An Inclusion Framework for Change

Workshop Guide

WATERSHED   BRISTOL+BATH CREATIVE R+D   PLOT

Contents

Before you start

Workshop Guide

Background + Getting in touch

Who is it for?

Come as a team; a mix of people with differing access to power and resources, with expertise in different parts of your project makes for a richer conversation and more practical action plan.

This framework is useful for teams who:

Want to have a structured conversation around change for inclusion

Are building action plans for change and inclusion

Run engagement projects, design products, or are developing their products, policies and processes

Are at the start of a new project, or are exploring redesigning existing ones

Using this framework guide

The workshop guide is split into 6 sections

Intention

1. What are you trying to achieve?

Audience

2. Who are you doing this for?

Touchpoints

3. Where are the moments where you can create change?

Inspiration

4. What have other people tried and what can you do?

Power   Capacity   Resource
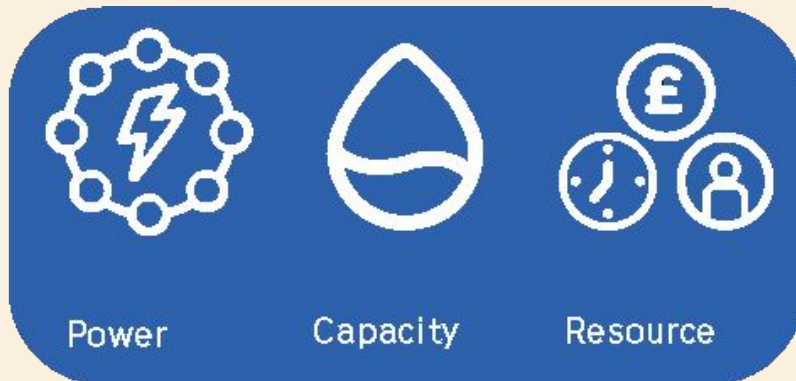
5. The change engine: what access to power, capacity and resource do you have?

Action

6. What are your tangible actions and who will hold you to account?

For each section there is:

- A language definition
- A guide to what each section will do and what will come out of it
- A key question to consider as a team with some prompts to get conversation going
- Time to consider things individually and then compare notes as a team

Inclusion Framework for Change

How do I host this framework as a workshop?

You'll need 4 things:

People: A team of stakeholders in your project.	**Equipment: For all workshops you can use Post-Its, pens and paper.**
References: Delivery Plans, Proposals, Mission Statements, Engagement Statistics.	**Time: We suggest that you allow one hour per section with a team, but you can do it in less time.**

If you are running it for the first time

The 6 sections of this workshop are designed to build on each other. Start at the beginning and work through each one.

Revisiting the framework

You can revisit any section of the framework to help facilitate conversation and think through ideas. When doing this, always remember to keep asking why you're designing an action, whether it meets your intentions, and who it's designed for.

Inclusion Framework for Change

1. Your Intentions

1. Your Intentions

Before you can start building actions it is important to build a shared understanding of why you're doing the work, and what it would look like if you are successful.

What will this stage do

Identify the big picture of what you are trying to achieve.

Help you to have a guide for decisions.

What will come out of it

A group understanding of themes/intentions and who you're doing this for.

A bigger picture to link your actions to later.

Intention Setting

Definition:

Intentions are what you want to do or achieve in your work. You might use a question such as 'what does success look like?'

Key Question: What are you trying to 'do' in your project?

Prompts and things to think about

Try different lenses-question whose perspective you are prioritising.

Your own - Things you personally want to happen/see/do

The project or process you're exploring

Your Organisation - things you're trying to do more widely

Your stakeholders - what do they want and need from this?

Refer to your project plans, mission statements and values documents if you have them

Instruction

Take some time think individually, everyone should write all their ideas on a separate post-it note.

Come together to share your thoughts, group similar post-its to identify common intentions across the group.

Can you arrive at singular intentions? Try and build statements like:

Our project intention is_____. We are doing this because_____.

Inclusion Framework for Change

2. Identifying your Audiences

2. Audiences

Before you can start building actions it is important to build a shared understanding of who you're doing it for, and who is missing.

What will this stage do

Ground your exploration and work in 'people', and interrogate what we are doing with and/or for them

Question if it serves people's needs and wants

What will come out of it

A group understanding of who you're doing that for

Real people to link your actions to later

Identifying Audiences

Definition:

The word audience here is a broad catch-all term for types of people. You might call them clients, users, participants, customers, consumers,or something else. They could also be your collaborators and contractors. Use a word that you use in your work.

