

# LED2LEAP

SESSION SEVEN  
MAY 18, 2022

## Phase C: Visioning

From goal setting  
to strategy building

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

# 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

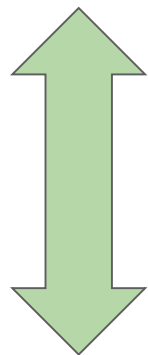
What is the landscape  
democracy challenge?  
or 'The problem'

3

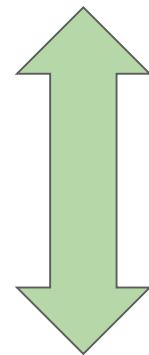
What actions are  
needed to bring about  
change?

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?

PHASE C





# 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

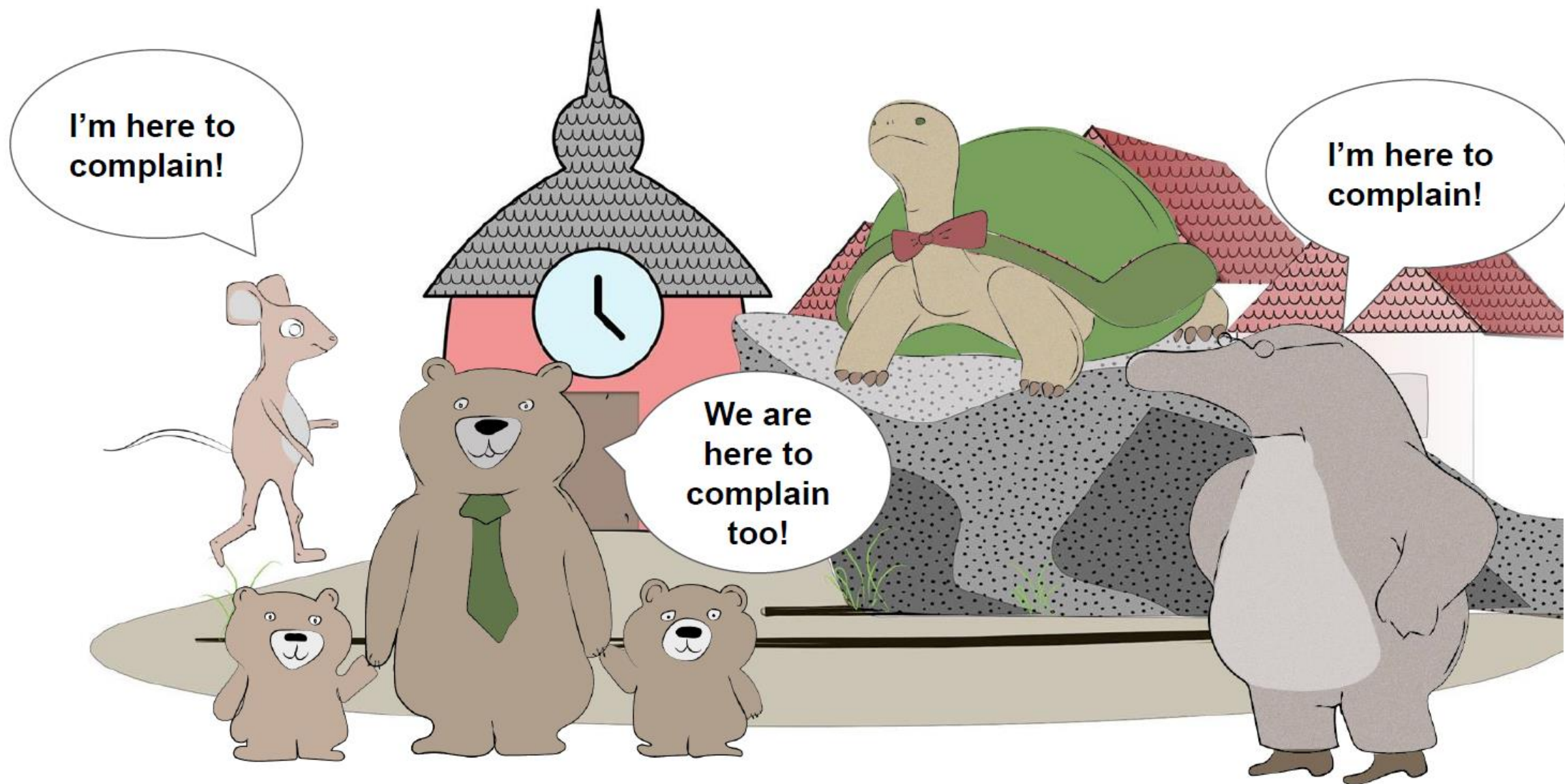
## SWOT ANALYSIS



# The process of changemaking

*How do we arrive at a synthesized problem statement?*

‘creative’: Story Telling

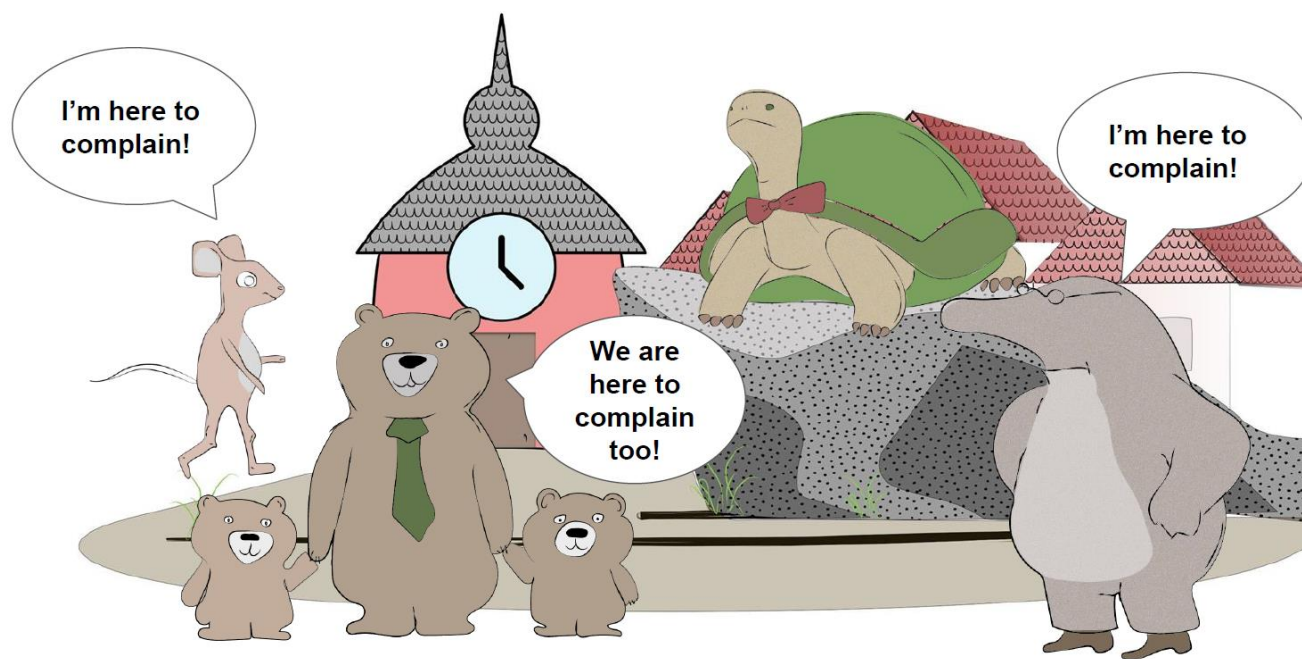


*Cartoon designed by Kathrin Berlinger, Valerie Gunzenhäuser, Lukas Klapprott and Paula Seifert*

