



Do It Yourself

# Devising change

*Working materials  
for independent project,  
organisational and  
democracy development*

Developed by

**ReformAgentur**

Dr. Raban Daniel Fuhrmann  
..... es gibt immer einen Weg

In cooperation with



An additional thank you to



This project was funded by the Federal Environment Agency and the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection. The funds are made available by resolution of the German Bundestag.



The publisher is responsible for the content of this publication.

# Content

Approach & Opportunities	4
Structure & Methods	6
Glossary	9
Case study Nordstadt e.V.	10
1. (Boarding)	11
2. Idea Development	17
3. Brand Development	22
4. Process Development	25
5. Team Development	36
6. Strategy Development	38
7. Network Development	40
8. Business Development	42
9. Organisational Development	45
10. Democracy Development	55
11. (Project Coordination)	63
12. (Transfer)	68
Context of Origin & Acknowledgements	71
Outlook & Offer	73

## Working materials

# Approach & Opportunities

Transformation needs not only creative ideas, but co-creative initiatives that bring them to life - sustainably! This means working together in such a way that the good that emerges takes root, grows, blossoms and flourishes. Because a transformative project is like a healthy tree: only if it is healthy itself can it also bear rich fruit ... yes, even withstand droughts and storms.

Unfortunately, many good initiatives fail because they pay too little attention to their own sustainability - that is, to **their own personnel, organisational and financial preconditions** for their work. This is the only way they can continue to do good work in the future, which they enjoy doing - especially in the face of resistance and in times of crisis. Sustainable external and large scale impact scale requires sustainable work processes, i.e. internally and on a small scale. This toolbox and the working materials it contains will help you to continuously improve your project, your organisation and even our democracy. **Do-it-yourself instructions to shape (sustainable) change together!**

It is the right reading matter for you if you want to **gain momentum and take off** with your project, but also if you are already in the middle of it but want to **stop, reflect and make sure** you are still flying in the right direction. Even if you are already an expert in reflecting and adjusting your project, your team and your goals, you can certainly take away something new from the materials.

The toolbox can help you to make your sustainability work more sustainable. Sustainability in this case refers to your teamwork, work processes and the actual impact of your project. We want your work to have the desired impact externally, to treat yourselves as a team with respect and appreciation internally, and to create the conditions for a long-term functioning and well-rooted project.

These are not easy goals - **especially if as a committed volunteer your plate is already full**. This toolbox provides you with resources that you can **work with in a self-determined way** and that can support you in reflecting on and strategising your project. You decide which materials to use, how and when.

## At the heart of the toolbook are three questions that come up time and again:

- » **What is our vision?** What is our purpose? What are we doing all this for?
- » **What is our role in it?** What are our strengths? What and in what ways can we best work towards the vision?
- » **What is the context in which we are working?** What do we have to pay special attention to within the project? And what should we influence so that together it succeeds and blossoms in a sustainable way?

Working with the materials, you can discuss and internalise key aspects such as vision and purpose, role and strengths, as well as organisation and democracy. Because they drive your common work and play a crucial role at different points of transformative sustainability development - be it on the project (micro), **organisational (macro)** or **democracy (macro)** level.

## The toolbook has three possible implementations:

1. You can use it as a **moderator to run an event** where different groups participate and work on their projects and strategies. We have held similar events - called camps - with social entrepreneurs at the University of Tübingen and other universities.
2. You can use it as **coaches/facilitators to help an initiative, a project or a network** as an external person with **idea-, team- ... to democracy development**.
3. You can use it **internally for your own project and organisational development**. The best way to do this is together as a group. However, you can also use the materials as an individual, e.g. to prepare for a meeting or to reflect on processes.

Especially for the first two applications, it is important that you already have experience with methods from facilitation and coaching. The toolbook *does not provide a complete facilitation guide for events*, but only some of the materials and a possible guideline (chapters 1. Boarding and 12. Transfer). If you want to work internally, this is not so important. In that case, it is enough to look at the working materials and think about which ones can help you in your current situation.

# Structure & Methods

The toolbox is divided into **12 development fields for strategic sustainability development**, which can be categorised into **four focal points**. The focus of the DIY working materials is on **project development**. However, when working with the first edition of the toolbox, it became apparent that questions of organisational and democratic development are also relevant for some projects. We have therefore decided to include in the 2<sup>nd</sup> edition some basic instructions on **accompanying organisational and complementary democracy development**. However, the sustainable launching and development of your project remains the basis of the toolbox.

## Working materials for:

- ❧ I. **Project development:** Idea development (*Storyline, Change formula*), Brand development (*Brand*), Process development. (*Mapping, Profiling&Matching, Re-designing*), Team development (*Team dynamics*), Strategy development (*Organisational dynamics*) Network development (*Network dynamics*), Business development (*Business case*)
- ❧ II. **Organisational development:** (*Intervention cascade*), (*3D development compass*), (*Crisis governance curve*)
- ❧ III. **Democracy development:** (*Participation cycle*), (*Democracy polity*)
- ❧ IV. **Materials for facilitation and coaching:** Boarding (*Programme curve, Boarding ticket*), Project coordination (*Project coordination*), Transfer (*Pitching, Agreements market*)

You will find so-called canvases for each development area. **Canvases are worksheets with illustrations and labels that can be written, painted and glued on.** In addition, you will find explanations for each development area, for what it is good and important and how to work with the canvases. To stimulate and guide you, some of the canvases are filled in as patterns. It is best to work on the canvases in small groups (2-4 people) so that everyone can participate and be creative together. If your project group is larger, it usually makes sense to split up into smaller groups and then share your results in the larger group.

These 12 fields of development build on each other: From the development of the project idea and the team, to taking care of the organisation and network, to our democracy in times of crisis - in this second edition, we have deliberately also considered the organisational and political context for successful sustainability projects. However, you don't have to start at the beginning, nor do you have to play all the fields and use all the canvases - on the contrary! Consider where your project is currently hanging and stagnating. Then get an overview of the development fields and canvases on offer and decide what would be a sensible next step for you to take in order to get back into the flow and move forward together. Maybe you will find out that the problem is not where you thought it was and you will use a different canvas. Just try different ones ... You cannot do anything wrong, there is nothing you can break. Think of the toolbox more as a collection of resources and tools and adapt the working materials to your own needs if necessary! Depending on the dynamics of the conversation in the team, it can take between **15 and 60 minutes to complete a canvas**.

In **chapters 1, 11 and 12** you are not offered development canvases but facilitation materials **if you want to work with the toolbox in the context of a facilitated event (camp or coaching) or for project steering**.

*In these working materials we use terms and ideas that come from business, management and organisational development.*

*Please do not be put off by this! Even if terms like "brand", "business case" or "USP" go against your grain, they can still add value to your project. You probably don't want to sell products or consumer goods in most cases - but you need to convince people outside your 'bubble' to successfully realise and reap the benefits of your work. That way, the work you put in can unfold in the best possible way. Perhaps it helps to think of yourselves as sustainable entrepreneurs. From this perspective, it is not about maximising profit but about maximising the common good, working towards transformative impacts and being particularly thoughtful with the available resources (including time).*

**We are happy if you use the toolbox in the way that suits you best:** Maybe some canvases appeal to you more than others, or you do not know what to do with some terms, images or fields, or they seem redundant, or you do not really understand what exactly

you should enter there. Maybe you also have ideas on how to continue or change a canvas. That's all fine! You do not have to fill in every canvas completely and you don't have to like all the terms. However, experience has taught us that sometimes dealing with the very categories and terms that the groups are most reluctant to use can hit a sore spot and reveal a problem for the project or team in question.

We find it particularly rewarding if you use the materials to regularly reflect on your project, your role and your vision and to derive your next steps from this. It is not always easy to allow time for these processes - of continuous pausing and working on yourself - but it is necessary for long-term and sustainable success! Sometimes things happen very quickly and one gets bogged down in the minutiae or loses sight of the vision because of all the activities and tasks. Especially in voluntary work, we should be more careful with the time we spend so that our team continues to burn for the vision and does not lose its enthusiasm. **Joint pausing and thoughtful planning and reflection ultimately save time, effort and thus frustration.**

When working alone or in small groups, you can fill out the canvases directly in this book. To work with the materials in larger groups and at events, you can **download** the individual canvases **as PDFs from our website** [www.lernende-demokratie.de/de/train-trainer-wandel-gestalten](http://www.lernende-demokratie.de/de/train-trainer-wandel-gestalten). The canvases work best in A3 and A2 formats. You could also project them onto a whiteboard or print large posters. You might also like to stick notes on them and reuse them.... It's up to you!

This toolbox and its canvases are protected by copyleft ©. Unlike copyright, this means that you can not only use and reproduce the materials, but also modify them. The conditions for this are simple: please refer to the source (ReformAgency), leave your modified materials in copyleft and thus freely accessible to the public and send us a short message to [info@reformagentur.de](mailto:info@reformagentur.de) with the adapted materials so that we can share them.

Enough words now! We hope the toolbox helps to make your work more sustainable, effective and mindful.

*Much pleasure and thirst for action!*

*Dr Raban Daniel Fuhrmann from the ReformAgentur*



# Glossary

From our experience, there are a few central, recurring terms that can sometimes cause headaches at the beginning. We will try to explain them briefly here and - as best we can - distinguish them from one another:

**Goal** ~ Concrete and tangible result that you can work towards and achieve. For example, think about a neighbourhood meeting: one goal could be that the neighbours get together and exchange ideas. Another goal of the meeting could be to reach an agreement on the use of a brownfield site.

**Purpose** ~ The reason behind your goals. What blossoms when your goals are achieved? What do you want to achieve with your goals and what motivates you to want to achieve it? Different groups can fulfil the same purpose with different goals. Likewise, different purposes can be behind the same goals. From the example of the neighbourhood meeting: The purpose of the event could be to create a vibrant, sustainable and participatory neighbourhood. The purpose can be stated crisply. *'We like living here'*. Or with a little more emotion: *'A neighbourhood to love'*.

**Mission** ~ What drives you. Why did you start your project or initiative? What is your story? What is your DNA? What are your values? Here you can also refer to a specific event that led to your foundation. *'We founded ourselves because no one in the neighbourhood greets each other and at the same time there are many difficulties and unanswered questions. We want to tackle the problems together and, besides this desire, we share the values of sustainability, diversity and genuine participation'*.

**Vision** ~ The enticing image of the future you are working towards. Here it is helpful to become very visual, to show feelings and to develop the ideal picture of a future (in 3, 7 or 15 years) towards which your work is supposed to pay off. Whether this is realistic or not is irrelevant (that's what your goals are for). *'In 5 years, the neighbourhood is a friendly, green and open place. There are many public places to gather and share. All people - regardless of age, background, preferences, etc. - greet and support each other. In 10 years we will be a model for other neighbourhoods to follow to become equally friendly, green and open places. A dream to live here'*.

# Case study: Nordstadt e.V.

On the next pages you will find a lot of blank canvases to fill in yourself. Sometimes, despite the explanations provided, it may not be easy to visualise the work on the canvas. Therefore, we will always include some example canvases, where we play through a fictitious case study of how the work on the canvases could look like. We also want to invite you to just get started and play around. You can't do anything wrong with the canvases - except not adding anything!

**The example **canvas vases** are all based on the following scenario:**

You live in the "Nordstadt" district of a large city. The Nordstadt is quite colourful and diverse, but also anonymous and changing. In the neighbourhood there is, among other things, a mostly over-aged and lonely original population, but also many migrants who often live secluded in parallel societies. At the same time, gentrification is increasing due to the influx of higher-earning academics.



These milieus live side by side; people do not know each other in the neighbourhood and often do not greet each other even in the same house. The social capital - which grows out of mutual trust and confidence - is only small. Together with two acquaintances, you are determined to give social capital in the Nordstadt a helping hand. To this end, you have started an initiative that on the one hand wants to bring together existing projects, associations and initiatives and promote synergies, and on the other hand to initiate and support new projects.

The work of this group, from the first meeting, to the founding of Nordstadt e.V., to the co-productive planning of an urban development process with the city and administration, is brought to life on the sample canvases.

# Working Materials

At the beginning and towards the end of the DIY work material collection we have put some canvases in brackets. You can use these to better facilitate and conduct an event (e.g. camp) or consultation (e.g. coaching). We therefore start with working materials that have proven particularly useful **for planning and facilitating a Sustainable Innovation Camp - the boarding**, so to speak. At the end of the collection of materials, you will find canvases that you can use to continue the work at the end of the event; for a successful transfer of what you have just worked on **into the everyday project work**.

You can find all the canvases ready for printing **HERE: [www.lernende-demokratie.de/de/train-trainer-wandel-gestalten](http://www.lernende-demokratie.de/de/train-trainer-wandel-gestalten)**

## 1. Boarding

If an event is to take off, **engage participants and have an impact**, the introduction is crucial. The goal (*what is to be achieved?*) and purpose (*why is this to be achieved?*) of the event should be explained, participants and facilitators should be able to get a good first impression of each other during boarding, and at the end it is important that everyone has understood what is to happen in the next hours or days.

The following two illustrations can help you to get started in exactly this way - e.g. in a Social Innovation Camp.

They do not necessarily make sense for internal conversations and discussions in the group that do not require moderation. Of course, you can still use them if they seem promising. In teamwork, too, it is often useful to have an introductory round to see what you hope to achieve by using the canvases and how you want to organise the work with them.

## The Programme-Curve

The **take-off curve** can be used by the facilitator as an introduction to illustrate the goal, purpose and process of the event. We have been using this for many years as an introduction for trainings and other events. It is best to draw it on a flipchart or pinboard and explain the process using the illustration.

The event is illustrated with the flight curve of an aeroplane, because it should not simply move forward flatly through time, but should rather take off, i.e. have an effect on the participants and/or externally. The **flight curve** can be used to explain the course of the event; the individual programme points, including time constraints, can be written under the respective sections of the curve.

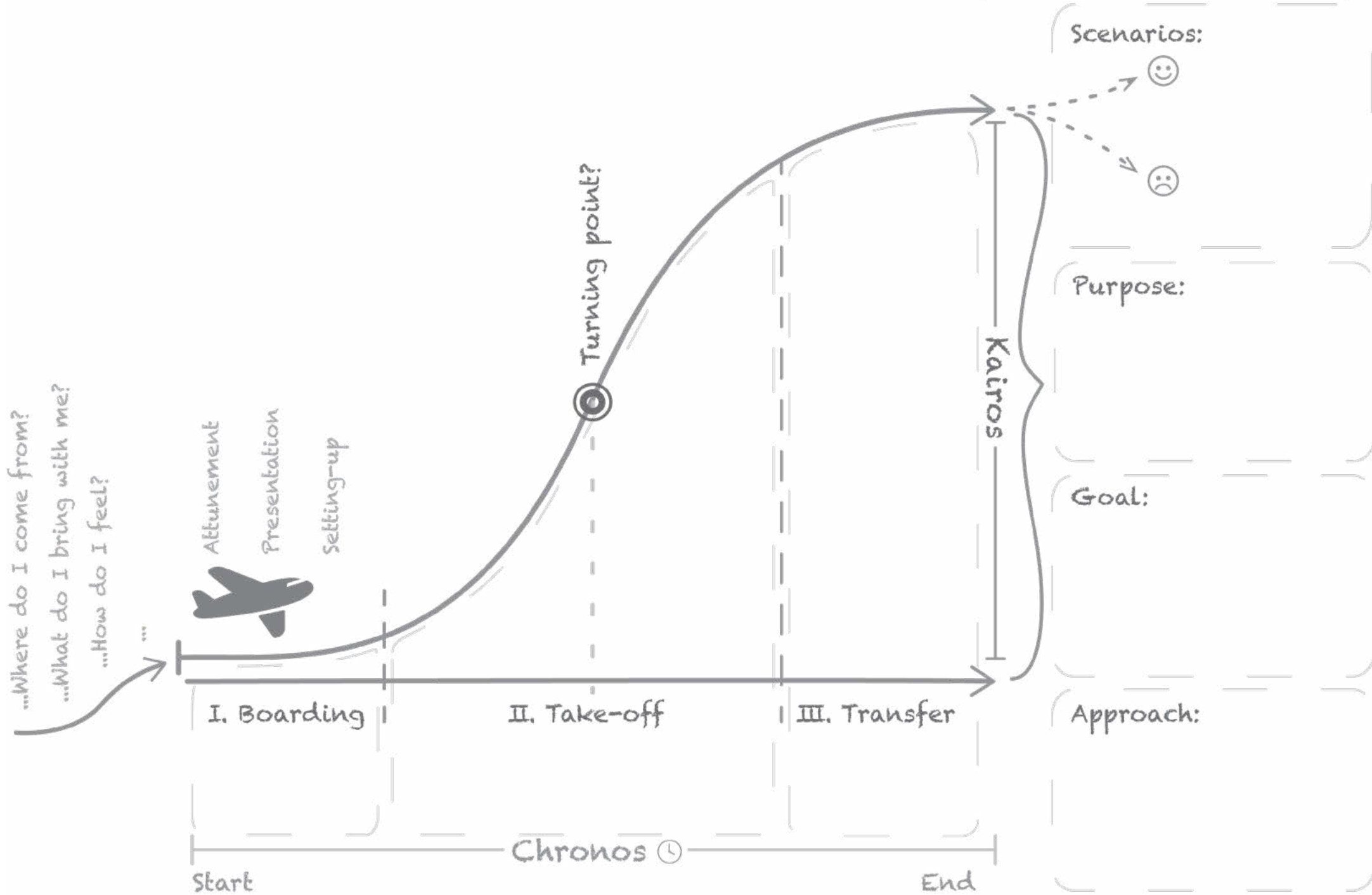
The sequence of events is divided into three major sections: During boarding, the participants are introduced, during take-off the content is worked on, while the transfer is about a nice and promising end - including exchange of what has been learned, next steps and feedback. With the help of the arrow at the beginning of the curve, the facilitator can introduce **themselves** and also have the participants introduce themselves (Where do I come from? What do I bring? How am I doing?). The arrows at the end of the curve should outline different possible outcomes of the event. This can be used to illustrate that there can be different outcomes and the participants can steer the direction in which the event develops with each other. A tool to coordinate the implementation of the event is the Canvas 'Project Coordination', which can be filled in by the team e.g. in the transfer phase at the end of a workshop (see 12. Transfer).

Purpose is about explaining what the event is being held for. It is not about the goals of the event. Objectives are concrete results to be achieved. The approach states what the cooperation should be characterised by, which attitudes and which approach (e.g. through facilitation) should be taken to heart. In the example above, the approach could be that all people get time to speak, that there is respectful communication and that a vote is taken at the end.

# Canvas: Programme-Curve

© ReformAgentur

Team/Date



## Boarding Ticket

The Boarding Ticket can be filled in by the participants themselves to introduce themselves, their project and their expectations. If several people from the same project are participating, it is recommended that each person fills it out individually. This can give interesting insights, for example, if people from the same project write down very different things about their vision. The tickets can also be hung up and used for the transfer - the end of the event - to reflect on the event and draw your own lessons. If possible, hang a photo of the person next to it - this creates a simple orientation guide of who is called what and what they are working on.

The fields on the boarding ticket should be self-explanatory. A few hints:

In the Vision or **target photo**, participants can get creative **and visual and sketch or write down** what their vision looks like. In Take-Off, participants can write down what their project (still) needs to get closer to the vision, but also how the event could help them and what they expect from it.

In addition to boarding tickets, **constellations** have also proven to be a good way to start the event. In this process, the people in the room line up according to the questions and information provided by the facilitator. For example, in response to the question “Where are you from?” the participants move on an imaginary map, or in response to “Do you expect a lot of theory or practice?” they move on a scale from 0 to 10.



Developed in collaboration with TROLLBÄCK & COMPANY | [trollbaeck.com](http://trollbaeck.com) | +49 30 2610 1010  
For queries on usage, contact [sp@trollbaeck.com](mailto:sp@trollbaeck.com) | Not official translation made by UNICEF, Brussels (September 2015)

# Boarding Ticket



Name

Project/Initiative

Destination

Which SDGs/sustainability needs does my project  
does my project target?

Vision

What does my target photo look like?  
What should the project have achieved in approx. 5 years?

Take-Off

What do we need to get the project flying?

Z.B.

