

Self-Organized Groups

We suggest the use of self-organized group practices, in which important roles are presented and team members are welcome to assume whatever position they feel comfortable with. While these are not extensive, here are four roles we have identified in best practices of self-organized groups. Before each activity, four members of your group should assume one of the following roles. Roles may change from one activity to another.

Facilitator

Ensures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.

Pacer

Responsible for the group awareness of time. Manages time, and gives previously agreed signals with the remaining time to the member talking.

Clarifier

Records individual and collective thoughts on the frameworks. Makes sure that long ideas can be briefly stated.

Sharer

Responsible for sharing the group's ideas, considering time pre-determined.

Circle Identity

We are all agents of change

Instructions

Step 01: Self-reflection

Barack Obama once said “change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.” By this position, all of us in this room are change makers. And, to a certain extent, we are seeking to promote changes towards sustainable futures. To begin our two and a half day journey of collaboration, we suggest you scan your life, and remember a time when you caused a change to occur. Think about a time when you engaged with others and collaboratively brought about a positive impact.

Once you decided which story you would like to share, write it down considering the structure presented.

Step 02: Conversation in pair

Once you completed your answers, select a colleague to interview using the questions suggested. While interviewing, don’t forget to take notes. Please remember, as an interviewer you should listen with curiosity and learn as much as you can from your partner’s experiences.

Individual activity

My name is:
I am here because:

My story

As a change maker I have

I believe it was a positive change because

The resource(s) I used was (were)

Pair activity

What is your name?
Why did you come to BarnRaise?

My colleague’s story

What have you done as a change maker?

What made this a positive change for you?

What resources did you use to make that change?



Use of resources

We all use multiple capitals



Instructions

Step 01: Meet the team

Once you have interviewed your colleague, it is time to share what you have learned with the table. When sharing your colleague’s story, make sure you point out the unique aspects of their change that stood out most for you. You might highlight things that are interesting considering the theme of the conference or something that inspired others. Once you start listening, make sure you take notes and look for patterns in answers. You might consider: what are the resources we are using?

Step 02: Apply the seven capitals

Now it is time to go deeper into your own story and think about what other resources, assets, and capitals you might have used, but forgot to mention. On your table there is a short explanation of the seven capitals. Use this framework as a guide to write one major criteria for each capital that indicates your use of that capital.

Step 03: Combine the seven capitals

Once you have completed this activity, add thickness to each slice of your pizza. The thickness represents the priority given during your decision making process. You are only allowed to use the 21 pieces available to you. After completing your pizza, combine the slices per capital to form one pizza representing each capital at the center of the table. How have you as a multidisciplinary team been exploring the capitals?

	Natural	Human	Social	Manufactured	Cultural	Political	Financial
What did I use?							
How did I use it?							
What was the criteria?							

Unit-disciplinary use of the capitals

Unique relationships with the capitals



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Instructions

Step 01: Identifying patterns

What is the most prominent capital in your table? What is the least?

How do you interact with these seven capitals as an industry/discipline?

What contribution as an industry/discipline can you bring to your multidisciplinary team?

Seven Capitals

The seven capitals were developed by Flora, Flora, & Fey in 2004, and utilize the economic concept of wealth creation or capital.

Social

Network of people we interact with.
E.g. work colleagues, family, and friends

Natural

Includes natural resources, both renewable and nonrenewable.
E.g. resources coming from nature like land or water

Cultural

Traditions and values that we believe as a society.
E.g. language, priority of values and traditions

Political

Structure of organizations in how we make decisions and structure power.
E.g. organizational hierarchy, leadership influence, and diversity in decision making

Financial

Monetary value or currency used to add or transition value.
E.g. financial investments and savings

Human

Includes the knowledge and well-being that is concentrated within each individual.
E.g. our health, knowledge and abilities

Manufactured

Digital and physical parts of the human-made, built environment.
E.g. tools, components, data, and infrastructure

Define criteria

Guiding principles for the capitals

Instructions



Step 01: Reflect on your use of resources

Considering what you discussed with colleagues from your industry/discipline, write down one criteria you think is critical for each of the capitals. The criteria will support the ideation processes throughout the event. Each criteria should indicate how you think that particular capital should be used. When creating your criteria, consider the sustainability aspect of the capital, especially in the long-term application. Write these criteria on the lines of your pizza.

Step 02: Combine criteria for each capital

Once your team has identified your criteria, collect them in the center of the table organized by each capital. Take a look at the set of criteria your group has developed. Are there similarities?

	Natural	Human	Social	Manufactured	Cultural	Political	Financial
How would I use this capital to accelerate the transition towards a sustainable food system in Chicago?							

Food tensions

Opportunity spaces

These four tensions are forces that either prevent the system from achieving its equilibrium or they accelerate a system's transition towards sustainability. They might represent forces of power, but also of weakness. The following tensions are intended to demonstrate and question the power of existing rules or social contracts, while also showing where they are most influential. We believe that they inform opportunities to intervene within the system.

Opportunity of growth – Concentration of wealth

How might food waste be a critical component to just and equal food systems?

There is tension in the system between concentrated wealth and opportunity of growth. Under reinforcing conditions, wealth concentration in the City of Chicago limits access to the benefits of others, including access to healthy food. When communities have access to healthy food, there is a greater opportunity for growth and thriving communities can be created.

Recognition of value – Wasteful thinking

What if there was no food waste in our system?

There is a tension between what we perceive as valuable and what we classify as waste. Humans take, make, consume, and dispose of what is thought to be no longer valuable. The moment food is classified as waste, it loses its value in the linear food and waste chains.

Collective responsibility – Individual will

How can we empower collaboration so that sustainable food systems can be put in place?

Food waste is a communal challenge. There is a tension between collective responsibility and individual will when it comes to managing food. Without explicit recognition of the value of food, sustainable solutions rely on individuals being knowledgeable and proactive.

Long term impact – Short term convenience

How can we design systems so people realize the long term effects of convenience?

There is tension between the convenience of everyday life and the long term impact of daily choices. Currently, individuals are protected from the systemic impact they are generating. Wasting food is very easy, and the long-term effects are unclear and often unconsidered.

01 / 02 / 03

"When dumpster diving, I was able to find all sorts of vegetables and fruits. I was definitely eating way better than I would have if I was spending the money."