# 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:

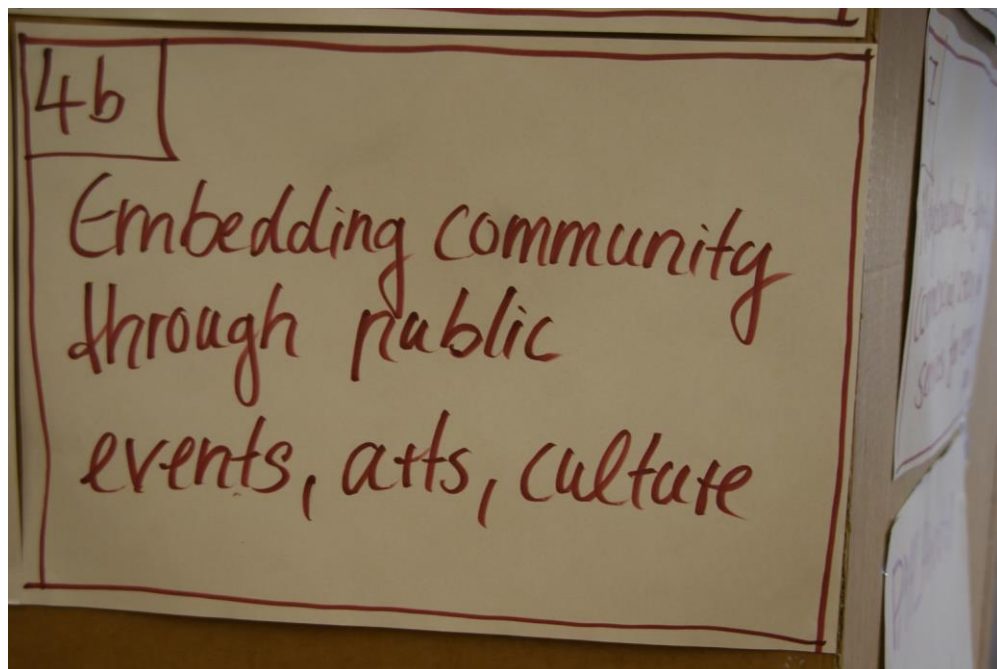
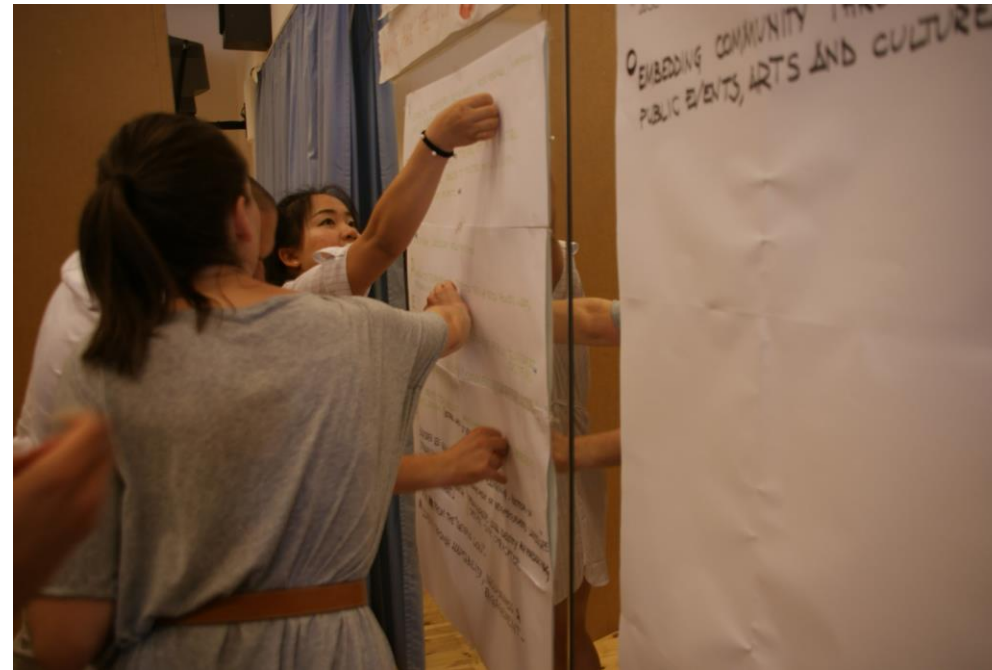
# this process is non-linear



## 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



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](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](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

