



LED2LEAP

Phase C: Visioning

SESSION SEVEN
MAY 18, 2022

From goal setting to strategy building

Community Participation Methods in Design and Planning, John Wiley and Sons, 2000, New York, NY



PHASE C



Agenda



**Some inspiration with Sonja Hörster:
Case Study Bertha-von-Suttner-Park, Hamburg**

**Drivers of democratic transformation:
From goal-setting to strategy building**

Outlook on the seminar process and group activities



From goal setting to strategy building

Drivers of democratic transformation

Global Sustainable Development Goals



How to make these goals tangible and operational for our community challenges?

Source: Stockholm Resilience Centre (2016), Contributions to Agenda 2030 – How Stockholm Resilience Centre (SRC) contributed to the 2016 Swedish Agenda 2030 HLPF report, <https://www.stockholmresilience.org/SDG2016>.

The process of changemaking

1

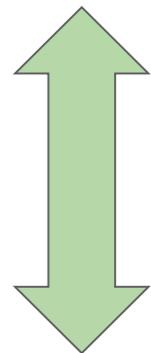
What is the landscape
democracy challenge?
or 'The problem'

3

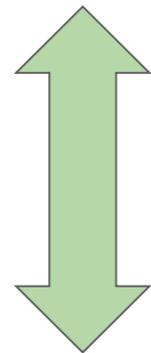
What actions are
needed to bring about
change?

2

What is the long
term change we
want to see as
our goal?
or 'The vision'



Phases
A + B



Phase C + D:

Which actions are
needed and when?

Who is responsible?

Phase C:

How can we set goals
collaboratively?

Which effects and
benefits do we expect?

Phase E:

How will we measure performance?
What are our indicators?

Mapping your
Community:
Who is there
and what are
the issues?

Democratic
analysis and
assessment:
What is at risk?
What is strong?
Opportunities?

The process of changemaking



How do we link analysis and vision?

‘cassical’: SWOT analysis:

A good way of identifying the elements of your changemaking strategies

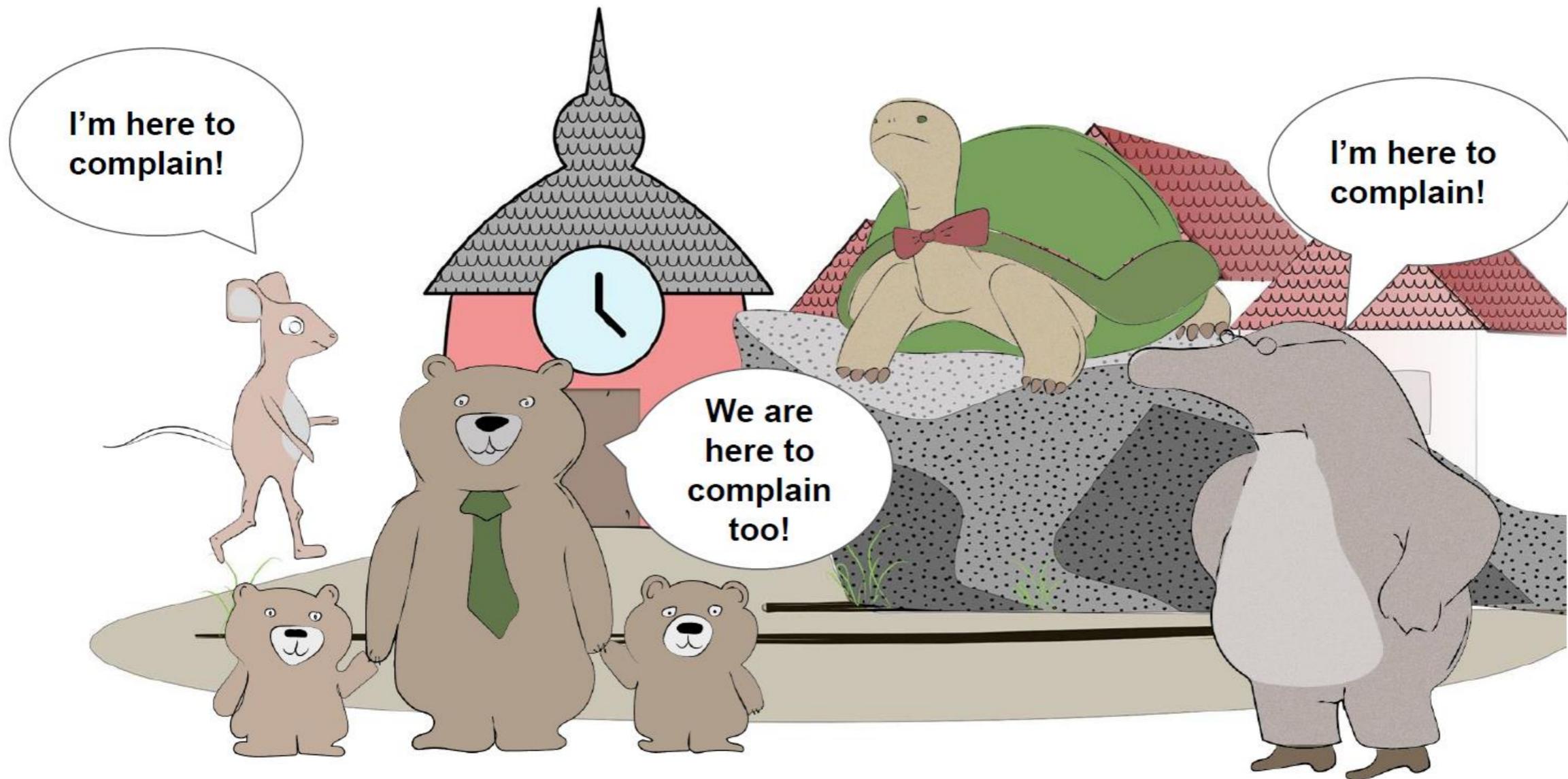
SWOT ANALYSIS



The process of changemaking

How do we arrive at a synthesized problem statement?

‘creative’: Story Telling

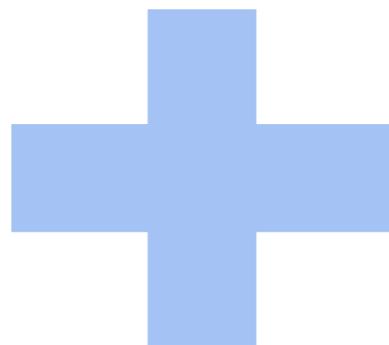


Cartoon designed by Kathrin Berlinger, Valerie Gunzenhäuser, Lukas Klapprott and Paula Seifert

The process of changemaking

How do we arrive at a synthesized problem statement?

Good to combine creative + 'structured' tools!



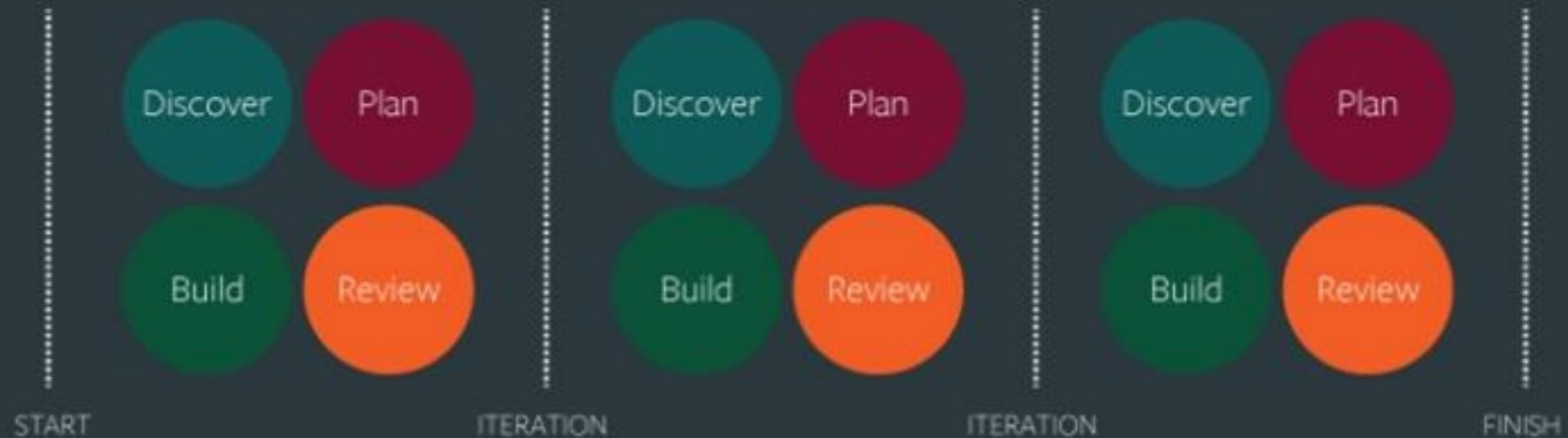
SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	Strengths S	Weaknesses W
External origin (attributes of the environment)	Opportunities O	Threats T