-Producer

04 / 05 / 06

"I was talking to a chef the other day and he mentioned he was diverting 95% of their food scraps. But who would know that? You don't go to a restaurant because that restaurant composts."

-Processor

07 / 08

"A lot of people are wondering if they are getting compost back from our service, but they are never wondering if they are going to get trash back from their trash service."

-Collector

09 / 10

"If somebody presented [an alternative for food waste] to me I would totally go after it, but it's just not on my list..."

-Supplier



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Intent Statement

Defining your intent on an identified opportunity

Getting a good sense of what the opportunities are for creating something new is fundamental to understand the potential of impact. These opportunities are identified by understanding latest developments, seeing the big picture, recognizing current trends, and by reframing the problems. Considering the tension presented and the expertise of your group, this activity should support you to speculate points of view to guide innovation efforts. You should explore “what if” questions to re-frame challenges and transform them into opportunities.

Instructions

Step 01

Review the tension

Make sure you understand the tension, and recognize the brain power at your table as a valuable asset for solutions.

Step 02

State opportunities

Consider boundless opportunities in your early exploration. What are existing constraints? What should be the goals? What would be nice to have? What if X became Y?

Step 03

Consider the capitals

Your innovation efforts should consider the criteria you have available and how you plan to use the capitals.

Step 04

Point of View

Discuss possibilities among your team members. Which opportunities can be built as a strong initial position to move your innovation efforts forward?

Step 05

Frame the challenge

What is a problem worth addressing? Who would benefit from? What are the existing needs we are covering? Are there more opportunities? What are the values being added? Are there big risks?

Step 06

State your “How might we question”

Once you have identified a challenge worth tackling.. Draft a question that indicates clearly the aspects your team wants to address.

UN Sustainable Development Goals



Align with existing movements

In September 2015, the 193 countries of the UN General Assembly adopted 17 Sustainable Development Goals (SDGs) with a view to end poverty, protect the planet, and ensure prosperity for all. Each SDG is accompanied by a set of targets for 2030, and it is critical that we play our part to reach them. But what does that mean for new systems?

Discuss as a group. **Select three out of the seventeen that most aligns with the task at hand.**

End poverty

in all its forms, everywhere

Poverty is about more than lack of income. It is about ensuring everyone has the resources and resilience needed to secure a sustainable livelihood.

Examples of principles:

- Increase jobs opportunities
- Pay employees a living wage
- Offer fair employment terms
- Respect communities resources
- Eliminate encroachment into communities
- Ensure socially equitable access and opportunities

End hunger

achieve food security and sustainable agriculture

Hundreds of millions of people today go hungry, while unsustainable farming practices degrade soil quality, use too much water, reduce biodiversity, and put rural communities under pressure.

Examples of principles:

- Access to affordable nutritious and healthy food
- Maintain environment's capacity to regenerate resources to support healthy living
- Respect communities resources
- Recognize and enhance local and cultural elements in the food system

Good Health

promote well-being for all at all ages

Health is a fundamental human right and a key indicator of sustainable development. In recent years notable progress has been made, but significant challenges remain.

Examples of principles:

- Access to health care
- Support and education for healthy living
- Maintain environment's capacity to regenerate resources for healthy living
- Recognize and enhance cultural elements

Quality Education

create life long learning opportunities

Education is the cornerstone of a healthy society. It empowers people to improve their lives and futures, and affords them the knowledge and competencies necessary for sustainable development.

Examples of principles:

- Access to primary and secondary education
- Foster early childhood development
- Support diversity in educational environment
- Eliminate barriers for learning
- Recognize different learning processes
- Create professional development programs

Gender Equality

recognize diversity in decision making

Providing equal access to education, health care, decent work, and representation in decision-making processes will fuel sustainable economies and benefit communities and society at large.

Examples of principles:

- Equal access to employment, training and advancement opportunities
- Promote shared responsibility for childcare
- Ensure mental and physical wellbeing of all
- Eliminate inappropriate or discriminatory behavior

Clean Water and Sanitation

ensure availability and management

Access to clean freshwater is a fundamental human right, yet millions of people today do not have access to clean water for drinking, cooking and sanitation.

Examples of principles:

- Protect freshwater supplies
- Eliminate withdrawal from sources that suffer from water stress
- Ensure that the physical presence of operations does not disrupt local water systems

Renewable Energy

access to affordable, reliable, and sustainable energy matrix

Energy is central to nearly every major challenge and opportunity the world faces today. Access for all to affordable, reliable, renewable and clean energy is essential for sustainable development

Examples of principles:

- Increase the share of renewable energy in the global energy mix
- Increase demand for clean energy research, technology and infrastructure
- Eliminate consumption of fossil fuel in energy systems.

Good Jobs and Economic Growth

guarantee decent work for all

Sustainable economic growth requires society to create conditions that allow the whole working age population to have quality jobs which stimulate the economy while not harming the environment

Examples of principles:

- Allow for equal access to employment, training and advancement opportunities
- Ensure that workspaces are safe and healthy environments for all

Innovation and Infrastructure

promote resilient and efficient impact

Growth in productivity and incomes, and improvements in health and education, require innovation and investment in critical infrastructure such as transport, irrigation, energy, and information technology.

Examples of principles:

- Adopt technologies and industrial processes which do not contribute to climate change
- Increase resource-use efficiency and eliminate waste

Reduce Inequalities

focus on both local and global scale

Economic growth reduces poverty only if it is inclusive, yet inequality persists within and among countries, and large disparities remain in terms of access to health and education services and other assets.

Examples of principles:

- Guarantee decent standard of living for all
- Support the development of physical and social infrastructure

Sustainable Cities and Communities

promote healthy environments

Half of humanity now lives in cities, and the number is increasing. For cities to thrive we must address the pressures that rapid urbanization is placing on freshwater, infrastructure, air quality and people's health.

Examples of principles:

- Maintain areas of high cultural significance or biological importance
- Support sustainable mobility
- Operate in landfill free systems with no pollution

Responsible Consumption

revise patters and choices

Sustainable consumption and production aims to do more and better with less, increasing net welfare gains from economic activities that reduce resource use, degradation and pollution.