Key Question: Who are you doing this for?

Prompts and things to think about:

Who are you doing this for?

What do you know about them?

Who are you not (yet) working with?

Do they want this, how do you know?

Do they want this from you?

Consider your 'intentions' statements, do they serve these people?

Instruction

Take some time think individually, everyone should write all their ideas on a separate post-it note.

Come together to share your thoughts, group similar post-its to identify common audiences across the group.

Discuss how/if your intentions match your audiences

Can you arrive at singular audience /intention statements like:

"Our current audience is____we serve them by___"

"Our future audience could/should be___. We are the right people for this because___."

3.
Mapping Touchpoints

3.Mapping Touchpoints

Once you have established what you are trying to do, and who you are doing it for. You can start thinking about how they experience your work and what those moments look and feel like. We call those moments 'touchpoints'

What will this section do?

Explore your projects or processes to identify where we might be able to create 'change'

What will come out of it?

A map/timeline of your your project or process highlighting key milestones and other touchpoints

It will be focused on how and when your audiences engage with touchpoints

A starting point for a conversation about 'where change can come from'

Mapping Touchpoints

Definition:

TOUCHPOINTS are the elements of your organisation that people touch when they encounter you.

They can be tangible things like physical space, workshops and offices or intangible things as in policies and culture. They can be events, workshops, callouts and opportunities.

Key Question | What are the moments in which people 'touch' your work?

Prompts and things to think about:

Think about your project as broadly as possible. Refer to your audiences and consider how they move through your work.

Think about:
The touchpoints your audiences connect with: workshops and events, recruitment and induction,new callouts and opportunities, marketing campaigns, evaluation processes, procurement processes, publications and sharing opportunities, co-creation process, skills development opportunities, application and selection processes.

Instruction

Take some time think individually, everyone should write all their ideas on a separate post-it note.

Come together to share your thoughts, group similar ideas into a timeline or themed groups (whichever feels most useful)

Can you identify the 3 most important touchpoints that will have the biggest impact on your audience and achieve your intentions?

Can you link those touchpoints to your audience and intentions?

This touchpoint engages our audience by___

Inclusion Framework for Change

4.
Building Ideas

4.Building Ideas

If you have an understanding of your audience, your intentions towards them, and the moments in which you can create better experiences for them, you are ready to start thinking about what those actions could look and feel like.

This framework is powered by ideas and research that was explored as part of B+B R+D's Test and Reflect inclusion research project. Some of these ideas have been turned into a printable set of inspiration cards which can help generate ideas in this section.
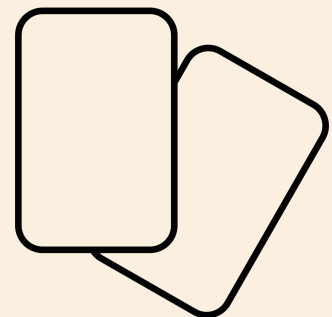
What will this section will do?

Provide some prompts/questions/ideas for actions around your touchpoints

Help you to think of some actions that might work for your team

What will come out of it?

A bunch of inclusion ideas for you to test out.

Building Ideas

Definition:

Ideas are possible inclusion focused changes or actions you could make to your touchpoints to make them better suited for your audiences.They can be changes to tangible thing like wheelchair access or BSL interpretation, or changes to your processes like how you set recruitment criteria. They could be ideas related to your governance and decision making processes too

Key Question

What actions could we take that speak to our intentions and resonate with our audiences?

Instruction

Using the Inclusion Cards - Take a card and consider it as a team or in small groups

If it feels useful, keep it. If it doesn't feel useful, talk about why and put it aside..
Go through as many cards as you can.
Match the cards to audiences and touchpoints if you can

As a group build a set of ideas, add your own, design new ones that suit your intentions, audiences, and touchpoints.

Go big and go small, a wide variety of ideas is useful for section 5 'the change engine"

Try and arrive at a set of key actions with a clear idea of why you might do them and where they could happen in your project

5.
The Change Engine

5.The Change Engine

The change engine is built around the idea that in order to enact change to a process, you need to have access to the power, capacity, and resources to do it.

This section helps you to explore those three elements of change to build actions that are within your capabilities now, and plan for the changes you need to acquire power to/build capacity and resource for later

What will this section will do?

Build a shared understanding of your team's access to power, capacity and resources for change

What will come out of it?

