

INTENTIONAL PRACTICE: A WAY OF THINKING A WAY OF WORKING

HLI ONLINE

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TODAY'S GOAL

Prepare you for your next step: facilitating conversations with your museum colleagues so you can begin creating an Impact Framework, which will include the following parts:

Impact Framework:

Your organization's mission statement

Your organization's impact statement

Your colleagues' passions for their work

Your organization's distinct qualities

Three specified target audiences

Intended outcomes for three specified audiences

IMPACT FRAMEWORK EXAMPLE

Accokeek Foundation and Colonial Farm (draft) 7.1.2020

IMPACT PLANNING FRAMEWORK	
MISSION What Accokeek does	The Accokeek Foundation cultivates passion for the natural and cultural heritage of Piscataway Park and commitment to stewardship and sustainability.
IMPACT The result of Accokeek on target audiences	Visitors experience the interconnectedness of all life, and come to know the spiritual power, historical and cultural value, and regenerative potential of the Indigenous landscape that is Accokeek.
PASSIONS Board & Staff's common passions for their work	<ul style="list-style-type: none"> Bringing together people from diverse communities Giving voice and a face and name to our ancestors whose histories are part of this land specifically, and the Lower Potomac region Sharing with people and communities through nature, agriculture, cultural history, and foodways Providing the opportunity for people to experience life around them—all life—to enhance the well-being of all Expressing to others the value that this land and soil hold, including the evolving stories about different communities' reliance on it for sustenance Forging partnerships that respect active listening and strategic actions that accentuate partners' strengths
DISTINCT QUALITIES How Accokeek will be distinct in the future	<ul style="list-style-type: none"> We will refine our practice of working cooperatively and collaboratively with all partners (e.g., we hone our listening skills and intentional decision making) We will demonstrate how to embrace difficult conversations and respectful people-to-land interactions and humble people-to-people interactions We will be known as conversation catalysts and conveners who address contemporary social and environmental challenges
OUR VALUES Our values enlighten our work and determine our workplace culture	<p>Our Work</p> <ul style="list-style-type: none"> We honor our river location, the Piscataway people, and the sacredness of this land We stand against injustice and systemic racism and are committed to hearing truths that Black, Indigenous, and People of Color share We actively listen to others' voices so we can understand, gain knowledge, and broaden our perspective We respect our planet and its resources and work to restore and protect them We work cooperatively with our partners to provide safe and just access to public lands <p>Workplace Culture</p> <ul style="list-style-type: none"> We strive for a transparent, positive, and equitable organizational culture where board, staff, volunteers, collaborators, and the community feel comfortable expressing themselves We intentionally seek to diversify our staff and board to assure we represent the communities we seek to serve We collaborate with our partners and communities, as we do internally—with trust, respect, passion, and dedication to a just world and healthy planet

IMPACT PLANNING FRAMEWORK	
AUDIENCES Whom Accokeek intentionally serves	<ul style="list-style-type: none"> Outdoor explorers History and heritage enthusiasts Environmentally-minded doers
OUTCOMES Intended results of Accokeek	Outdoor explorers will:
	<ul style="list-style-type: none"> Increase their knowledge of the natural world and its benefits Discover the spiritual and sacred significance of this landscape, appreciating the land in a different way Develop enhanced observational and sensory skills
	History and heritage enthusiasts will:
	<ul style="list-style-type: none"> Broaden their understanding of Piscataway Park as an historical, cultural, and environmental landmark Deepen their understanding about history and heritage within the agrarian landscape Come to embrace living with the land
	Environmentally-minded doers will:
	<ul style="list-style-type: none"> Realize that regenerative agriculture practices play a role in restoring a healthy environment (e.g., soils, air quality, water quality) Learn how to help their community pursue sustainable and equitable practices Become more aware of environmental issues and their effects

INTENTIONAL PRACTICE: HOW DID I GET HERE?