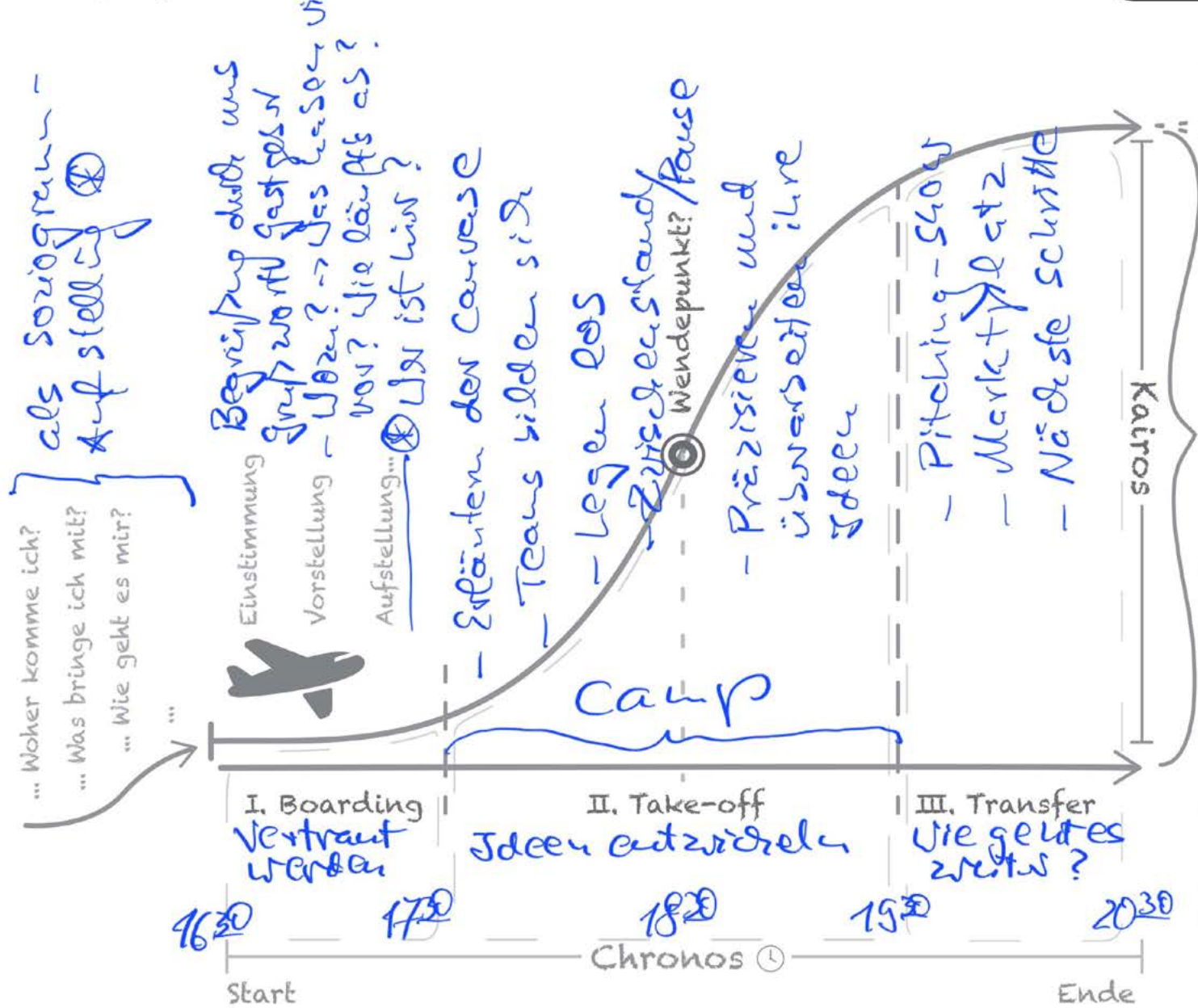
The scenario

In order to gain ideas and supporters for your cause, you invite people to a district camp. The participants are professional project, team and organisational developers, coaches and trainers and decide to found an association to support district initiatives.

# Canvas: Programm-Kurve Kick-off Camp

©ReformAgentur

Team/Datum Nordstadt-Freunde  
Datum 20.10.



Szenarien: Wir erreichen  
 ☺ alle Initiatoren und Interessierte  
 ☹ Null Ressourcen  
 TN zerstreuen sich

Zweck: Nordstadt-da wir uns helfen und helfen => hohes Sozialkapital

Ziele:  
 - Relevante Bereiche  
 - Erarbeiten genau wie es weitergeht  
 => Agenda

Ansatz: Social Innovation Camp - Wir unterstützen eigene Ideen zu entwickeln



## 2. Idea Development

At this stage, we suggest two canvases for you to use. Take the one you like more! Of course, you can also try both - they are similar but have different focal points.

Both canvases are about clarifying what the basic idea of your project, organisation or event is: What are the underlying problems we are responding to? Where do we want to go? And how do we want to do that? What is our storyline? - The basic narrative that gives meaning to our project and points us in the right direction.

The Canvases are useful when you are at the very beginning: **At a camp, an initiative in the process of formation used the Canvas: change formula** to align the different ideas of members and interested parties about goals and understanding of the project. In this way, a common understanding of the problem emerges and a shared vision could be developed.

The canvases are also useful if you have been working together for a long time and feel like getting back to your actual vision and task.

These are very important and big questions that will be addressed in more detail in further canvases. This canvas is more about collecting initial thoughts and writing them down - which is also called "downloading". **It is of secondary importance whether your thoughts are assigned to the "right" terms or whether you write something down everywhere.** The most important thing is that your ideas and conceptions are all written down first and that you bring them before your eyes in this way.

Let yourselves be surprised by each other! I.e. enjoy the different approaches and ideas and trust that the joint success story will unfold through this joint collecting and listening.

## Canvas 'My point of leverage'

This canvas is about the unique selling proposition (USP) of your project or idea. The term comes from marketing, but that shouldn't scare you off. It's all about what the promise of your project is. What do others get out of it? What does it offer? What makes you and your offer unique? How do you address a concern or problem in a new and unique way? Your USP is therefore the leverage point for your project.

Of course, the aim here is not to knock other projects out of the race with your USP, but to encourage you to think about what makes you special. Even if you probably don't have a product that you want to sell and compete with on the market, you still have to make your projects palatable to the outside world. For example, if you are organising an event, you should be able to show why people should attend instead of going to another event, going to the cinema or just staying at home on the sofa. Identifying your USP can also help you when applying for funding, when you need to show why your project is particularly worthy of support.

A heavy stone (problem, grievance) lies on a treasure (concern, motivation). If the stone is lifted, the treasure can be lifted and your vision (image of the future) will blossom. To achieve this, you have a lever (offers, products, actions) that rests on a unique point of leverage (USP) and on the rock on a particularly handy and appropriate starting point (kairos, opportunity - you will find a detailed explanation of kairos in the next canvas). In order to be able to push the lever down and move the rock, you need leverage (time, financial, human etc. resources).

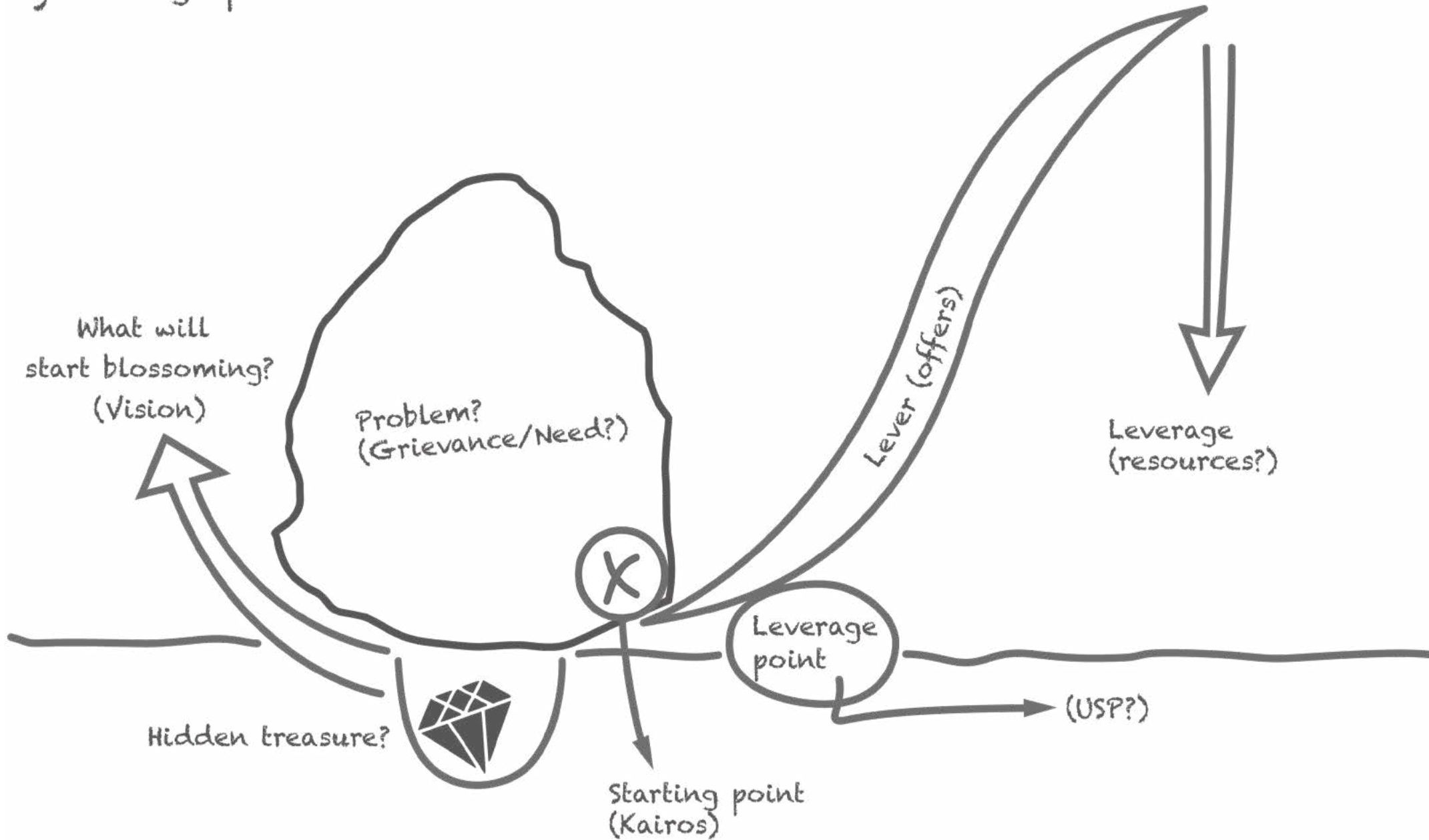
What do you think of in each case? Where are you already strong and where are you still weak? In other words, what should you pay particular attention to and continue to work on?

# Canvas: Storyline

© ReformAgentur

Team/Date

My Leverage point/USP?



## Canvas: Change formula

The change formula comes from organisational development and is a quite intuitive explanation of how change can be achieved. Since you are mostly concerned with initiating small or large transformation processes that make the neighbourhood, school, city, community, etc. more sustainable, it can also be applied to sustainability projects.

### This is how you fill in the canvas:

The formula is borrowed from physics and states that...

**the energy of change must be > (greater than) the energy of persistence**

...so that change happens. Because inertia and friction always stand in the way of change. The more demanding (more massive) the request, the more massive this counter-energy.

The energy of change, in turn, results as follows....

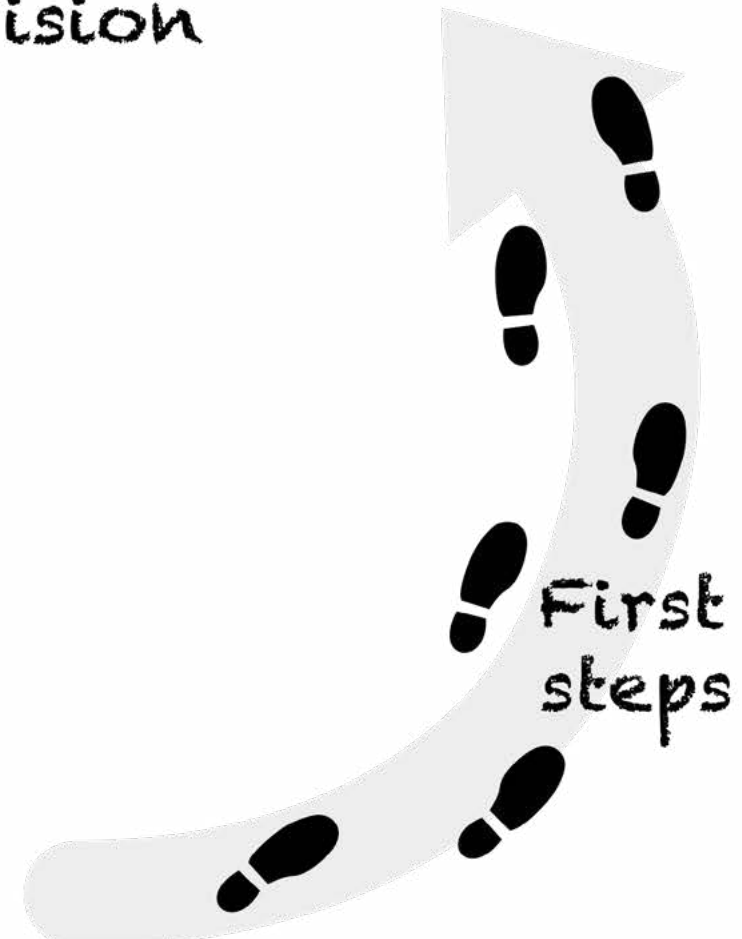
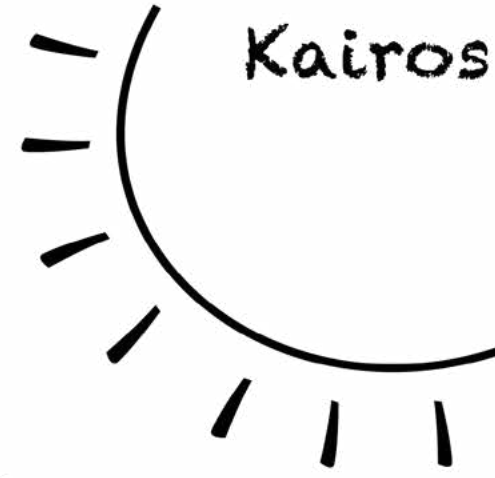
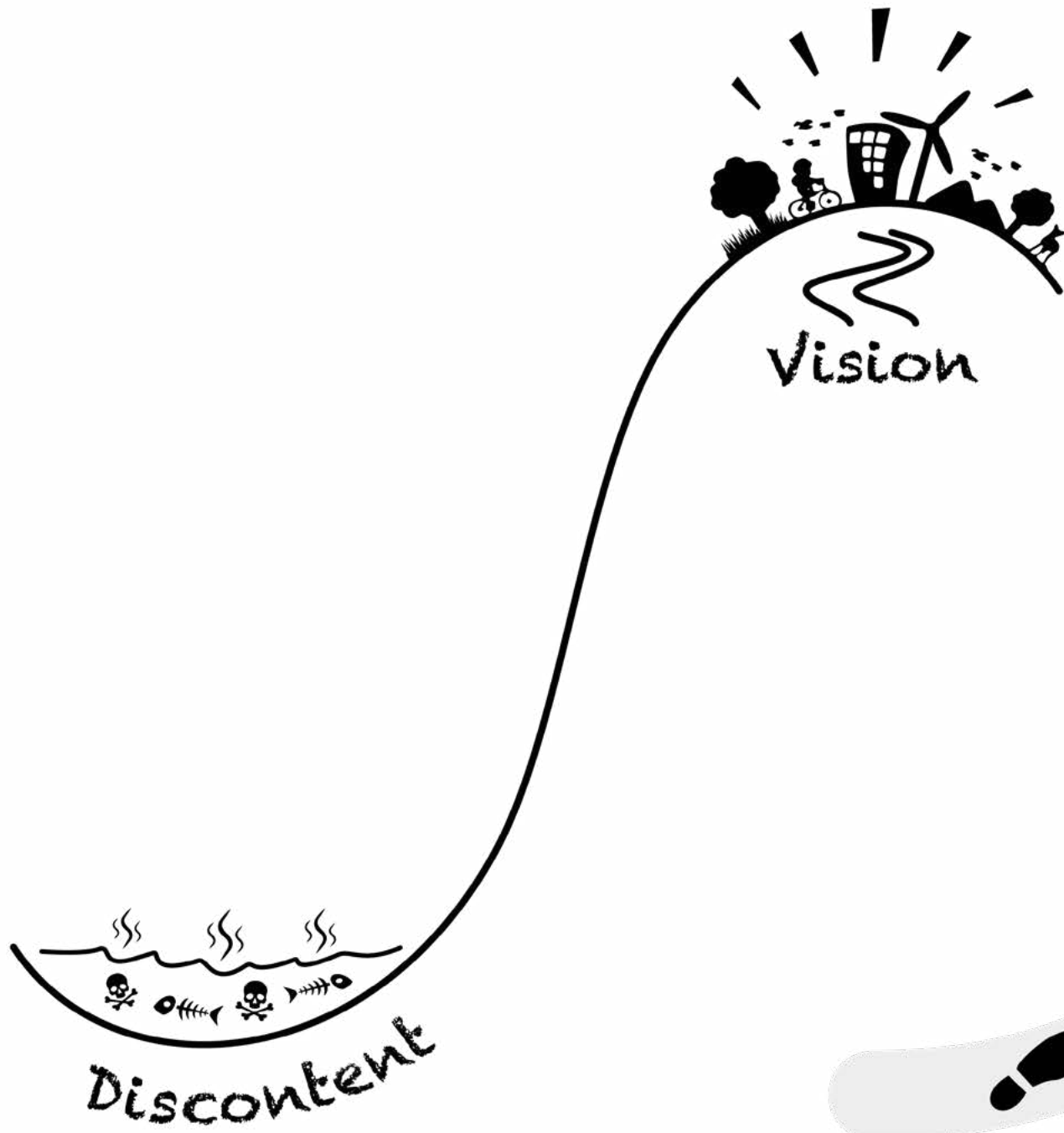
**Energy for change = (dissatisfaction x vision x first steps)<sup>Kairos</sup>**

Only when the dissatisfaction with the current situation - and thus the awareness of a problem - is great, and at the same time a tempting vision (target) entices one to set out on the path from the current situation to the target, will one get into action, i.e. setting out, tackling and taking the first steps. But this classic three-step process is not automatic: the time must be ripe for it. One should therefore take a closer look at the framework conditions, the kairos, and ask oneself where, with what and whom one can seize the opportunity. Because kairos (ancient Greek: favourable moment) is about timing and framing. Sometimes the time, society and politics do not seem ready for one's own concern/product. It is therefore important to sense (and ask) when, where and with whom it is a good moment to get involved and how one can work towards opening this window of opportunity. In the sustainability movement, especially since Fridays for Future, the time seems ripe. But what factors might have an influence on your project?

# Canvas: Change formula

© ReformAgentur

Team/Date



### 3. Brand Development

In this phase everything becomes more concrete. What can you (the team/we) bring to your target group (you)? It is about developing your brand. You will notice a lot of overlap with the USP canvas, but brand development goes into more detail! Above all, there is more focus on you and your target group. You have a great team and find your offers, actions and projects (here: product) self-explanatory good - because they work towards a better, more sustainable world and address existentially threatening problems like climate change? Great! But for a good result, you also need to be able to reach the people you need to implement it. The perspective on your target group, coupled with a concrete promise and conclusive benefits of your offer, can help you **to achieve what you hope for more effectively with your project.**

*Your brand is therefore composed of...*

**Brand = Product x Promise**

In the 'We' section, it is best to include everything that makes you special: very briefly, your team (how is it made up?), your strengths (what are you particularly good at?) and your promise (what can you deliver with the product?). You should only promise those things in which you are strong and have explicit competences on board in the team.

Your product is what you do and offer in concrete terms: a concrete event, a demonstration, a platform, etc. You want to deliver this product or offer. You want to drive this product or offer from your perspective across the bridge to your target group. Your USP (What makes us special?) will help you build a stable bridge.

