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Alternative narratives on economic growth: Prototyping change at the system level

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Alternative Narratives on Economic Growth: Prototyping Change at the System Level

*Kimberley Peter, Primary Researcher, Major Research Project
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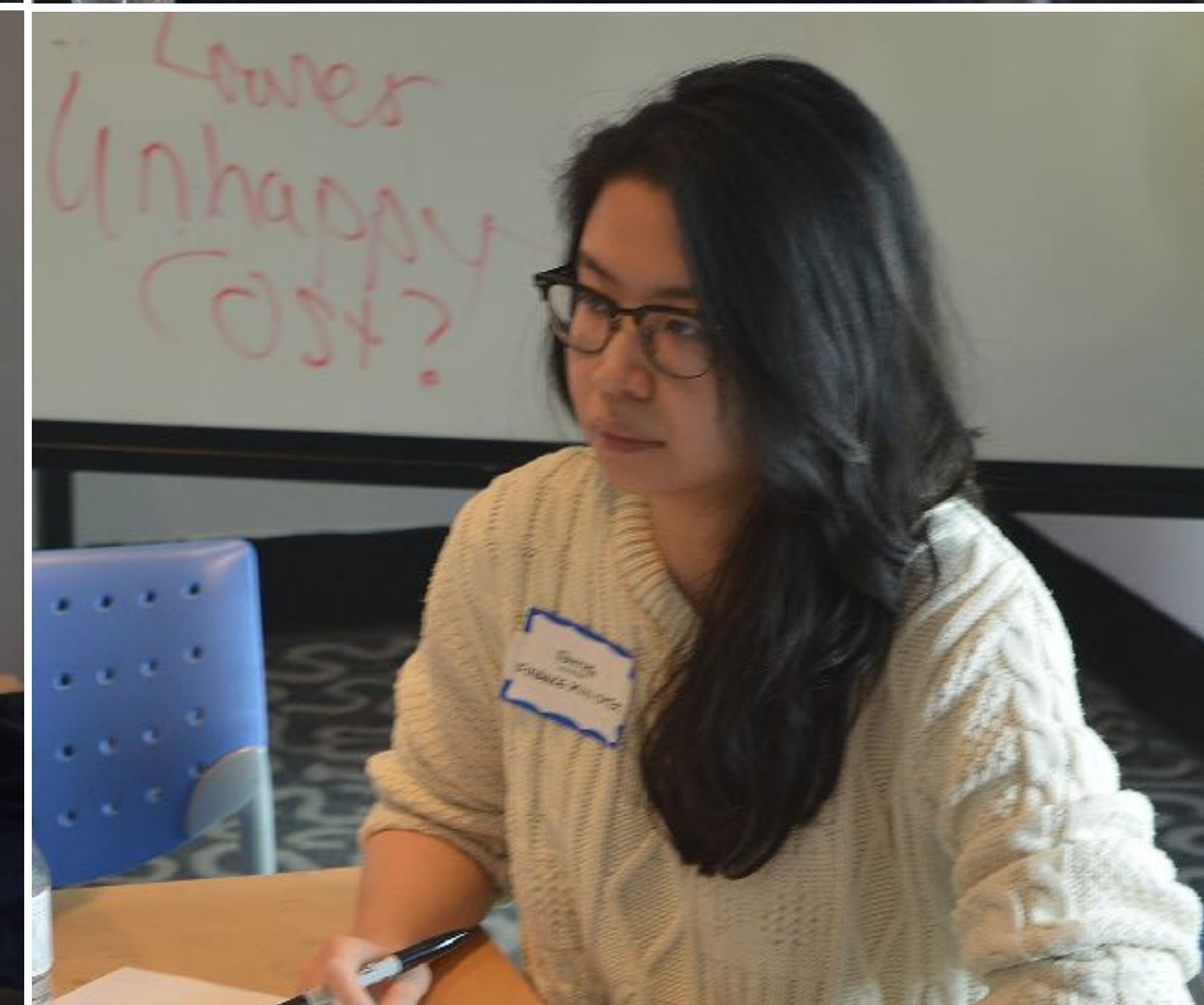
*Helen Kerr, Research Advisor, Professor at OCAD University
Co-President at KerrSmith Design*

Policy Makers
Policy Influencers
Policy Receivers

Photo by Michael Schaus

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Lower
Unhappy
Cost?

A low-angle, upward-looking photograph of the 'FOR EVERYONE' sign at the Berlin Wall. The sign is constructed from dark metal poles and is illuminated with numerous small, warm-toned light bulbs. The word 'FOR' is visible at the top, and 'EVERYONE' is visible at the bottom. The background is a clear, light blue sky. Overlaid in the center of the image is the word 'FREEDOM' in a large, white, sans-serif font.