- A little American cultural history
- My observations of the cultural sector's behaviors
- My evaluation practice

CYCLE OF INTENTIONAL PRACTICE

CYCLE OF INTENTIONAL PRACTICE



7 PRINCIPLES OF INTENTIONAL PRACTICE

1. The organization wants to achieve something greater than itself (e.g., impact) among whom it serves.
2. Staff know the impact the organization hopes to achieve on specified audiences.
3. Staff regularly evaluate the effect of their work on target audiences to determine what works and what does not work.
4. Staff reflect on evaluation results and their organization's practices to learn from their impact-driven work.
5. Staff align the organization's work to deepen its intended impact.
6. Staff work collaboratively (e.g., interdisciplinary) across the organization.
7. Staff use inquiry and active listening to understand and appreciate varying viewpoints.

MANAGING INTENTIONAL PRACTICE WORK

1. Create a core team to review work and make big decisions (e. g., identifying three target audiences)
2. Invite members of your community to participate in these three exercises
3. Create a schedule for when workshops and momentum calls will take place
4. Be transparent about everything
5. Model how you want your staff to participate (if you want them to ask questions, ask questions of them, and explain you are modeling how you want them to participate; if you expect honesty from them, model honesty towards them)
6. Do not let sessions morph into staff airing complaints
7. Model intentional practice concepts (e.g., schedule time to reflect after each gathering)

TODAY'S WORK

To What End?