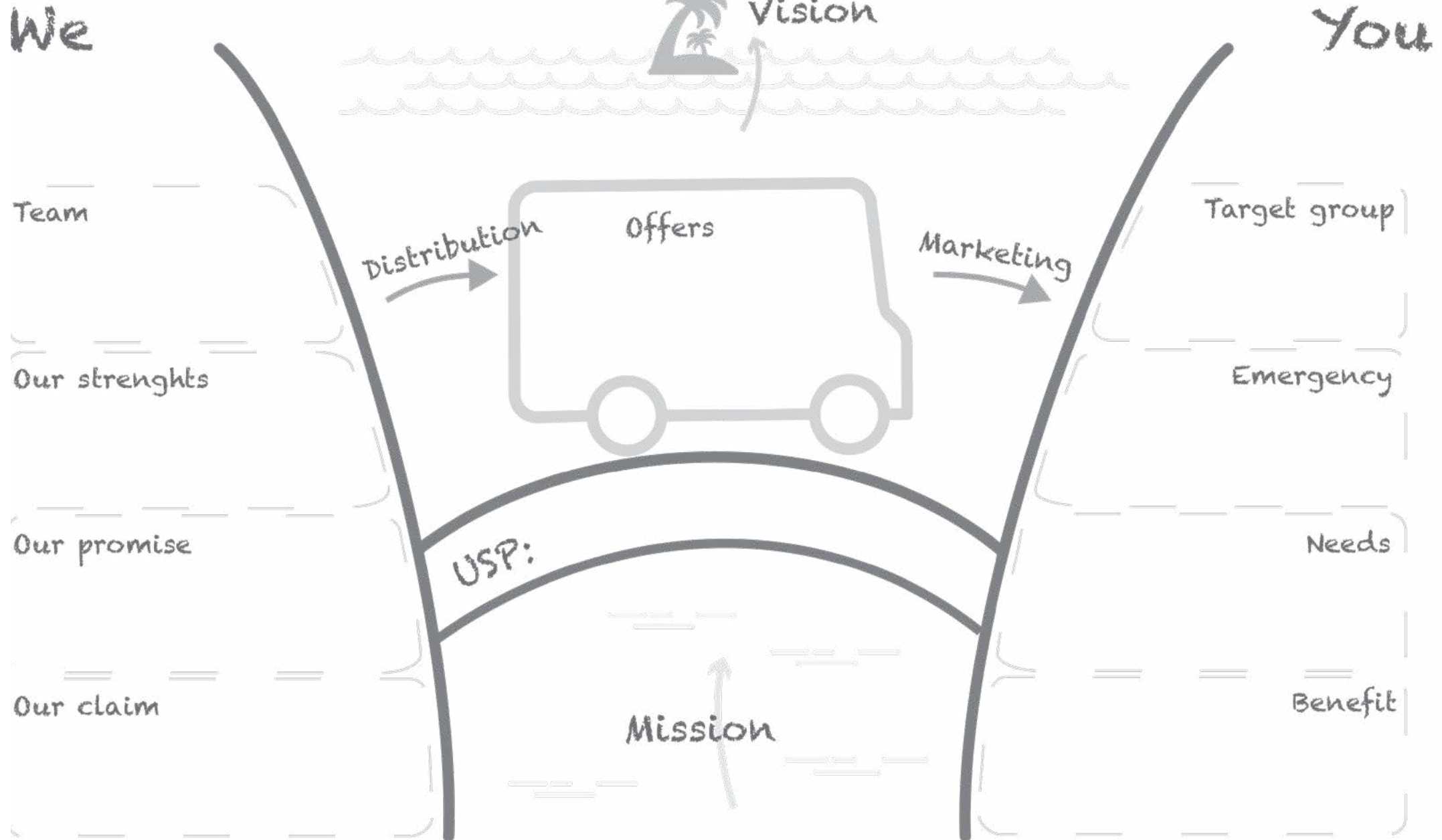
'You' is about your target group (Who is that?): What are their needs and what is the benefit your product brings to them.

Again, it helps if you remember your vision: what beautiful picture of the future do you paint that your target group will also like. Also important: Your mission. What drives you? Why do you want to bring the product to the target group and achieve the vision? The bridge metaphor emphasises that the more concretely your strengths are translated into an offer/product that can solve a pressing need of a target group close to you, the easier and faster you will get into 'business'.

# Canvas: Brand = Offer x Promise

©ReformAgentur

Team/Date



z.B.


The scenario

What is the brand of Nordstadt e.V.? By this we mean your product and the unique promise that uses your strengths in such a way that the result is a really useful offer for initiatives in the neighbourhood?

Team/Datum  
Nordstadt e.V. 14.11.

Canvas: Marke = Angebot x Versprechen  
Nordstadt e.V. = Kooperationshilfe x besser als die Profis

Wir

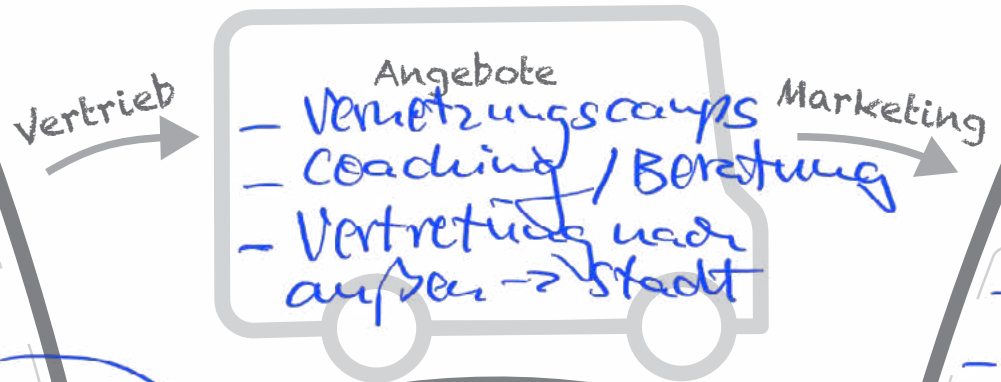
Nordstadt:  Vision Da würde ihr gern!  
↳ Da will ihr lesen! Ihr

Team Gründungsteam Nordstadt e.V. → 8 Aktive, 12 Unterstützer

Unsere Stärken  
- Anpacken  
- Vernetzen  
- Vorantreiben

Unser Versprechen  
Wir wecken was schon da ist an Ideen und Initiativen

Unser Claim  
Zusammen können wir mehr als es braucht



Zielgruppe  
Initiativen, Engagierte, Multiplikatoren

- Isoliert  
- Knappe Ressourcen  
- Wenig bekannt.

- Wirkung und Anerkennung für Engagement

- Mein Einsatz bringt reichlich Frücht hervor

USP: Professionelles Anbieten und Koordinieren

Quantifizierung von Mission unter selbst organisieren



## 4. Process Development (by means of meta-matching method)

This phase is more detailed with three canvases. In contrast to the second phase, however, it is important to use all three canvases one after the other, as they build on one another.

The canvases originate from the meta-matching method, which was co-developed by me (Raban Fuhrmann) in good cooperation with other scientists more than 20 years ago. Since then, it has found practical application in numerous process and project developments, trainings and courses with civil society, politics, business, the church, etc.

The meta-matching method for finding and identifying the right people has been used for many years. The meta-procedure for finding and adapting a good procedure comes from procedural process theory. We asked ourselves the initial question, how can a process design be tailored to a concrete requirement profile of a **concern (e.g. project foundation)**? There are a lot of great methods, tools and approaches, but which one is best suited for my case? Whether a hammer is the right tool for my project is not decided by the hammer, but by the initial situation at hand - is my task to get a screw or a nail into the beam? Only when I have the complexity of my project in mind (1. Mapping) and can assess it (2. Profiling), am I able to compare (3. Matching) whether and to what extent my intended procedure (design) needs to be adapted (4. Re-Designing).

The first step of the meta-matching method - the mapping - is initially only about getting an overview of the various questions and facets of your project. To do this, **you assign the four core dimensions of each process (the questions Who?, What?, How? and Self)**. In the next step, you outline the complexity profile of your project - here you can look at your project as a whole or only at a partial aspect, such as an upcoming event. With the specific complexity profile of your concern at hand, you can work in an appropriate and focused way and, if necessary, adapt your approach more closely to the requirements (re-design) in the last step.

For a more detailed description of the meta-matching method and the process theory behind it, see: <https://www.lernende-demokratie.de/de/publikationen>

## Canvas: Mapping

The first process development canvas shows a matrix of three dimensions and a starting point and provides a good overview of the project. First of all, unload everything that comes to your mind about the dimensions. Maybe it is not clear at first what should be assigned to which dimension - especially the 'How' is often uncertain. Don't let this stop you and simply write down the uncertain points. Often it will soon become clearer and you will realise which axis is the right one. For example, the point 'Positive, open atmosphere through meals, child care, friendly welcome, etc.' belongs to 'How' and not to 'What'. After writing it down, it is important to stick to what you already know, but also to take a look at the real questions - the issues behind the issues, hidden agendas, sticking points, etc. - etc.

What? is about the topic: What is your project about?, what is your goal? and what is the trigger/cause of it all?. Here, technical and factual questions as well as skills are required.

Who? is about the actors, through whom and with whom you want to pursue your concern: Who is the team, what are the partners, who do you want to reach (clients, addressees) etc.? Social and communicative skills are helpful for implementation.

Too little attention is often paid to the 'How' dimension. This is about the approach, the processes and structures you already use and also those you could use in the future. How do you work together as a team? What processes and working methods do you use? What organisational framework conditions need to be considered (e.g. due to **Corona digital or location**, time and resource specifications)? Which methods do you plan for your event or action and how do you structure the programme points? How do you structure your project and make decisions? Procedural and organisational skills are needed, which you can learn by working with this toolbox.

Self? is about you as a team - your self-image and your charisma: Because in the end you are the most important 'instrument' of your project, as persons and as a team. The more you embody the cause, the better you will succeed. What is your self-image? What values shape and drive you? There may be overlaps with the 'Who' dimension, but the focus of the 'Self' is not on names or project partners, but on your values and the group dynamics of your team.

# Canvas: Mapping

©ReformAgentur

Team/Date

## Who? Actors

Through (team)

For (clients)

With (partners)

Occasion/Trigger

Purpose

## What? Issue

Goal

## Self? Values

Self-image

Role (of?)



so far?

New approaches

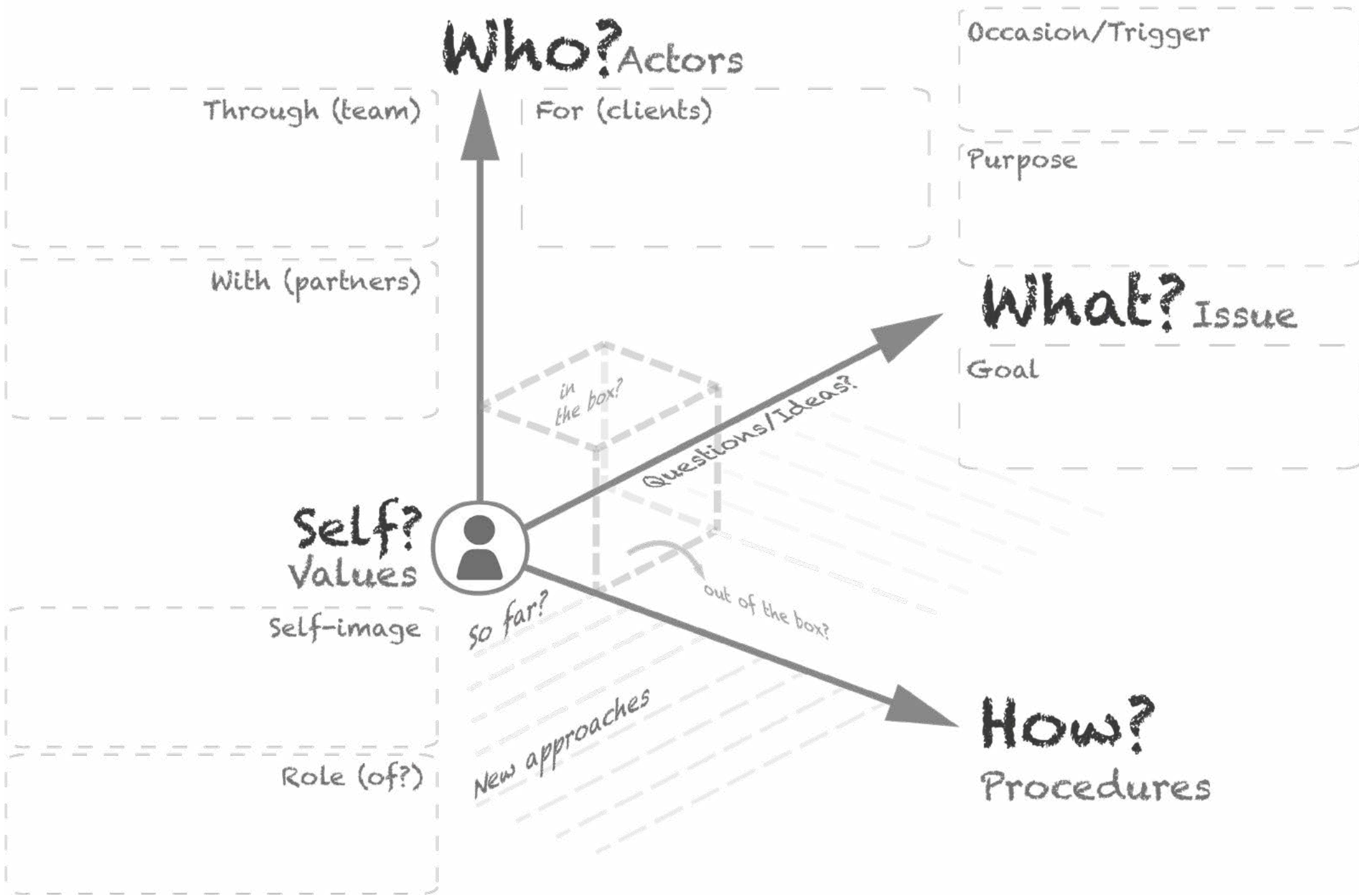
in the box?

Questions/Ideas?

out of the box?

## How? Procedures

Procedures



**z.B.**

The scenario

The new board is to develop a strategy. To do this, you conduct a toolshop using the meta-matching method. Step one: Mapping: What should we look for? What are the key questions?

# Canvas: Mapping

© ReformAgentur

Wo/wie wollen wir als Verein ansetzen? -> Strategie

Team/Datum  
Nordstadt e.V. 7.12.

## Wer? Akteure

- e.V. Durch (Team)
  - ↳ Aktives Kernteam
  - > davon 3 Coaches, 1 Mediator, 4 Orga!
- Mit (Partner)
  - Unterstützerkreis an weiteren Beratern
  - Stadtverwaltung, Fr. Meyer
  - Kinderjugendhilfe

- ⊗ Für (Kunden)
  - Startup-Initiativen
  - "Alte" Vereine
  - Ehrenamtliche
  - Engagementbereite

Anlass/Auslöser Es gibt zu v. viele Initiativen hier, aber man arbeitet nicht wenig zusammen.

Zweck Kräfte bündeln, Potential wecken, Neue addieren

## Was? Thema

Ziel Sozialkapital  
bleibt auf der professionellen Unterstützung und Vernetzung

## Selbst? Werte



Wir helfen Selbstverständnis  
dir dein Engagement  
wirkungsrollen zu machen

Coach, Trainer, Moderator:  
↳ als Booster für Engagement

Bislang? Jeder macht sein Ding  
↳ Improvisation  
Neue Ansätze  
Professionelle Unterstützung und Beratung für ehrenamtliche Engagement

## Wie?

Prozeduren  
↳ Wie helfen wir so effektiv, daß wir uns selbst nicht über nehmen?

in Kodex haben? eigene Schritte  
Fragen/Ideen? Was braucht uns? Was braucht uns? Was braucht uns? Was braucht uns?  
Was macht Stadt? Was macht Stadt? Was macht Stadt? Was macht Stadt?  
↳ keine in der Box? out of the box?  
Wen gibt's bereits? → Kooperations-? Erzählungen werden  
⊗ zentral? zentral? zentral?







## Canvas: "Profiling/Matching"

After mapping, profiling and matching are undertaken. Profiling measures the complexity of the case, matching the 'suitability', i.e. the openness of the procedure. The better they match, the more suitable the procedure.

This canvas is relatively complex and not easy to fill out. However, it can be a good tool for identifying and prioritising - which challenges and complexities are critical and important for your project and where and how can you address these requirements through good process design? The Canvas revolves around the six key process requirement dimensions. In addition to the three from the mapping matrix (right-hand side), there are three more that relate to the implementation framework (left-hand side).

### Profiling:

For each dimension, note points that increase or decrease complexity. In profiling we have the following dimensions:

- 
**Thematic complexity** How complex is your issue? Is it clear or not? Do you know where to get the important information? How controversial is the issue? Do you have the necessary expertise in the project? etc.
- 
**Complexity of actors** Which actors do you have to deal with? Is cooperation difficult? What about your target group? Do you have access, do they cooperate or are they perhaps even at odds? Are there language barriers?
- 
**Procedural complexity** How demanding are the procedures and methods you use in your project? Do you already know which ones you need and are you comfortable with them? Are the participants ready for it (e.g. online)? etc.
- 
**Scarcity of resources** How limited are your time, human, financial etc. resources? Do you have enough helpers? Is the funding clear? Do you perhaps not need that much funding? etc.
- 
**Time pressure** What is the time pressure? Is there a deadline by which the project must be finished? Is it soon? How relaxed and flexible are you, can you extend deadlines if necessary and take learning loops and detours?
- 
**Liability requirement** How big are the obligations that you and the external parties have to the project? Do you have to meet targets or complete the project in a certain way? Should the results be collectively binding - e.g. have the force of law? etc.

Then assess each dimension according to its complexity (0 = less complex; 10 = highly complex). Draw a cross on the respective axis. If you connect the crosses, you will get the individual complexity profile of your process or project. This will give you a good idea of what is worth paying attention to and what should be tackled first. It is normal that a few dimensions have quite a high degree of complexity. However, there should not be too many, otherwise it can be difficult. In this case, think about whether and how you can reduce some of the complexity dimensions. High complexity does not mean that your project is 'bad'. Rather, it means that your process design should be well adapted accordingly. For example, if you organise a neighbourhood meeting on sustainability that brings together diverse people from conflicting groups, this will increase your actor complexity. Your procedural complexity will also be high, as you need good, well thought-out methods to collect and involve the diversity of people and opinions. But you also have the chance to have a great event where you can make a difference and bring people together. To make this happen and to find the right processes for your project, there is matching.

## Matching:

Matching is about how to respond to the different levels of complexity and adapt the process design so that it meets your needs and is feasible. For example, in a neighbourhood event where a heterogeneous group of people will participate, you need good, welcoming facilitation, etc.

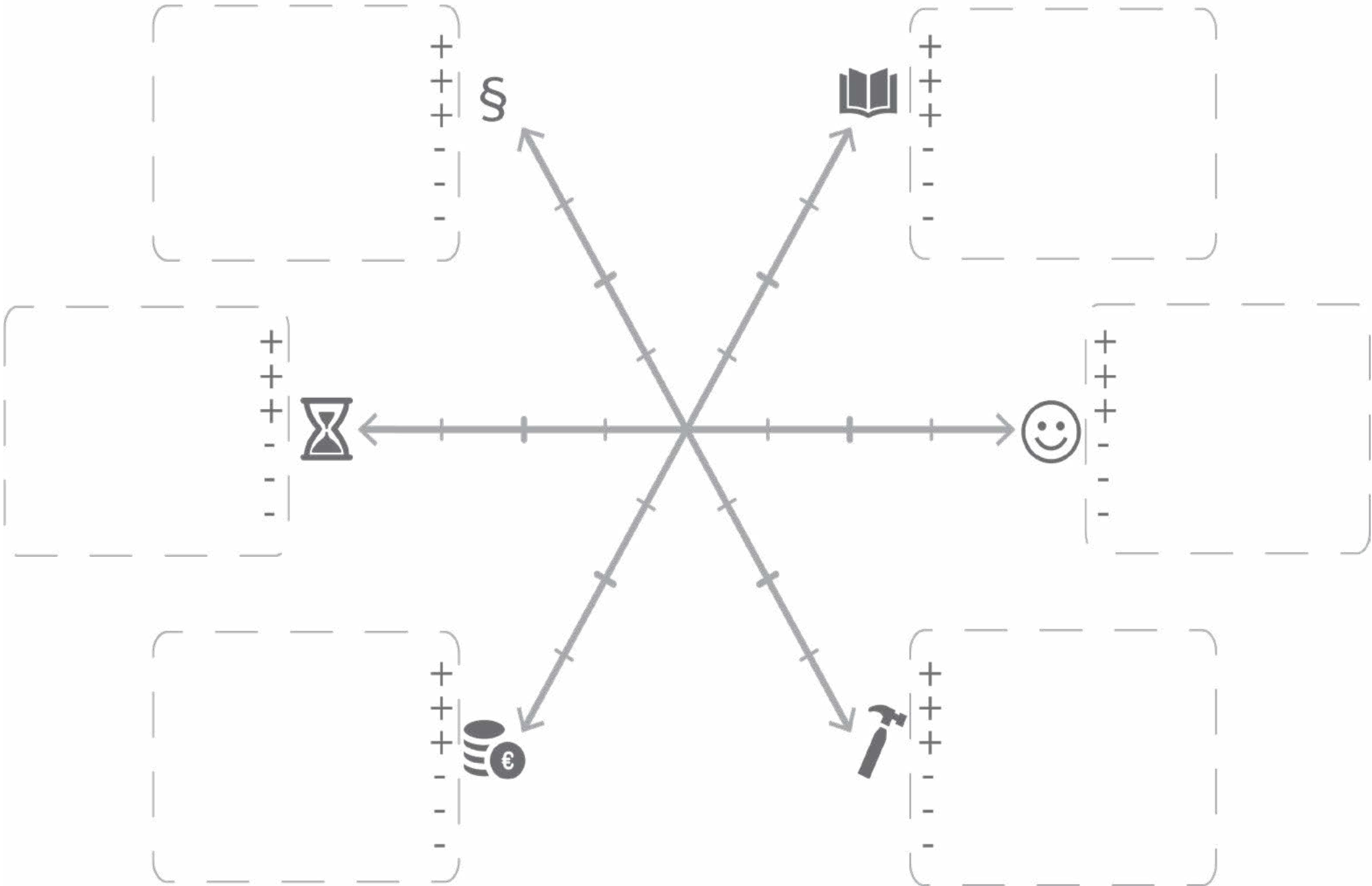
After you have written down the requirements profile in the profiling, you now draw in a different colour the performance profile of your planned approach so far. This way you can see how well it is suited to deal with the specific complexity and make it workable. Depending on where the performance profile deviates significantly from the complexity profile, you should make process adjustments (re-designing). Matching helps you to optimally adapt processes, methods and procedures to the requirements.

