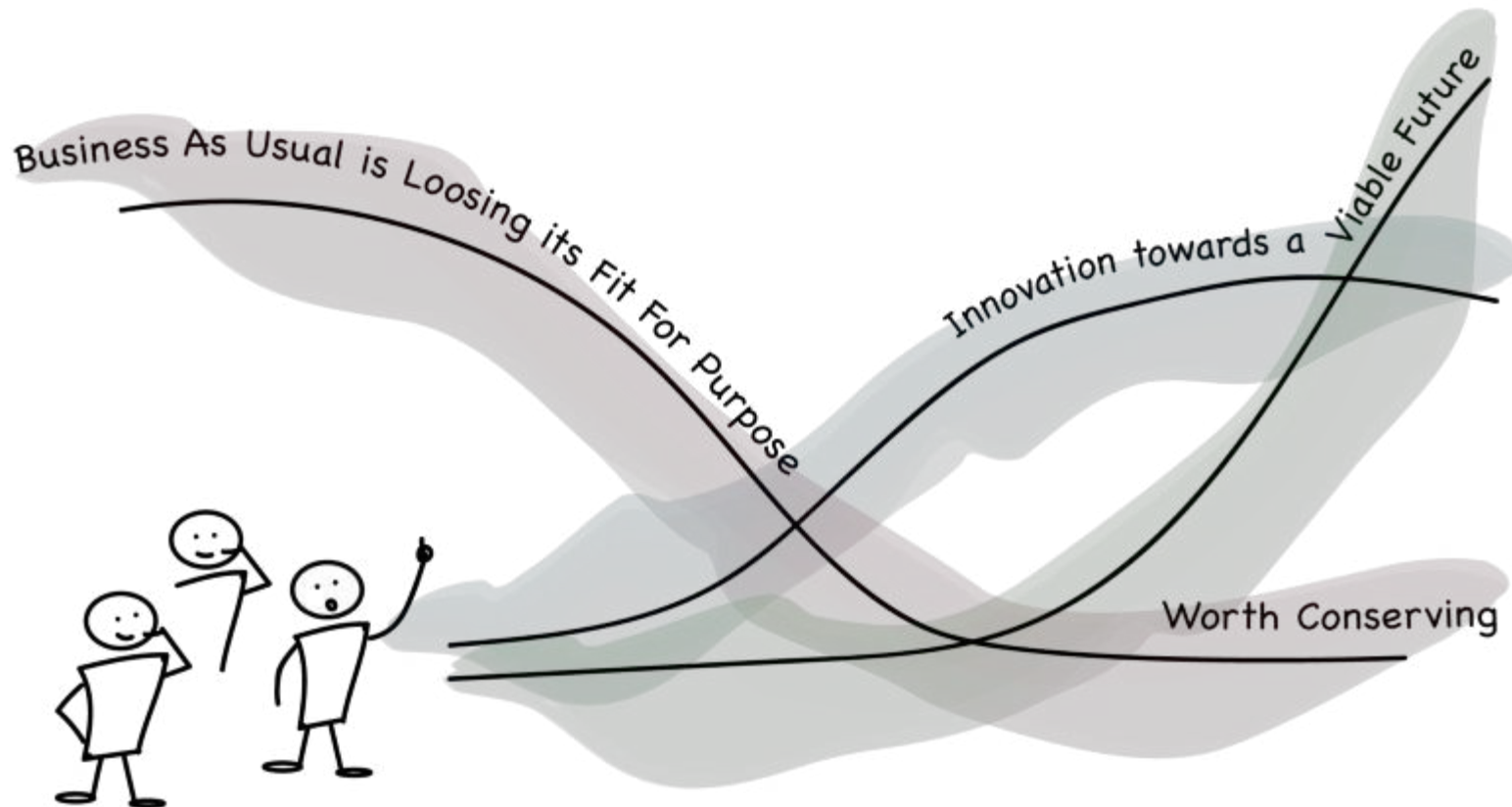


Leading Change

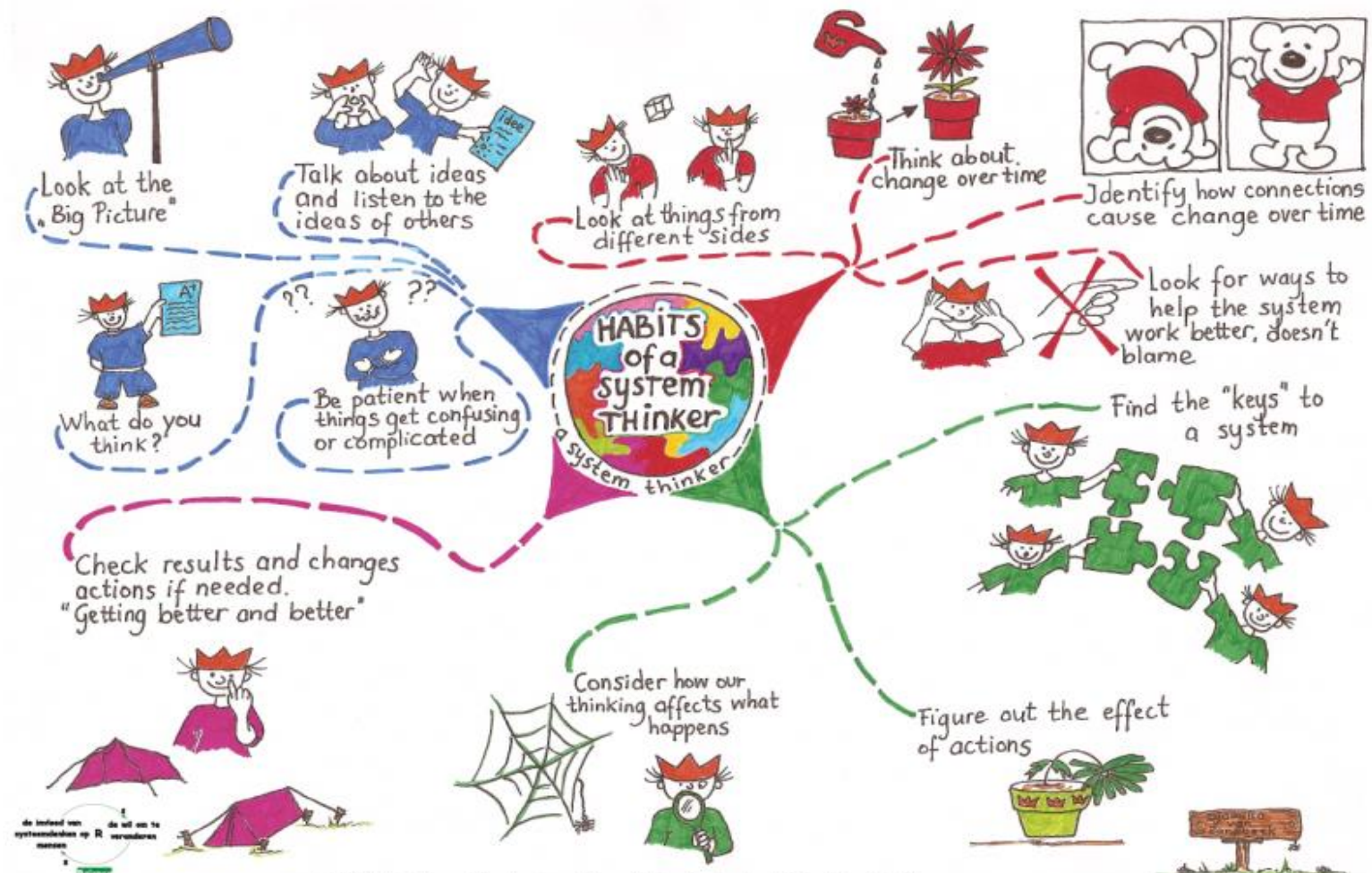
Sholeh Johnston
Julie's Bicycle

Three Horizons

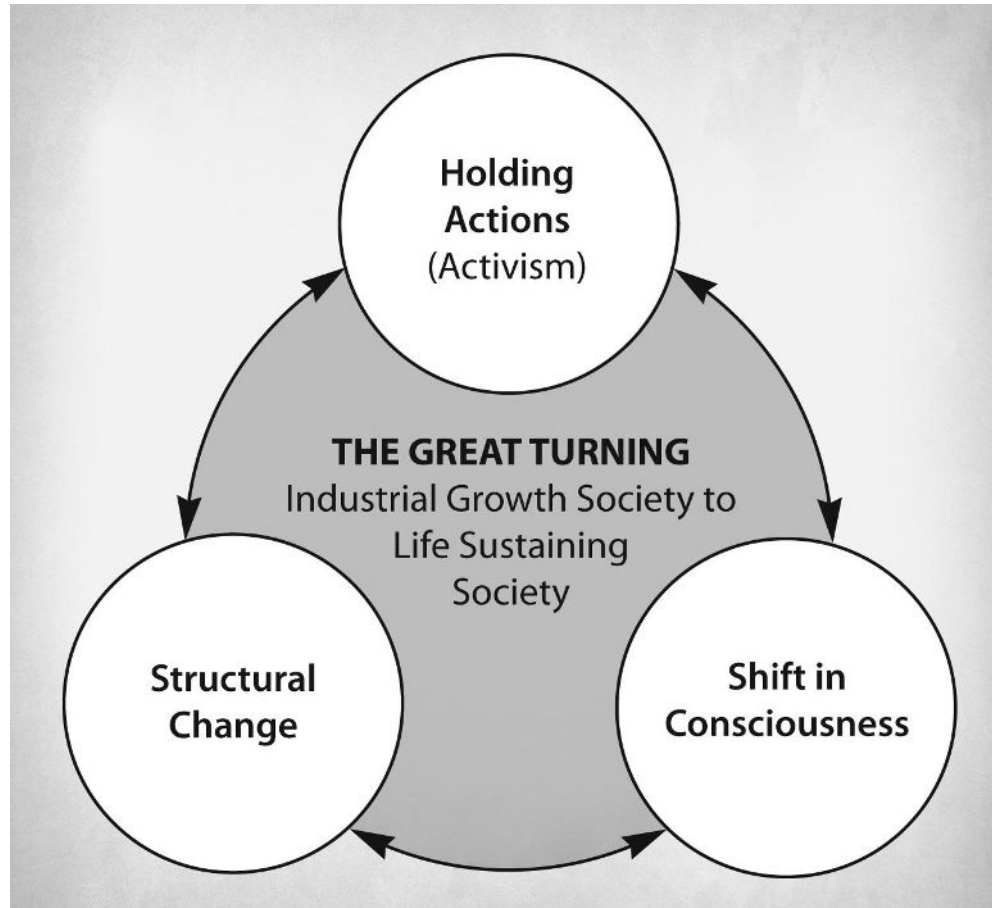


Map what to let go of, what to conserve, & transformative innovation to reach a shared vision.

Systems Thinking



Joanna Macy, The Great Turning



Source: <https://workthatreconnects.org/spiral/the-great-turning/?highlight=hoding%20actions>











Honing in on the change
you can make

Defining your purpose

- What change do you want to make?
- What do you want the outcome to be?
- How will you know you've succeeded?
- *Reality check: is it the right kind of change – i.e. will it have the biggest possible impact?*
- *Purpose focuses on ultimate outcomes rather than specific solutions, opening the floor for exploration.*