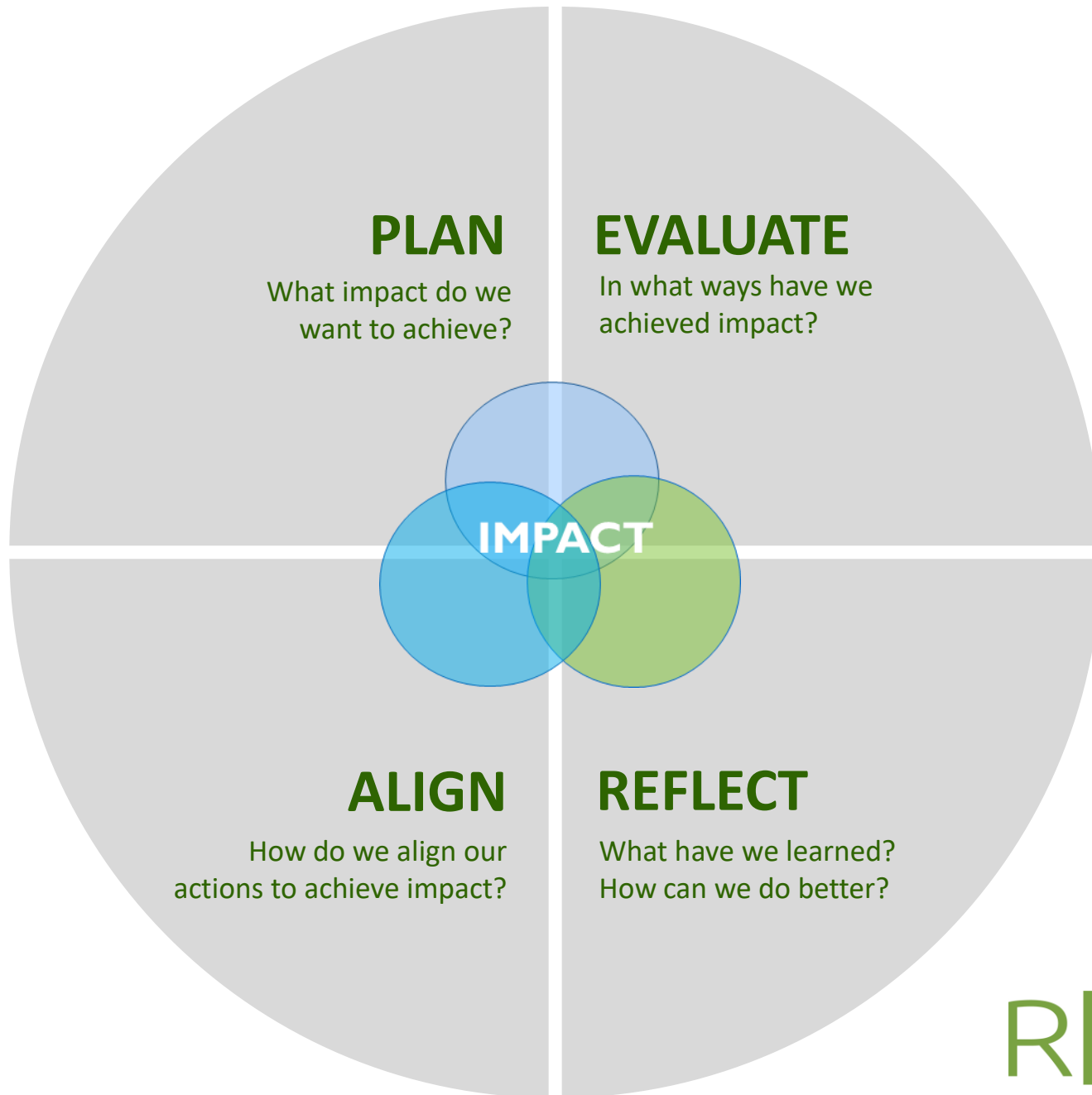
IMPACT PLANNING EXERCISES

- Passion exercise
- Envisioning outcomes exercise
- Distinct quality exercise

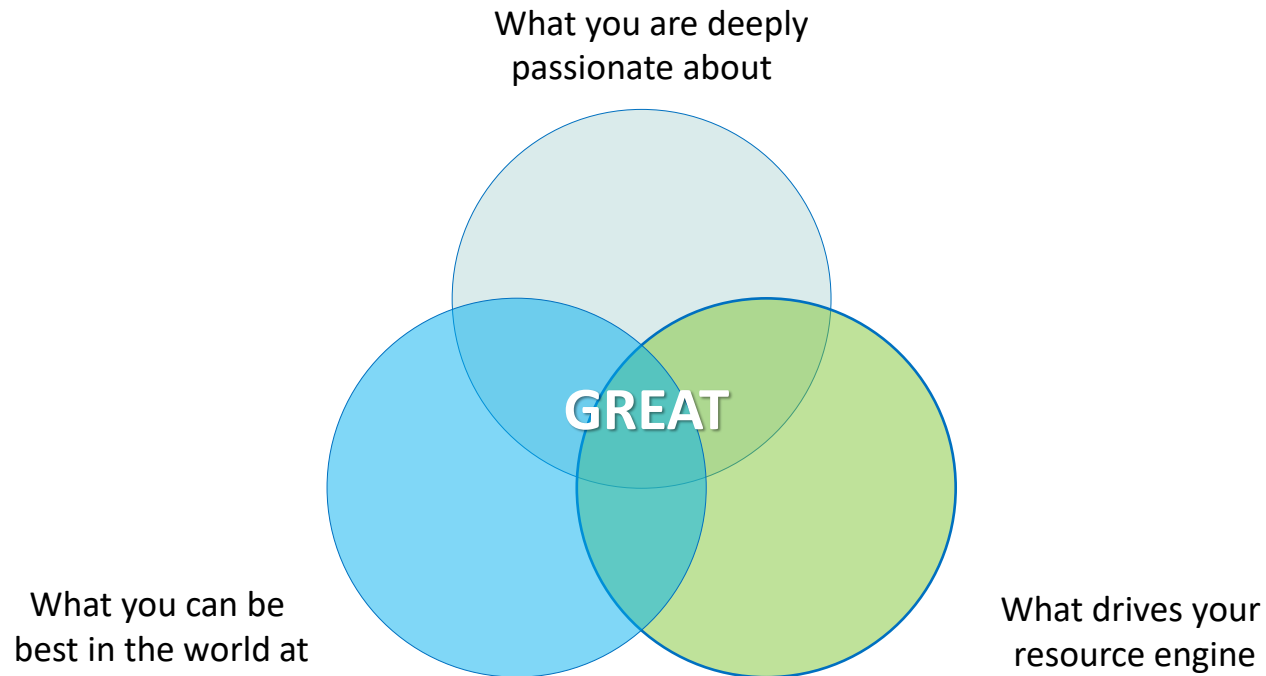
See Chapter 5 for a description of all three exercises

THEORETICAL UNDERPINNINGS OF THE CYCLE





Jim Collins' Hedgehog Concept



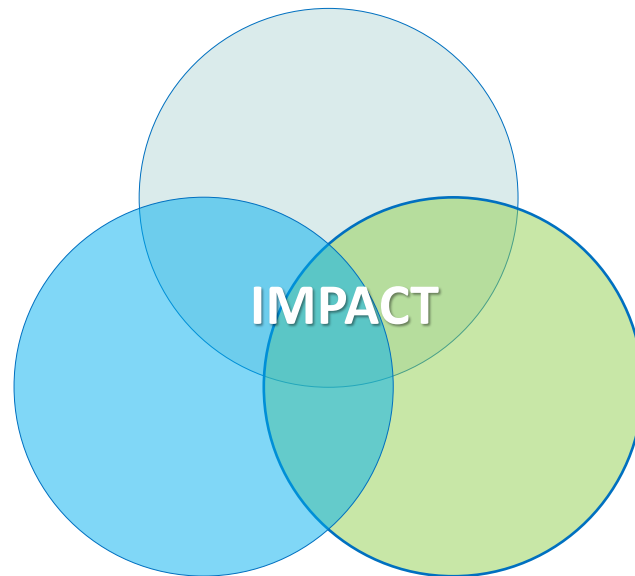
Reference: Jim Collins, *Good to Great and the Social Sectors*, 2005.

I. PASSION EXERCISE

Jim Collins' Hedgehog Concept

What you are deeply passionate about

What are your deepest passions?



What you can be best in the world at

What drives your resource engine

Reference: Jim Collins, *Good to Great and the Social Sectors*, 2005.

“Passion is tied to internal commitment and builds a sense of responsibility among individuals.”

“A Case for Holistic Intentionality,” *Curator* 2007

PASSION EXERCISE

Goal: “Discover what ignites your passion and the passions of those around you.”

Instructions: Select a scribe and group presenter. Take time to individually reflect on and review the questions: **What about your work (or association) with XX is most important to you? Why is that important?** Consider the “why” question **again and again** to explore deeper connections and personal passions. Take turns sharing and documenting each response. The group presenter will report on the group’s discussion.

Timeframe: 35 min. in groups, 5 min. debrief by each group.

THE QUESTION

What about your work (or association) with XX is most important to you?

Why is that important?

Why is *that* important?

Why is that important?