FREEDOM



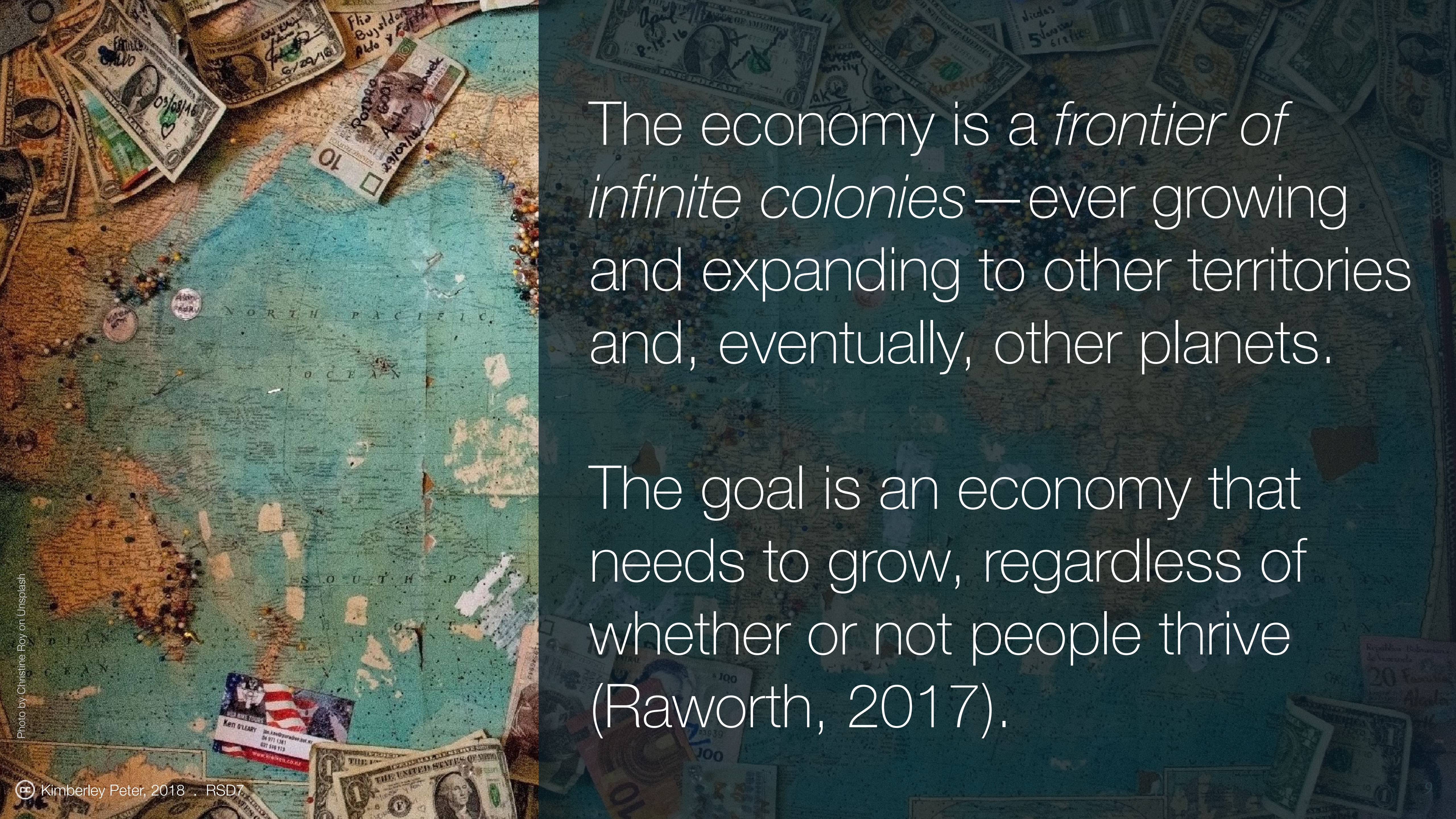
The economy is a *web* —
connected and interdependent
with others, and with nature.

The goal is an economy that
allows people to thrive,
regardless of whether or not it
grows (Raworth, 2017).

Change
Participants
Strategies
Contexts
Pathways
Elements

A world map is the central focus, showing continents and oceans. It is heavily decorated with various items: US dollar bills (one-dollar and ten-dollar), Euro banknotes (ten and twenty), and coins are scattered across the map. Numerous colorful pushpins are pinned to the map, particularly concentrated in North America and Europe. Some of the pins are small, round, and multi-colored, while others are larger and more decorative. The map itself is a vintage-style print with a greenish-blue color palette. The word "DOMINATION" is superimposed in large, white, sans-serif capital letters across the center of the map.