A map of your team's collective power, capacity and resources in relation to ideas for change

A series of practical ideas for inclusion action built with your team's power capacity and resource in mind

Useful things to have

An idea of your audience and intentions to them

Some ideas of touchpoints you want to explore

Some ideas for inclusion action you could take

Printed Power cards

The Change Engine

Change Engine: Power

Definition:

Power is a key element in making inclusion happen. Knowing what you have and need is a starting point for understanding if you can achieve what you are trying to do.

Considering what you can give and what others can give you will help you to explore how you can get past any blockages.

Key Question

What power do we have to create change?

Prompts and things to think about:

Consider different types of power
> Power you have in your role and in society
> Power you need to remove blockers
> Power you can share and give to others
> Power you can get from others

Instruction

Approach this as a team, be considerate of unequal access to within your group

Start by considering your power broadly. Consider each type of power in turn

Write each one on a different post-it, group them as above

Use the power cards to help your conversation

Then consider them again using your idea cards.

Suggest new actions that are within your power and make note of what you need for others

Can you arrive at a set of refined actions both within and without your power?

Inclusion Framework for Change

Change Engine: Capacity

Definition:

Capacity refers to your workloads, time and lived or professional experience to carry out a given action.

It can also refer to the change your organisation is motivated towards, and your physical, mental, and emotional capacity to create change.

Key Question

What capacity do we have to create change?

Prompts and things to think about:
Consider different lenses
Your capacity
Your team capacity
Your individual or collective professional+lived experience

What's happening now?
What's on the horizon?
Are there bottle necks?
If now is not a good time..then when is?

Instruction
Take some time to think individually about your capacity right now. Come together to share your thoughts if it feels comfortable.
Using the ideas generated during the power conversation and your delivery plans, collectively consider your capacity to create change

Ask yourselves
If you don't have capacity now, will you have capacity later?
If you can't do X…could you do Y?
What does Y look like, does it still serve your audience and intentions?

Can you arrive at a set of actions you can take which are within your power and capacity?

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Change Engine: Resource

Definition:

Resource refers to the things we need to enact our plans.

This could mean work hours, budget, extra support and expertise, equipment etc. Make the phrase useful to you.

The resources you need will vary a lot depending on the action you're considering

Key Question What resources do we have + need to make change?

Prompts and things to think about:
Use your ideas for change as the basis for conversation

What resources do you have and what resources do you need to do those actions?

Where will they come from?

If you can't do x…can you do y?

Instruction
Start with an idea for change you have generated, discuss each one in turn. As a team, consider your inclusion actions and what resources you might need to enact that change

Under two headings consider
Resources you have
Resources you need
Write responses on post-its

Can you arrive at a series of key actions which have potential resources allocated to them?

Inclusion Framework for Change

6.
Action Setting

6.Action Setting

Once you have built a series of potential changes you could make, and considered your capacity resource ad power to do so, it is time to build this into an action plan centred on accountability.

The final stage of this framework explores who will lead actions, what support and resources they need to do so, and how they will be accountable for making it happen.

What will this section will do?

Support the team in turning all of their rich conversations into tangible actions
Create a draft plan for those actions

What will come out of it?

An action plan linked to people, roles, resource and timeframe

Useful things to have

A series of actions you intend to take
Access to diaries to set milestones

Action Setting

Key Question

What will we do to make change?

Instruction
As a team, consider your inclusion actions

Make 3 columns
　　Actions we can take now
　　Actions we can take in 6 months
　　Actions we can take in 12 months

For each action identify
　　Tasks
　　Who will be responsible for it?
　　What support do they need?
　　How are they accountable for this task?

As a team, consider the inclusion actions you couldn't do now

Add them to 3 columns
　　We need more power to..
　　We need more capacity to..
　　We need more resources to..

For each action identify
　　Where capacity/resource/power might come from?

