

CULTURAL TRANSFORMATION PROJECT



DAVID
PLOUFFE

CITY OF CALGARY

Our Team



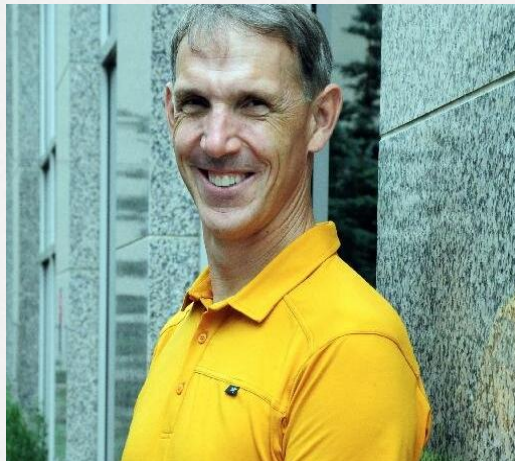
Beth Gignac
Project Lead



DJ Kelly
Strategy Lead



Ken Cameron
Citizen
Raconteur



David Plouffe
Engage Lead



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Project Manager

Agenda



Story

Stories, metaphors, and myths convey complex ideas, context, meaning, and nuance that simple data cannot. By telling personal stories we build trust and connection, encourage imagination, and express the essence of who we are. By telling cultural stories we connect ourselves to others' experience and interact with whole systems.

related: Expressive Arts

- Group Culture
- Inform the Group Mind
- Group Choice
- Opening and Welcome
- Mode Choice
- Shared Airtime
- Yes, and



THE WORLD IS CHANGING AROUND US



**the engagement
IS
the transformation**

STRATEGIES

- OWNERSHIP
- APPRECIATIVE INQUIRY
- IGNORE HIEARCHY



You have to own it
before you can do
it...

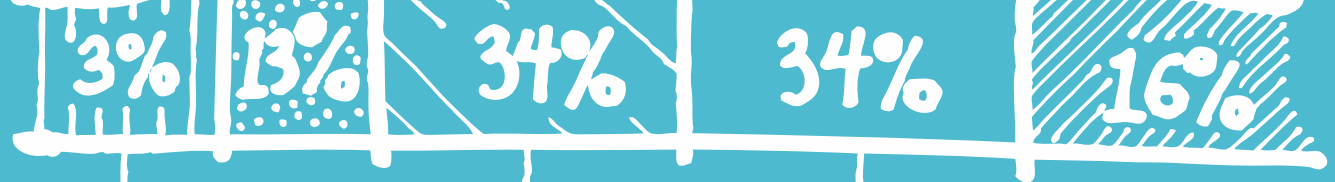


ACKNOWLEDGE & INVEST

ACKNOWLEDGE & IGNORE

EARLY
ADOPTERS

LAGGARDS



VISIONARIES

EARLY
MAJORITY

LATE
MAJORITY





The Process

1 Discover:

uses a series of one-on-one interviews to uncover successful attitudes, behaviours and habits that make us citizen-focused. This phase is where we **define** our existing organizational culture.

2 Dream:

engages broader stakeholder groups both within and outside of the organizational culture to **confirm** and **test** these discoveries. This phase is where we envision our future organizational culture and what it will take to make that the norm.



4 Deliver:

engages all business units to roll out the transformation in a way that ensures **joint ownership**. This phase is where we begin to **implement** our new organizational culture on a daily basis. As you might suspect, this is an ongoing process.

3 Design:

re-engages the stakeholder groups to brainstorm **how** to implement these ideals across the organization. This phase is where we envision how organizational culture impacts and intersects with business planning and budgeting.



where can
the
smallest
change
make
the
biggest
difference?





“Enable and facilitate each other’s growth as professionals.”

“Share common meaning in our work and in our values.”

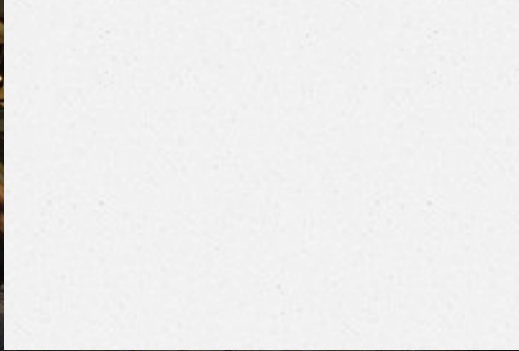
“Remove obstacles and help people handle challenges.”

