- Burgeoning trends in automation and artificial intelligence may lead to greater employment challenges, requiring both a re-thinking and reimagining of assumptions underpinning the economy.

Greenburg Museum

- With changes in environmental, social and economic trends within the city and the region, the Museum has taken on a more progressive approach to its activities, wanting to take a more active and responsive role in the larger community, acting as a catalyst for community-based engagement and exploring co-creative opportunities.
- The museum recently hired a new director with novel skills & perspectives.
- The director is a specialist in culture – understanding that a healthy culture draws insights and inspiration from its past, is rooted in the trends of the present and is working to shape the future in the best interests of the entire culture. She is well versed in the dynamics of sustainability, climate change, ecological footprint, and planning for cultural impacts. Plus, she feels that culture is not a niche of the leisure-time economy, but a foundation for all aspects of life. As a result, she is committed to working with values-aligned partners on initiatives that will have impact across the population and the region.
- The Museum has assembled a multi-stakeholder advisory group to help identify current trends, examine systems forces and generate new innovations that will have meaningful impacts within the community.

Greenburg, NS

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Greenburg Museum Advisory Group

Your task is four-fold.

1. You will be divided into four sub-groups, each tasked with examining the region through specialized lenses, called the **Sustainability Compass**.

Nature

Wellbeing + Economy

Society

In these groups, you will identify & prioritize trends that are shaping the local culture.

2. Conduct a 'systems mapping' exercise to better understand the causes and the impacts of these trends
3. Identify 'innovations' that are designed to deliver meaningful impacts on the trends that you want to affect.
4. Identify strategies for prototyping and then implementing the innovations (e.g. identifying and planning to address obstacles; finding resources; finding partners/allies; etc.)

Critical Assessment Framework

Douglas Worts - WorldViews Consulting – May 27, 2018 (updated)

Generating criteria for assessing initiatives aimed at 4+ levels of adaptation

(Rating performance without indicators is subjective. Discussions will help generate criteria.)

When considering public program initiatives at a museum (e.g. on-site, off-site, collaborative, online, etc.) ask how well each member of the planning team thinks the proposed program:	Poorly to Well					N/A
	1	2	3	4	5	
Personal Level (members of community)						
Contributes to and/or generates new insights (specify nature of insights)						
Encourages personal reflection						
Stimulates curiosity						
Stimulates imagination and creativity						
Enhances ability to think critically and creatively						
Community Level						
Addresses vital & relevant needs/issues/opportunities in community						
Generates information and connection at the personal, community, provincial/territorial, national and global level						
Engages a diverse public in generating a common vision for the future						
Supports the voice(s) of diverse groups – effective forum for discussion						
Creates social interactions, dialogue and debate						
Acts as an effective catalyst for action that affects the community						
Organizational Level (museum and other organizations)						
Is grounded in the evolving cultural needs/opportunities of community						
Challenges personal and institutional assumptions (NB-but with support)						
Is guided by clearly articulated goals, objectives & outcomes (feedback)						
Uses the most effective vehicles for achieving goals & new org learning						
Creates a community of learning within staff, volunteers and public						
Regional/Global Level						
Addresses issues of global significance – with links to local realities						
Fosters global ecosystem health (SDGs) – climate, water, soil, air, etc.						
Reduces global ecological footprint (SDGs) – insights into human activity						
Enhances regional/global social/economic justice & equity (SDGs) -innovate						
Fosters public consciousness of global impacts of local choices						

© The Working Group on Museums and Sustainable Communities - June 2006 (adapted May 2018)
 For elaboration, see: Worts, Douglas, “Measuring Museum Meanings: A Critical Assessment Framework”, *Journal of Museum Education*, vol 31, #1, Spring 2006, Walnut Creek, California: Left Coast Press, pp. 41-49.
 More info on the Working Group at www.WorldViewsConsulting.ca

Project Brief Framework

As part of the Sustainability Pyramid planning process, workshop participants conduct situational analyses and develop innovations that aim to have meaningful impacts within the local/regional cultural system. When well designed and implemented at leverage points within the local system, these innovations are capable of igniting change that cascades through the community.

The following suggestions are provided as the basis for a 'Project Brief' that will enable the museum to assess the potential for cultural impacts associated with the innovation.

1. What **needs/opportunities** within the community will this innovation address?:
2. **Desired Goals?** (it is essential to express these as impacts and outcomes – NOT OUTPUTS):
3. **Stakeholders?** (identify all who are assumed to have a role or be impacted by the project):
4. **Name** of Innovation/Project (make it catchy):
5. **Brief Description:**
6. **Stakeholder Involvement:** what potential role(s) might each stakeholder play (e.g. passive recipient, co-creative partner, etc.?; what might they contribute?: how might they be impacted?). Are all stakeholders who will be affected (directly or indirectly) included?
7. **What are the obstacles** to engaging each of these stakeholders?:
8. **How will you ensure stakeholder buy-in** (consider the motivations needed for each stakeholder to engage – the What's In It For Me?)?:
9. **Building Relationships:** How will you ensure that this initiative contributes to building **relationships** with community, and not be limited to **transactions** about which you don't know the real impacts?:
10. **Assumptions:** What assumptions are being made of potential relevance, motivation and impacts for each stakeholder group – and can these assumptions be tested?:
11. **Co-Creation:** How will the processes of co-creation add value to this innovation?:
12. What **resources and allies** will be required to move this idea along?:
13. **Prototyping:** In what ways can the innovation be prototyped in order to test it? Can these prototypes be small enough to not draw too heavily on the organization, but large enough to test assumptions?
14. What are the **'opportunity costs'** associated with doing this innovation?:
15. What are the **proposed measures of success**, (even interim ones) for EACH STAKEHOLDER?: