

MODULE 7: CREATE

MODULE OBJECTIVES:

Discern what opportunities are present in our current realities.

Understand what assumptions are underpinning our stories of change and opportunities.

Create a plan for change.

Seed Tools: *Redemptive Change Project Plan*

Selected Readings: Chapters 4 & 12 of *Culture Making* by Andy Crouch.

MODULE OVERVIEW:

This module introduces us to the *Redemptive Change Project Plan* as we bring together the strands of our Theory of Change Canvas with our Discernment process. This is where we begin to identify what Opportunities are present in our current reality and which ones God is calling us to participate in. After we land on a couple of Opportunities, we turn to the process of designing solutions and strategies!

MODULE BREAKDOWN:

- 7.1 A Note on Change Creation & Participation
- 7.2 Categorising Assets & Barriers
- 7.3 Your Distinctive Capabilities
- 7.4 Identifying Opportunities
- 7.5 Opportunity Discernment
- 7.6 The Redemptive Change Project Plan



7.1 A NOTE ON CHANGE CREATION & PARTICIPATION



We're now at the stage of Redemptive Design where we are seeking to create real, lasting change in our contexts. At Seed, we believe that this process requires discernment to identify opportunities for us to participate in change creation. There are a few aspects that underpin our approach here:

1. We acknowledge that we are not the ones responsible for creating change in the world. This is God's work, bringing transformation to the world, ushering in shalom, unfolding the story of Grace across time and place and among the generations.
2. However, we are invited to participate in this unfolding story of change. We do this by figuring out what God is doing and responding to the invitation to join in. This isn't passive but it does require some moments of stillness to listen and

discern. Listening builds on the work of imagining and dreaming, observing, and analysing. And this is work you've already done on your Theory of Change Canvas.

3. Our participation doesn't happen without our personal transformation unfolding as part of the story. The act of participation brings about transformation, just as our transformation leads us to new ways of participating. That's why we are also building on the work we did in Module 6. Our inner lives do not stand in isolation to the process of creating change.

In this Module we apply our Discernment Process to your TOCC in order to determine what Opportunities are present and which ones God is calling you to consider and respond to right now.

NOTES / COMMENTS



7.2 CATEGORISING ASSETS & BARRIERS



You've been working on identifying Assets and Barriers in your Current Reality and now we are going to classify them according to where they sit in the broader system of our contexts.

We prefer to think of systems in three parts:

Part 1 The **people** that are part of the system and who we serve (**Beneficiaries**)

Part 2 The **people who are interested in partnering** with us to see change happen, or maybe who are already working in this space toward a similar Imagined Future (**Stakeholders and Potential Partners**)

Part 3 The **cultural narratives or mindsets, and structures or policies** that are prevalent in our Current Reality. This may be a system that is political, or just structurally part of our society. It may be a policy of a

workplace. Or it may be something more loosely defined, a cultural story that we have collectively assumed to be true.



Go back to your Assets on page 64 and Barriers on page 65 and mark them according to which part of the system they belong to: **Beneficiary (B)**, **Stakeholders (S)** or **Mindsets/Narrative (M)**

Once you've categorised your Assets and Barriers, plot them on your Theory of Change Canvas according to whether you see them as a barrier (on the left), an asset (on the right) or a mix (middle).

*You may want to brainstorm more Assets and Barriers if you find one or more categories has no entries on your TOCC.



7.3 YOUR DISTINCTIVE CAPABILITIES



Each of the steps to this point have been contributing to a clear understanding of your context. With that deeper understanding in place, it's time now to identify where you could make a distinctive contribution to the process of change by asking:

What are the distinctive capabilities that you bring that can help create the imagined future?

Your answers will populate the Capabilities Box on your TOCC.



A large empty rectangular box intended for writing answers to the question above.

If you're struggling to answer this broad question, we suggest:

- Looking back over your Purpose Storyboard and considering what strengths, expertise or passions you bring.
- If you work closely with others in a team, you can also consider the capabilities and strengths that exist within your team.



Sometimes we aren't very good at celebrating our own strengths and capabilities. If you can't identify what is something uniquely capable about yourself then you can ask these further questions:

- What is it that I or my team can contribute more effectively than any other stakeholder?
- What experience, knowledge, skills do I have that I can leverage in my steps of change?
- Where have I seen God work through me?
- What strengths or resources does my organisation have that I can leverage?
- What relationships, partnerships or other networks could be useful?

- What other resources exist in my community or network that I could use or access?
- How, with my existing abilities and opportunities, can I be of greatest service to other people?

Summarise your identified capabilities in the Capabilities box on your TOCC. Clearly identify where you are distinctively placed to offer one of the pieces that are needed to effect change.



7.4 IDENTIFYING OPPORTUNITIES



WHAT IS AN OPPORTUNITY?

An opportunity is a space within the Theory of Change where **you** could:

- Clearly contribute to your imagined future
- Harness and develop an existing asset – either internal or external
- Address felt needs
- Overcome a particular barrier
- Lead or coordinate a particular part of the system

WHAT IS NOT AN OPPORTUNITY?