“Make sure People’s passions align with The City’s direction, and give people some high-level boundaries, resources and introductions to make it happen.”

“Have a sense of achievement and enthusiasm for our work.”

Q

WHEN ARE WE AT OUR BEST?





60

DAYS



Nooks in Space
and Time

Gaia

Expression

Holding Space

Rest

group works

Silence

Artistic of Space

Breaking Bre
Together


Hosting

ocation, ser
event ha
enera

therin
for

Behaviours

Tend Relationships



We take care of each other to reach the goals we are creating. We do not get there on our own, together. Balancing a focus on tasks and projects with nurturing relations between people sustains organizations and movements for the long haul.

Related Activities: Standing Beside Together, Social Field Mapping, Personal Field Mapping, Social Mapping, Personal Mapping


Simplify



A simple process allows you to stay focused on your purpose. A clear understanding of your purpose allows you to do what is needed, not more, not less, because only the details that are significant, so participants will understand what is and is not important.

Related: Circle, Mapping, Learning, Process, Purpose, System

Listening



Listen from genuine curiosity, welcoming the expression of thoughts, opinions, and especially feelings. When we listen with our whole selves to more than the words, people feel heard and their energy moves into new channels, naturally creating connection.

Related: Personal Field Mapping, Social Field Mapping, Social Mapping, Personal Mapping

Playfulness



When we play and laugh, we connect. Playfulness is a natural part of our lives, and it is essential for our physical, emotional, and intellectual well-being. Playfulness is not just about having fun, it is about being open to new experiences and ideas. Playfulness is a way of life that allows us to see the world from a different perspective, and it is a key to our happiness and well-being.

Related: Circle, Mapping, Learning, Process, Purpose, System


Self-Awareness



The more you know who you are and your group really are, the more effectively you can engage, make choices that are the right fit, and achieve your goals. Discover your values, feelings, desires, needs, talents, and more.

Related: Circle, Mapping, Learning, Process, Purpose, System


Setting Intention



Envision and name what will be done to reach beyond or achieve the purpose of the group. Setting intention reminds us of our responsibilities, guiding us to actions that fulfill the reason for which a gathering was called.

Related: Circle, Mapping, Learning, Process, Purpose, System

Inquiry



Choose to cultivate a curious attitude. Open questions frame and generate, supporting us to explore pathways. Many questions support us to have openness to many more, such as, "What's been happening in that area?" and "If you were in the room, what would you do?" In what the most powerful questions we should ask right now?

Related: Circle, Mapping, Learning, Process, Purpose, System

Magic



All our elements, something beyond the group energy, accompanied by a sense of awe, and resulting in a momentary feeling of altered consciousness. Consciousness creating Magic includes shared goals, intentions, energy, and more - so that quality always empowers, never guarantees.

Related: Circle, Mapping, Learning, Process, Purpose, System


Generate Possibilities



Freedom and attention help identify. Attention: Close up of the team. Energy: up with enthusiasm, play, imagination, etc. and mutual respect. What is possible must be an abundant flow.