In matching, openness is now measured - analogous to the complexity dimensions. The question is: How suitable, i.e. open, is our process design to get a grip on and solve the six dimensions? In order to understand how one arrived at the respective value (0 to 10), note the most important arguments that increase (+) or decrease (-) complexity. A (+) signals an open process when measuring the performance profile, a (-) is an influence that makes the process more difficult.

# Canvas: Profiling & Matching

©ReformAgentur

Team/Date



## Canvas: Re-Designing

In the re-design, we want to map the planned adjustments to your process in a temporal and dramaturgical progression. We will use the image of the flight curve again, which you already know from phase 1 of boarding. You can imagine your project as an aeroplane - or even as an environmentally and climate-friendly aircraft. First the passengers (team, partners...) have to board and the plane has to gain momentum (boarding), then it takes off (take-off), reaches its destination altitude and finally the place it wants to go (transfer). The flight curve is a helpful visualisation of projects: No project simply wants to get from one point to another, but also wants to achieve, move, improve something in the process.... This is how the rise is to be understood. To use the Re-designing Canvas to illustrate the process and flow of your project, ask yourself what needs to happen both upfront and at the beginning (boarding) to build momentum. All three phases are important, but the take-off is the crucial stage, as it is here that you gain height with your project. It is a particularly critical phase in the project in which you should not crash, e.g. because you overzealously overdo it or have lost the drive. In the transfer, you write down what a successful conclusion and transition to the next phase of the project could look like. In this way, what you want to achieve can have an effect, remain and continue to grow.

On the right-hand side of the canvas are central aspects of good project design - apart from levers, these have already been explained in 1.

**Purpose:** What are you doing all this for? Example: The purpose of the neighbourhood project is to create a sustainable, green neighbourhood in the long term.

**Goal:** What specifically do you want to achieve with this? Example: You want the neighbours to start a conversation about sustainability and, at the end of the event, to reach a consensus on what to tackle and how best to get started.

**Approach:** How do you want to proceed? Example: You want to have an open neighbourhood process and not give the impression that only certain opinions are welcome. Nevertheless, you want to find a common goal for the neighbourhood.

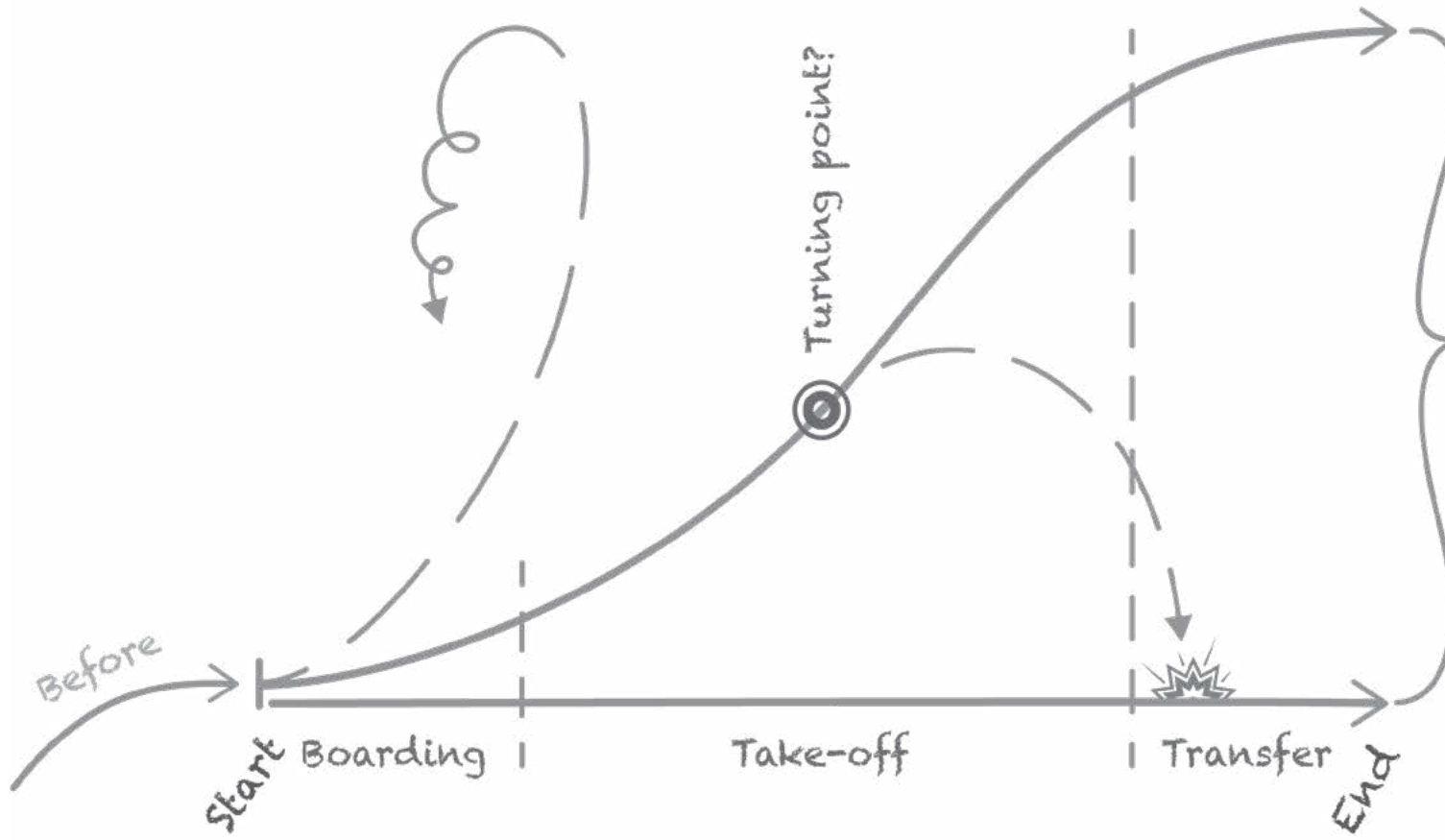
Leveraging is about (see phase 2) what you want to focus on significantly in your approach so that it succeeds in the best possible way. Example: Sustainability should be experienced as something beautiful, sociable and joyful. The whole action should reflect this joy and be self-nourishing.



# Canvas: Re-Designing

©ReformAgentur

Team/Date



Purpose:

Goals:

Approach:

Leverage:

Z.B.

The scenario

The new board is to develop a strategy. To do this, you conduct a toolshop using the meta-matching method. Step two: Profiling: Where is the complexity particularly high? Where should we therefore start?

# Canvas: Profiling & Matching

© ReformAgentur

Team/Datum  
Nordstadt e.V. 7.12

Verlässliche Hilfe,  
 Stadtteilentwicklung  
 wird politische §  
 Flexibel, je nach  
 Bedarf und Möglich-  
 keit.

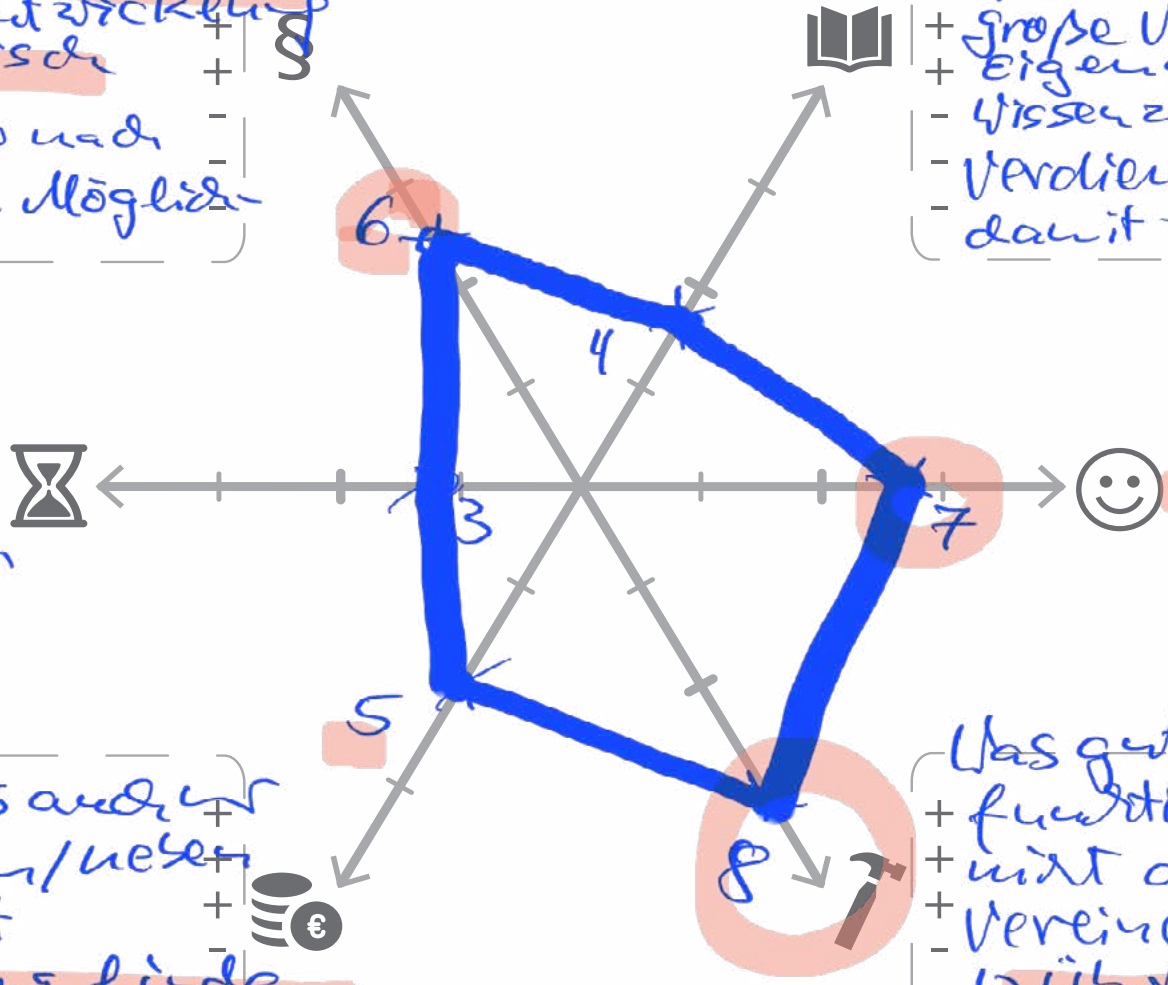
+ Was braucht zivilisiert?  
 + große Vielfalt und  
 + Eigenart  
 - Wissen wie es geht  
 - Verdienen was Geld  
 damit → sind Profis

+ Haben keine  
 Zeit dafür  
 - Jeder bekommt  
 was er  
 braucht & will.  
 - kein Zeitdruck

Schaffen es  
 + selbst  
 + können es  
 + Wer seid ihr?  
 - Offenheit bei  
 - vielen  
 Neugier

Wir machen es auch  
 ehrenamtlich/unter  
 unserer Arbeit  
 ↳ Sponsoring finden  
 so dass wir mehr und  
 beständiger Gelder können.

Was geht in Unt./Org.  
 + funktioniert, muss  
 + nicht auch bei NGOs  
 + Vereinen helfen  
 - ist überfordernd?  
 + Wird es angenommen  
 denn, die es an erster  
 bräuchten?



Z.B.

das Szenario

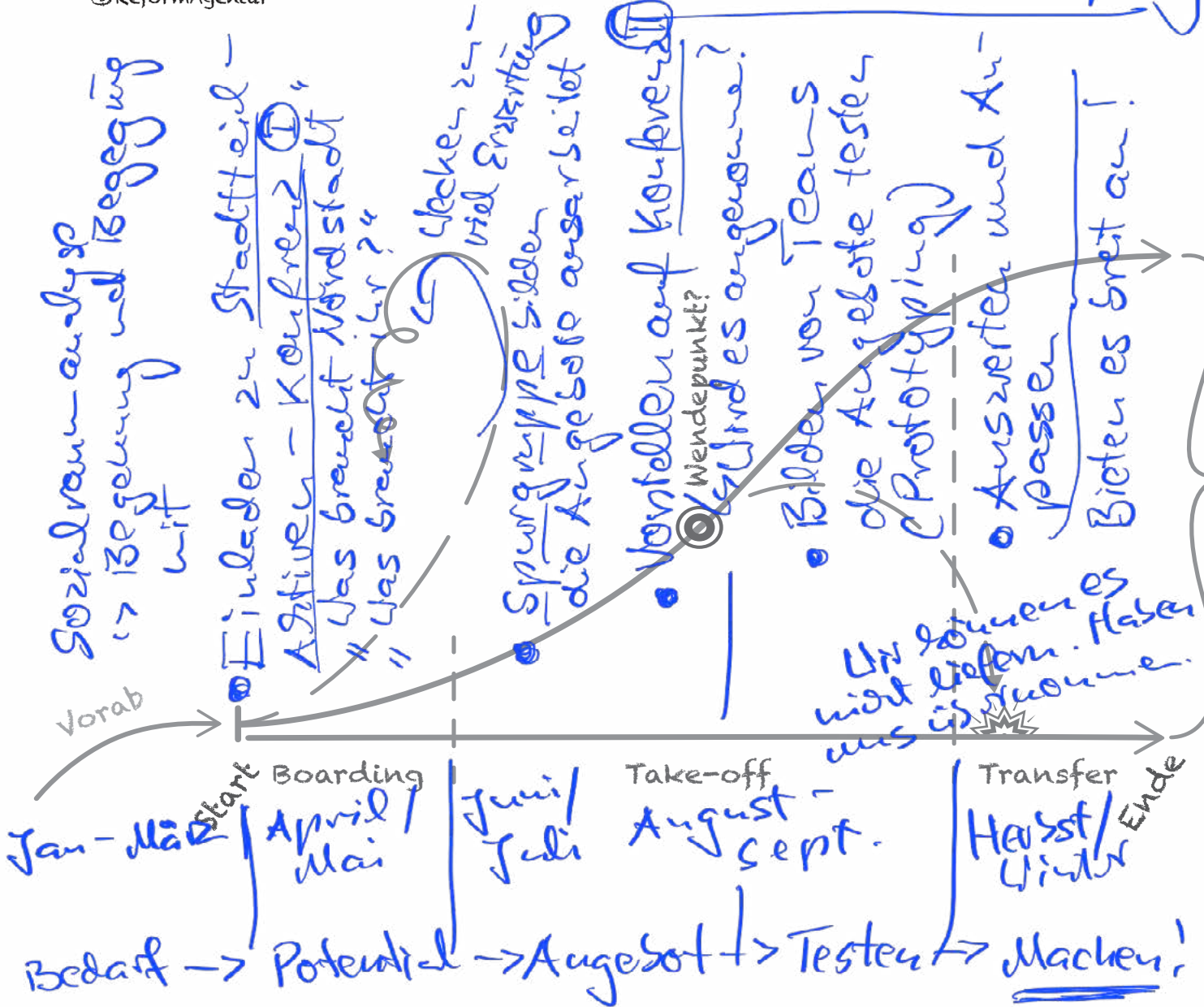
The new board is to develop a strategy. To do this, you conduct a toolshop using the meta-matching method. Step three: Re-designing: How do we proceed so that our offer is really sustainably useful and effective - and we don't overdo it?

Team/Datum  
Nordstadte.V. 7.12

# Canvas: Re-Designing

© ReformAgentur

## Markterschließung



Sozialraum-analyse  
-> Begegnung und Begegnung  
wif

Einladen zu Stadtteil-Aktiven-Konferenz "Was bewegt Nordstadt?" "Was bewegt ihr?"

Spurgruppe bilden die Angebote an der Seite  
Lernen es nicht liefern. Haben wir übernommen.

Vertellen auf Konferenz  
Wendepunkt?  
Wird es angenommen?

Bilden von Teams die Angebote testen (Prototyping)

Auswerten und Anpassen  
Bieten es breit an!

Zweck: Nordstadt blickt auf durch das, was bereits schon an Ideen & Initiativen da ist. Selbstentfaltung

Ziele: Nutzer Angebot ist bekannt, wird angenommen, nachgefragt und hilft mitzutreiben.

Ansatz: Early Prototyping -> laufend anpassen und ehrlich sein, was wir können/wirklich taugt.

Hebel: Train the Trainer -> d.h. wir stärken die Macher und Aktiven

## 5. Team Development

Although you are all passionate about the same thing in your group and united in the same cause, sooner or later there will be a human element. Group dynamics always arise when more than two people meet. Team development can therefore often be painful, but it is full of lessons learned and is even essential for survival. With this canvas you will develop an understanding of yourself and your team - and its dynamics. You can recognise your internal and external conflicts and deal with them in a balanced way in the future or perhaps even prevent them. This is important because you can only do good work and enjoy it if you function as a team! With the help of this canvas, you can recognise blind spots, record dynamics, conflicts and feelings in the team and make them transparent.

Caution. The Canvas should be used in an empathic and mindful way and not for blaming. It is possible that hidden conflicts, dynamics and blind spots will come to light when working on it, which are unpleasant and cause a discharge of tension. However, especially with smouldering conflicts this is necessary and can have a healing effect. It is more useful for working in smaller groups or alone as preparation for a potentially tension-filled meeting.

Affiliation: Inside/outside: Who and what (values etc.) belongs to the team? Who is not in the team but plays a role as an external partner and relevant actor? Who do we (not) want to be part of it?

Proximity: Far/Near: Am I popular and close to the core team or part of it but rather on the fringes, not very popular or even an outsider?

Status: Above/below: How hierarchically or non-hierarchically are we organised? Which values are important to us in the team and which are not? Who is in charge? How overt or covert are these status and power differences?

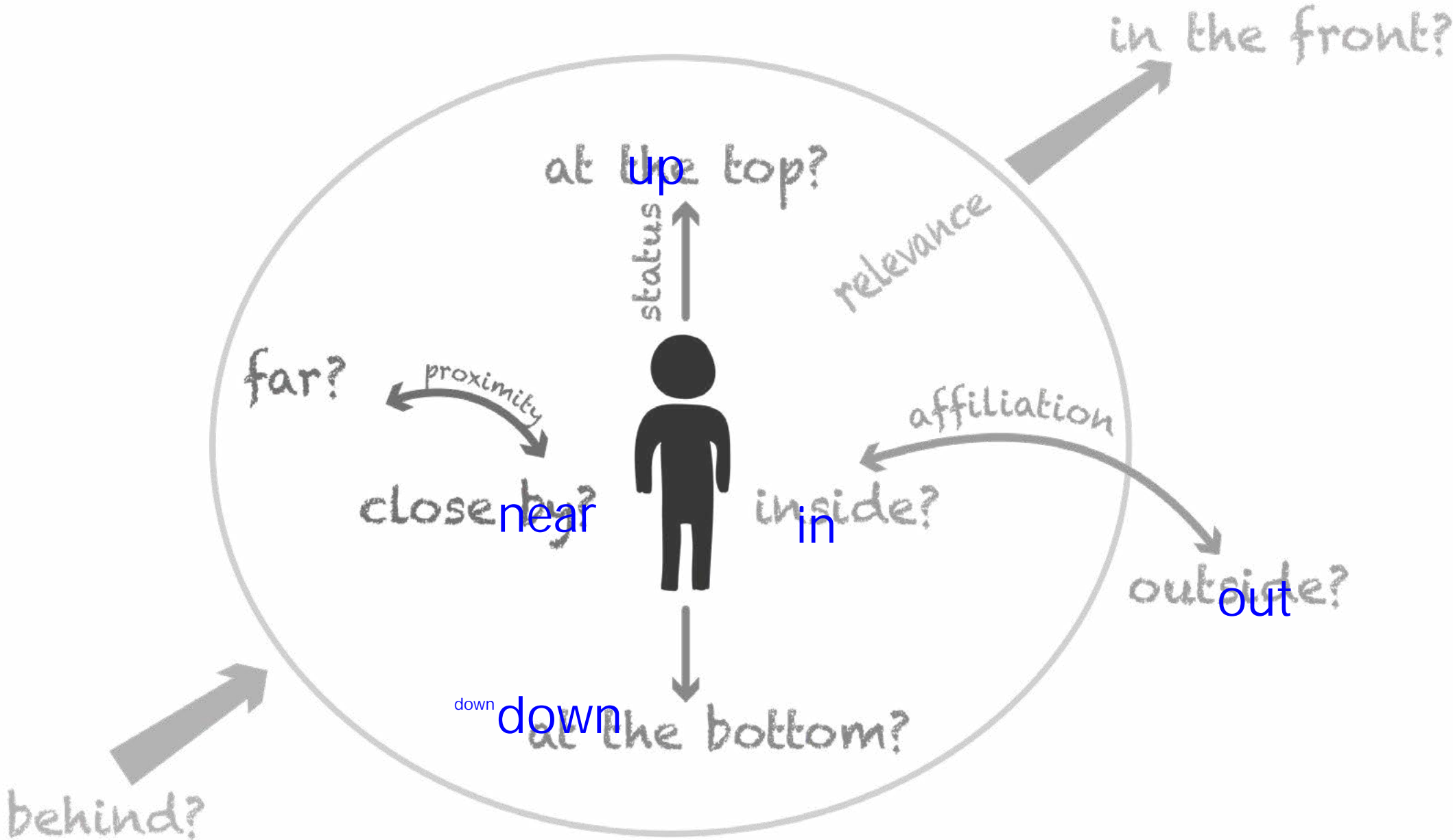
Relevance: Rear/front: Who sets the direction? Who accelerates, who brakes, who dawdles along or behind? Is anyone in danger of getting lost? And where do we want to develop as a team?