Examples of principles:

- Maintain stocks of non-renewable natural resources
- Eliminate waste
- Create close-loop systems
- Allow for rapid feedbacks

Climate Action

promote urgent changes

The effects of climate change—from changing weather patterns, more extreme weather events, to rising sea levels—are impacting all countries, disrupting national economies and affecting people's lives.

Examples of principles:

- Do not contribute to the combustion of fossil fuels
- Do not undermine the resilience of local communities to climate-related hazards and natural disasters
- Ensures that operations contribute fairly to reaching global decarbonization targets

Life below water

conserve and sustainability use water

The world's oceans their temperature, chemistry, currents and life drive natural processes that make the Earth habitable for humankind. Careful management of this global resource is critical to our future

Examples of principles:

- Eliminate waste disposal in water systems
- Promote positive impact marine environments
- Obtain resources without degrading the environment
- Do not undermine the health of marine or coastal

Life on land

promote sustainable use of terrestrial ecosystems

Land degradation, deforestation, and desertification caused by human activities and climate change pose big challenges to sustainable development and undermine the livelihoods of millions of people.

Examples of principles:

- Do not emit harmful substances
- Ensure land uses are not generating desertification
- Ensure inputs come from sustainably-managed forests
- Do not release substances that are damaging to ecosystems

Peace and Justice

provide access to justice for all

Trust is the foundation of a strong and resilient society. To foster trust, we must ensure that institutions at all levels are accountable, transparent, inclusive and just.

Examples of principles:

- Foster trust by preventing, identifying, managing and acknowledging ethical breaches
- Ensure transparency and accountability of institutions at any level
- Support empowerment to voice concerns about the contemporary activities, and that such concerns are handled appropriately

Partnerships for the Goals

revitalize the global and local partnership

To realize the sustainable development agenda will require effective, ambitious partnerships between governments, the private sector and civil society - at a global, national and local level.

Examples of principles:

- Define common goals
- Respect cultural differences
- Transparency and interdependence
- Ensure diversity and inclusion

Concept Sketch

Communicate ideas to support conversations

Concept sketches convert ideas into a concrete form. Sketches can make it easier to understand, discuss, evaluate, and communicate ideas.

Instructions

Step 01
Select criteria

Go through the set of criteria and identify those that you think will get better clarity by "imagining" them in real-life situations. Aim for one per capital.

Step 02
Assign tasks

To ensure a smooth work process, assign some team members as designated sketchers, while others focus on verbal ideation and communication.

Step 03
Document

Document every sketch with small descriptions. A concept sketch that seems unimportant now may have more value later in the process when concepts are combined into solutions.

Step 04
Illustrate

Tie together all instances into an image. Make a series of illustrations to show the imagined situations. Include sustainability-driven aspects in these illustrations.

Step 05
Build on

Move on to detailed figurative sketches that help you see the concept as more concrete. What would that idea really look/feel like?

Step 06
Alignment

Discuss how the concept is adding value to the imagined situations—this is the moment where you can go back to your SDG and make sure your sketches are aligned with your goals.

Step 07
Improve

Review goals, criteria, and concepts. Make sure they are coherent and address the task at hand.

Concept Scenario

Creating options and mapping change

While exploring concepts it is useful to visualize them working in the real world. One way to do this is through visualizing real-life scenarios or stories. Teams generate short scenarios as a series of sketches, illustrations, or photo collages to express how that concept will be used by potential users in proposed situations. These scenarios sketches are great places to have discussions among team members. Seeing a concept as a scenario helps teams identify problems that would not have been obvious in the beginning stages of conceiving that idea.

Instructions

Step 01
Combine concepts

Take a look at the concept sketches you created, and cluster them considering similarities.

Step 02
Sketch an idea

Place the concepts in order to form a scenario. You might drawn lines to connect them, and indicate the connections between the concepts.

Step 03
Review your goals

Refer back to your SDG goals and adapt your scenario to achieve them if necessary. Make sure you are communicating the core of concepts in that cluster.

Step 04
Get into the details

Move on to detailed figurative sketches that allow you to see the scenario as more real ("what would that reality really look/feel like?")

Step 05
Create narrative

Make sure there is a narrative behind your scenario that helps it comes to life.

Main activities that support your scenario

This method allows us to take a list of activities and see how they are grouped based on their relationships. The diagram shows how activities constitute larger clusters of activities and how, in turn, these clusters connect to higher-level ones in a hierarchical pattern. This method is particularly effective for constructing a big picture of peoples’ activities and their needs that can help reveal opportunities for innovation. Finding a broad definition for any cluster is a key part of the method. For example “bringing people together,” “coordinating tasks,” leading discussions,” “providing support,” and “monitoring projects.”

Instructions

Step 01
List activities

List activities that you want to compare and structure. The activities could include those of some or all stakeholders presented in the report.

Step 02
Cluster activities

Define each cluster based on the similarity between activities. Label each cluster.

Step 03
Connect clusters

Ask questions like: what makes the activities in this cluster belong in a group together? Why is this cluster unique? Draw lines between clusters of activities to show connection.

Step 04
Network diagram

Rearrange the clusters for shortest line lengths and minimum line crossing. Organize them in such a way that higher-level clusters are clearly visible.