An Opportunity is not a solution to a problem. We are still two steps away from designing a solution (but we will get there by the end of this module!). We are really driven to solution mode so this can be tricky to distinguish.



- Recall the law firm example from previous modules where the Story of Change was to go *“from a culture of profit-making at all costs, to a culture that places the needs of the client as the main priority.”* And the Next Steps included: *“a growing awareness of the cost to clients; a shift in mindset to focus on justice, buy-in from leadership, changes to pricing structure.”*
- A potential Opportunity may be: *“to influence the pricing structure”*
- A solution could easily be added on to that: *“by proposing a more equitable, justice informed fee schedule”.*
- Right now, we are just wanting to name the Opportunity and leave the solution out. In 7.6 you will be introduced to Redemptive Design’s unique process for developing solutions, a process that is an empathetic, curious and evidence-based approach.





Start by reading over your TOCC and consider:

- What are some opportunities where you could clearly contribute to the imagined future?
- What assets could be leveraged?
- What could be done to address the needs of your beneficiaries, overcome a barrier or to influence transformation of the system?



7.5 OPPORTUNITY DISCERNMENT



DISCERNMENT PROCESS

In this process we are looking for **two** opportunities that you feel God is calling you to take action on in the near or immediate future.

BEFORE COMMENCING THE DISCERNMENT PROCESS:

Step 1: Pre-plan who you will share this process with: Consider, who will I ask to contribute to this process of waiting on God and discerning on my behalf?

Step 2: Assess your motivations/desires going into this discernment process:

Ask yourself, is there a particular answer you are hoping to hear? If so, release this expectation and ask God to prepare you to hear be open to his prompting. See page [?] for more opening questions.

Step 3: Connect with your body and

connect with God. Go for a walk or move your body in some way, spend a few moments in prayer or contemplation, centering your mind and body on God's presence.



DISCERNING QUESTIONS:

Which opportunity are you most passionate about?



What aligns most with your identity and purpose statements?

Which opportunities enhance relationships?



Which opportunity can build on existing momentum in the areas of either leveraging assets or overcoming barriers?

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7.6 THE REDEMPTIVE CHANGE PROJECT PLAN

Seed's *Redemptive Change Project Plan* is a helpful template for you to capture your Opportunities (the key output from your TOCC) and plan, design and execute a solution or strategy.

It is our hope and prayer that you will act on your Opportunities with humble confidence by adopting a posture of empathy and

curiosity, seeking to understand your knowledge gaps and test any assumptions that you made along the way.

The first part of the Plan is for you to write out your *Story of Change* (see page 58) as a reminder of what God is longing to do in your context.

In our law firm example from previous modules, the Story of Change started with the statement: *"From a culture of profit-making at all costs, to a culture that places the needs of the client as the main priority."*

The second part of your Plan is where you record your Opportunities and ask some critical questions that will direct your next steps.

The first question asks:

What do I need to learn and what assumptions do I need to test?

In other words, where are your knowledge gaps? What have you assumed to be true that may not be?

Say an Opportunity at the law firm was to influence the pricing structure. But we want to learn more about the current pricing structures and test that there is willingness among the leadership to engage with this idea.



The next question is:

How will I test it?

This is where we get into solution mode and make specific plans!

A test may involve planning who to talk to in the leadership about the pricing structure and what questions to ask in order to best gauge willingness/receptivity to altering the pricing structure in order to place needs of clients ahead of profits.

The final question on your Project Plan is:

What do I need to see to move on? What evidence will prompt me to go back to my Theory of Change (TOC)?

Another way of putting this is to complete this sentence: I know I can move on to the next step of my plan when X is satisfied.

X is the evidence or knowledge you need to fill your knowledge gap and to ascertain whether your assumptions were correct or need adjusting.

For example: I know I can move on and start researching specific details about amending the pricing structure when I have talked to all the partners of the firm and there is a willingness to continue the conversation. If there is no receptivity to my idea then I will need to acknowledge that there may be a mindset shift needed first and I will go back to my TOC to identify what other Opportunities exist to influence the culture of the firm: i.e. maybe an opportunity to run a training session on trauma informed approaches.

Don't be disheartened if your ideas of change are challenged when tested, this is all part of change creation!

**In the wise words of Kurt Lewin,
"You cannot understand a system
until you try to change it."**

Every action you take, even the action to test an assumption, is part of change creation! You don't need to wait until your idea is fully fledged to participate in

the ever-unfolding story of Redemption that God has invited you to.

Note: The Redemptive Change Project Plan is meant to be iterative. This is a tool that you return to after each test is passed or when an idea fails to pass a test (especially if things have failed!). Return to this plan again and again as you pursue your Imagined Future.



BEFORE NEXT TIME

- Download and Complete your *Redemptive Change Project Plan*
- Come ready to share about your Plan in Module 8.
- If there are Tests to Enact do so! If there are Learnings you Need, commence that process! Now is the time to start acting on your Project Plans.

NOTES / COMMENTS