DOMINATION

A detailed collage featuring a map of the Pacific Ocean, with the words 'NORTH PACIFIC OCEAN' and 'SOUTH PACIFIC OCEAN' visible. The map is pinned with numerous US dollar bills of various denominations (including \$1, \$5, \$10, and \$100) and several coins. Some bills have handwritten notes or signatures. The background is a textured, aged paper with a mix of green, brown, and blue tones.

The economy is a *frontier of infinite colonies* — ever growing and expanding to other territories and, eventually, other planets.

The goal is an economy that needs to grow, regardless of whether or not people thrive (Raworth, 2017).

RESEARCH QUESTION

*How might reframing
growth enable change to a
more desirable alternative?*



PARTICIPATION



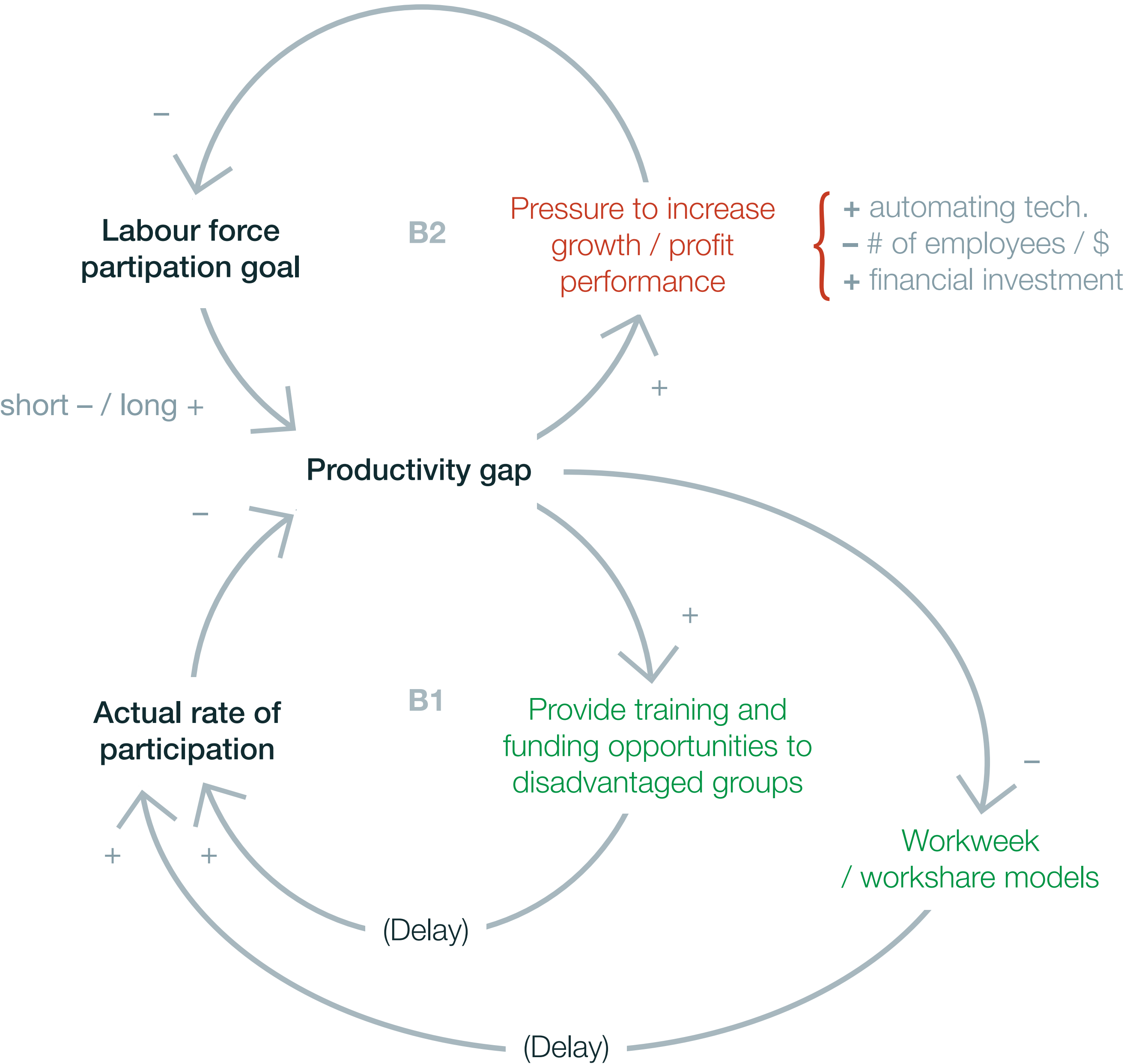
The economy is a *pie* —to be shared through participation and made bigger together.

The goal is an economy that expands social participation in the process and benefits of economic growth (WEF, 2015).