REPORTING BACK

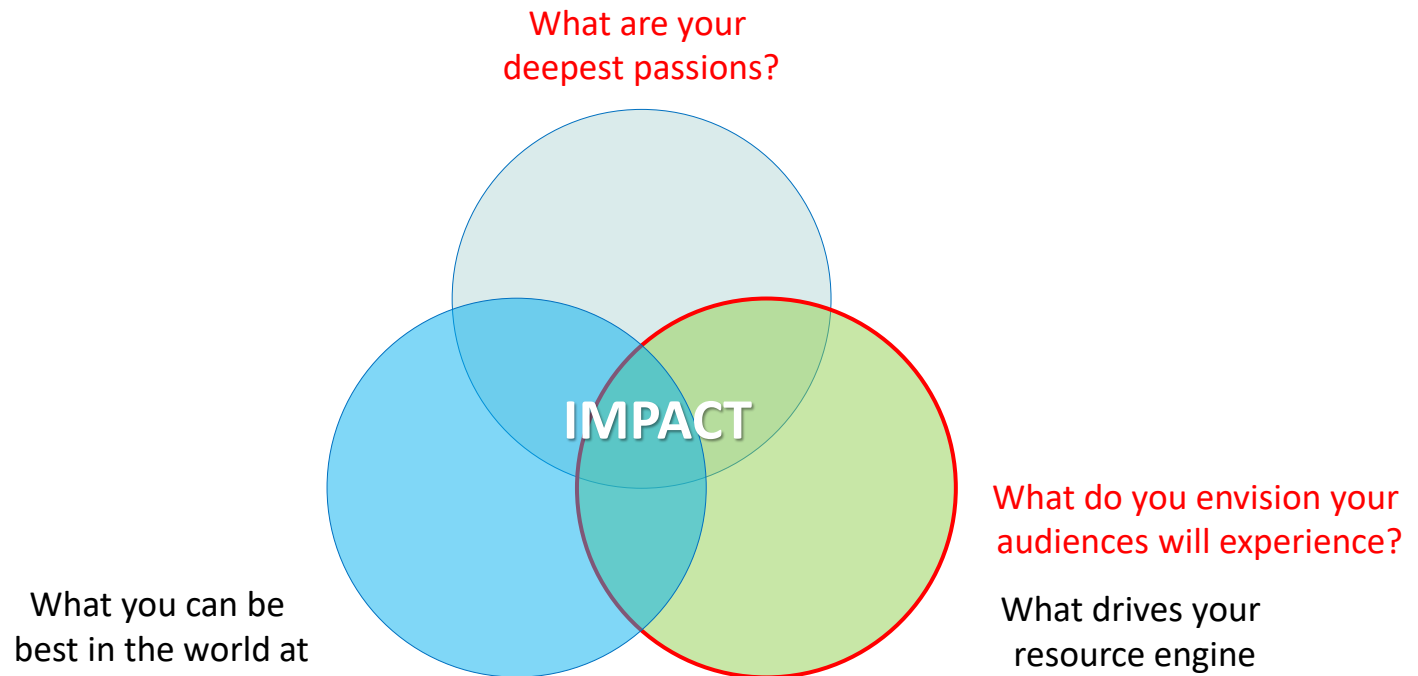
What, if anything, surprised you about what you heard in your group?

Where did people's passions start? At the same place or at different places?

Where did everyone's passions land at the deepest level?

2. ENVISIONING OUTCOMES EXERCISE

Jim Collins' Hedgehog Concept



Reference: Jim Collins, *Good to Great and the Social Sectors*, 2005.

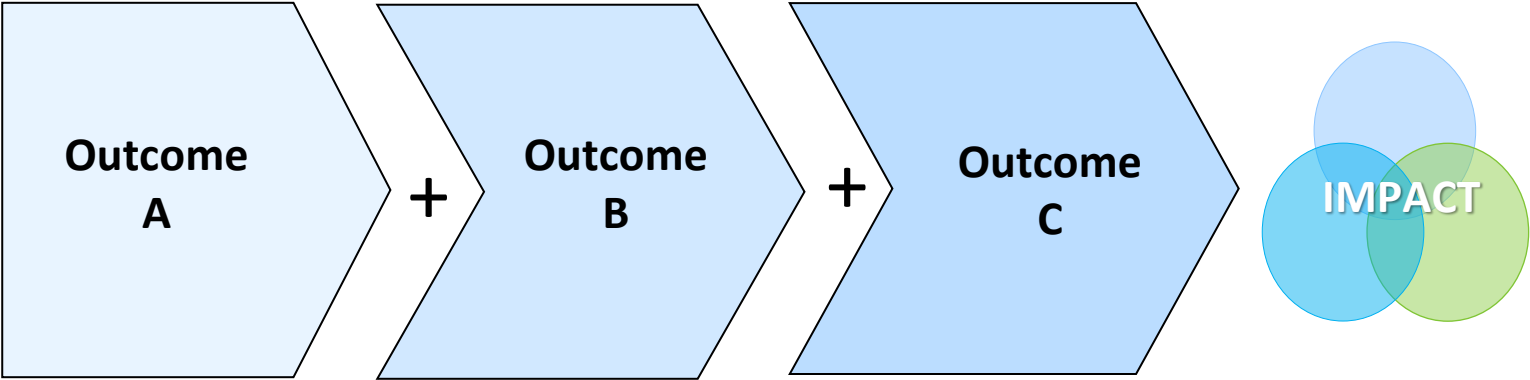
WHAT IS IMPACT?

