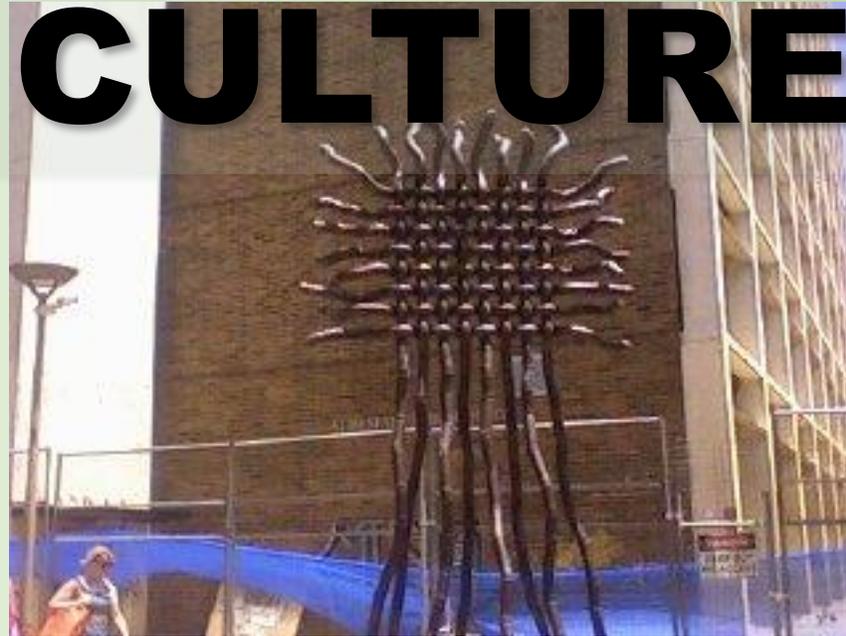


# TRANSFORMING CULTURE



David Jenz Cultural Fragment

Peter Tait / Val Brown / Bob Webb

## Walking the Talk: designing 2015

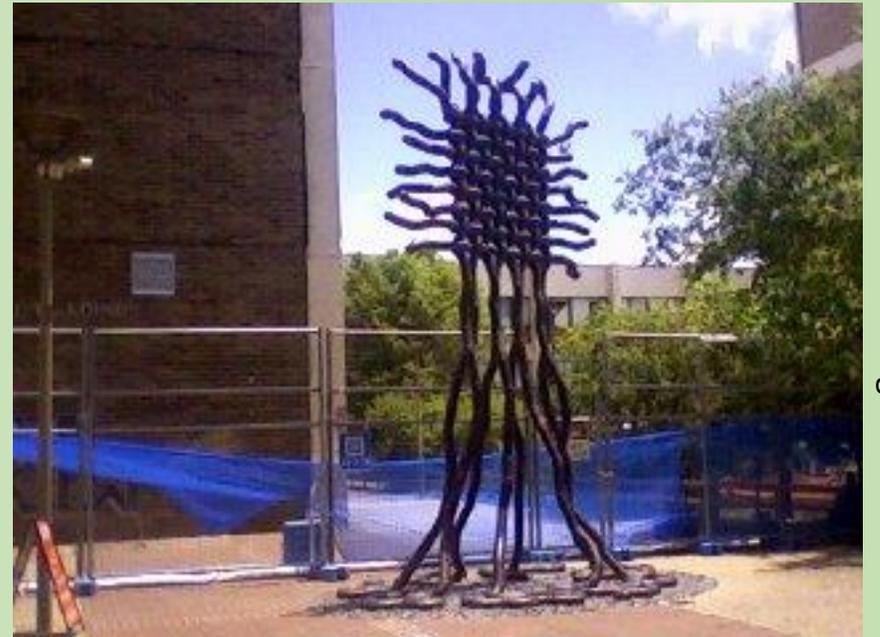
27 February 2015

# Today

- Some Housekeeping for the sessions
- Introduce the Collective Mind / 7 Knowledges process
- Review the wrap up workshop outputs/comes
- Design the 2015 Transforming Cultures theme.