These four locating questions trigger almost all emotions, tensions and conflicts in groups, organisations and communities. None of these questions is neutral: We all want to be inside rather than outside, near rather than far, above rather than below and in front rather than behind - even if we sometimes pretend that this is not the case. Despite all this, our canvas is intended to enable a relaxed approach to group dynamics and conflicts. Because they are simply part of any development - and that is a good thing!

# Canvas: Team dynamics

©ReformAgentur

Team/Date



## 6. Strategy Development

### Canvas: Organisational Dynamics

Let's talk about further strategy development - about where you actually want to go, why you want to go there and how you want to go about it. Strategy guides and helps us decide what to focus on and what not to focus on. How do we get where we want to go and at the same time see the hoped-for effects blossom? Again, you will find many similarities to other canvases. However, this additional perspective can give you new insights and ideas. The canvas is primarily about the overall perspective on you as an organisation - even if you are just starting out on a small scale. This canvas serves to develop your project in the long term, i.e. to set you up and lead you sustainably and with reverberation. It focuses on the two core tasks of leadership: taking care of the 'what for' on the one hand and the 'how to' on the other. That is, your values and processes. Both should be pursued attentively and carefully.

The oval (ellipse) is you (your organisation, project etc.). Following the arrow you travel towards your vision. Your project revolves around two centres, both of which are necessary and must function well independently of each other in order for your project to really achieve your vision: On the one hand, there is appreciation: This is about internal and external relationships. How do you treat each other as a team? How do you communicate with partners, guests, clients, etc.? The other centre is value creation: It is not enough that you act appreciatively, you also have to create something (see product in phase 3: your concrete projects, events, services etc.). How do you do this concretely? How do you (further) develop your offers? Two less glamorous, but central aspects for a well-oiled, smooth-running organisation are finances and administration. Here you can enter how you are financed, whether you are well positioned or whether there is a shortage. It is also about how and who takes care of the organisation and administration of your project (rooms, infrastructure, website, etc.).

Your organisation (the oval) is moving like a UFO through space towards a vision (embellished image of the future): What is the purpose, the good that you will ultimately deliver? On the way there, you have various goals, i.e. milestones to reach. You are not only pulled by purpose and goals, but also driven by your past, your mission (Why do we exist? What made us come to life? What is our founding DNA?).

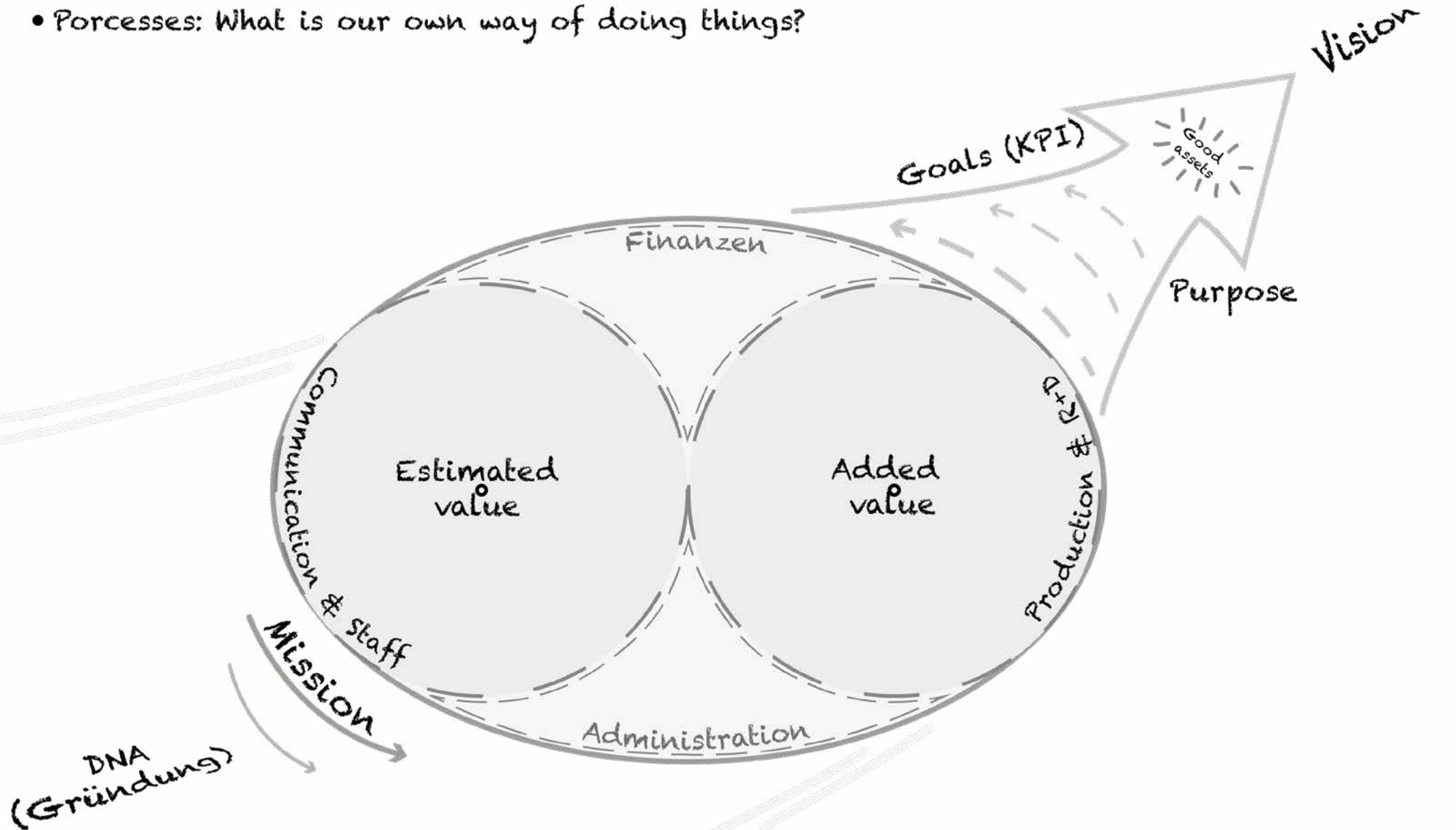
# Canvas: Organisational Dynamics

©ReformAgentur

Team/Date

Leadership = Taking care of values & processes

- Values: What are we here for?
- Processes: What is our own way of doing things?



## 7. Network Development

This field of development is relevant for networks and project groups in contact with close and distant actors and partners.

It is about understanding how you as a network (association, federation, cluster...) relate to various groups and actors, what holds you together and in which direction you are striving. This canvas is a further development and a mixture of the previous two canvases Team and Organisational dynamics and has some similarities. Networks are a mixture of organisation and individual players. You will therefore encounter questions of organisational development as well as group dynamic challenges, which overlap and make networks fragile and exhausting.

The dashed oval is your network, the individual ovals within it are the different, large or small sub-organisations and actors. Feel free to label them, draw others and think about which are closer together, which are bigger or smaller, further in or further out. Is there perhaps a core, a central group, an administration that coordinates and holds everything else together? This canvas can vary greatly depending on the number and nature of the actors in a network. It can be helpful to draw the canvas - tailored to your network activity - on a larger sheet.

Here, too, appreciation (How do we treat each other internally and externally?) and value creation (What do we create? What is our common product?) are central. Also important are the questions of inside? and outside? Who/what should be inside and who/what should deliberately be outside? How do we decide this? From which alternative networks do we want to distance ourselves and with which do we want to work together?

Here, too, the what **for/mission and the purpose/mission**, as well as your goals, play a role. Networks are subject to strong centrifugal and centripetal forces, i.e. they are constantly in danger of falling apart or being dominated by a core. What are these forces? Where are disagreements? Where are differences and problems that threaten your unity? What are commonalities that keep you together?

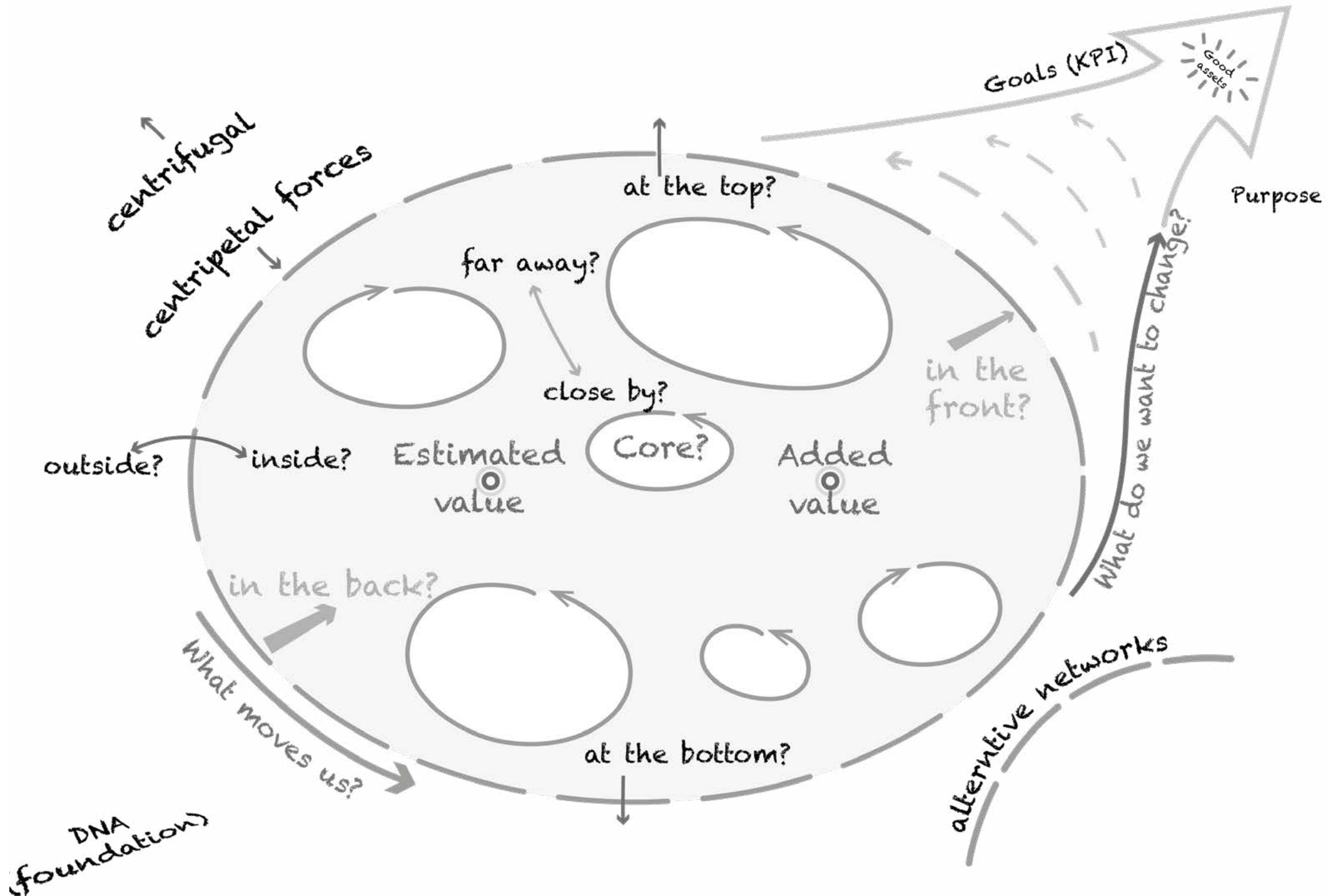
The more the spin "What moves us?" and "What do we want to move?" grips the members, the better we can ensure balance in this field of tension of forces. It's similar to cycling - you only stay stable if you move forward.



# Canvas: Network Dynamics

© ReformAgentur

Team/Date



## 8. Business Development

### Canvas: Business Case

The Business development canvas is a continuation of the Brand development canvas. You are already familiar with some terms that we do not want to explain in detail here. If something is unclear, simply scroll back to phase 3. What's new in this canvas is that it is more concrete about how you are going to get your product - your project - to your target group. Now we focus on the nitty-gritty - on business, i.e. the material, formal, normative and personnel prerequisites for your offer to be permanently and reliably demanded and received. It is about the sustainability of your organisation! How resilient is it? How loaded, i.e. how heavy, can your product (delivery van) be?

After all, this delivery van - full of your great offers - should arrive reliably at your target group.

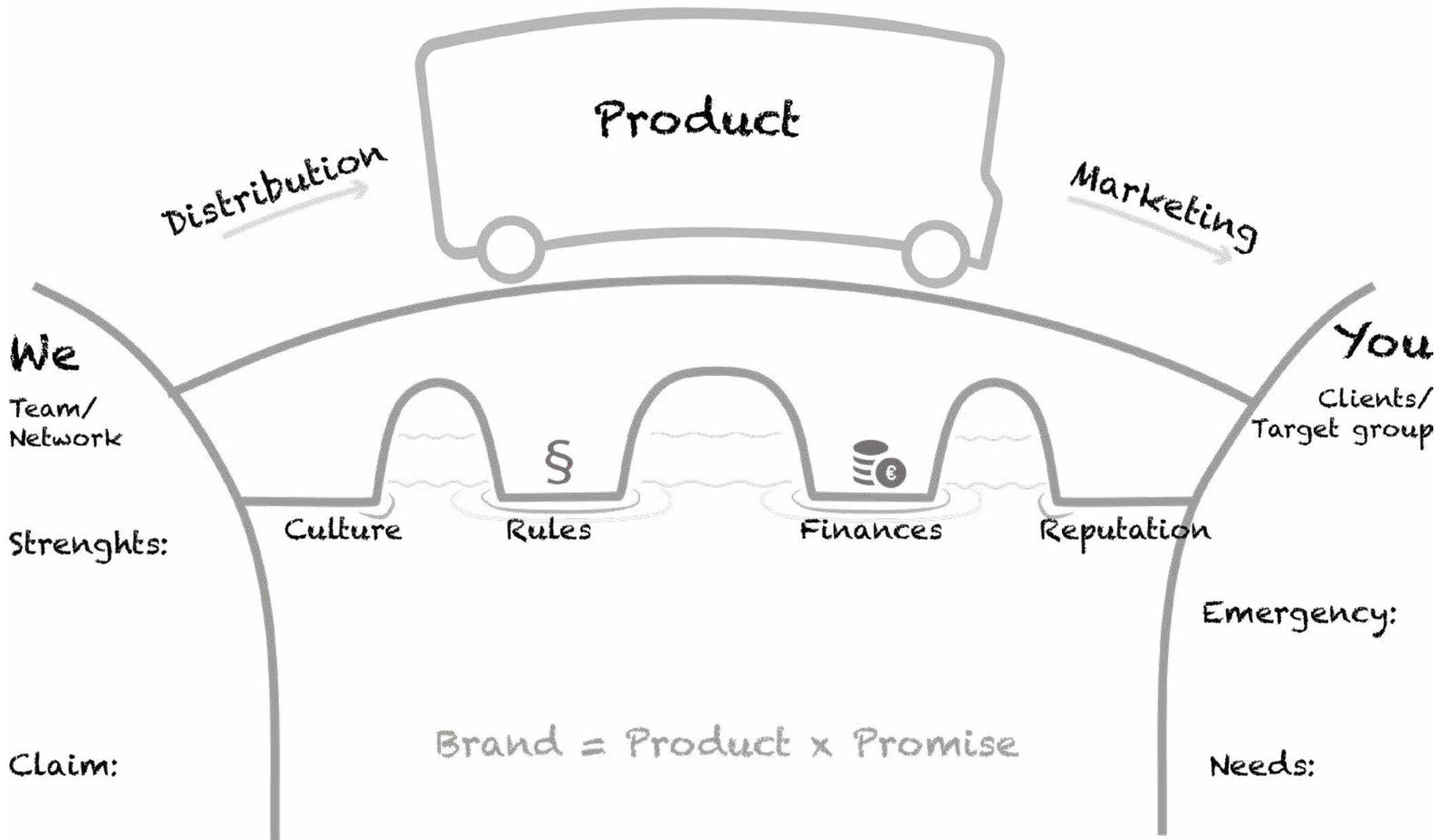
In the 'We' section, you should include everything that makes you strong: Your team (how is it made up?), your strengths (what are you particularly good at?) and your claim (what is your core promise?). When saying 'you', try to really put yourself in your target group's shoes (Who are they? What is their acute need? What could be the underlying needs? Why should your clients and partners ask you again and again?)

The bridge is supported by four pillars: The two hard factors of production: formal rules (legal form, official guidelines) and financial resources (e.g. for staff, technology, rooms). And the two soft factors: Organisational culture (internal and external interaction) and reputation (reputation among clients, partners and the public). If these pillars are not solid, your business case will collapse and with it the drive for a well-functioning, self-sustaining and nourishing - i.e. organisationally sustainable - cooperation.

# Canvas: Business Case

©ReformAgentur

Team/Date



**Z.B.**

The Scenario

When exploring the neighbourhood (social space analysis) it becomes clear that the network dynamics are high. The ideas and reservations of the various actors seem incompatible ... What can still bring you together and drive you forward?

# Canvas: Netzwerkdynamik

©ReformAgentur

aus Sozialraum-analyse/Begehung

Team/Datum  
Nordstadt e.V. 25.2.

Wir sind mit uns selbst schon genug beschäftigt  
Was soll uns dies helfen?  
zentrifugale  
zentripetale  
im Prinzip ja, aber nicht zuviel  
Wir stoppen an unser Grenzen

Marginalisierte & unorganisierte draussen?

Wir unterstützen Agile & Engagierte durch DNA (Gründungs- und partizipative Methoden (systemisch))  
Traditionelles Projektarbeit  
Religiöse Gemeinschaften  
Professionelle Netzwerke



alternative Netzwerke  
Stadtplanungsamt  
Warum gibt es noch keine Stadtteilrat/-Vertretung in Rast?

## 9. Organisational Development

Organisations also need care. People and processes do not function on their own, but need our constant attention - so that they do not burn out or leave the project (employees and committed people) or run hot or empty (processes and structures). Organisational development (OD) revolves around continuous work on the personnel and process-related prerequisites so that people can contribute in a conducive and enjoyable way, and around how and with what they do this - serving the purpose of the whole in the best possible way.

This care for people and the way they interact is crucial to whether projects can reliably deliver on their sustainability promise. Any project that wants to move from a short-term and situational offering to a long-term and transformative impact must become an organisation and therefore address issues of organisational development and leadership.

This is easier said than done. Especially projects that have just been founded and want to make a difference through voluntary commitment and on the basis of a noble transformative aspiration do not want to become an encrusted, hierarchical and oppressive organisation. And they certainly do not want to become an indicator-driven and profit-greedy company. This is why more and more organisational approaches have emerged in recent years that aim to achieve sustainable and effective work both internally and externally. Employees who already look forward to the next working day and enjoy telling each other about the day's work in the evening. Such an offer sounds especially attractive to the young and meaning-seeking generation.

To do a good job in this chapter, we recommend a prior engagement with the canvases on strategy and business development. In the following, we focus on three canvases to help teams move from a sustainability project to a sustainable organisation: The comprehensive, three-dimensional understanding of one's sustainability promise (3D development compass), the recognition of where and how to best start to have a sustainable impact on our environment (Cascade of intervention) and finally the mastering of crises - internal, but especially external, because commitment and work in the field of sustainability **is also acute crisis fighting to still get one's act together** (Crisis governance curve).