According to Stephen Weil, impact is:

“making a positive difference in the quality of people’s lives”

INTENDED IMPACT: KEY IDEAS

- Impact defines results of your work and organization on specified audiences
- Impact can relate to a range of ideas and outcomes
- Clarifying intended impact does not preclude unintended results or outcomes from occurring
- Impact provides a unified focus for planning, resource management, decision making, and accountability

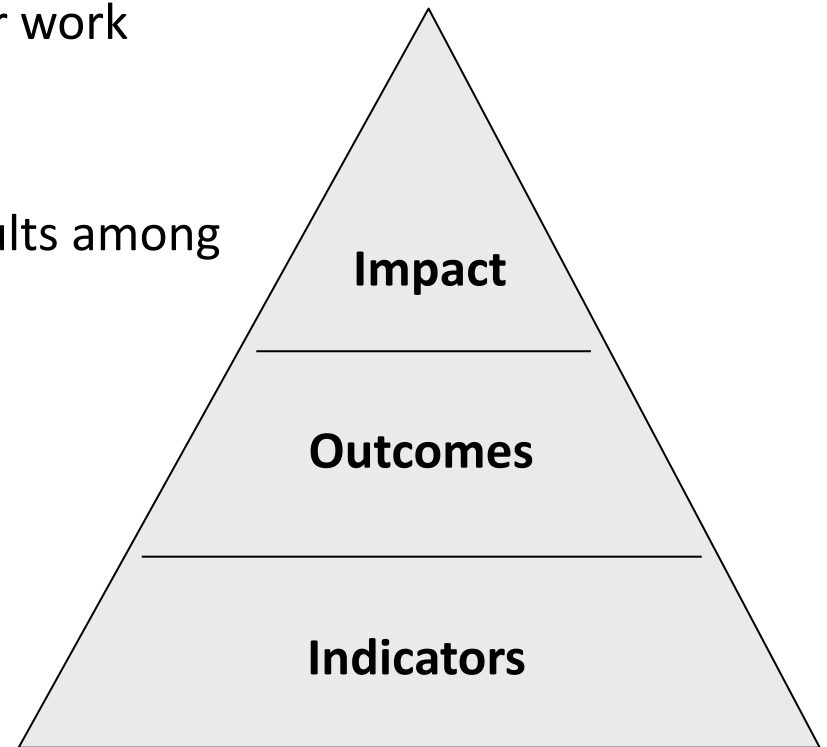


IMPACT PYRAMID

Impact is the overarching result of your work on three target audiences.

Outcomes are specific measurable results among those audiences; outcomes are explicit actualizations of impact.

Indicators describe the *observable* and *measurable evidence* that an outcome is achieved. They provide *consistency* in evaluation.



WHOM WILL YOU AFFECT?

**SELECTING THREE TARGET
AUDIENCES**

IMPACT ON WHOM? EXAMPLE AUDIENCES

1. **Heritage and history enthusiasts**

May include those interested in indigenous cultures and/or colonial times, DIY hobbyists. This audience enjoys sharing and learning about the past—however they define it.

2. **Outdoor explorers**

May include those who look to nature to feel complete, respect the natural world and all it affords. This audience takes outdoor vacations, hikes, walks, and marvels at the natural world.