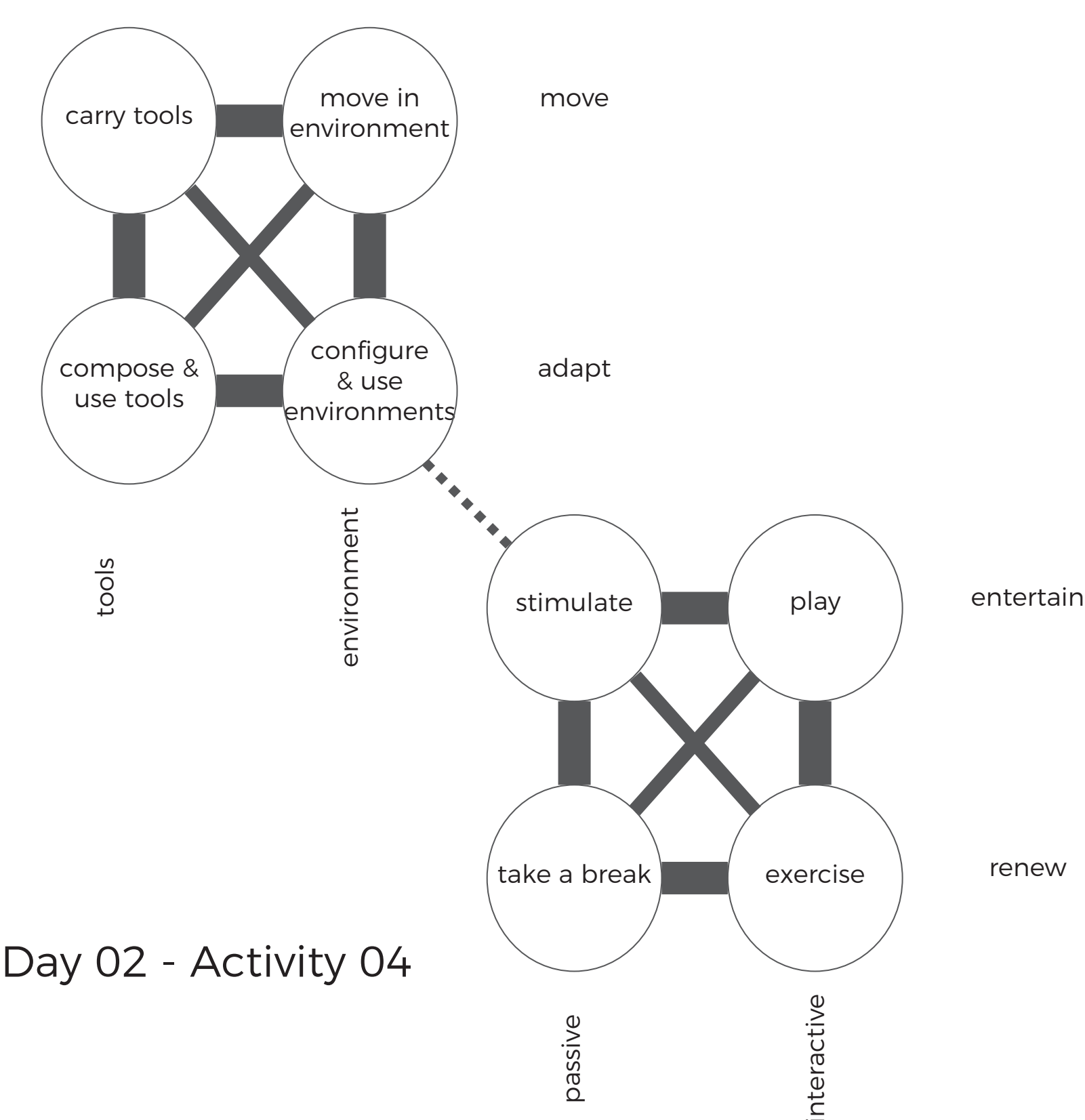
Step 05
Review your network

Make sure that you end up with a diagrammatic representation of all the activities that indicate relationships and hierarchies.

Step 06
Review the scenario

Take a look at your network and make sure these activities are supporting sustainable outcomes. Consider feedbacks as well.

Examples of an activity network



Paradoxical Cards

In complex problems we encounter paradoxes.

A paradox is a statement that contradicts itself and might yet be true (or false at the same time). Particularly elusive issues, aka wicked problems are characterized by their many inherent paradoxes. The best solution to a problem addresses both sides of its paradoxes. Please use the cards to discover paradoxes.

Step 01
Select the paradox

From the paradox card deck, select the paradoxes that apply most to your issue.

Step 02
Select the cards

Choose two paradox cards and write the extremes of each paradox on the axes on the poster.

Step 03
Ideation on 2x2

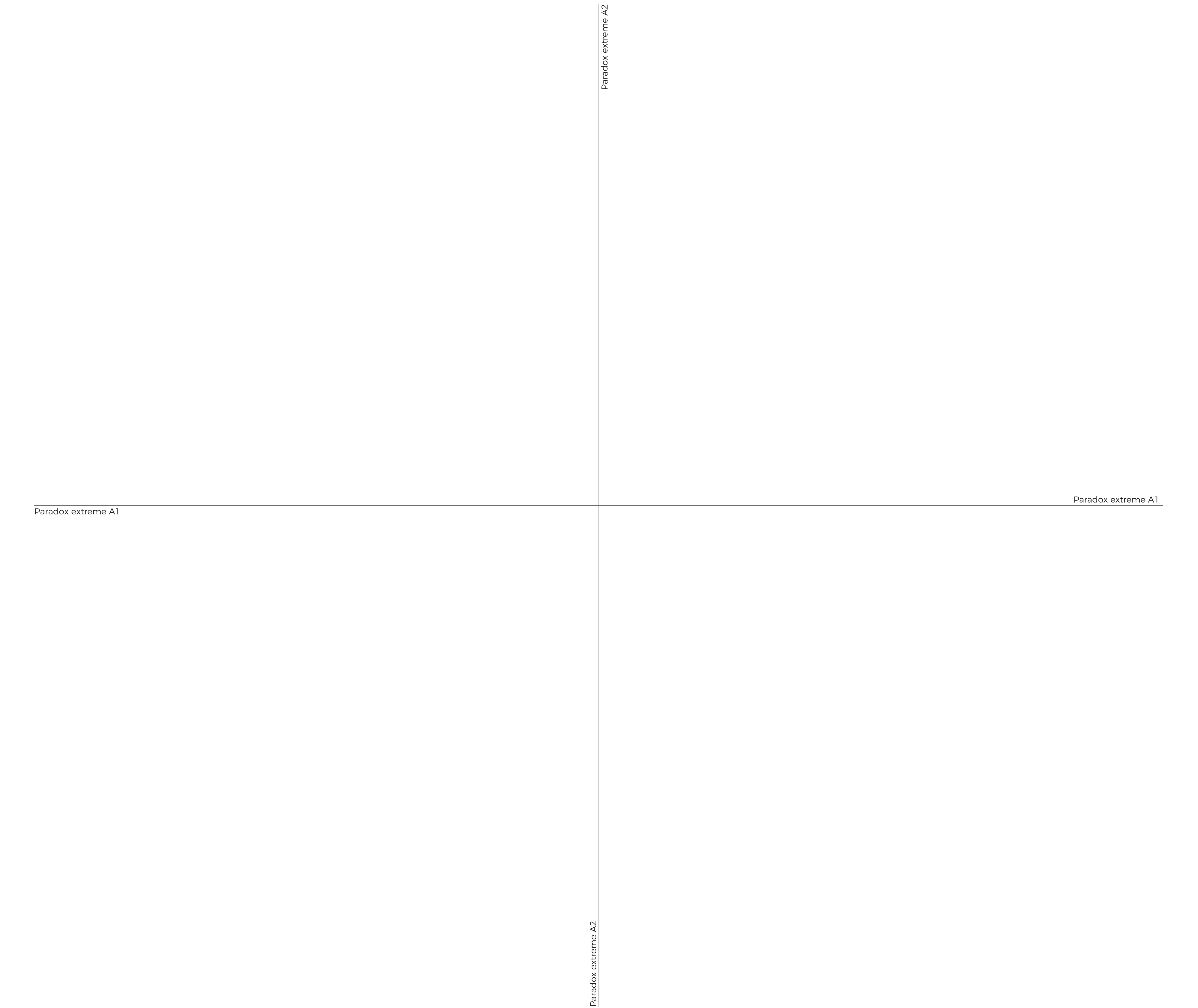
Look at each quadrant separately and ideate on solutions that address their paradox extremes. Try to generate as many ideas as possible.