Do actions grow out of these conversations, if so add them to your action plan.
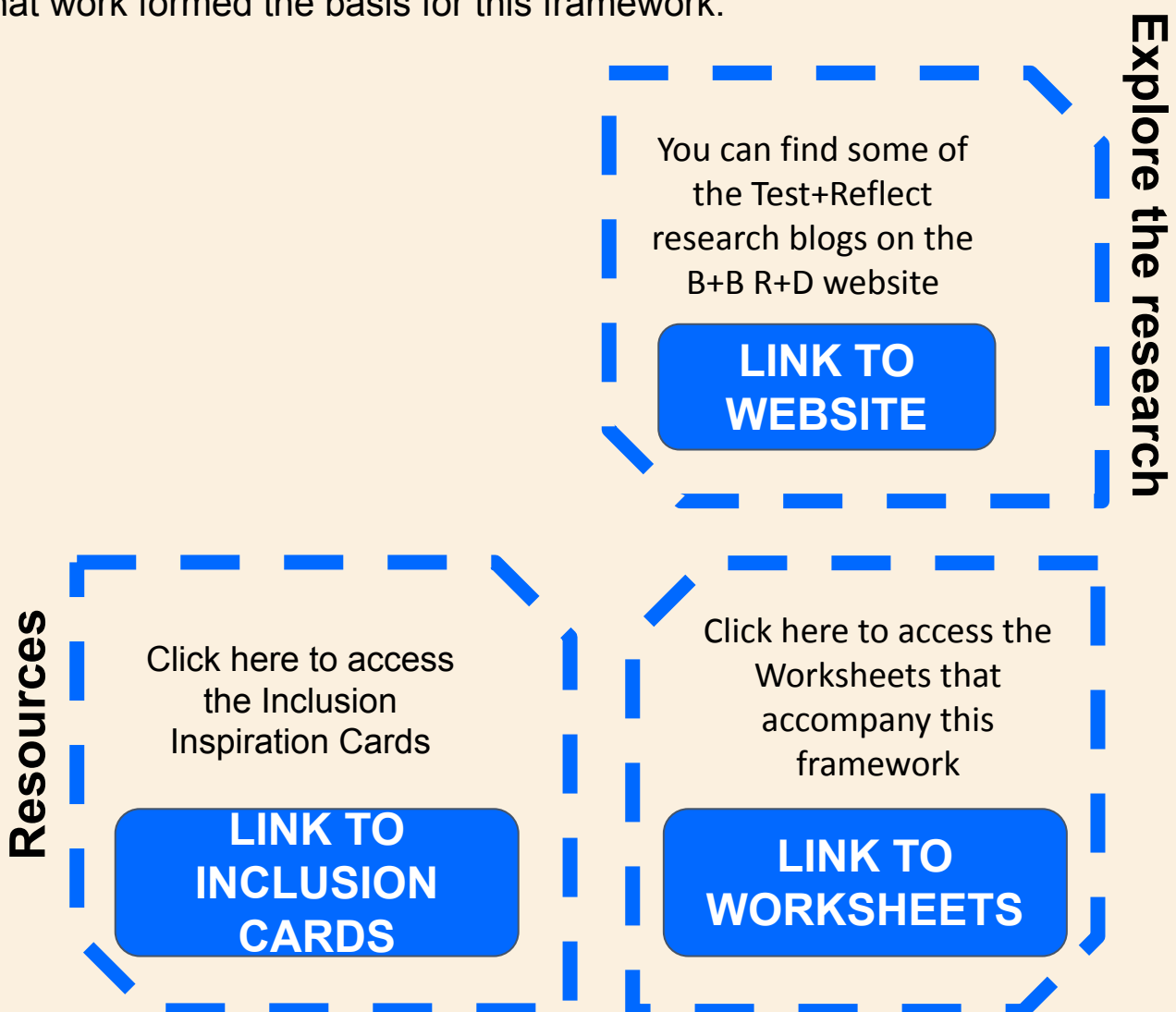
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Where did this framework come from?

This framework was born of our experience of developing programmes like B+B Creative R+D.

We set out to nurture and grow a community of big and small companies, freelancers and researchers, and often found ourselves asking *'where can change come from'* when thinking our processes and opportunities.

This question launched Test+Reflect, an Inclusion Action Research project. You can explore the research by clicking the link below.

That work formed the basis for this framework.

Explore the research

You can find some of the Test+Reflect research blogs on the B+B R+D website

LINK TO WEBSITE

Resources

Click here to access the Inclusion Inspiration Cards

LINK TO INCLUSION CARDS

Click here to access the Worksheets that accompany this framework

LINK TO WORKSHEETS

Inclusion Framework for Change

Work with us

Talk with us

Want support to deliver this to your organisation, team, or project?

Email for a follow on chat

EMAIL US

We'd love to know what you thought? Leave us feedback **HERE**

Click here to email for Accessible Formats

Big Thanks To

Our Test+Reflect Researchers

Their expertise and experiences helped shaped some of the key approaches that drive this framework.

Test Teams

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Reflect Writers

William Hunter, Laura Evans, Gill Simmons, Pravanya Pillay, Akulah Agbami, Rosie Poebright, Edward Hassall

The B+B Creative R+D Team

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Created by Tony Bhajam, Gill Wildman and Jazlyn Pinckney

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