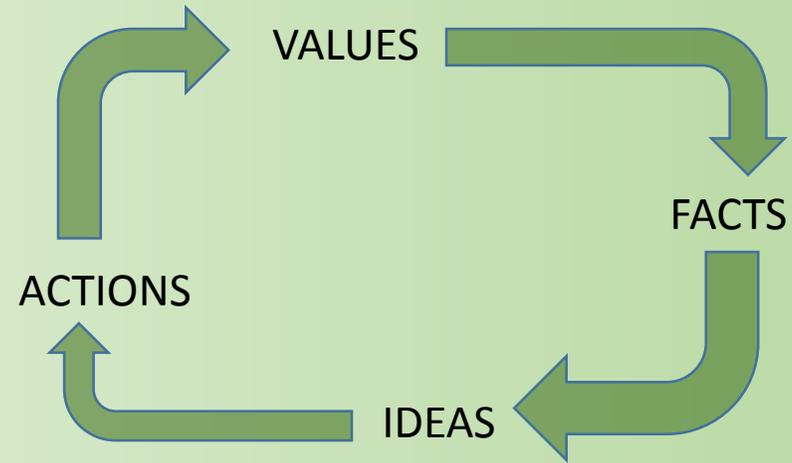
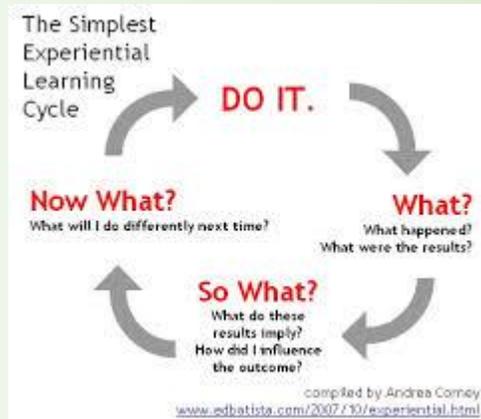
# Housekeeping

- Meeting roles
- Processes
- Off site?