Step 04
Analyze and cluster

Look at all your ideas to determine whether or not they exclude each other. Cluster common ideas and remove incompatible ideas or adapt your solutions.

Step 05
Adding paradoxes

Finally, explore how your ideas connect to each other and how they can reinforce each other. Bring them together to iterate on your scenario.



Future-State Scenario

Creating a holistic scenario

When thinking in systems it is important to recognize complexity but also uncertainty. This means thinking about the future in a non-linear way while considering resilient interventions that can remain the same regardless of future system change.

Future-state scenarios enable you to think about solutions that can handle multiple possible futures. The scenarios are generated from the opportunities that might present critical uncertainties. The goal is to create narrations of alternative futures that can ground your ideas.

Based on share-out feedback, the paradox cards, and new ideas, think about how your scenario might improve to achieve more holistic solutions.

Step 01

Revise your scenario

Discuss and reach a common understanding about what the future scenario could look like considering the new information you gathered.

Step 02

Revise activities

What activities will you add or subtract from your initial idea? Can the proposed activities accelerate the transition towards sustainable food systems? If so, how? Revise your activity network.

Step 03

Use your principles

Align the activities with your principles and goals. Revise activities if necessary.

Step 04

Go into detail

Discuss and determine important features that your scenario might require. Draw them in a way that you can easily understand the specifics of the solutions.

Step 05

Create the scenario

Go back to the system level and revise the tension you are addressing. Create a storyline that represents what life will look like if your scenario becomes reality.

Examples of a Future Scenario Representation



Platform Plan



Creating options and mapping change

Use the diagram below as a guide to develop your platform plan. A platform is an innovation strategy that provides a set of standards or an infrastructure that enables a variety of options as offerings. A platform strategy is an entire constellation of offerings allowing its users and participants to gain value in different ways. For example, a Farmer’s Market is a platform that is used by people in a variety of ways: to share practices, buy food, consume food, meet with friends, learn in cooking classes, etc.

Instructions

Step 01
Key attributes

Discuss with your group examples of platforms considering their components. You might ask: why is this a platform?

Step 02
Identify potential

Can a platform work for your scenario? Using your team's collective understanding about platforms, determine if your scenario has the potential to grow as a platform.

Step 03
Use four principles

Use the four principles of platforms to model your scenario. Features and solutions should be developed to fit with the platform definition.

Step 04
Target goals

Revisit your Sustainable Development Goals and make sure your platform supports them. Determine important strategies to achieve sustainable solutions.

Step 05
Review attributes

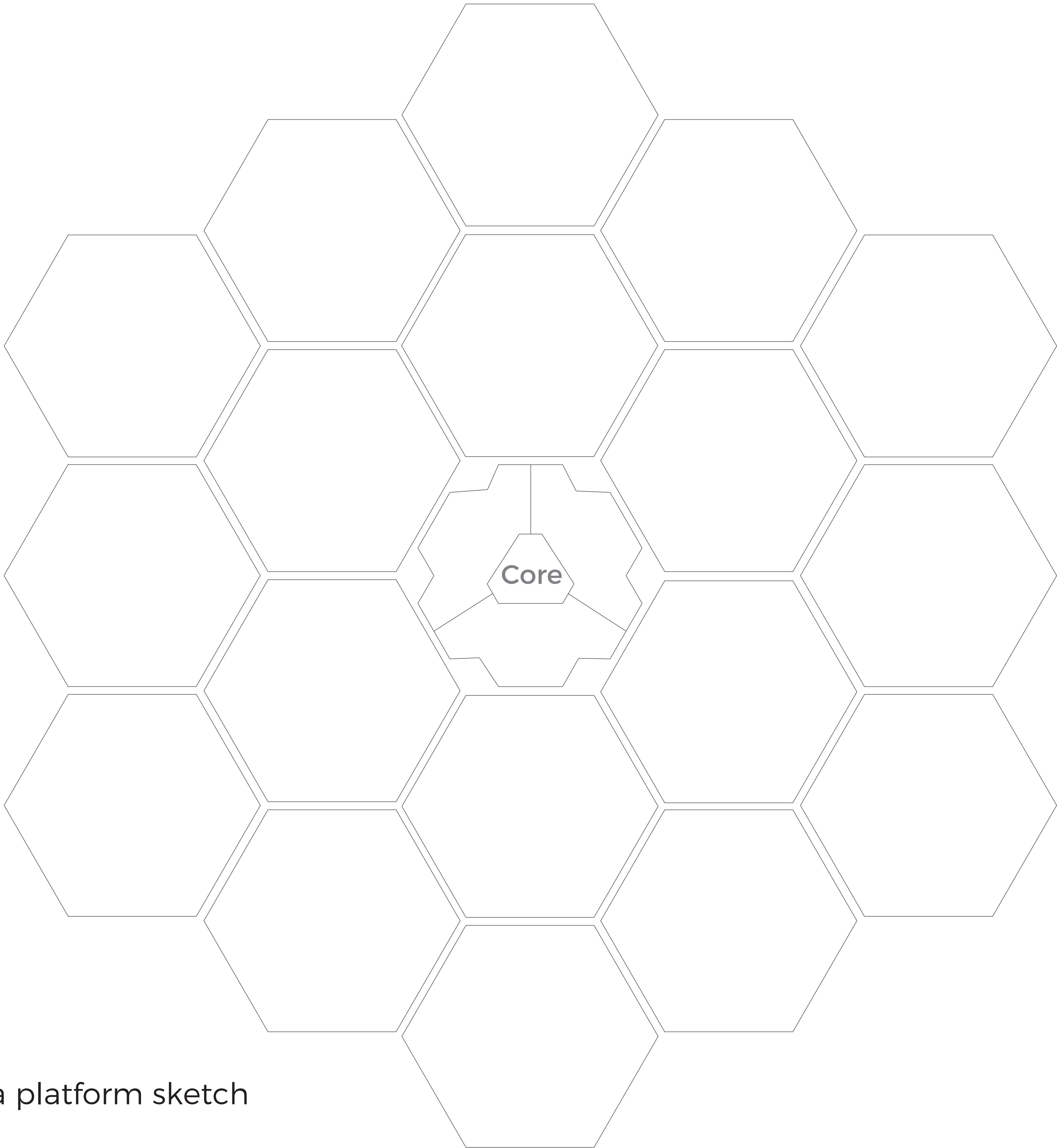
List platform attributes like networking, connectivity, participation, growth, accessibility, feedback, collaboration... Divide them into "must have" and "nice to have." Revise your solutions.