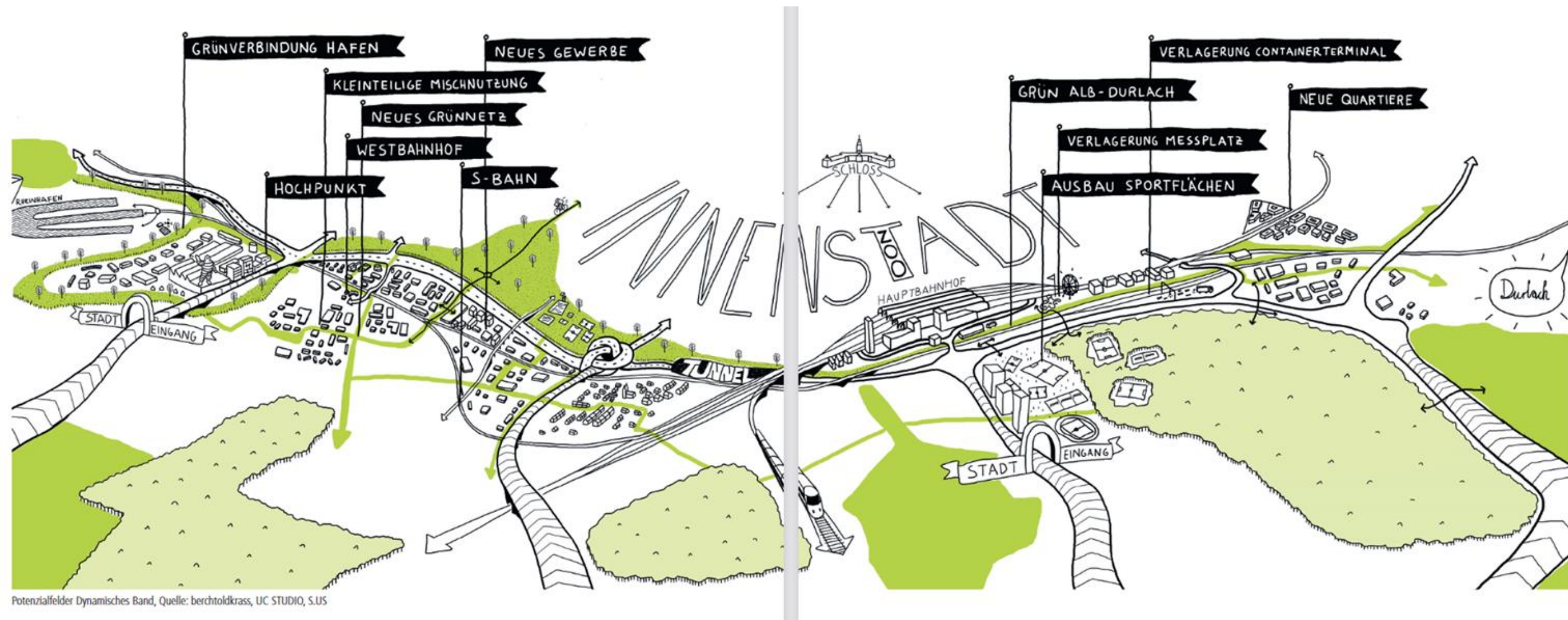


Example: Berlin Strategy 2030 / Stadtentwicklungskonzept Berlin 2030 (StEK 2030)

Source: Urban Catalyst, <https://www.urbancatalyst.de/de/projekte/berlin-strategie-2030.html>



# Visualise your goals



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](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)



**KREATIV  
LEBEN**  
an der Panke



# Visualise your goals



*Example: Neighbourhood Management  
Pankstraße, Berlin-Mitte*

<https://www.pankstrasse-quartier.de/quartiersmanagement/aufgabenziele>

*Sämtliche öffentliche Plätze und Spielplätze im QM-Gebiet wurden seit 2002 durch das Quartiersmanagement Pankstraße neu gestaltet.*



# From goal-setting to strategy building



## Goal 1

A healthy  
community  
life

Action 1.1 Create Urban Garden

Action 1.2 Establish Community Shop

Action 1.3 Community Platform

Action 1.1

People  
Involved

Action 1.1

Resources  
needed

Year 1

Indicator of success:

Suitable public ground  
made available for  
urban gardening

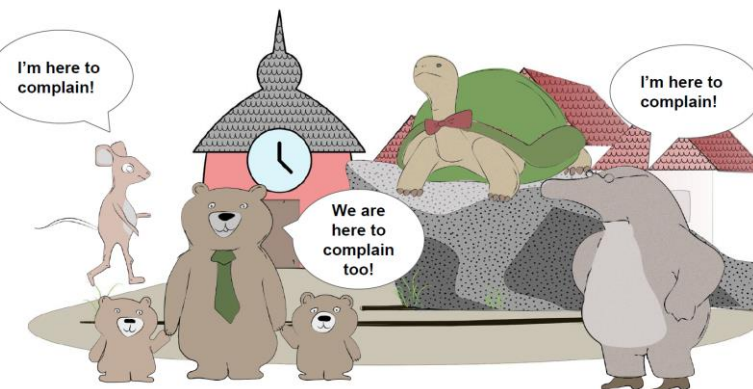


REFLECTION

Year 2.....

.....

.....



PHASE C



# 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](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





# 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
  - responsables (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.