David Jenz Cultural Fragment

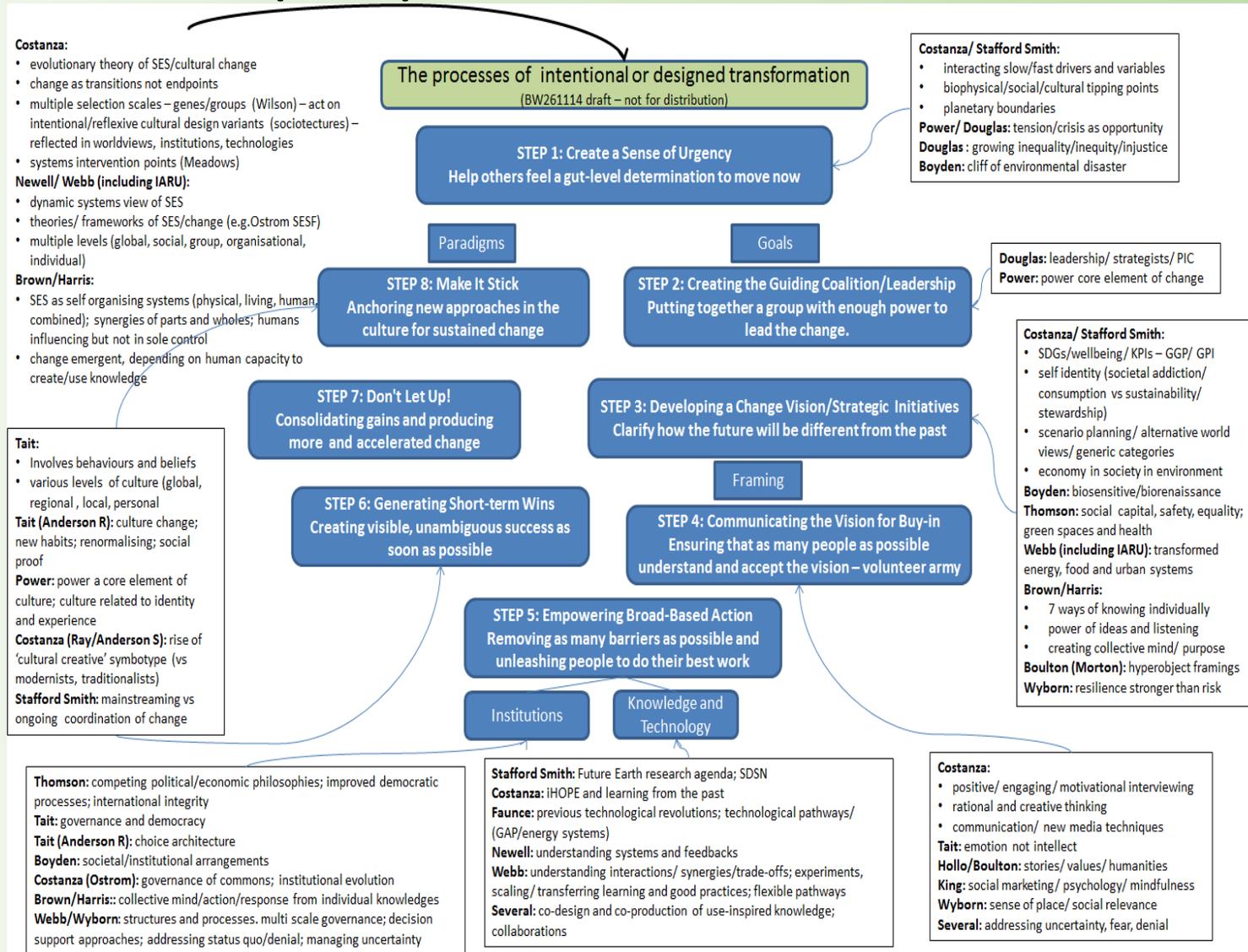
# Collective Mind



Culture transformation:

- Change lived experience
- Identity shift

# 2014 Wrap up



# Values and Principles:

- The process of change must be ethical and grounded in a set of values
- Value dissent
- Respect for diversity of knowledge and approach
- Recognise change is an emotional process
- Be reflective
- Recognise we are designing influence not change
- Recognition that communication (whatever medium) is an iterative dialogic process

# Assumptions:

- Human collective behaviour as manifest in the dominant cultural world view is disrupting the ecological foundations supporting human society and the existence of other species.
- Transformation of the current dominant world culture is imperative to ensure human survival and minimise disruption to the ecosystem and other species.
- This transformation will need to reassert the biophysical realities within which we live and promote a culture which is sensitive to and respects nature and its limits.
- There is still time to take effective action to minimise disruption to human society.

# Assumptions:

- Systems are resilient but adaptable.
- It is possible to attempt a transformation by designing a change that will influence the system
- It is possible to influence complex adaptive systems but not to control the effect.
- While an intent for transformation might be agreed, all other details of all other aspects, even final outcomes, are open to varying degrees of contestation and disagreement, but these are worked out within the larger, collective concordance about intent.
- Human wellbeing and the natural world would be optimal if human societal behaviour was to accede to a set of values including but not limited to: biosensitivity, better resource use, externalities reflected in decisions, recognising biophysical realities/limits, in other words having ecological sustainability

# New values / assumptions

- Transformation has to create / improve equity
- The desired outcome is a just, ecologically sustainable human society, that provides sufficient prosperity to optimise wellbeing for the natural world and humans
- Humans through their relationships with each other and the natural world, are able to attain their full potential as people

# Theory

- Culture is **communication** between and across the generations of a society
- Culture is **about exercising power** by establishing the operating system for a society. Therefore it is political, socially constructed and so subject to being changed.
- Cultural transformation as an **evolutionary process reveals** (unfolds) an approach to systems change that regards influences into the system as selection pressures.
- Recognising culture is a hyperobject provides a method for adjusting **frames and identities**.
- Change requires thinking “outside the box”, envisioning requires us to consider what is needed not what is possible.
- Change involves transgression and subversion leading to **disruption to existing power relationships** and hence conflict will occur

# Methodology

- **System models** provide a method for understanding and analysing a system, and provide a language to negotiate and share that understanding.
- **Scenario planning** gives a methodology for envisioning, and testing out, a set of possible futures.
- The **Collective Mind** is a methodology for working with groups of people to help them achieve a common purpose. The agreement about the purpose is the collective mind.