Step 06
Create a plan

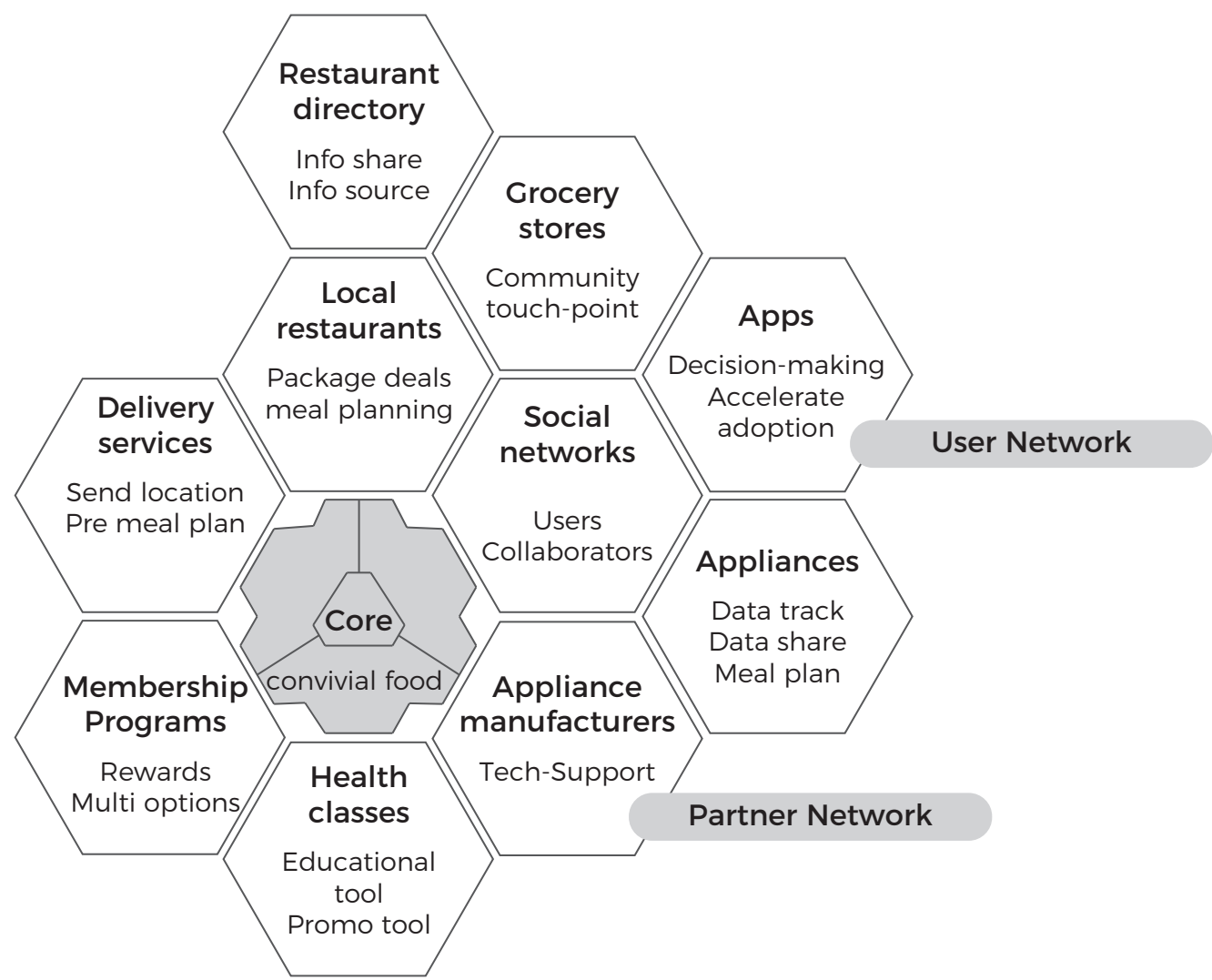
Create a plan describing details like strategies, action needed, partners involved, technology needed, key drivers, risks, and investment needed.

Step 07
Detail first steps

How driven would users be to engage in the platform over time? What are the barriers for implementation? What are the uncertainties?



Example of a platform sketch



Basic principles of a platform:

Compared to individual independent offerings, a platform provides higher value to the system. It should consider users, providers, partners, the environment, and feedback systems. Successful platforms ensure easy access to all stakeholders, as well as feedback loops, adaptability, data collection and data management. As a strategy, a platform is self-expanding and grows overtime with all the stakeholders (including the environment) contributing to growth. For the platform provider, the strategy is more about long-term value than immediate gains in the marketplace. All these are platform attributes that can build into the system of solutions to create greater value.

Core with options

The basic set of offerings on which things can be built. In this case, your improved scenario. For example the trends, the space, the services, that a Farmer’s Market would offer.