Remember:

this process is non-linear

AGILE

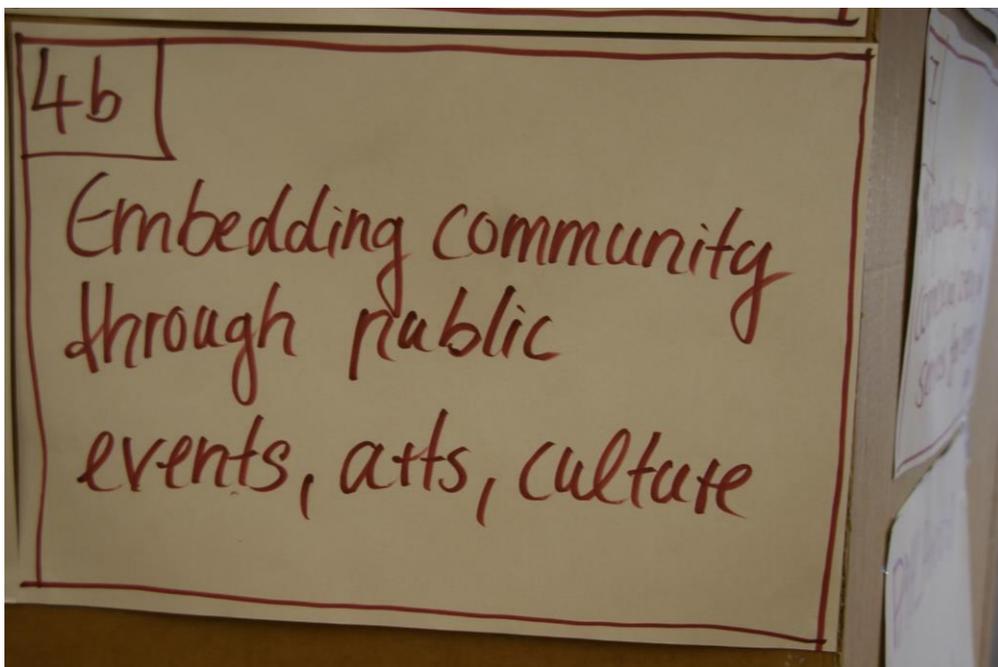


Non-linear, iterative, adaptable, systemic

The process of changemaking



How do we arrive at a joint agenda?



One possible method:

Nominal Group Technique

André L. Delbecq/Andrew Henry van de Ven, 1971

We will train this method in the upcoming session on May 25

The process of changemaking



How do we arrive at a joint agenda?

Another possible method:

Future Workshop
Zukunftswerkstatt

FUTURE WORKSHOPS

How to Create Desirable Futures

YOU'RE RIGHT! THIS IS A CRUCIAL TIME. WE CAN'T AFFORD TO BE PASSIVE SPECTATORS-IF WE SIT BACK AND LET THEM GET AWAY WITH THIS... ONE DAY WE WILL WAKE UP TO FIND OUR FREEDOM HAS PASSED AWAY LIKE A DREAM!



by Robert Jungk
and Norbert Müllert

Robert Jungk Norbert R. Müllert Zukunfts werkstätten

Dieses Handbuch schildert Methode und Wirkung der Zukunftswerkstätten, in denen die Teilnehmer lernen können, endlich eigene Wünsche zur Gestaltung ihres Lebens zu entwickeln. Das Ziel ist eine breite Wiederbelebung der Demokratie.