Related: Circle, Mapping, Learning, Process, Purpose, System

Fractal

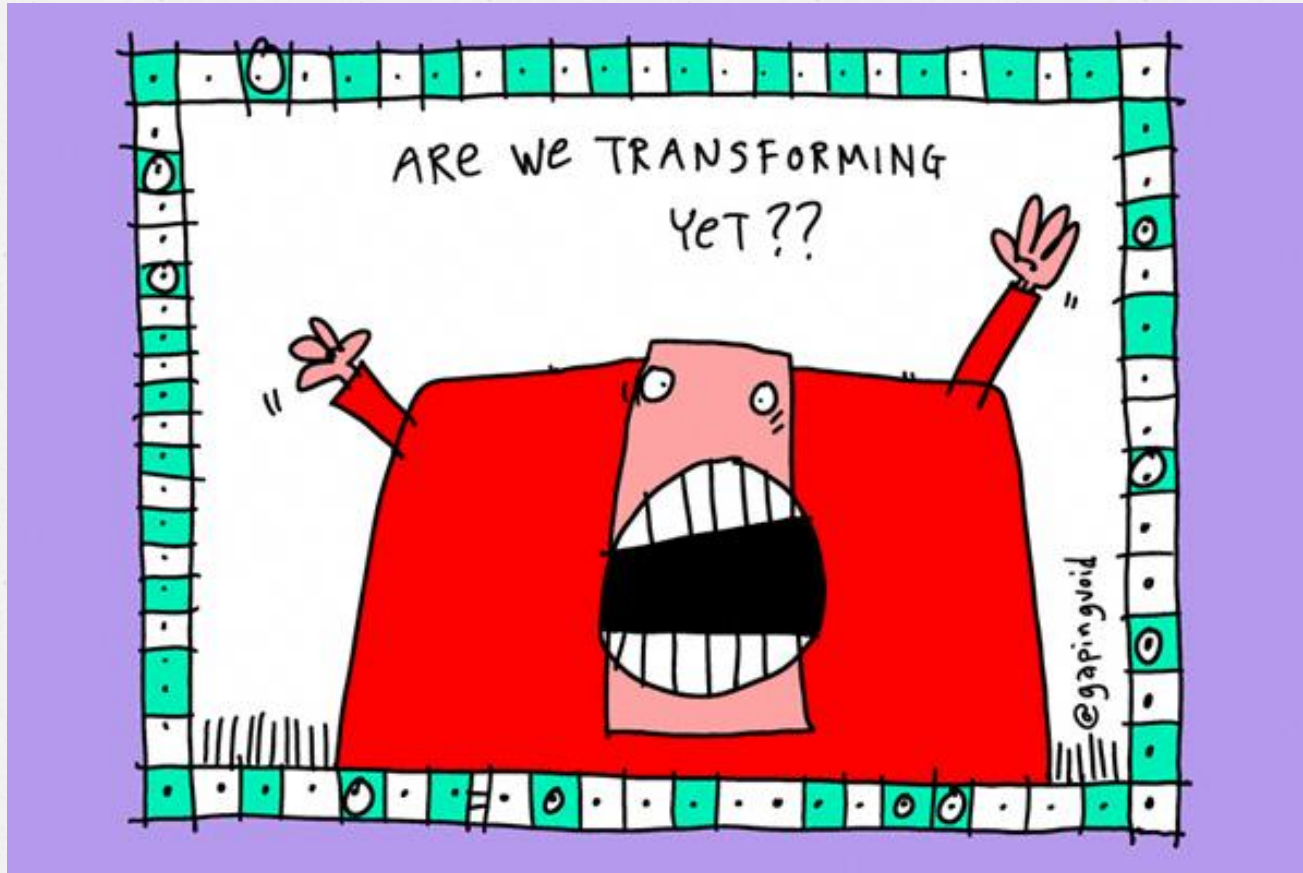


Phenomena tend to repeat at a variety of scales. For example, it is true that members of the whole organization, or an issue arising during a meeting session shows up at other scales. Fractal patterns are everywhere, and they are a key to understanding our world.

Related: Circle, Mapping, Learning, Process, Purpose, System

Modelling	Attitude	Behaviour	Habit	TOTAL
Appropriate Boundaries	20/10
Courageous Modelling	53/30
Discharging	2/2
Dwell with Emotions	0/0
Guerrilla Facilitation	0/0
Holding Space	3/4
Listening	238/362
Mirroring	1/4
Not About You	70/83
Self-Awareness	45/9
Shared Leadership and Roles	63/26
Simplify	181/284
Taking Responsibility	182/207
Witness with Compassion	17/6

Flow	Attitude	Behaviour	Habit	TOTAL
Balance Process and Content	14/5
Balance Structure and Flexibility	41/43
Closing	14/10
Divergence and Convergence Rhythm	15/9
Follow the Energy	9/5
Iteration	1/0
Opening and Welcome	11/31
Preparedness	92/109
Reflection-Action Cycle	22/13
Rest	40/16
Right Size Bite	19/8
Ritual	0/0
Seasoned Timing	11/5
Subgroup and Whole Group	2/0
Trajectory	4/2
Intention				
Commitment	183/205
Invitation	2/8
Priority Focus	82/62
Purpose	189/134
Setting Intention	29/42