Sticky users

People’s use of the platform grows over time, and they become more invested in the platform. People’s presence in a new Farmer’s Market expand overtime and the expansion becomes an important asset that people value.

Distributed owners

Platform providers have only part ownership of the platform, the basic infrastructure and the core support. The owner is widely distributed. Each one of the vendors have ownership of their space and products.

Open partners

The base provides an environment to attract partners to participate in the platform. For example bands and cooking classes are commonly found at Farmer’s Markets.

Principles Map

Recommendations and principles for interventions

A systemic solution is always a combination of interventions, some can be designed as activities and others are rather principles and recommendations that we as individuals cannot implement (e.g. rules, bonus systems, organization values, ...). The principles map helps you identify the connections between the capitals, both the designed and the non-designed ones. The purpose of the principles map is to understand how the use of the capitals are reinforcing one another (in same or opposite way) and to adjust them if necessary.

Instructions

Step 01

Revise your platform

Considering the platform created on day 02, discuss the core principles for the use of each capital.

Step 02

Revise your goals

Considering the principles you have created, eliminate those that are not aligned with the sustainable development goals.

Step 03

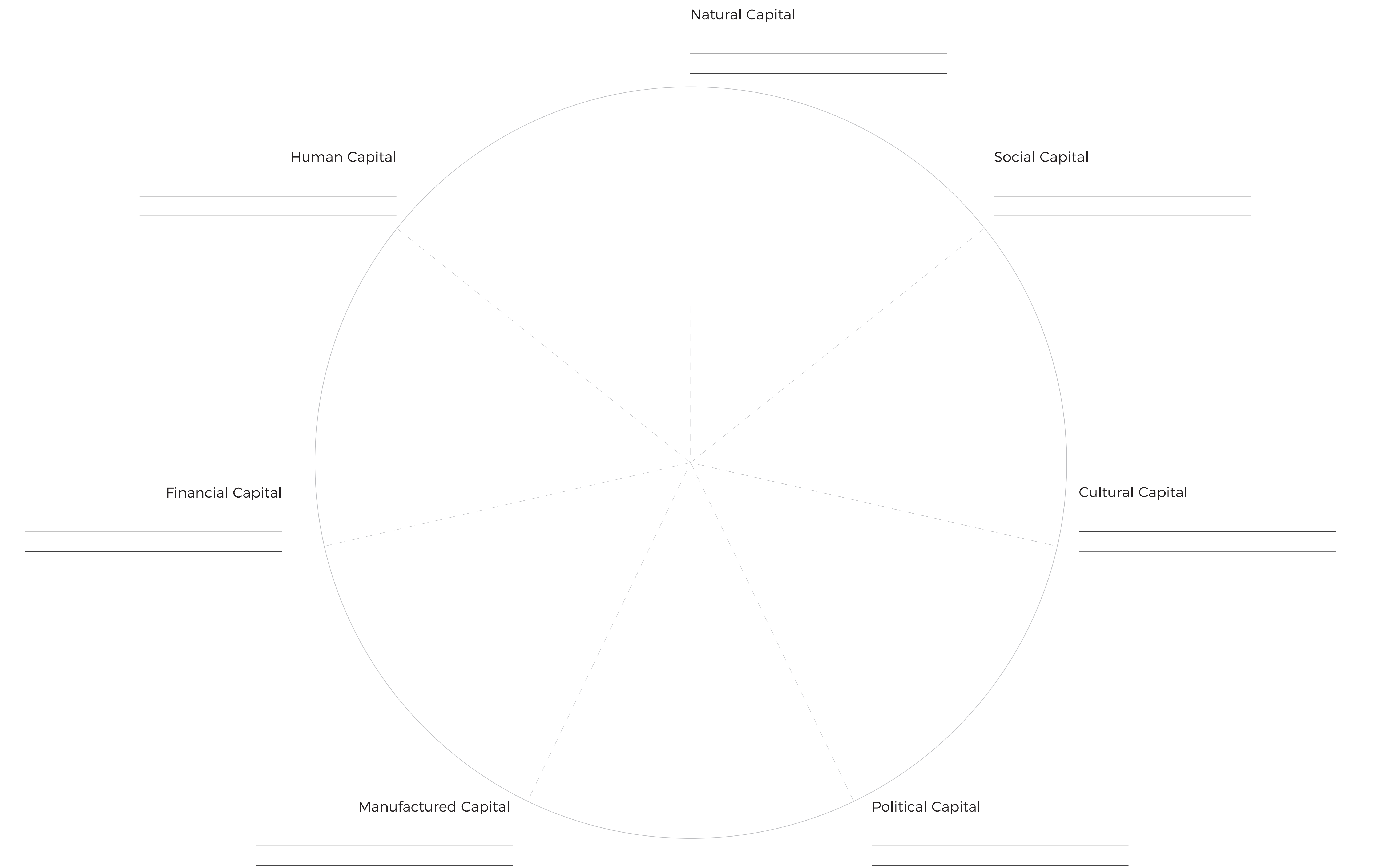
Define one principle

Choose one principle for each of the capitals, and write it on the diagram.

Step 04

Draw connections

Determine how the principles should interact with one another. Draw arrows that indicate correlations, using solid lines for same directions, and dashed lines for opposite directions.



Transition by Design

A new system within the old

When introducing a new system there can be resistance to change. The transition road map offers a strategy to deal with this by working from the micro to the macro. Transition by design is a technique to think about the implementation of the new system concept. You map the transition towards the desired goal by adding design interventions in time and space. The idea is to unfold your system concept along the micro (individual actors), meso (groups such as communities or organizations) and macro domains (society). You let the new system emerge within the old one. You also want your solution to be able to handle societal change and adversity. For this you foresee processes for feedback, self-learning, and self-adaptation.

Instructions

MICRO

Niche implementation

Identify the elements and flows in the engine that can be implementing independently—without any links to or help from the current system elements and processes. Implement the minimum version of your solution in a protected space with room to experiment. Make sure that the DNA of your solution is implemented as complete as possible in its reduced form. Define the actors that will be involved and the tools to empower them in this step—typically knowledge, abilities, and co-creation with users.