3. **Environmentally-minded doers**

May include those who recognize the environmentally precarious situation of our planet. This audience acts on behalf of the environment and whatever that means to them—growing trees, plants, and food, composting, engaging in philanthropic activities.

WHAT IS AN OUTCOME?

WELL-ARTICULATED OUTCOMES

- Describe a result
- Are concrete
- Are specific to the context in which they occur
- Straddle a line between being realistic and aspirational

COGNITIVE DOMAIN (BLOOM'S TAXONOMY)

To assess
To decide

Evaluation

To design
To plan

Synthesis

To classify
To divide

Analysis

To complete
To solve

Application

To summarize
To contrast

Comprehension

To list
To describe

Knowledge

AFFECTIVE DOMAIN (KRATHWOHL'S TAXONOMY)

Works cooperatively
Shows self-reliance

Internalizing values

Compares
Prioritizes

Organizing/Conceptualizing

Demonstrates attitudes
Expresses strong opinions

Valuing

Writes/presents/performs

Responding

Asks questions
Participates in discussions

Receiving

PSYCHOMOTOR DOMAIN (DAVE'S TAXONOMY)

Naturally, perfectly:

Completes one or more skills with ease

Naturalization

Adapt, alter, originate:

Modify the product to fit new situations

Articulation

Excel expertly, perform masterfully:

Perform skill with accuracy

Precision

Complete, perform, produce:

Perform skill by following instructions

Manipulation

Copy, duplicate, mimic:

Observe a skill and attempt to repeat it

Imitation

CATEGORIES OF OUTCOMES

- Understanding (knowledge, awareness)
- Attitudes (beliefs, values)
- Interest/engagement (feelings, appreciation)
- Skills (thinking, abilities)
- Behaviors (actions)
- Other

ACTIONS VS. OUTPUTS VS. OUTCOMES

- Action: What you do (develop a program, organize a symposium)
- Output: How many programs you develop; how many people attend a program
- Outcome: What people do/experience as a result of your action**

Example:

- Action: Facilitate a collaboration among a community organization, a museum, and an artist to create a public art installation on campus
- Output: Five professors ask their students to review the installation; 50 students write reviews
- Outcome: Students' reviews connect the installation with a pressing contemporary social issue**

THE QUESTION

What positive difference do you intend to make in the quality of life among:

Heritage and history enthusiasts?

Outdoor explorers?

Environmentally-oriented doers?