What do you want to improve?

Environmental conditions
Social outcomes

									
Health and happiness		Encouraging active, sociable, meaningful lives to promote good health and well being							
Equity and local economy		Creating bioregional economies that support equity and diverse local employment and international fair trade							
Culture and community		Respecting and reviving local identity, wisdom and culture; encouraging the involvement of people in shaping their community and creating a new culture of sustainability							
Land use and wildlife		Protecting and restoring biodiversity and creating new natural habitats through good land use and integration into the built environment							
Sustainable water		Using water efficiently in buildings, farming and manufacturing. Designing to avoid local issues such as flooding, drought and water course pollution							
Local and sustainable food		Supporting sustainable and humane farming, promoting access to healthy, low impact, local, seasonal and organic diets and reducing food waste							
Sustainable materials		Using sustainable and healthy products, such as those with low embodied energy, sourced locally, made from renewable or waste resources							
Sustainable transport		Reducing the need to travel, and encouraging low and zero carbon modes of transport to reduce emissions							
Zero waste		Reducing waste, reusing where possible, and ultimately sending zero waste to landfill							
Zero carbon		Making buildings energy efficient and delivering all energy with renewable technologies							

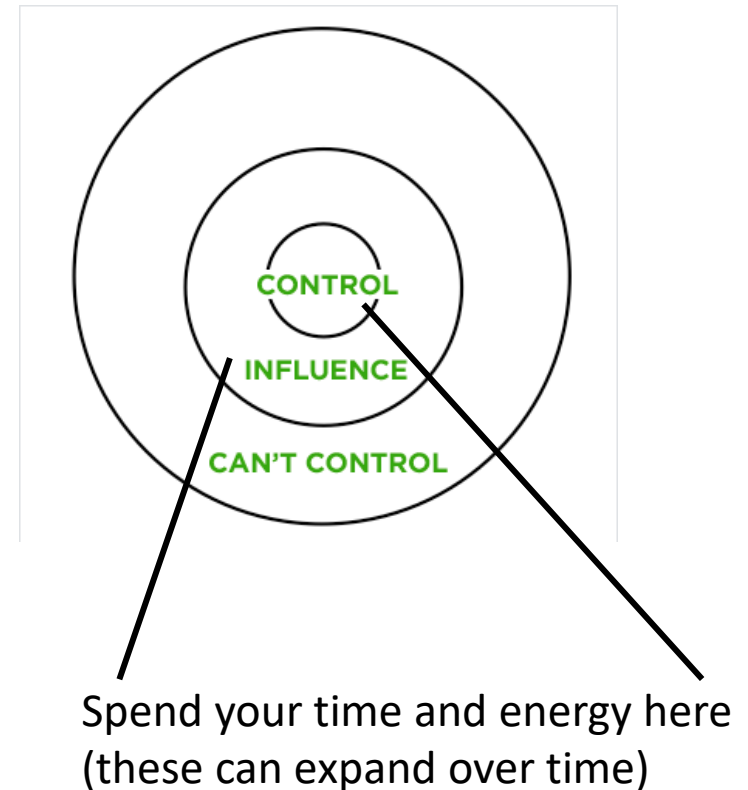
Source: <https://www.bioregional.com/one-planet-living>