MESO

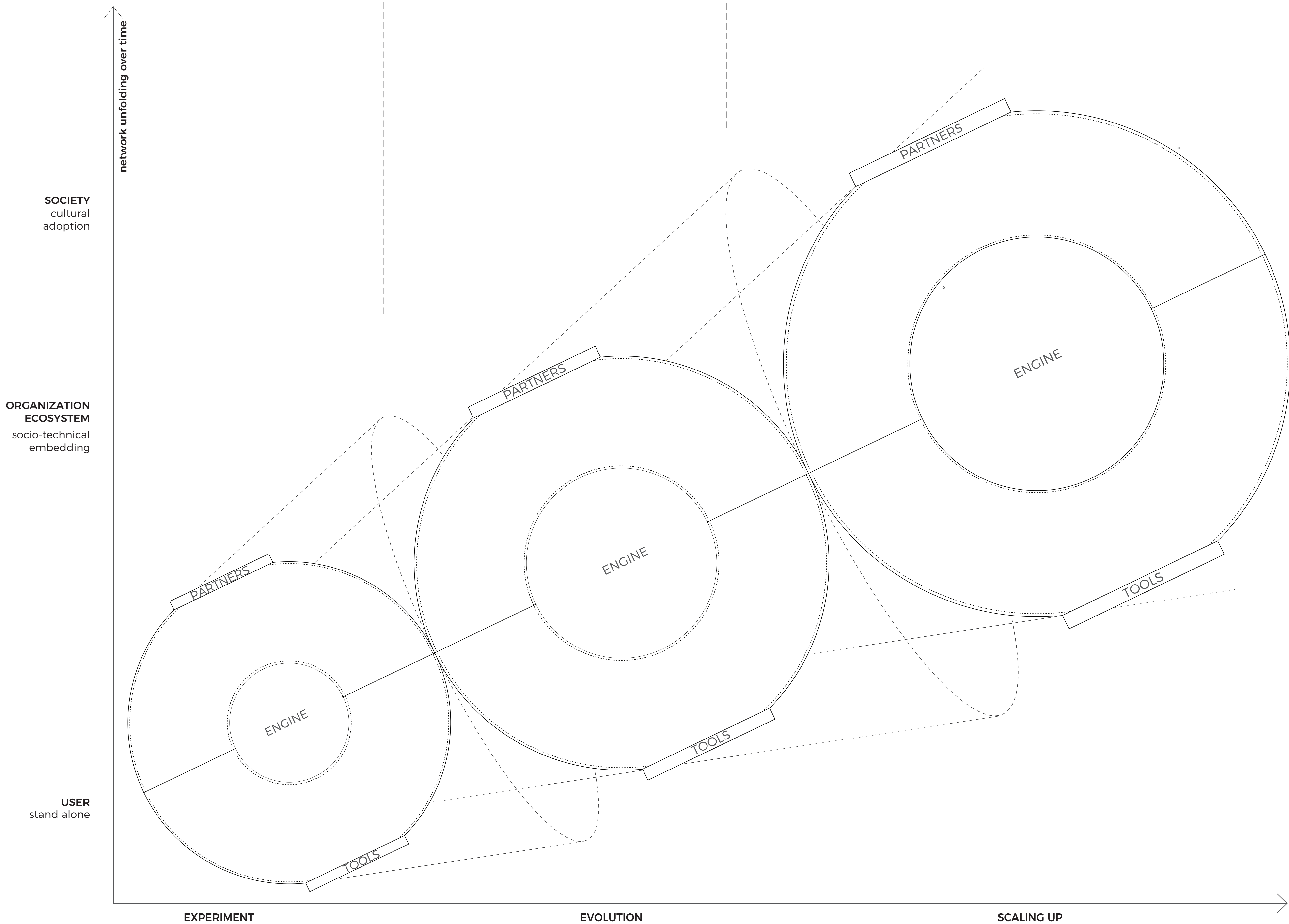
Co-evolution

Look at the elements and flows that require connection with groups and organizations. Identify other niche groups and organizations that are most likely willing to collaborate because they share the same goals and values. Grow your solutions together. Add additional tools to empower the transition such as more diversity, feedback mechanisms, and PP self-learning / self-organization / self-adaptation capabilities.

MACRO

Accumulation

Finally look at the elements that requires involvement from society (e.g. rules or perspectives should be changed). Identify the key policy makers and citizen groups that should be involved. Empower the transition with tools such as lobby mechanisms, media coverage and endorsement from celebrities.



Roadmap



Platform plan over time

Road mapping is a method for mapping the future strategic direction of the platform by prioritizing the order of implementation among innovation and sustainable offerings. It is employed after all the solutions have been fleshed out, reviews, compared to one another and clustered along a time line. Using the distribution of solutions on the time line as guidance, distinct strategic goals for the short-term, mid-term, and long-term are formulated. Strategies are then formulated for each of these three periods to map their implications, and what will be required to achieve sustainable outcomes.

Instructions

```
graph LR; S01[Step 01  
Think in a time line] --> S03[Step 03  
Supporting strategies]; S03 --> S04a[Step 04  
Risk mapping]; S04a --> S04b[Step 04  
Network diagram]; S04b --> S05[Step 05  
Define steps]; S05 --> S06[Step 06  
Communicate];
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Step 01
Think in a time line

Place your platform in a time line divided into short-term (3month), mid-term (6 month), and long-term (1 year). Add a label that describes the set of solutions in each time segment.

Step 03
Supporting strategies

Understand how the commonalities will collectively add value to the platform. Write descriptions summarizing strategies for each segment. Use can use "focus on... by..." .

Step 04
Risk mapping

Discuss how to create a rational model. Describe what each partner will need to do to support the success of the platform. Consider strengths, weaknesses, and competencies.

Step 04
Network diagram

Picture this platform in the near future, and describe risks and opportunities that might emerge from it. Discuss how to create an adaptable platform, that will grow considering potential challenges.

Step 05
Define steps

Once you have identified risks and opportunities, define major steps for implementing your platform. Identify key elements persistent over time.

Step 06
Communicate

Make a diagram that describes how strategies relate to each other. Consider how the sustainable goals should be achieved, and how the seven capitals are utilized.

Solutions		Short-term - 3 months	Mid-term - 6 months	Long-term - 1 year
Strategies	Label			
	Description			
Internal Partners	Strengths			
	Weaknesses			
	Competencies			
External partners	Risks			
	Opportunities			

Leadership Plan for: name of your platform

[illegible]