ENVISIONING OUTCOMES EXERCISE

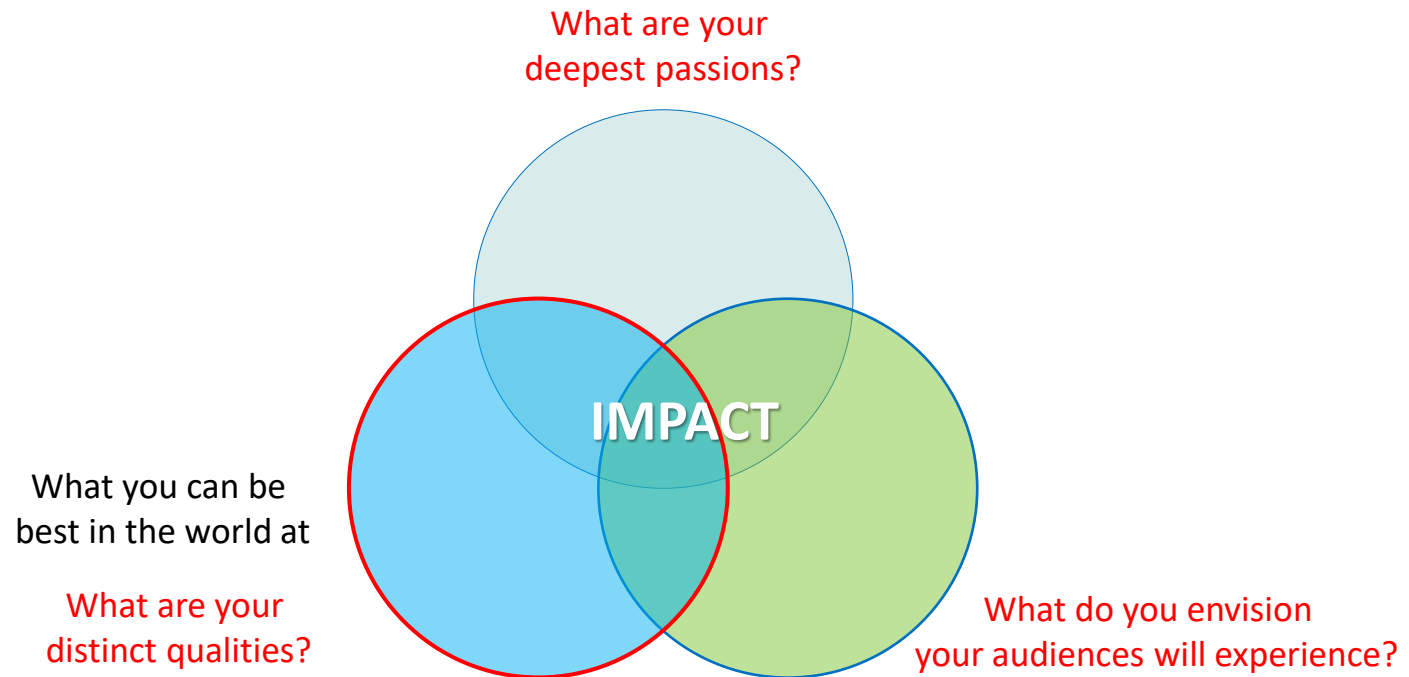
Goal: To articulate outcomes that XX organization will have on three audiences

Instructions: Divide into three or four groups. All groups will be responding to one question three times—one for each audience. Spend approximately 10 minutes generating outcomes for each audience. Select a scribe who will neatly write the outcomes on the sheets of paper.

Timeframe: approximately 10 minutes/audience

3. DISTINCT QUALITIES EXERCISE

Jim Collins' Hedgehog Concept



Reference: Jim Collins, *Good to Great and the Social Sectors*, 2005.

DISTINCT QUALITIES EXERCISE

The question:

What does your organization do better than any other like-organization in the region?

The strategy:

Large-group discussion

The goal:

A very short list of what your organization does best

NOW WHAT?

The problem:

There are three data sets. Passions and distinct qualities are about the organization. Outcomes are about audience experiences. Determine what the data say about the organization and audience experiences.

The questions:

What are the trends among the passions?

What are the trends among outcomes for each audience?

What are the organization's three to five distinct qualities

The strategy:

Data analysis, synthesis, and reduction (e.g., prioritization)

THEN:

The goal:

An **Impact Framework** with the following parts:

- Mission statement
- Impact statement
- Up to five passions
- Up to five distinct qualities
- Three outcomes per audience

MISSION & IMPACT STATEMENTS

Mission statement:

The mission of the Morgan Library & Museum is to preserve, build, study, present, and interpret a collection of extraordinary quality, in order to stimulate enjoyment, excite the imagination, advance learning, and nurture creativity.

Impact statement:

Visitors feel intimately engaged with creative expression and the history of ideas.

MISSION & IMPACT STATEMENTS

Mission statement:

The Florida Museum of Natural History – Understanding, preserving and interpreting biological diversity and cultural heritage to ensure their survival for future generations.

Impact statement:

People value the biological richness and cultural heritage of our diverse world and make a positive difference in its future.

MISSION & IMPACT STATEMENTS

Mission statement:

The Accokeek Foundation cultivates passion for the natural and cultural heritage of Piscataway Park and commitment to stewardship and sustainability.

Impact statement:

Visitors experience the interconnectedness of all life, and come to know the spiritual power, historical and cultural value, and regenerative potential of the Indigenous landscape that is Accokeek.