# Practice

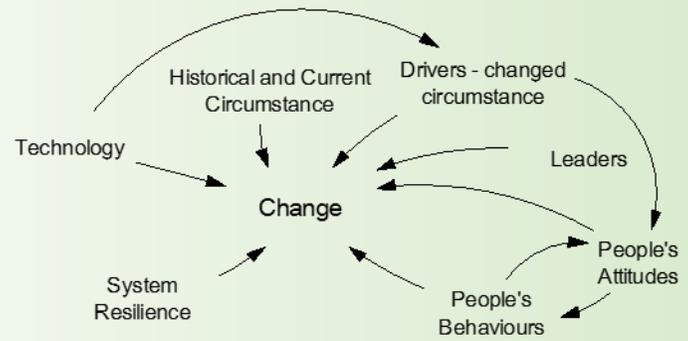
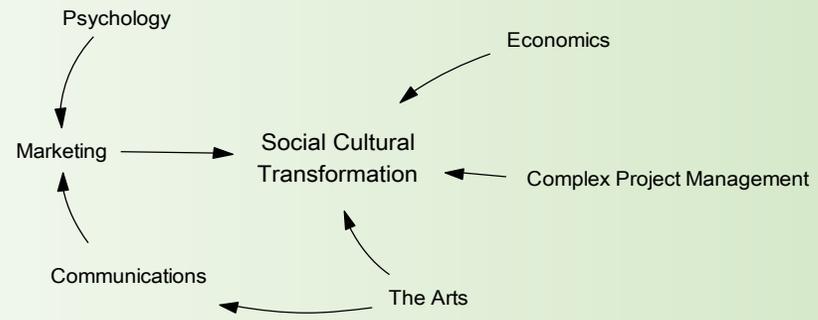
- Practice revolves mostly about marketing, which is about communications that draw on and apply research in psychology and neurobiology.
- Disruption to existing power relationships will provoke resistance to change and the resultant conflict will need to be managed.