What are the mental models you want to “rewire” to unlock change?



What's within your control and influence?

SMART Goals	
S	SPECIFIC and Clear <ul style="list-style-type: none"> • What exactly should be realised?
M	MEASURABLE <ul style="list-style-type: none"> • How will we measure this?
A	ACHIEVABLE <ul style="list-style-type: none"> • Is it feasible? • Do we have control/influence over it?
R	RELEVANT & RECORDED <ul style="list-style-type: none"> • Is this goal recorded and relevant to my life or business right now?
T	TIME-BOUND <ul style="list-style-type: none"> • What is a realistic timeframe?



Rebecca also recommended SMARTIE (Inclusive and Equitable):

<http://www.managementcenter.org/resources/smartie-goals-worksheet/>

Choosing the right approach

Key Principles



- Embody and demonstrate the values and behaviours that you seek to bring about to build integrity and trust
- Provide a clear vision and purpose – Inspire! “what if?”
- Facilitate the process, maintain focus
- Enable and empower people – lead with questions and recognizing their expertise
- Create transparent accountability

Leading for Creativity



The explorer

leading with vision and good questions



The gardener

proactively cultivating a culture and an environment that encourages creativity, collaboration and trust



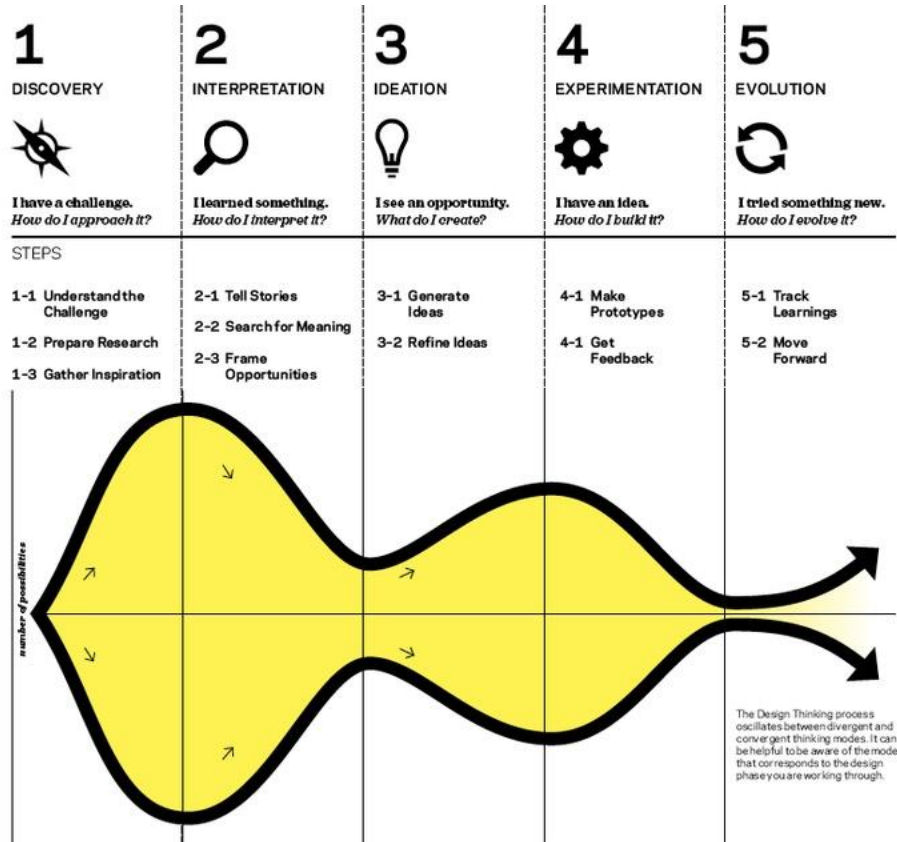
The coach

advise and help a team to learn as much as it can from the experiences that its had, to ask are we really reaching far enough? Are we taking all of the appropriate constraints into account? Are we stepping back from the problem and understanding it in its completeness?