Hoffmann und Campe

Phases of a Future Workshop



CRITIQUE PHASE

Designed to draw out specific issues in question producing a **critical understanding**

Steps:

- Collection of critique points (by written cards/brainstorming)
- Systematisation (clustering) on a pin board
- Evaluation, condensation, intensification, priorities

Apel, Heino, according to Jungk et al: https://www.die-bonn.de/esprid/dokumente/doc-2004/apel04_02.pdf

Phases of a Future Workshop



FANTASY PHASE

- Imaginative introduction (meditation, work, walks ...)
- Turn critique points into the opposite (bad to good) as starting points
- Collect ideas (brain writing)
- Preparing and performing a role play, fable, report, painting, fairytale to a fantastic story (as group work)
- A common analysis of these performances with regard to good solutions/ideas
- Extract, write down an “idea store” on a pin board



<http://www.drtoddthomas.com/wp-content/uploads/2012/10/brainwriting.jpg>



<https://ec.europa.eu/culture/news/react-community-theatre-setting-stage-refugee-integration>

Phases of a Future Workshop



IMPLEMENTATION PHASE

Steps:

- Evaluate the ideas with regard to realistic conditions and best fit
- Put in more concrete terms, the best-suited concepts (group work)
- Choose the best one
- Build an **action plan**: Who does what, where, when and how? >>> SMART Goals



<https://medium.com/nick-tune-tech-strategy-blog/designing-captivating-workshops-41e77c076467>

Apel, Heino, according to Jungk et al: https://www.die-bonn.de/esprid/dokumente/doc-2004/apel04_02.pdf

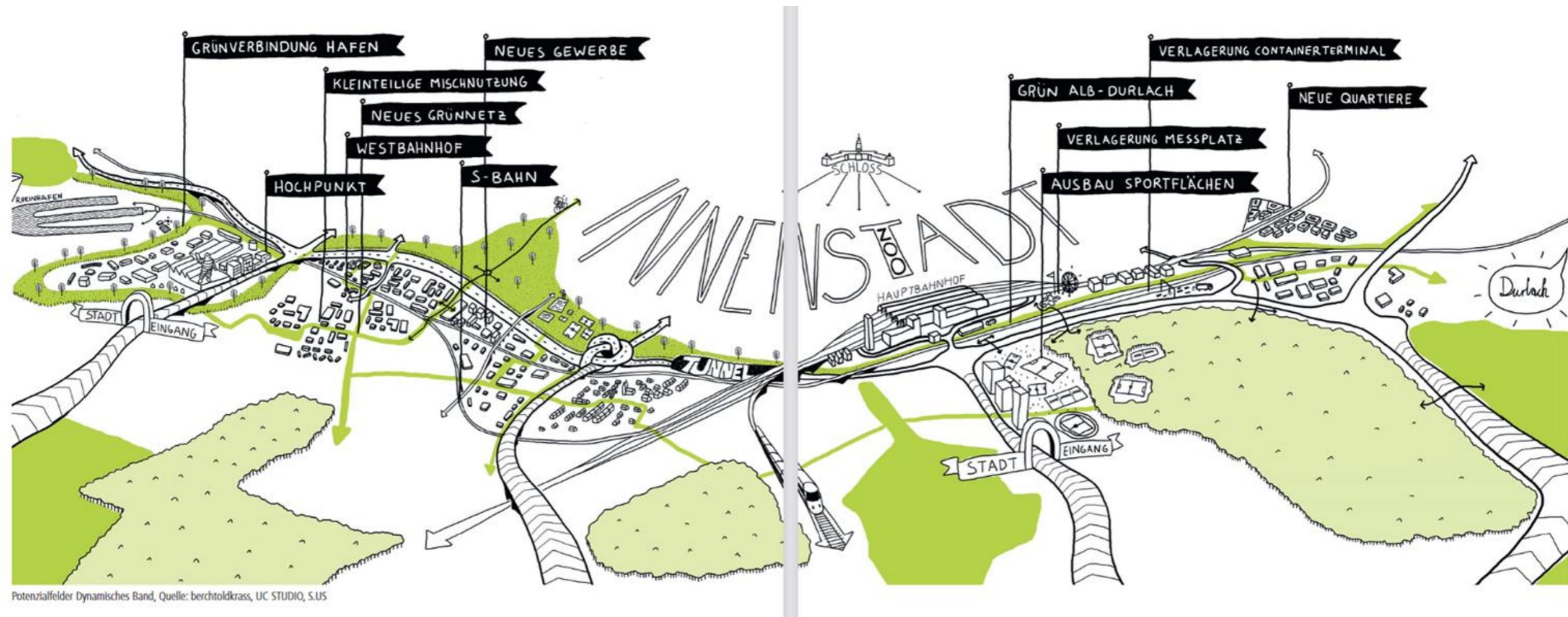
Visualise your goals



Example: CHISPA's strategic goals were integrated into a mandala

Source: CHISPA Future Vision 2020-2024 - "Co-authoring a New Story for CHISPA's future"