## Canvas 3D Development Compass

For a long time, the debate on sustainable development only distinguished between social, ecological and economic sustainability. And neglected the fact that the way in which one wants to get closer to this goal must also be part of sustainability work. Thus, a fourth, political-organisational sustainability dimension was added, which questions how we can deliver our sustainability work willingly and well in the long term (capability to deliver) and react appropriately and quickly to challenges (capacity to adapt). This 4D compass thus takes into account not only the substantive but also the procedural requirements for sustainable sustainability.

During the work in the integrative urban development of Local Agenda 21, it became clear that a vertical, third dimension with two further, rather “soft” sustainability dimensions should be included: The ethical and aesthetic development perspectives. When asked how residents can recognise whether an agenda process has been successful, the four ‘hard’ basic dimensions were joined by the emotional aspects (‘It has become beautiful - I like to show my neighbourhood to guests’ and ‘It has become safe - people know each other, greet each other and feel safe’). Using the six sustainability dimensions, we do not determine the current state, but the foreseeable, jointly assumed development perspective. How will the ecological, social and economic situation develop in the coming years? How well will this district be represented and organised? And how is this expressed aesthetically (beautiful, clean, colourful, lively ...) and ethically (safe, warm, just, integrating ...)?

If an initiative wants to find out where there is a particular need for development, this canvas helps to identify where the respective neighbourhood, city or region has good prospects (green area) and where the prospects are bleak (red). Write down the most important +/- arguments, then note down your assessment on a scale of 1-9 (1-3 red, 4-6 yellow, 7-9 green). Based on these indications, you can now take further action and prioritise. We like to use this canvas in the preparation of participation processes and organisational development processes in order to be able to avoid construction sites and obstacles to long-term and good development at an early stage. To do this, we work in a so-called track group with 3-6 representatives who use this canvas to explore the ‘terrain’ in advance so that they can then work in a more concentrated way during the actual process.

# Canvas: 3D Development Compass

© ReformAgentur

Team/Date

political-organisational  
development

+  
+  
+

-  
-  
-

esthetic development

+  
+  
+

-  
-  
-

ecological development

+  
+  
+

-  
-  
-

economic development

+  
+  
+

-  
-  
-

ethical development

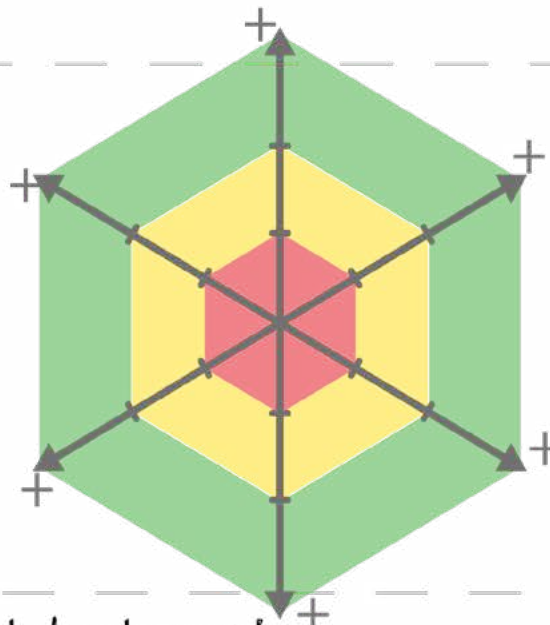
+  
+  
+

-  
-  
-

social development

+  
+  
+

-  
-  
-



## Canvas: Intervention Cascade

Shaping change well and sustainably also means being fit as an organisation. But often organisations are not well positioned for this. Making the organisation fit is a crucial leadership task. But where and how do you start? With the previous canvas, you see the strategic focus - but how do you implement it internally? How do you change the way you work, your actions and attitudes? That's what this canvas is for! (It is well suited for preparing and conducting team retreats for OD)

Logic: The behaviour of yourselves, the team and the individuals with all their characteristics, imprints and their dignity (creature) creates the impact on the outside (nature). You surely want to work well together and in the sense of your purpose and for the benefit of the target group and reap good fruits. If this is not the case and if bad fruits (negative feedback, non-circular processes) multiply, a change process is worthwhile. Tip: By filling out the canvas on a regular basis, you can monitor the development of your organisation.

It would be ideal, therefore, if you could simply change everyone's behaviour so that everything is good. But it is not that simple. If you want to sustainably shape the behaviour of your employees, you have to align the culture accordingly. Because culture shapes behaviour. What is your working culture like? Does it correspond to your promises (beneficial) or does it counteract them (obstructive)?

However, culture cannot simply be rewritten or instilled. It is shaped by emotionally positive or negative experiences. So emotional experiences should be made that reinforce beneficial values - for this you need a good structure in everyday life. How can you take a closer look at these structures and adjust them accordingly?

By asking yourself how your ways of working are working and involving stakeholders. Get feedback not only internally, but also externally from your most important partners and clients. For this you need procedures, i.e. methods of moderation and intervention, **of which there is now a wealth** (you can find the right one with the meta-matching method).

To be able to take these steps of organisational development with your group, you need a leadership that is able to develop a participative and agile architecture for the change process. It is important that the source of your motivation (Why am I doing this?) is not lost. This can easily happen with too many interventions.

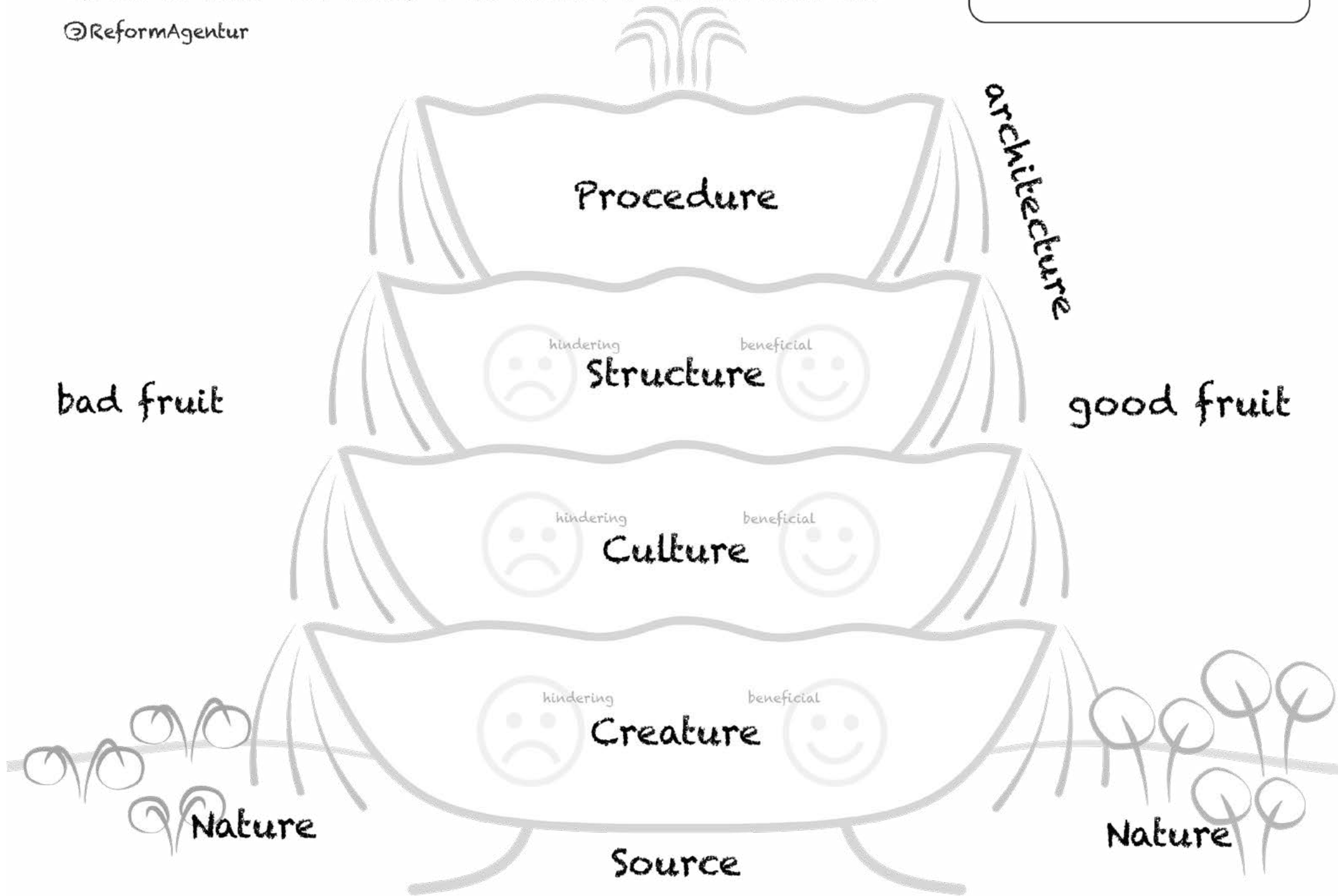
How do you fill it in? First enter the source of your motivation, followed by the fruits, and then work your way up from the bottom. Afterwards think about measures (procedures) to make the well work again (architecture) so that your environment (nature) can flourish.



# Canvas: Intervention Cascade

©ReformAgentur

Team/Date



z.B.

The Szenario

It becomes clear that you need a common agenda for your neighbourhood. In other words, a district development process that involves politics and administration. In a track group made up of **representatives of the local actors**, you want to find out where things are **really 'burning' in the Nordstadt**.

# Canvas: 3D Entwicklungskompass für die Nordstadt

© ReformAgentur

Team/Datum  
Spurgruppe 3.3.

## politisch-organisatorische Entwicklung

- + (Viro-) D.h. es tut sich
- + z.B. Neuzugezogene
- + organisieren sich
- sind im Stadtrat nicht vertreten
- kein Stadtteil-Rat
- Unbruch der Vereins-szene, kein Zusammenhalt nach oben/außen.

## ästhetische Entwicklung

- + bunt, vielfältig
- + multikulti
- + moderne Infrastruktur
- keine "Perlen" im N. d. H.
- schöne Plätze, Gebäude-ensembles, wenig einla-
- dand

## ökologische Entwicklung

- + Fabrik hat geschlossen
- + keine Industrieas-gase mehr
- + guter ÖPNV, Radwege
- zuviel Autos
- zu wenig Parks
- Hitzestau im Sommer nehmen zu
- mehr Gärten/Bäume

## ökonomische Entwicklung

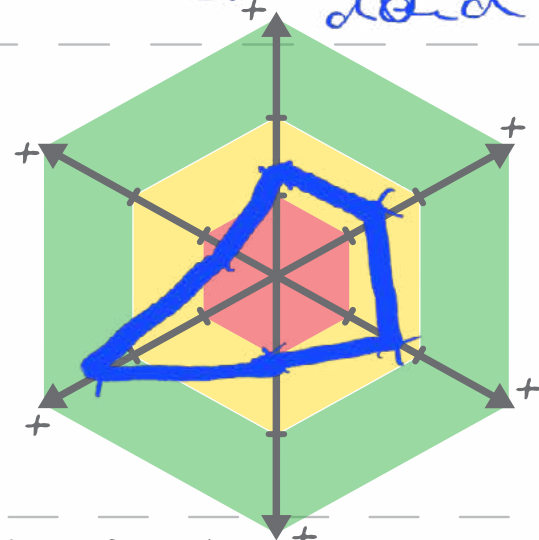
- + Start-up-Szene
- + bislang günstige Miete
- + > doch diese explo-dieren zuletzt

## ethische Entwicklung

- + man läßt sich in Ruhe
- + Kriminalität gelut (noch)
- + grüßt + kennt sich nicht
- Wadts an wohl (abstran)
- Wer es sich leisten kann
- schiekt sein Kind zu wanden in die Schule/zieht z.B.

## soziale Entwicklung

- + Straßenfest
- + Nachbarschaftshilfe
- + Kinderbetreuungs-angebote Schulen...
- Arbeitslosigkeit
- Gentrifizierung
- geringe Integration von Migranten aus ...



## On crisis and governance

In the crisis we show our true face and have to prove what we are made of! **We often see that in the face of acute threats**, the state and the leadership show their authoritarian face; command and forbid). **This way shows mistrust and disenfranchises the citizens** - it is questionable whether a directive, controlling and commanding style of intervention is really the best, the most sustainable and the most appropriate leadership style to master our crises? How can we get everyone in an organisation or community to perform at their best? Can we perhaps approach a crisis in such a way that we are even better off afterwards than before? That in retrospect we are even grateful for this (involuntary) downward slide, as it has enabled us to become stronger, more united, wiser, more focused, etc. - in other words, to master the crisis in a sustainable way?

This is what crisis governance is all about: How can we tackle massive and threatening challenges beyond existing organisational forms, rules and instruments? A crisis begins when we (as a person, organisation or nation) have to sail **beyond our comfort zone**, when the usual routines and available resources are not sufficient and we are overwhelmed. Governance is the answer to this, because governance begins where organisations or communities want to solve a problem beyond their own possibilities and competences, for example when power and money are no longer sufficient or helpful. Governance is always participatory, inviting, inclusive - it activates and coordinates beyond the existing.

Crisis governance is dedicated to awakening and aligning the crisis management potential of an organisation. It enables us to show what we are really made of. To do this, we want to manage the move from a reactive to a pro-active and from a directive to a co-creative mode of working together - across borders, sectors, cultures and milieus.

1: Governance, wie Government kommt von lat. Gubernare; dem Steuern eines Schiffes. Governance ist also Navigationskunst unter widrigen, unbeherrschbaren Umständen. Krisen – Stürme, Untiefen, Piraten, Meuterei – sind da immer schon mitzudenken.

## Canvas: Crisis Governance Curve

We distinguish between 3x3+1 modes (i.e. 10) of crisis governance, which are oriented towards the question: How do we get into the crisis well, get through it quickly and come out of it stronger, so that we are in a better position afterwards than before?

### Into the crisis (Modus 1-3)

1. **Reactive preparation for arrival.** How do we frame the crisis? **How do we call it out?** How do we switch to crisis mode?
2. **Proaktive communication**, so that the resilience forces are awakened and directed towards what is critical and decisive.
3. **Creative coordination**, awaken and bring together what ideas, solutions and resources lie dormant within and between us.

### Through the crisis (Modus 4-6)

4. **Co-creative collaboration**, because we can only do it together and need participation for maturity and personal responsibility.
5. **Consultative co-decision**, because it is precisely fundamental decisions that we should weigh up and make together.
6. **Vitalising rekalkulation**, because our value compass must be continuously readjusted and strengthened in the crisis.

### Out of the crisis (Modus 7-9)

7. **Reflexive reprocessing**, because mistakes lead to injuries and injustices that want to be healed and compensated for.
8. **Regenerative revisioning**, because the crisis will only be overcome when we can look to the future again with confidence.
9. **Rehabilitating celebration and commemoration**, to honour to whom honour is due. We also pause together and give thanks.

### And well beyond that (Modus 10)

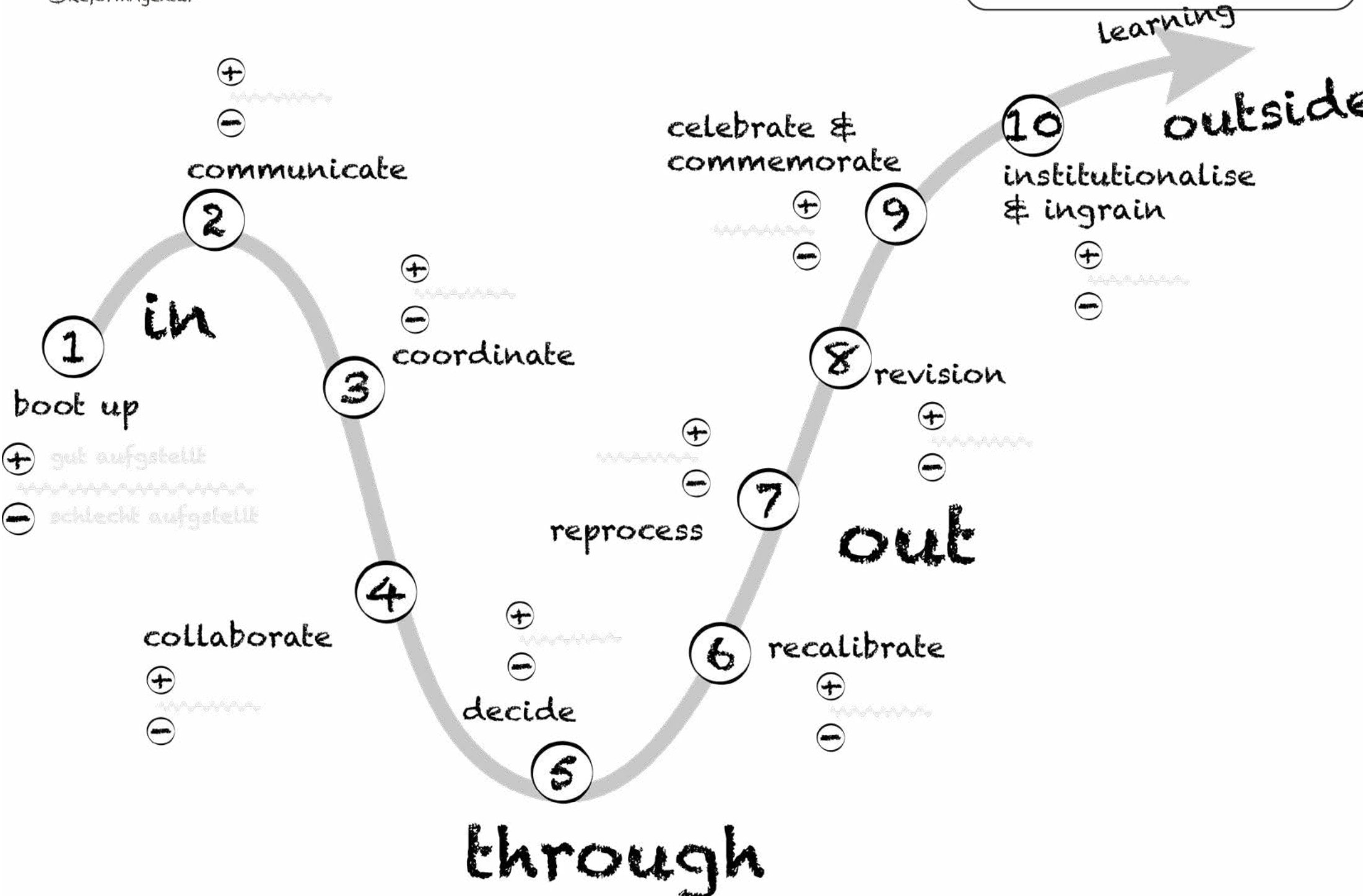
10. **Sustainable Institutionalisation:** How do we ensure that we become+remain crisis resilient in the long term?

When working with this canvas, you do not need to think about what you have done (evaluation) or could do (planning) for all 10 modes, but first consider where you are currently on the curve. What has been done well/badly so far (*note: use traffic light colours green, yellow and red*) and how well equipped do you think you are for the upcoming steps of joint crisis management? You can collect and assign ideas on sticky notes that you can use for evaluation and planning. Want to know **more about crisis governance**? Simply take a look at [www.lernende-demokratie.de/de/krisen-governance-etablieren](http://www.lernende-demokratie.de/de/krisen-governance-etablieren)

# Canvas: Crisis Governance Curve

©ReformAgentur

Team/Date



z.B.

The Szenario

The work of Nordstadt e.V. enters an acute crisis: a pandemic paralyzes public life. Many fear for their livelihoods and wonder how to navigate this extraordinary situation. You form a crisis team with representatives from all sectors.

How do you proceed? Where do you start?

Team/Datum  
Krisenstab 4.5.

### Canvas: Krisengovernance-Kurve

© ReformAgentur

Wie kommen wir als Nordstadt  
gemeinsam gut aus der Pandemie?



## 10. Democracy Development

Why does the topic of democracy development appear in such a DIY toolbox for primarily social-ecological initiatives? Is that not too much of a leap? Should we not concentrate on simple, tangible eco-social projects instead of trying to change the rules of our social-political system? No! For one thing, you are probably already politically active, because politics already begins when a project goes public, i.e. when it tries to win others over to its cause. And secondly, democracy does not only take place at the level of power and offices, parties and parliaments, governments and administrations, but encompasses, conditions and shapes all areas of life of every individual. We are seeing this all over the world: When democracies fail, it can quickly become a matter of life or death, freedom or surveillance.

In addition, democracy is the form of polity in which we together have the chance to make our world a little better every day. Issues of sustainable development and our democratic development are interdependent and mutually dependent. But at present, our democracy is only partially ready for shaping transformation and mastering crises.

We can no longer meet the challenges of the 21st century with political instruments of the 20th century. Just as organisational development is concerned with ensuring that cooperation within the organisation meets its own demands, democracy development is concerned with ensuring that we as a society work better together, recognise problems more quickly (which we want to tackle together) and then develop, decide on and implement solutions for them - and thus be able to solve the crises of our time in a sustainable way.