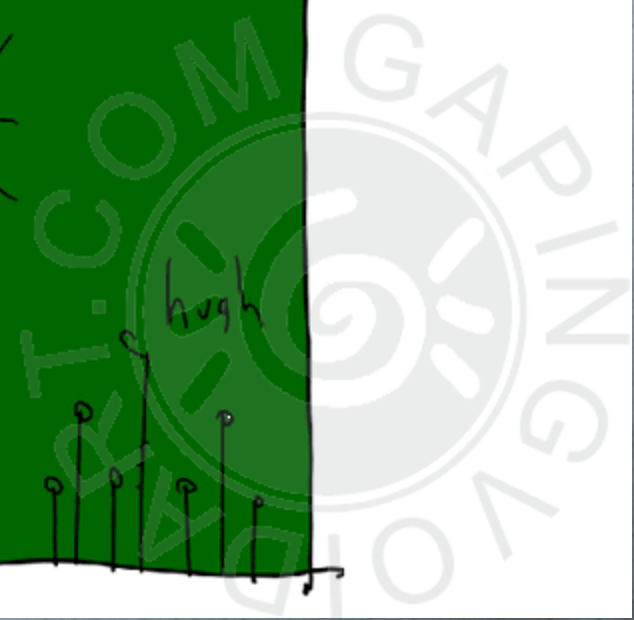
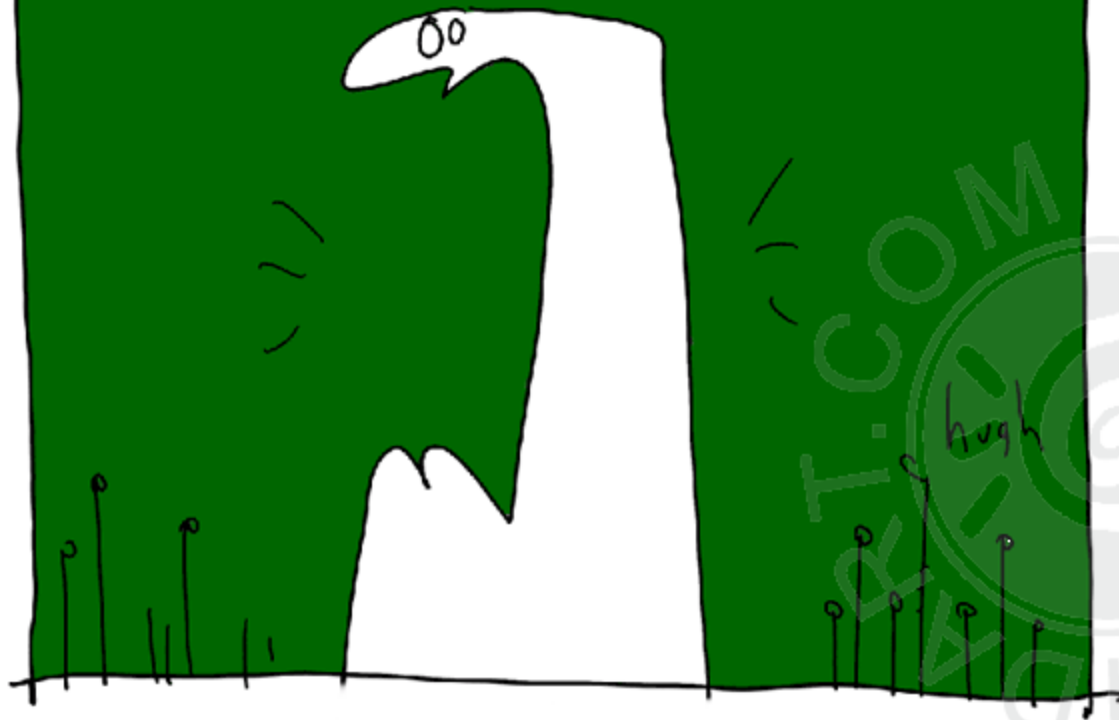
ARE WE TRANSFORMING
YET??