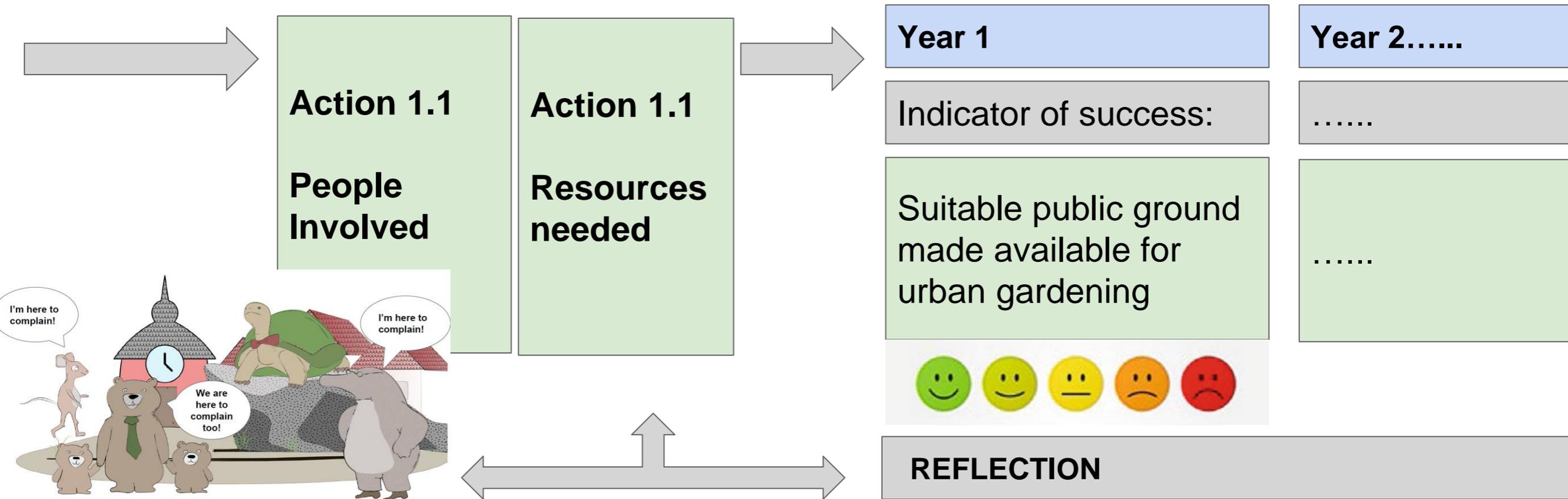
Visualise your goals



Potenzialfelder Dynamisches Band, Quelle: berchtoldkrass, UC STUDIO, S.US

Example: Potenzialfelder Dynamisches Band, Quelle: berchtoldkrass, UC STUDIO, S
https://www.karlsruhe.de/b3/bauen/publikationen/leitbild/HF_sections/content/ZZnP1xobDqKxo8/ZZnP1ARzVCkfnh/R%C3%A4umliches%20Leitbild%20-%20Kurzfassung%20Teil%202%20Seiten%2017-32.pdf

From goal-setting to strategy building



From big goals to smart goals



Specific

S
G

What do you want to do?

Measurable

M
O

How will you know when you've reached it?

Achievable

A
A

Is it in your power to accomplish it?

Realistic

R
L

Can you realistically achieve it?

Timely

T
S

When exactly do you want to accomplish it?

Graphic: <https://redcapsalescoaching.com/smart-goals-2018/>

Further Resources

Future Concept Goldberg Mildenitz
presented by Siri Frech in May 2020 >>>

https://ilias.hfwu.de/ilias.php?baseClass=ilMediaCastHandlerGUI&ref_id=26534&cmd=showContent#detail



Further Resources:



Lightwalk Kassel

MARCH

APRIL

MAY

JUNE

JULY



Phase C Assignment



- Continue with your story-telling approach
- Define goals and prioritize them: we will practice this during next week's session with the Nominal Group Technique
- Synthesize your goals and formulate a **joint vision**
- Design a prototype of your strategy for reaching this vision with the example of **one** action and define
 - responsibles (bring your characters back into the play!),
 - possible resources
 - implementation steps
 - indicators of success

>>> Presentation on **June 1** in parallel sessions, template see WIKI

Outlook on next session

Wednesday, May 25

15 00 - 16 30

Training of the nominal group technique in working groups and parallel sessions using a MURAL template

We will work place-based.