The interdependence of democracy and sustainability development means that sustainability projects also bear part of the responsibility for safeguarding and further developing our free form of social cooperation (democracy) based on the principle of equality. The following canvases show where and how. On the one hand, they help to locate projects in the political cycle and, on the other hand, support you in finding out where the need for strengthening our democracy is currently greatest.

## Canvas: Participation Cycle

Problem-solving processes are often depicted as a cycle. The cycle depicts typical phases of a democratic participation process that are worth keeping an eye on. **The waterline is symbolic of the iceberg, where, as is well known, the largest (and decisive) part lies below the water surface and often does not emerge in our democracy.**

On the structure: Every political process begins and ends with a decision: At the beginning, a decision is made to go public with a private concern/displeasure (beginning left arrow). The displeasure ends only when the impression prevails that it is now solved (tip right arrow). There are two core processes. The left arrow shows the upstream and the right arrow the downstream participation process. At the top of the § symbol they meet, because here, too, a decision is involved: No matter how long the issue has been activated and informed, jointly deliberated (consulted) and decision proposals formulated - before it goes into implementation (right arrow), a collectively binding decision is needed (in parliament or as a referendum). Participation can and should also play a role in implementation. For example, in concretising, i.e. breaking down what has been decided so that the implementation can be jointly planned and realised. Finally, joint evaluation helps to make the implementation satisfactory in the long term.

There is also an inner circle that takes place below the 'water surface'. These are informal forms of participation that do not aim to regulate something by law or regulation, but rather take on the matter themselves in civil society. Civic engagement and citizen participation are actually the same thing. However, people often speak of participation as a very narrow concept - the tip of the iceberg, i.e. influencing decision-makers in politics and administration. However, a vibrant and strong democracy also rests on the many shoulders of those who are active and is supported by participation and engagement that takes place on a daily basis, on a small scale, at all levels and across all milieus.

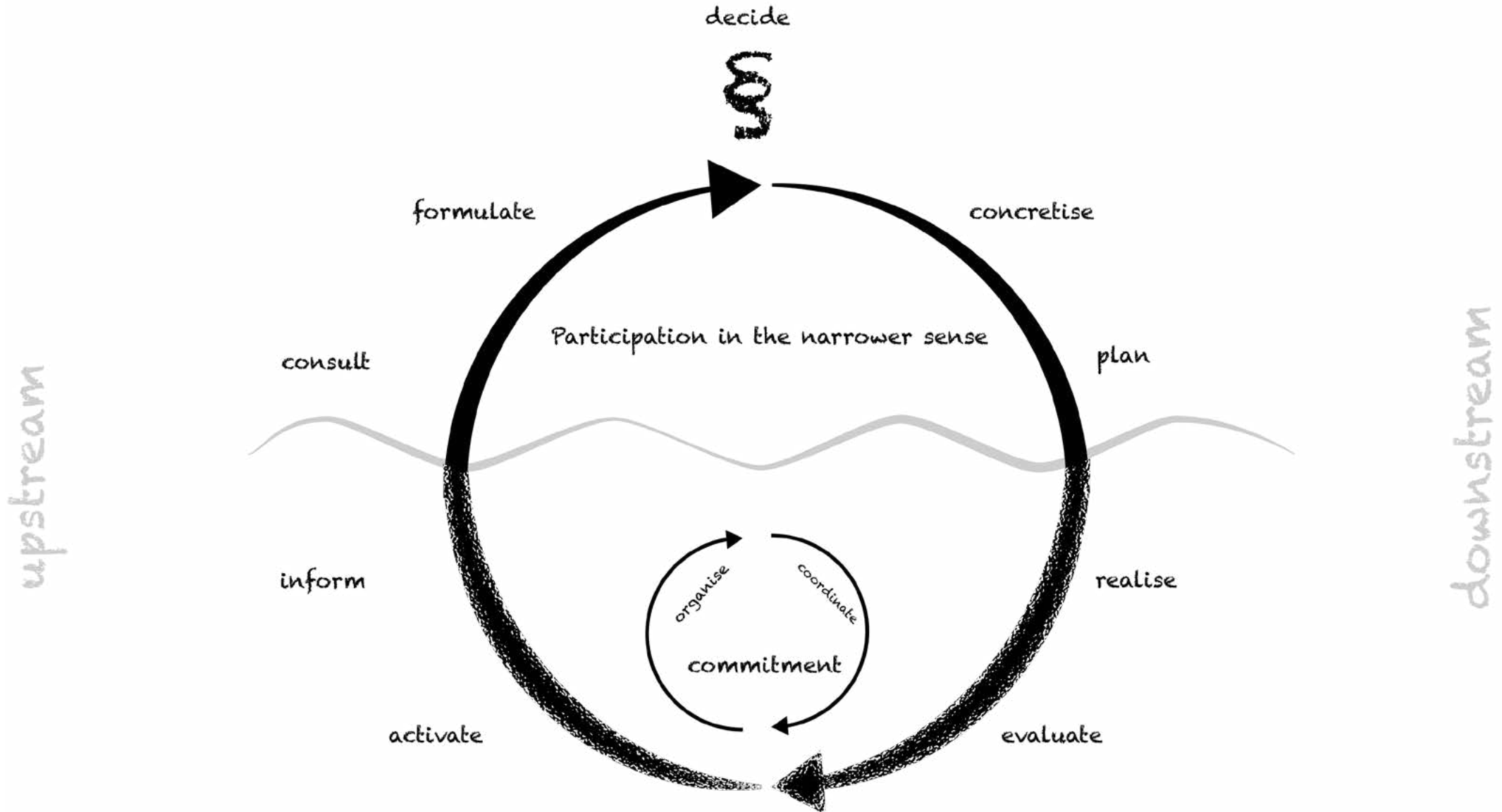
So you can use this canvas to locate your project. Where do you want to have an impact? How far do you want to go? Or you can use it to plan your own participation process - there are plenty of participation processes for each of these phases - because it is good to know where you want to enter the cycle and have your say. You can find **lists** of relevant tools at: <https://www.lernende-demokratie.de/de/procedere-verbund-0>



# Canvas: Participation Cycle

© ReformAgentur

Team/Date



z.B.

The Szenario

Because of the great work of the association, **the city is reacting**. The city council has decided to conduct an official district development process and you are part of the planning group. How far should the participation process go? And which participation processes should be used?

# Canvas: Beteiligungskreislauf für Start in den Stadtteilentwicklungsprozess

Team/Datum 16.7.  
Planungsreis

↳ Ziel: Empfehlungen für Stadtrat erarbeiten

- ⑥ Realisierungsmatrix durch Verzahnung
- ⑤ Stadtteil Bürgerrat

Entscheiden  
§  
Was ist Beteiligung?

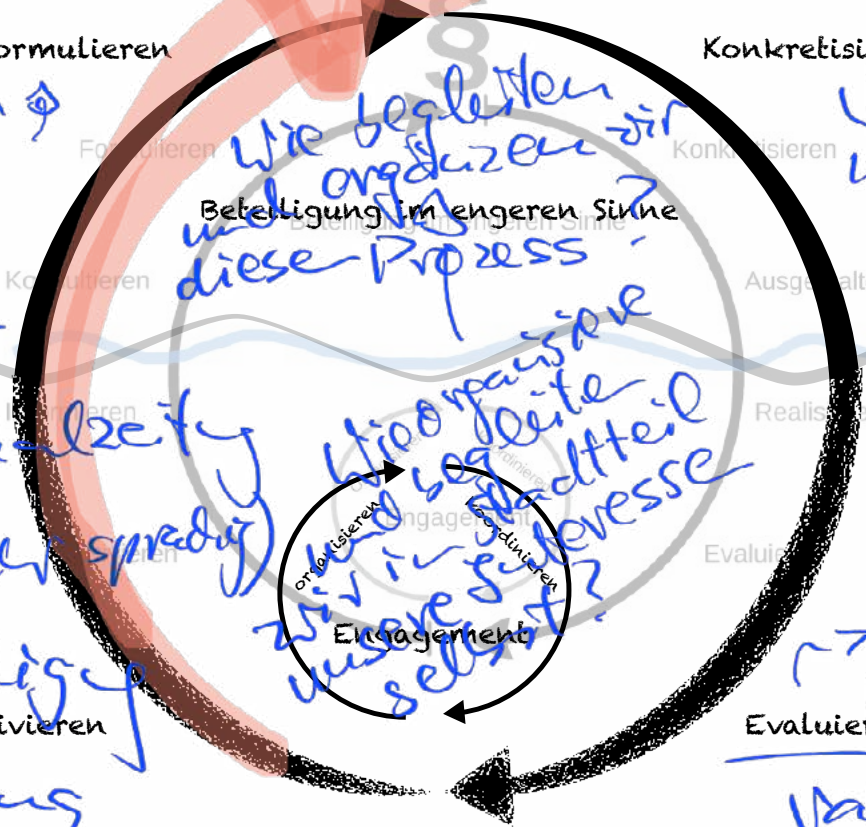
Stadtratsitzung  
(Warum nicht mit Bürgerentscheid verbinden?)

④ Auslösen für

③ Stadtteil Bürgerkonferenz

② Nicht nur über Lokalzeitung  
↳ Briefe an alle Hauskatte (und Sprech)

① Aktive Beteiligung z.B. durch Anzeitsplanung



Vie röhren Anzahl-ker mit eingebü- den werde?  
↳ auch bei der Umsetzung!

↳ aktivierende, partizipative, regelungsbildend, Validierung wäre wichtig, ↳ Wie?

wachgeschaltete

## Canvas: Democracy Polity

Democracy is more than elections and politicians. It can only succeed if the whole society and its environment are involved. In the canvas Democracy polity we visualise this in a flow chart: Our democratic society is like a big garden that needs to be watered. The water in our garden and in our democracy must flow - analogous to communication and participation. If the water reaches the farther corners in the process, our society can best flourish and bear abundant fruit - not only for our generations, but also for distant and foreign generations.

In the democracy model, there are 12 interfaces, i.e. switches and locks, which are particularly important for the sustainable functioning of our democracy. But there is a gap to be bridged that has been deliberately built into our political model: We (or the people) are formally the sovereign (e.g. Art. 20.2 in the German Constitution), but we relinquish this power when we vote. The task of parties, associations and the media is to help bridge this representation gap in between elections - but this does not always work well and is not enough. The flourishing of a democratic society does not depend solely on passing good laws (§), but needs many more forms of cross-societal cooperation (co-production of common good).

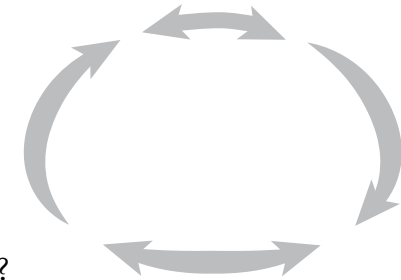
*When and how can this canvas be used? To make your project more politically relevant and to get involved where our democratic value creation process needs support. How? By discussing and marking where participation and collaboration is working well/ poorly in your community: Where does it falter (red) and where does it flow (blue)?*

Democracy polity is concerned with enabling the complex interplay of all actors and interfaces to succeed sustainably and well. This is not only about focusing on the political cycle in the narrower sense - i.e. the smooth functioning of the political opinion-forming and legislative processes (interfaces 1-4). Rather, detours should be taken to include those who are too close or too far from power (interfaces 5-7). For a sustainable development of our community, however, we must also look outwards - into the distance and into the future (interfaces 8-11). But how can we succeed in involving future generations, for example? In our multi-layered democratic cycle, making sure that everything functions well and is continuously improved is the core task of sustainable politics.

## Canvas: Demokratiepolitik

Das Gestalten von Demokratiepolitik ist eine wichtige Aufgabe, die uns alle – also auch jede Nachhaltigkeitsinitiative – betrifft und fordert. Mit Hilfe dieses Canvas könnt ihr folgende Schnittstellen im Blick behalten und euch entsprechend mit eurem Projekt positionieren:

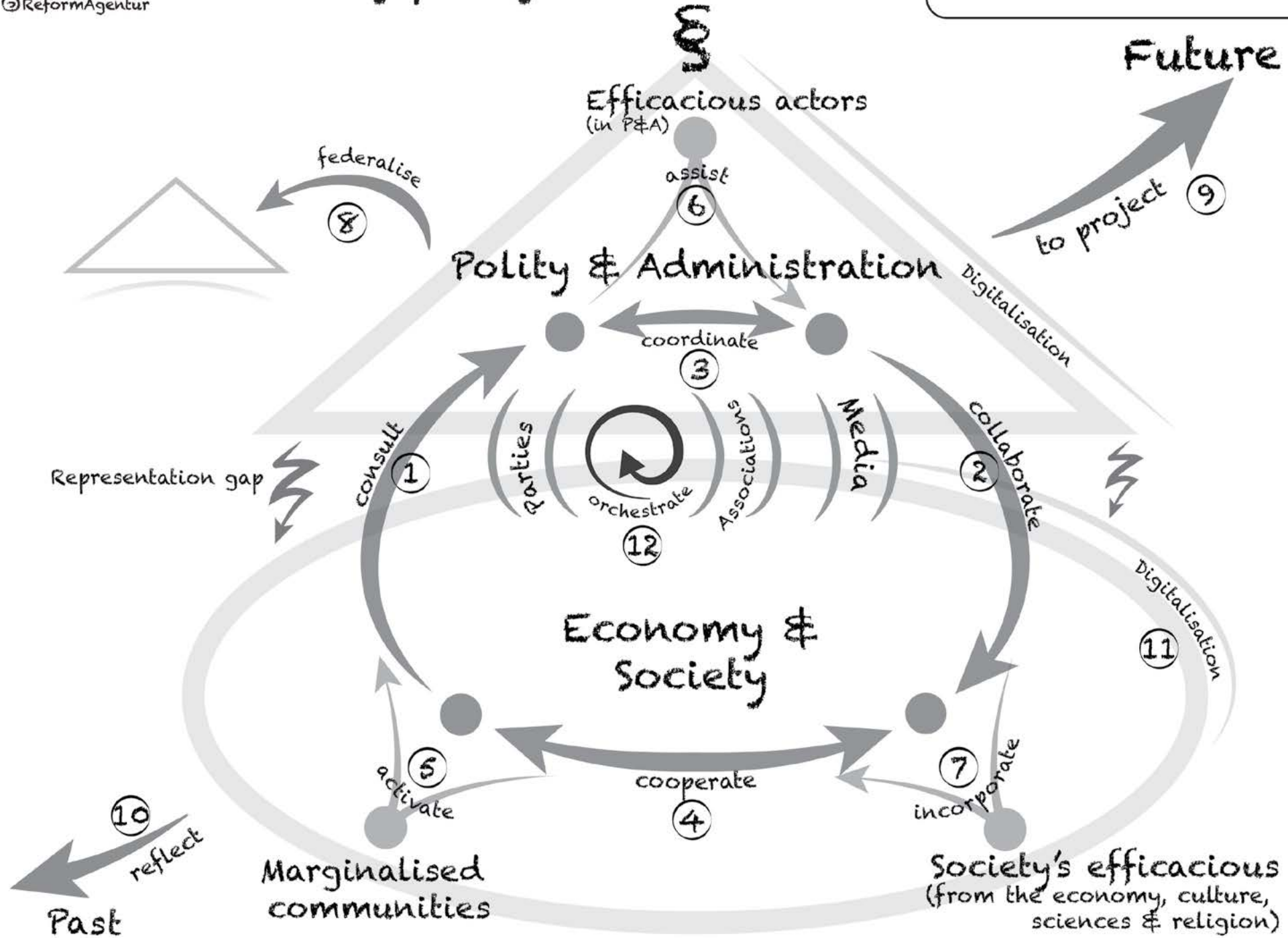
1. **Consult** ∞ (*upstream participation*)  
How do we get our concerns on the agenda? How do we make our voices heard?
2. **Collaborate** ∞ (*downstream investment*)  
How do we learn about and become involved in policy implementation?
3. **Coordinate** ∞ (*intra-administrative cooperation*)  
How do administrative units and state organs work better together?
4. **Cooperate** ∞ (*interplay within the society*)  
How do we tackle problems ourselves, without the state, through our commitment?
5. **Activate** ∞ (*Inclusion of marginalised / underrepresented*)  
How do we reach those who do not / cannot come on their own?
6. **Assist** ∞ (*Involvement of political/administrative leaders*)  
Wie gelingt die aufrichtige und verlässliche Beteiligung der Mächtigen?
7. **Incorporate** ∞ (*Involvement of the powerful in business, media and society*).  
*Assist as with 6., only related to the powerful in society!*
8. **Federalise** ∞ (*regulating the vertical interplay*)  
How do the political levels work better together across borders?
9. **Project** ∞ (*intergenerational foresight*)  
How do we bring the future into our decisions today?
10. **Reflect** ∞ (*tradition and homeland in view*)  
How do we deal with the past in a mindful way and learn from it?
11. **Digitise** ∞ (*Shaping digitalisation*)  
How do we use digital opportunities in a way that they become a blessing?
12. **Orchestrate** ∞ (*development and overall coordination*)  
How is the interplay of all these interfaces maintained and improved?



# Canvas: Democracy policy

@ReformAgentur

Team/Date



z.B.

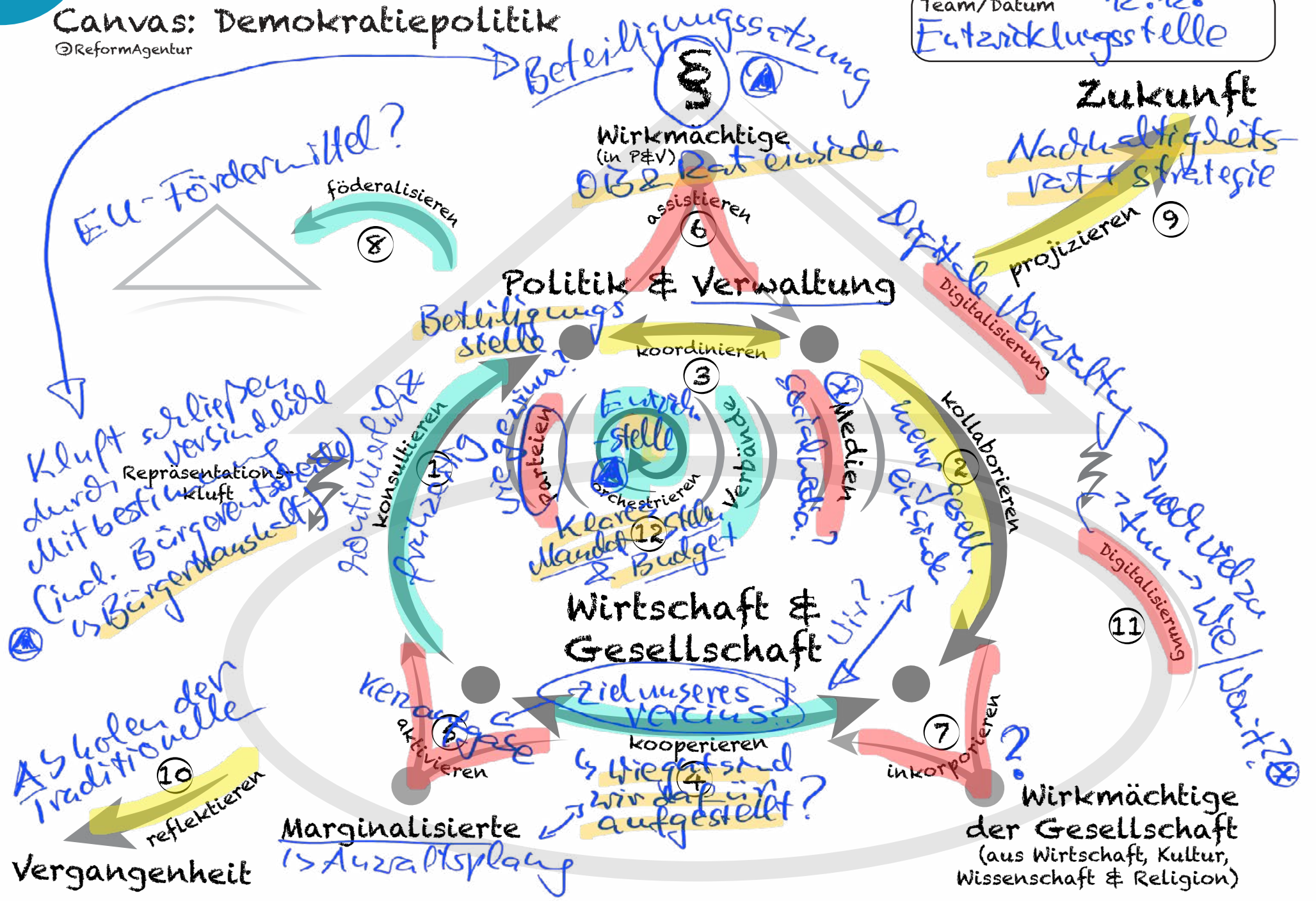
The Szenario

The participation process made it clear that there is a need for sustainable, comprehensive democracy development in the Nordstadt. An intersectoral neighbourhood development office should take care of this. Which interfaces and bottlenecks should it focus on?