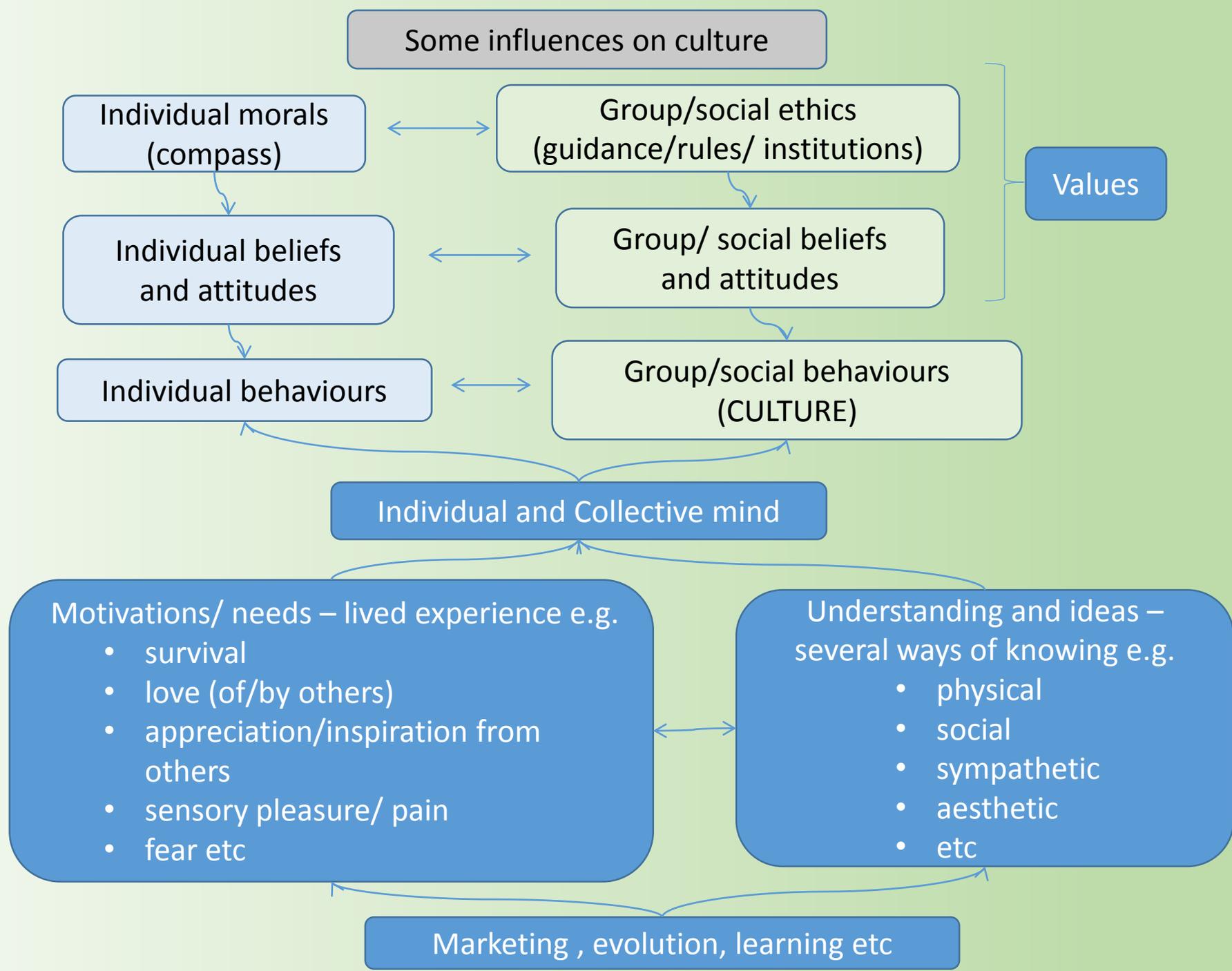
# Practice

- Stories (narratives) are central to our identity, and for staying in status quo, and equally critical in bring about change. Our stories give us meaning and understanding of the world. New stories that give new meaning, purpose and describe how things might be are needed to replace the current stories and to help forge a new identity. Changing identity is challenging. It requires changing the frames (including the narratives and metaphors) that give us identity, to permit a new identity to emerge. It requires addressing the emotional responses to the change and using the emotions to shift the frames.
- Because words carry multiple meanings, to appeal to the emotions communications need to draw on multiple media: tell stories, dance, sing, play, draw, paint, cartoon and sculpt.
- Applying the seven ways of knowing and the collective mind process for designing intentional influence into a system opens reframings necessary to trigger change.
- Marketing, applying psychological knowledge and theories of change, can be used ethically to guide strategy and tactics to reframe situations and help change individual and group identities to bring about cultural transformation.
- Besides marketing, transgression and subversion leading to disruption to existing power relationships is necessary.

# Practice

- Technology and infrastructure, the hardware of society, affect the boundaries and abilities for change to occur. Putting effort into changing these adjunct systems can facilitate culture change. Two examples are:
  - More generally novel technologies provide means for changing cultural structures; examples the abolition of slavery by machines (industrialised capitalism); creation of capitalism by technologies to better harness energy: developments in wind, water and lastly fossil fuels technology. So in future synthetic photosynthesis may provide opportunity for another change.
  - Specifically energy systems are fundamental to both political and literal power within society. Changing the energy system can open opportunity for change in political and economic power. This is particularly relevant for the transition from fossil fuel to renewable energy sources. Additionally efficient use of energy and an overall reduction in the amount of energy used will press for change in cultures, as well as being an outcome of the primary culture change.