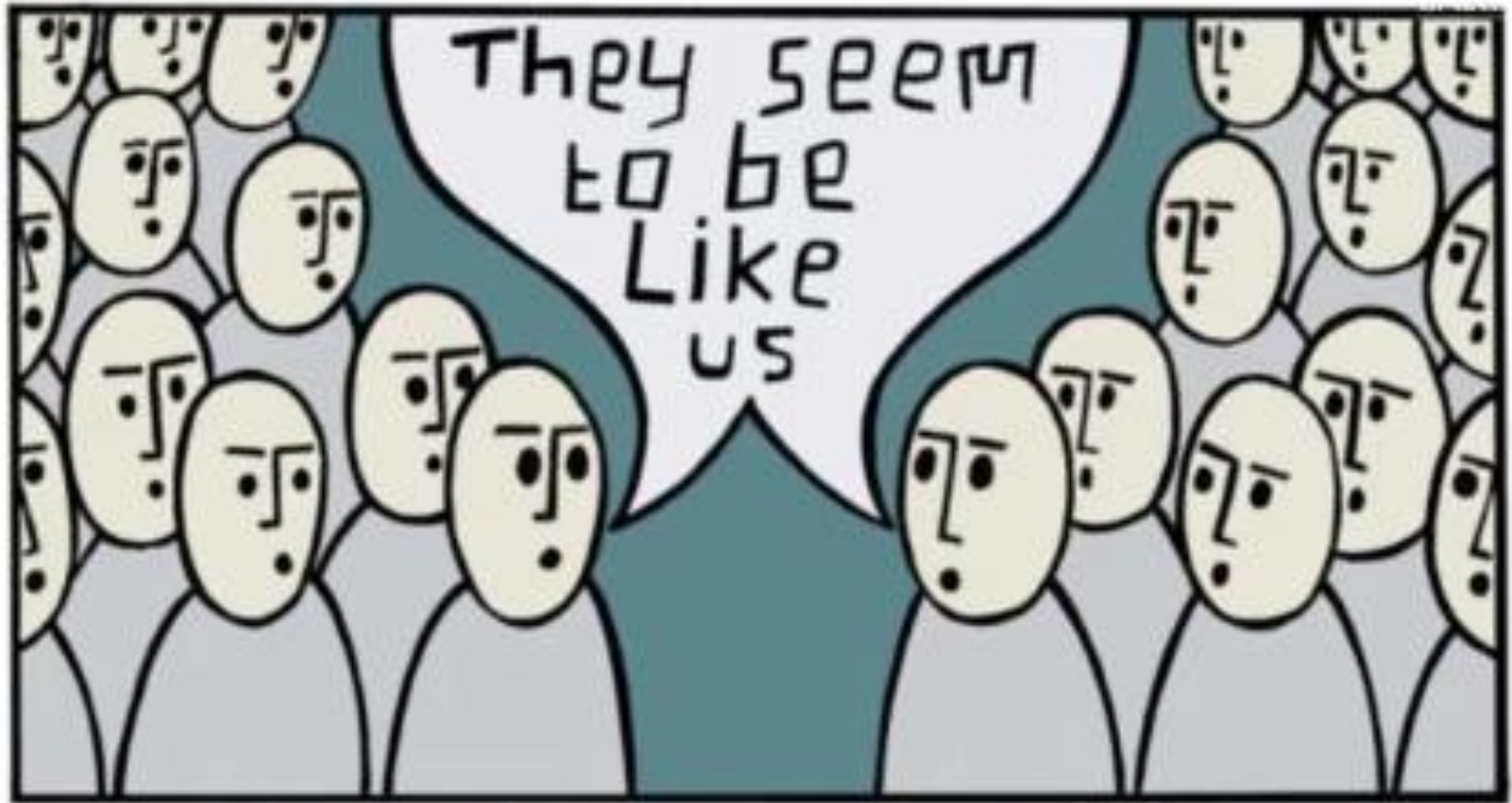
@gapingvoid



THE RESULTS

I WANNA
TRANSFORM!!