Team/Datum 12.12.  
Entwicklungsstelle

# Canvas: Demokratiepolitik

© ReformAgentur



# 11. Project Coordination

With this final canvas, we want to support and consolidate the transfer.

We depart from the question of how you can now put into practice what you have recognised and decided. Change is not quick and easy: it requires consistency as well as a willingness to learn and adapt - in other words, an agile approach. The canvas: Project Coordination is intended to help you coordinate the strategic measures you defined when working on the development canvas. It draws on much of the other canvases, so if you are unclear, **just flick back** through the previous pages.

The canvas combines three necessary ways **of looking at things so that an idea can become an effective work:**

- 1. Strategic direction (What for? ... vision-mission, values ...)**
- 2. Business case (what for whom, by what? ... team, customers, resources ...),**
- 3. Agile project coordination (what exactly, when, with what? ... focus, offers, actions ...)**

In height, this canvas is built as a bridge structure (see phase 3 and 8) (team/we below, target group/you above - the product in between). All lines converge at the 'what for' (purpose/vision/mission), because this should not be lost sight of in all activities. As each activity progresses, your action paper slips (it is best to use sticky notes that you can easily reposition) move from left to right.

The canvas thus brings together the different strands that are important for your project, helps you to keep track and align your approach.

## Canvas: Project Coordination

### The fields and terms in detail:

All strands are aligned with your vision (how do you want the project to change the future and what does it look like?) or mission (where does your project come from? What drives you?). Vision & mission together make up the purpose (what are you doing this for?). Above everything is the brand formula (p. 22/23): This should always remind us what the promise is that we want to fulfil.

Target group strand: Who is your project for and how do you make them aware of you? Enter your target group and their needs here. In addition, you can state here whether and how you want to advertise in order to better reach the target group.

Product strands: Here you list your offers/products and the respective goals that you link to them. Collect individual actions on the left and move them along the line to the top right as you progress - you will get closer to your goal and vision/mission! Leave achieved goals hanging until the next 'harvest festival' close to the vision/mission. This way you can see how individual actions are developing, which ones are moving forward quickly and which are faltering.

Team strand: This is about you. Enter the different roles you have (e.g. who is responsible for the administration), assign them to the respective persons and enter your partners. In addition, you can list the resources (financial, etc.) you have at your disposal, where they come from and which ones you could get in the future.

Basic values strand: This is about your shared core values. What are they? What change in values do you want to achieve? What conflicts could arise or already exist because of your values - in the team, with partners, etc.?

Context strand: This strand is about the environment, society and the temporal framework in which you operate with your project. What are trends and developments that may or may not benefit the project? What are the disturbances in your environment? What course does this set for the project: How do you want to respond to them, can you solve problems or use developments for your own benefit?

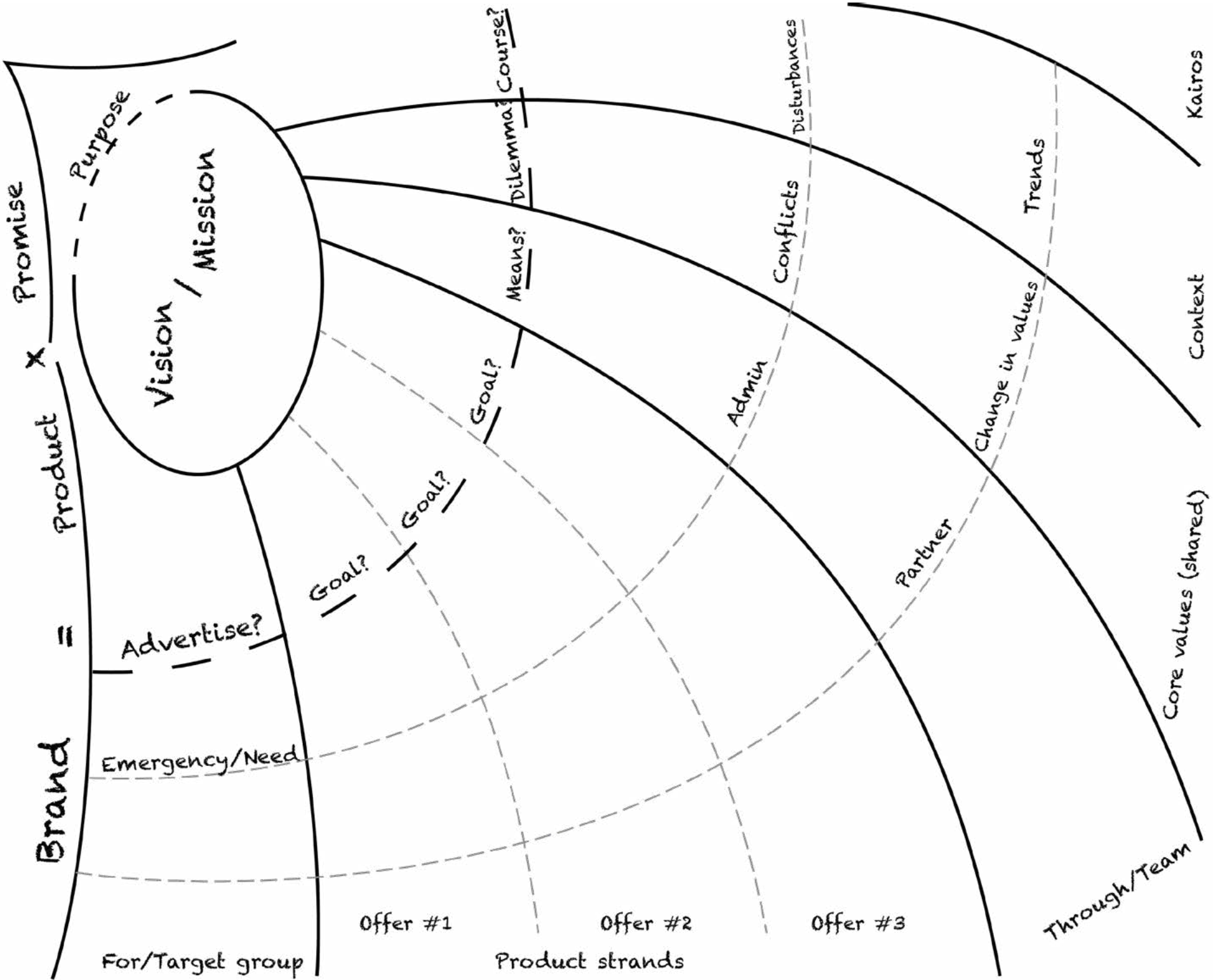
Kairos: In connection with the context, the kairos (see phase 2) play a role again. Is the time ripe? Is there good momentum for your project?



# Canvas: Project Coordination

Team/Date

© ReformAgentur



# Further explanation of the canvas: Project Coordination

## How can you work with these canvases?

As the name suggests, this canvas helps with project coordination. Hence, unlike the previous canvases, it is not used for one-off work, but for continuous work. It is intended as a moderation and visualisation aid for your regular project meetings. For this purpose, the canvas should be printed out as large as possible (A0) and hung up so that you can easily see it. It is worth the effort, because now you can keep an eye on your project and control it.

By the way, A0 fits exactly on the inside of a door; I use the canvas on my door in the study room, for example, and use it for myself and for team meetings almost every day.

It's best to work with sticky notes that you can apply, move and remove flexibly. Similar to Scrum and Kanban boards<sup>2</sup>, you can regularly adjust and adapt them:

- 1. What could/should we do? What do we plan to do next? What is urgent?**
- 2. What have we achieved? If not, how do we tackle it in the future? Who needs what? What kind of support do we need?**
- 3. What should we adapt for this, if necessary? And what can we learn for our working methods?**

Because the lines run towards the vision/mission, we should always ask ourselves: How much does this pay off when it comes to our actual intention? Because we often lose sight of the 'what for?' because of all the 'doing'.

The vertical bridge metaphor - between the bottom (through/team) and the top (for/target group) - should help us to focus on the prerequisites for attentive interaction with ourselves and our partners. Because true sustainability begins with mindful treatment of ourselves and our neighbours.

2: Scrum and Kanban are methods for the agile and participatory coordination and control of projects. In this process, individual tasks are placed on a pin board and, depending on their progress and status, are moved from 'Planned' to 'In progress' to 'Completed'. It is not a matter of working through a fixed plan, but of successively moving forward - **this means agile**: Focus on the next step (sprint), take it, pause and adapt the next steps accordingly (step-by-step, learning procedure).

Z.B.

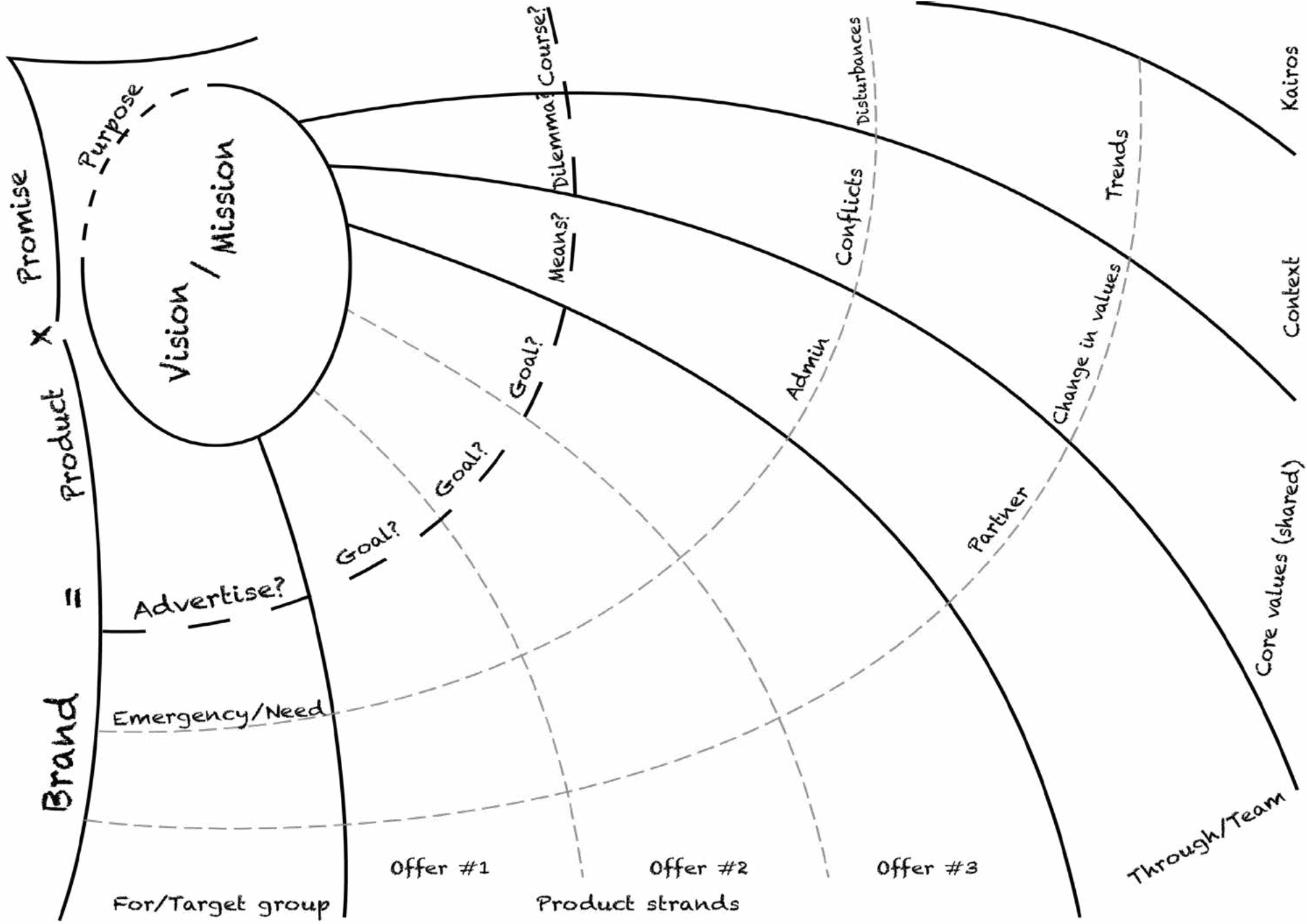
The Scenario

The district development office has started its work and you are part of the **coordination team of administration and initiatives**. How can you keep track of all the tasks, ideas and topics and focus on the most important things when you meet for the monthly meeting?

# Canvas: Project Coordination

Team/Date

©ReformAgentur



## 12. Transfer

Just as the beginning of a camp is very important, the end is also very important. The beginning leaves its mark, the end has an effect. The start and end should therefore not only form a bracket that drives and aligns the event, but also connect the before with the after: Where we come from and where we go from here. Just as the boarding helped to pick everyone up and bring them into the joint work, the transfer should release the participants and encourage them to continue (independently). The transfer into one's own everyday life, in which one has to prove what one has recognised and decided in the event, should therefore also transfer what has been worked on into what is to be done.

Here, not only should results be collected and what has been learned be clarified, initial expectations be compared with what has been experienced and feedback be given, but (depending on the event) next steps should also be determined and cooperation agreed upon.

This last phase of transfer is also intended primarily for facilitators of an event carried out with the toolbook. The materials presented here do not offer a complete guide to closing an event, but present two programme points that we have used successfully in innovation camps and that can support participants well in moving from talking to doing. This is very important, after all, reflecting and planning together is not an end in itself, but should serve to move your project and you forward!

The two programme items we propose for this are Pitching and the Agreements market:

## Pitching

How do I win partners, sponsors and supporters for my idea? This is what pitching is for. It is a very concise, inviting and pointed way of presenting your project. It is like throwing a ball to someone (to pitch). It is best to aim for the gut (emotions) and not the head (intellect), because with the gut feeling we decide whether we trust a team to get their idea implemented and will therefore support them. A pitch should, hence, be catchy and sticky. To do this, you need to put yourself in the shoes of the person you want to win. The important principle here is that the fish must like the bait and not the angler.

At the end of a camp, you can invite people to a pitching show, for example, in which the teams present their previously developed ideas to interested parties/committed people (from administration, business, funding institutions and the start-up scene, media and multipliers). It is also possible to pitch in front of the other participants, as they are also potential partners and can provide valuable feedback. We like to create a playful situation (e.g. elevator pitch or market day pitch). You play the game of meeting the person you want to win next by chance in the lift or at the market. You have 30 seconds to do this! It is challenging, but you can learn to get your message across in a nutshell.

### Bait aid for targeted pitching

What do we need next to take off?

Who could help us?

What are their needs / hardships

What about our project would make them bite?

With which promise do I arouse the curiosity for more?

E.g. 'What if .....?'

or

'Imagine if .....?'

What concrete offer for a next step do I make?

## Agreements Market

Another popular tool for the final transfer of an event is an agreements market. Here, participants can discuss and agree on the next steps of cooperation both within and between different groups (possibly also with external people who joined for the pitch).

For example, two related teams can agree to meet to plan a joint promotional activity. Or within a still loose team, it can be agreed what should be tackled until the next group meeting.

The people who enter into the agreement write it down on cards (A5 is sufficient). If they wish, they can also be reminded of the agreement by the event organisers at a specified time.

You can find our template for the agreements as well as the canvases under the link below.

Vereinbarung	
Wir ...	
vereinbaren ...	
bis zum ...	
weil/um zu ...	
Wir sollen erinnert werden (bitte ankreuzen)	Ja ( <input type="checkbox"/> ) Und zwar dann: Nein ( <input type="checkbox"/> )

# Context of Origin & Acknowledgements

This 2<sup>nd</sup> supplemented and completely revised as well as redesigned Do-It-Yourself material collection for shaping change in the form of a toolbook was developed within the framework of a project of the Federal Environment Agency (UBA) to support projects and initiatives in the field of sustainability in their work.

The reason for this was the expiry of funding - after 14 years - for the Network21 Congress and thus the question of what could help in the future so that sustainability initiatives can develop themselves better and move forward together even without external funding. Three offers were developed for this purpose:

- 1. The format of a sustainability camp, in which initiatives and committed people professionally advance their projects and ideas over 1-3 days.**
- 2. This toolbook including instructions and working materials, both for the facilitation of such a camp and with canvases the project teams can work with.**
- 3. Train-the-trainer offers to support the implementation of such camps but also the direct coaching and accompaniment of project teams.**

In developing the format, material and training, the author was able to benefit from his many years of experience in designing and facilitating innovation camps (e.g. at the University of Tübingen), in accompanying and coaching founding teams, social innovators and start-ups (e.g. at the Technical University of Berlin) and in advising and implementing organisational development and democracy development processes. Thousands of coaching and training sessions with hundreds of teams and organisations over more than 30 years have gone into these canvases. Yet they are piecemeal. No canvas can even begin to represent the real challenges of a start-up process. But these materials increase the chance of not overlooking anything important, of asking the right questions in the team and of sharpening one's focus on what is crucial. In particular, they should make you want to follow your desire to become part of the solution

to our global sustainability challenges by starting a small project.

The first edition of the toolbook was produced in 2020-21 in cooperation with Bluepingu e. V., a sustainability organisation active in Nuremberg and the surrounding area. Under the motto “N3 - Sustainability Network Nuremberg”, trainings and coachings for people committed to sustainability from the Nuremberg Metropolitan Region took place, which were supported by our guiding principle ‘Making sustainability more sustainable’, and - as soon as COVID19 finally made it possible - another N3 Network Camp for the Metropolitan Region in the summer of 2021 was realised.

This revision and addition was inspired by the use in further trainings, camps and coachings since autumn 2021. On the one hand, because there was often a need for methods for self-organised entry into processes of organisational and democratic development. On the other hand, although the hand-drawn templates were well received, a more professional design was seen as conducive to the dissemination and thus the impact of the toolbook.

While the first version of the Toolbook was done in collaboration with my then project assistant (and daughter) Phoebe Ruth Fuhrmann, I was able to build on the excellent cooperation with graphic designer and Erlangen sustainability activist Michael Schneider for the completely revised second version and the associated complete re-designing of the canvases and layout. Thank you both for the wonderful cooperation!

I would also like to thank the people without whom the realisation and quality of this toolbook would not have been possible:

**Bluepingu e. V. » Grüne Liga Berlin e. V. » Umweltbundesamt »**

**Weltethos-Institut mit der World Citizen School » Prozedere Verbund für prozedurale Praxis »**

**Akademie Lernende Demokratie (a Project by Democracy International e. V.) »**

**Prozedurlogisches Kolloquium für Transformierende Lehre »**

Thank you very much!



# Outlook & Offer

When creating the DIY: Devising Change, our aim was to make it as easy as possible for you to work independently with the help of the canvases. From experience, however, it sometimes makes sense to activate additional support. Be it in organising a camp, conducting an internal team and strategy retreat, coaching leaders or practising and enabling them to work with the DIY: Devising Change themselves and to pass it on (so-called train-the-trainer seminars).

The canvases are based on over 30 years of accompanying and advising countless founders, start-ups and initiatives, projects and organisations in politics, civil society and business - we want to support you with our experience. Therefore, we look forward to your feedback and suggestions and are happy to help you with words and deeds!



Dr. Raban Daniel Fuhrmann

## About the author

Dr. rer. pol. Raban Daniel Fuhrmann has been developing and accompanying innovation processes in politics, business and civil society since 1999. He is the owner of the ReformAgency for Organisational Development, director of the Academy Learning Democracy for Democracy Development and lecturer for Leadership and Governance at the University of Tübingen and the YMCA University of Applied Sciences Kassel. He gained his experience in start-up support as a project developer at the Hessian Technology Foundation, Head of Entrepreneurship and Organisational Development at the Technical University of Berlin and programme developer at the World Citizen School, among others. Helping to find ways to succeed is his passion!

## Contact

Dr. Raban Daniel Fuhrmann  
+ 49 179 468 8456 ✉ [rabandf@reformagentur.de](mailto:rabandf@reformagentur.de)  
[www.lernende-demokratie.de](http://www.lernende-demokratie.de) ✉ [www.reformagentur.de](http://www.reformagentur.de)



Do it Yourself

# Devising Change

With the help of this compilation of working materials, we want to support social-ecological change teams and groups to ask the right questions and to learn from our many years of diverse experience in project, organisational and democracy development in order to be able to pursue your goals as effectively as possible.

Dr. Raban Daniel Fuhrmann, Michael Schneider, Phoebe Fuhrmann and Martina Eick wish you good luck.

**ReformAgentur**  
Dr. Raban Daniel Fuhrmann  
..... es gibt immer einen Weg

Reformagentur  
Wittmoosstr. 2b  
78465 Constance

DEMOCRACY INTERNATIONAL  
LERNENDE DEMOKRATIE

Democracy International e. V.  
Gürzenichstraße 21 a-c  
50667 Cologne