Source: Tim Brown, CEO of IDEO

Do you need to design a new solution, or engage people to implement an existing one?

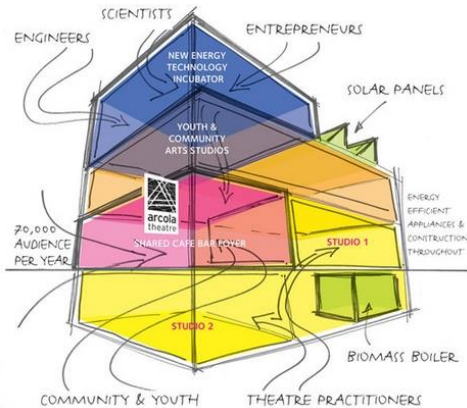
Design-led Process



Assemble Architects | Granby Streets
Funding from a Jersey-based social investor, Steinbeck Studio, and Turner Prize

Top Tips

- Get curious, build empathy.
- Establish a learning culture – reframe failure.
“Failing forward” = constant improvement.
- There are no “bad” ideas.
- Share power – the more diversity of thought, experience and expertise, the better the solutions.
- Set evaluation criteria and make time for reflection and improvement.
- Own experimentation – challenge “perfection”, especially where the answers don’t yet exist.



Embedding Solutions Arcola Theatre



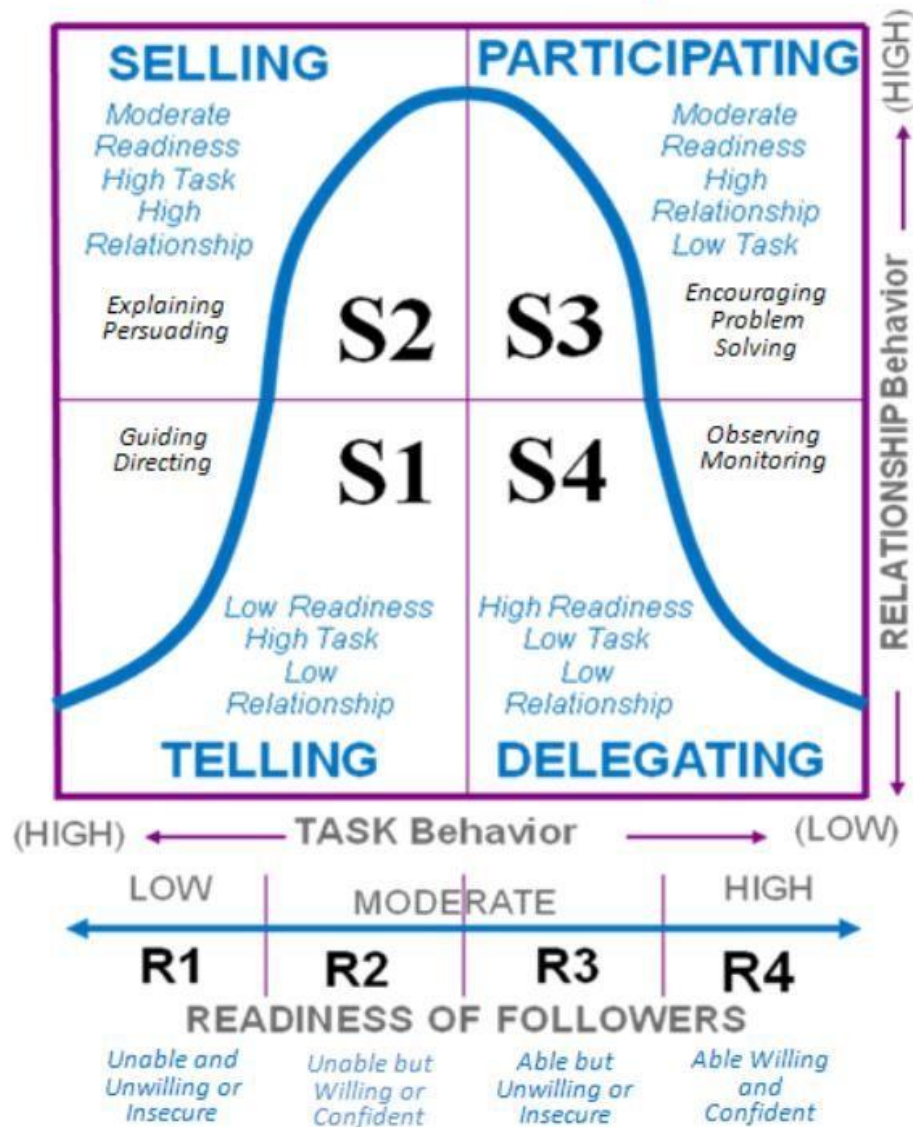
- Climate change affects us all
- Executive director a scientist leading this change
- “Make Arcola the world’s first Carbon Neutral theatre”
- Green policy, visible displays, staff training
- Low hanging fruit – energy
- Creative challenge – engaging artists
- Continual innovation – Arcola Energy, building infrastructure, community engagement
- Part of the identity, mission and values of the organisation