A Great Team

Listening

Appreciation

Commitment

Purpose

Taking Responsibility

Simplify

Citizen-focused

Listening

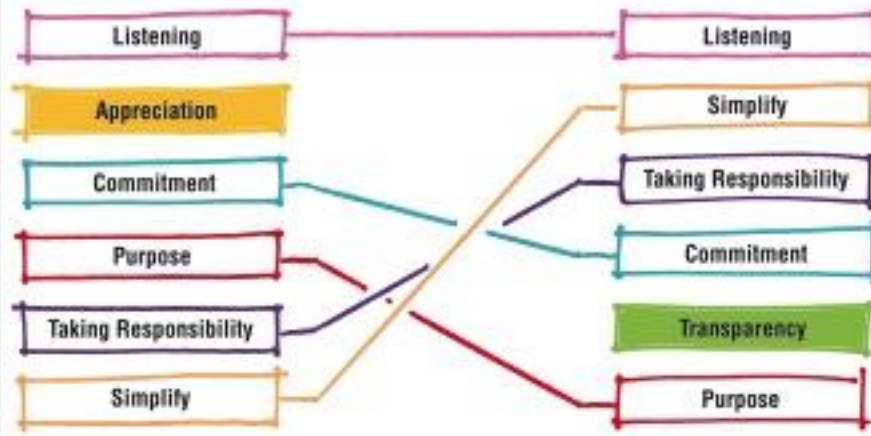
Simplify

Taking Responsibility

Commitment

Transparency

Purpose





TAKING RESPONSIBILITY

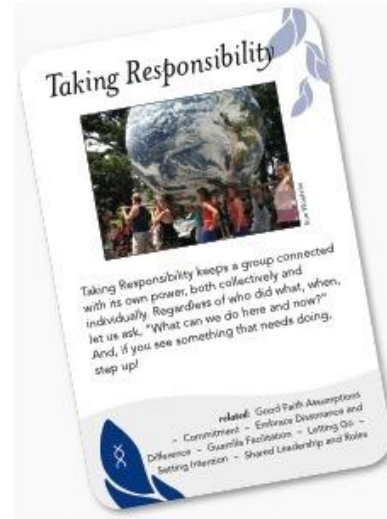
There is nothing more powerful than someone who knows the impact of the work they do and then goes about doing everything in their power to make that vision a reality.

"I know every square foot of my route. I know that ice builds up on a particular corner right before the bridge. So I have to stop my Grader and adjust the angle of my blade if I want to get that ice off. And I do it every time. I don't want to make a mistake and leave it there and have some minivan with a family of three come around that bend and have an accident. I don't want to wear that mantle on my shoulder."

— Anonymous City Employee, Roads,
February 2013

Much of the work that we do at The City has major impact on Our Citizens' lives. It often has direct impact on their ability to provide for their families. Sometimes it's even a matter of life or death. **That's a lot of responsibility for Our People to deal with.**

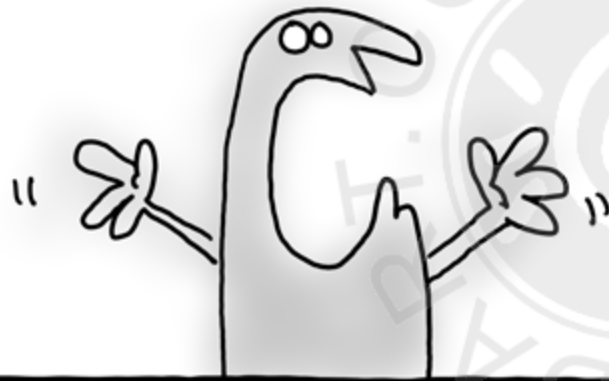
But we do it. **We accept that responsibility.** That's part of the reason we choose to work at The City of Calgary.



What would happen if we publicly acknowledge that each of Our People, at all levels of the organization, is ready and willing to take responsibility for their part in making Calgary a great place to make a living and a life?



Now What?!!



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ca.linkedin.com/in/dplouffe1

The Primes: How Any Group Can Solve Any Problem by
Chris McGoff

Appreciative Inquiry Handbook: For Leaders of Change by
David L Cooperrider, Diana Whitney and Jacqueline M
Stavros

Appreciative Leadership: Focus on What Works to Drive
Winning Performance and Build a Thriving Organization by
Diana Whitney, Amanda Trosten-Bloom and Kae Rader

Gamestorming: A Playbook for Innovators, Rulebreakers,
and Changemakers by Dave Gray, Sunni Brown and James
Macanufo

Groupworks Pattern Language – www.groupworks.org

Liberating Structures www.liberatingstructures.com

The core microstructures utilized were:

- **Card Sort** (e.g. GroupWorks Pattern Language Cards)
- **Dot Voting** (e.g. Dotmocracy)
- **Post Up** (e.g. Stickies)
- **Interviews** (e.g. Appreciative, Online Live Chat)
- **Questioning** (e.g. Conversation Circle, Peer to Peer)
- **Mapping** (e.g. Network, Behavioural, System)
- **Bodystorming** (e.g. Role Playing)
- **Forced Ranking** (e.g. Ideation, First 100)
- **Future Casting** (e.g. letter to a future self)
- **Storyboard/Storytelling** (e.g. graphic recording, video)
- **Action Planning** (e.g. Rapid Prototyping)