Changing/ transforming culture

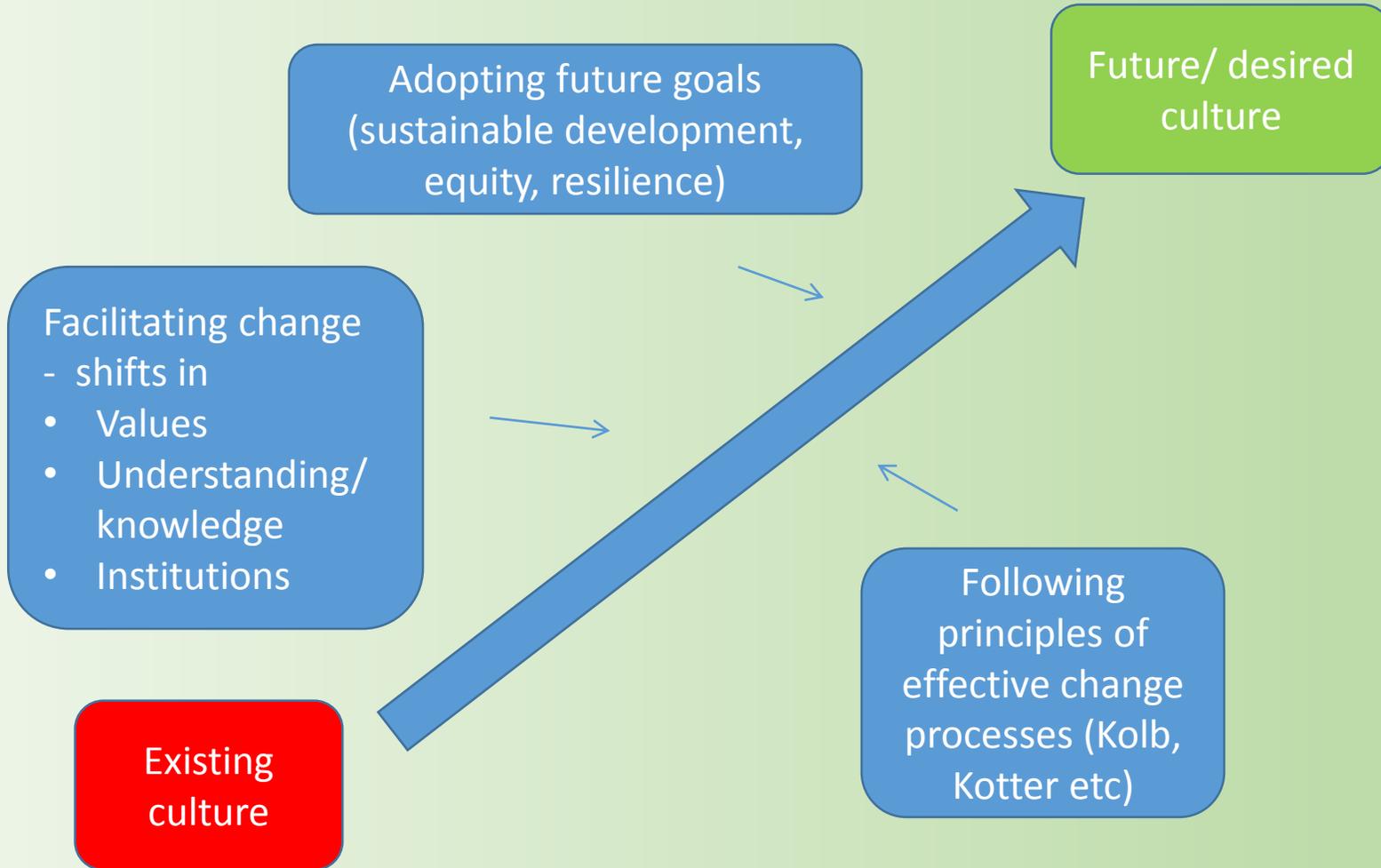
Adopting future goals  
(sustainable development,  
equity, resilience)

Future/ desired  
culture

Facilitating change  
- shifts in  
• Values  
• Understanding/  
knowledge  
• Institutions

Existing  
culture

Following  
principles of  
effective change  
processes (Kolb,  
Kotter etc)



Step 0 Formalise a **Guiding Coalition**

Step 7 **Anchor new changes**  
in the culture

Step 6 **Keep on going**

Step 5 Generate **short term wins**

Step 1 Create **Sense of Urgency** to drive  
movement

Step 2 Develop a **Change Vision**

Step 3 **Communicate the Vision**  
Invite people to join in

Step 4 **Empower Actions** broad-based, ongoing

Step 0 Formalise / maintain a **Guiding Coalition**

Step 7 **Anchor new changes**  
in the culture – new norms / habits

Step 6 **Keep on going**  
reiterating steps 1 to 4

Step 5 Generate **short term wins**  
Celebrate

Step 1 Create **Sense of Urgency** to drive  
movement

Step 2 Develop a **Change Vision**

Step 3 **Communicate the Vision**  
Invite people to join in

Step 4 **Empower Actions** broad-based, ongoing