Top Tips

- Reframe change as a creative challenge.
- Make it manageable – people are generally more comfortable with small-scale change than they are with large-scale reform.
- Adjust your message to specific people and/or audiences.
- Make it fit – be playful, invest the process with personality.
- Connect small wins to the big picture to emphasise impact.
- Timing matters – change during times of change.

Engaging people

Situational Leadership Curve



How you lead change depends on context, stakeholders and outcome

Telling – inform to empower

CAMPERS' WASTE KITS

When you get to the festival you will be given your Campers' Waste Kit. These kits consist of:

- **Clear Plastic Bag for recycling:** Put plastic bottles, aluminium cans, food tins, general plastic containers, newspapers, magazines, flyers & brochures, cardboard and beer cases.
- **Biodegradable Bag** – for organic waste. Put your food scraps and leftovers, takeaway food packaging, etc.
- **For general rubbish** – use your shopping bags. In these go crisp packets, scrappy bits of plastic, straws and all other rubbish. Try and minimise this as everything in these bags goes to landfill.

When you've filled up your bags, bring them to the Recycling Points in the campgrounds and hand them in.

PINT CUP DEPOSIT

Our reusable beer cups have proved highly successful in drastically reducing our waste. With every drink bought at the bars you'll need to pay a £2 deposit on each cup, which you'll get back when you return your cup to the bar. The cups will be washed and reused over and over!

- **Making action as simple as possible**



Selling – persuasion



- Story of Tilikum a killer whale
- Shot for \$76,000 and initially released in 5 cinemas
- \$2 million US box office
- The Beach Boys and other cancelled events at SeaWorld
- Pixar changed plot points in Finding Dory
- 50% drop in SeaWorld shares since 2013
- The company is in crisis management mode
- **Facts, relevant storytelling, clear call to action.**

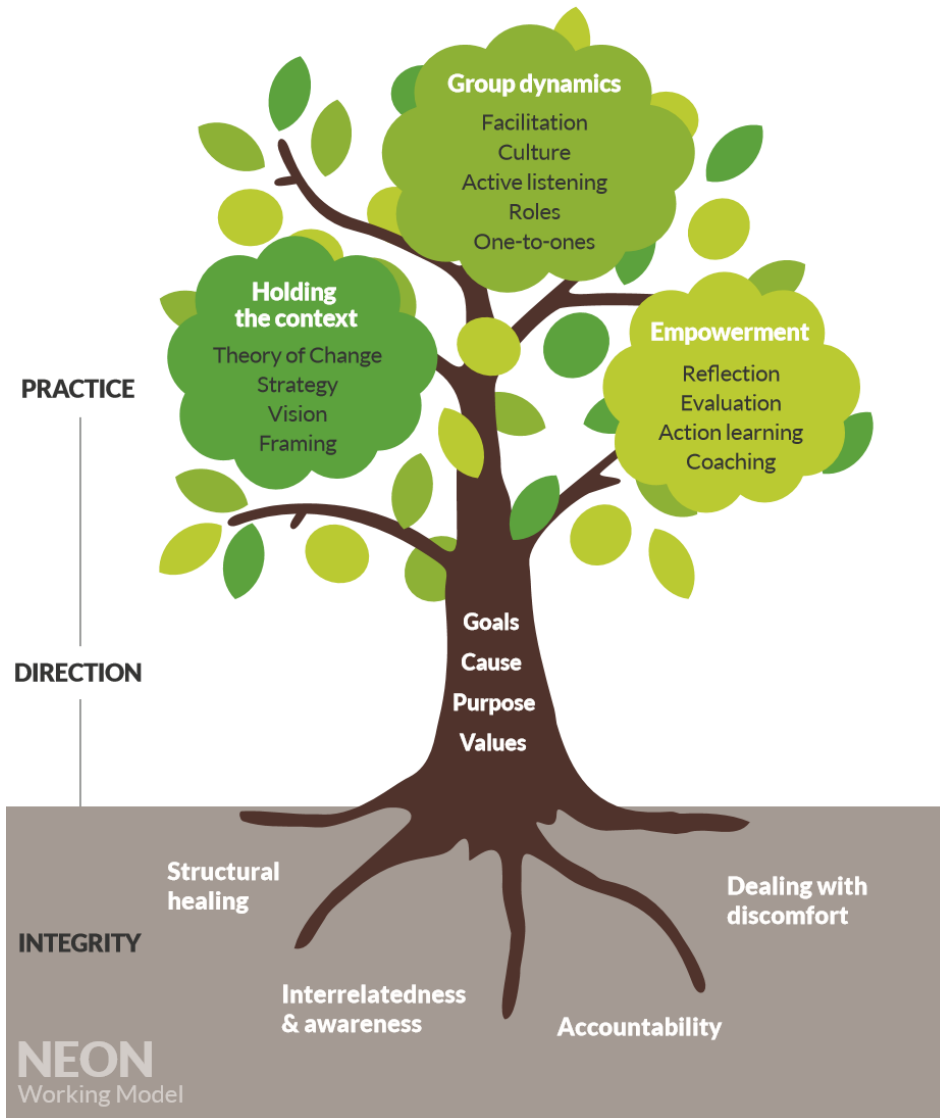
Participating – critical mass



Single-issue, clear call to action, bring people together (day/event/moment), invite creativity, empower people to take active role in hosting/campaigning.

Collaborative leadership

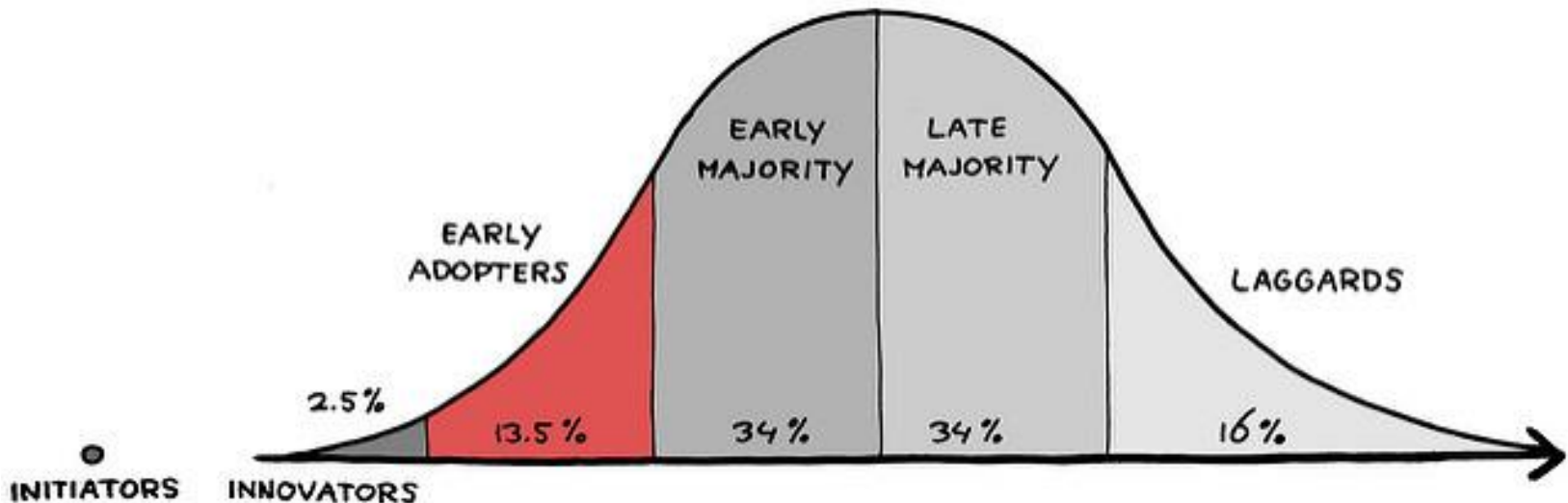
Building collective power



Delegating –
distributing
leadership

Source: <http://neweconomyorganisers.org/wp-content/uploads/2016/08/Leadership-Practice-Model-NEON.pdf>

Building support – go where the energy is



Measuring what matters

The people who matter (who experience or make the change)	The drivers – what we invest or commit, or HOW we deliver	Deliver – the activity and participation, or WHAT we do	The difference we make – the outcomes, impact, value or WHY we are doing it	
People	Inputs	Outputs	Outcomes	Vision
e.g. audiences, participants, workforce, cultural sector, community...	e.g. resources, time, investment, values, good practice...	Programme of activity, who it's for, how many are involved...	e.g. environmental impact, different skills, attitudes or behaviours, achievements	Where you want to be in 3 years, what you hope to mobilise

Data: qualitative and quantitative

Important to know if change is working and data itself gives context and motivation and empowerment to build on...

Ecology of change

Individual efforts become bigger than the sum of their parts when they connect...



**Live Art
Development
Agency**

Julie's Bicycle
SUSTAINING CREATIVITY

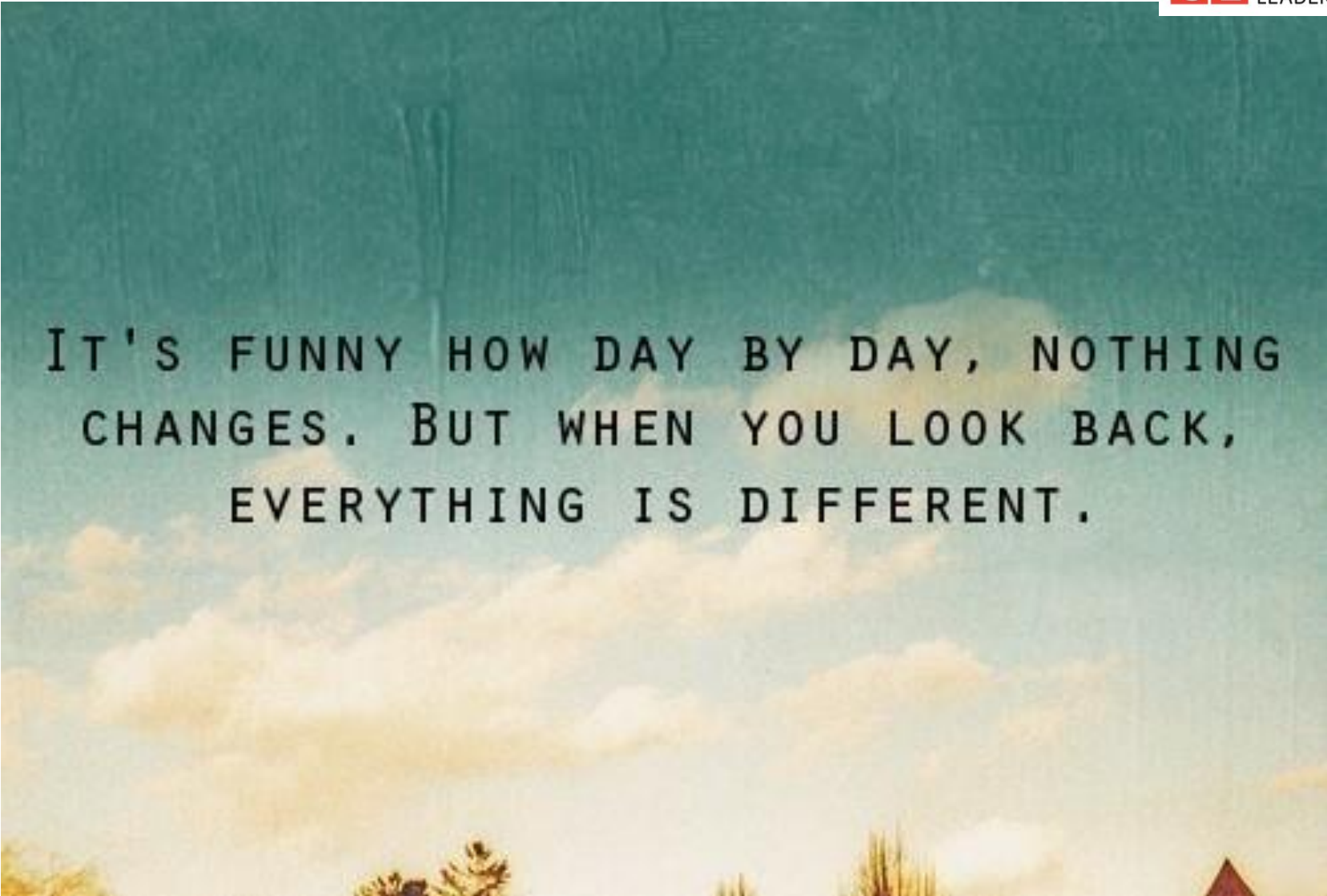


Triodos Bank

Celebrate and communicate...



- Sharing learning (success and failure)
- Tell the whole story – we don't have all the answers, open space for possibilities
- Shaping a narrative of change – making it visible



IT'S FUNNY HOW DAY BY DAY, NOTHING
CHANGES. BUT WHEN YOU LOOK BACK,
EVERYTHING IS DIFFERENT.

Discussion

- What have your biggest challenges been?
- What are the moments of success you can share?
- What helps us sustain momentum?
- How can we take care of ourselves in this process?