Increasing participation will lead to growth and wellbeing for all

SYSTEM ARCHETYPE — RISK DRIFTING GOALS

Overcompensate to the inclusive side of inclusive growth, or growth-first will continue to dominate.



Innovation is the holy grail of (inclusive) growth

SYSTEM ARCHETYPE — RISK **SUCCESS TO THE SUCCESSFUL**

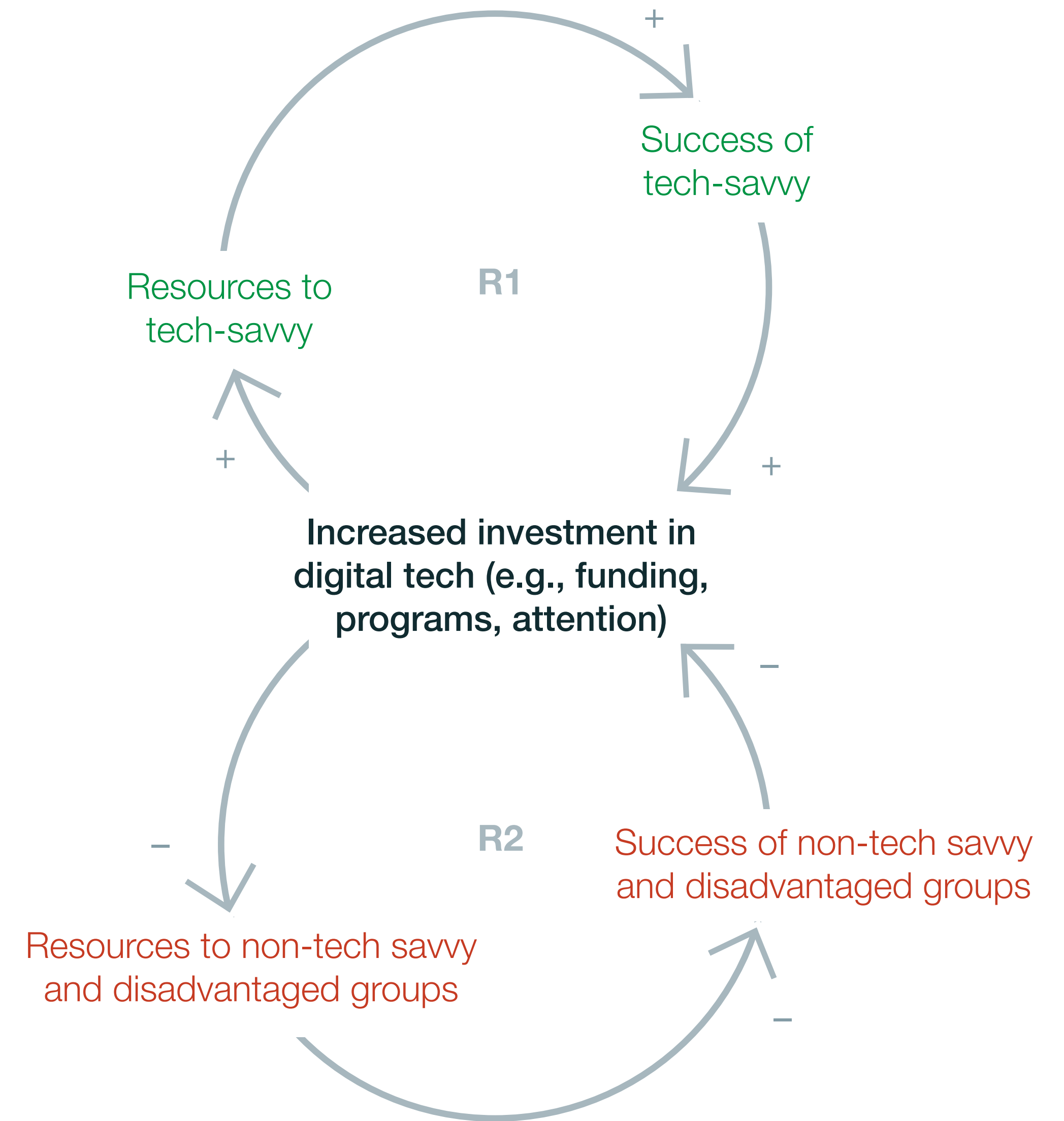
Go beyond the STEM to STEAM-D*

Rethink retraining as the focus.

Increase awareness of who is favoured, e.g.,

- the 'tech-savvy' (reinforcing the 'digital divide')
- people with means to pay for education/retraining
- those included in data collection and reporting (reinforcing 'data poverty')

* STEM=Science, Technology, Engineering, Math // STEAM-D=STEM + Arts, Design





DOMINATION

GROWTH FIRST



PARTICIPATION

INCLUSIVE GROWTH

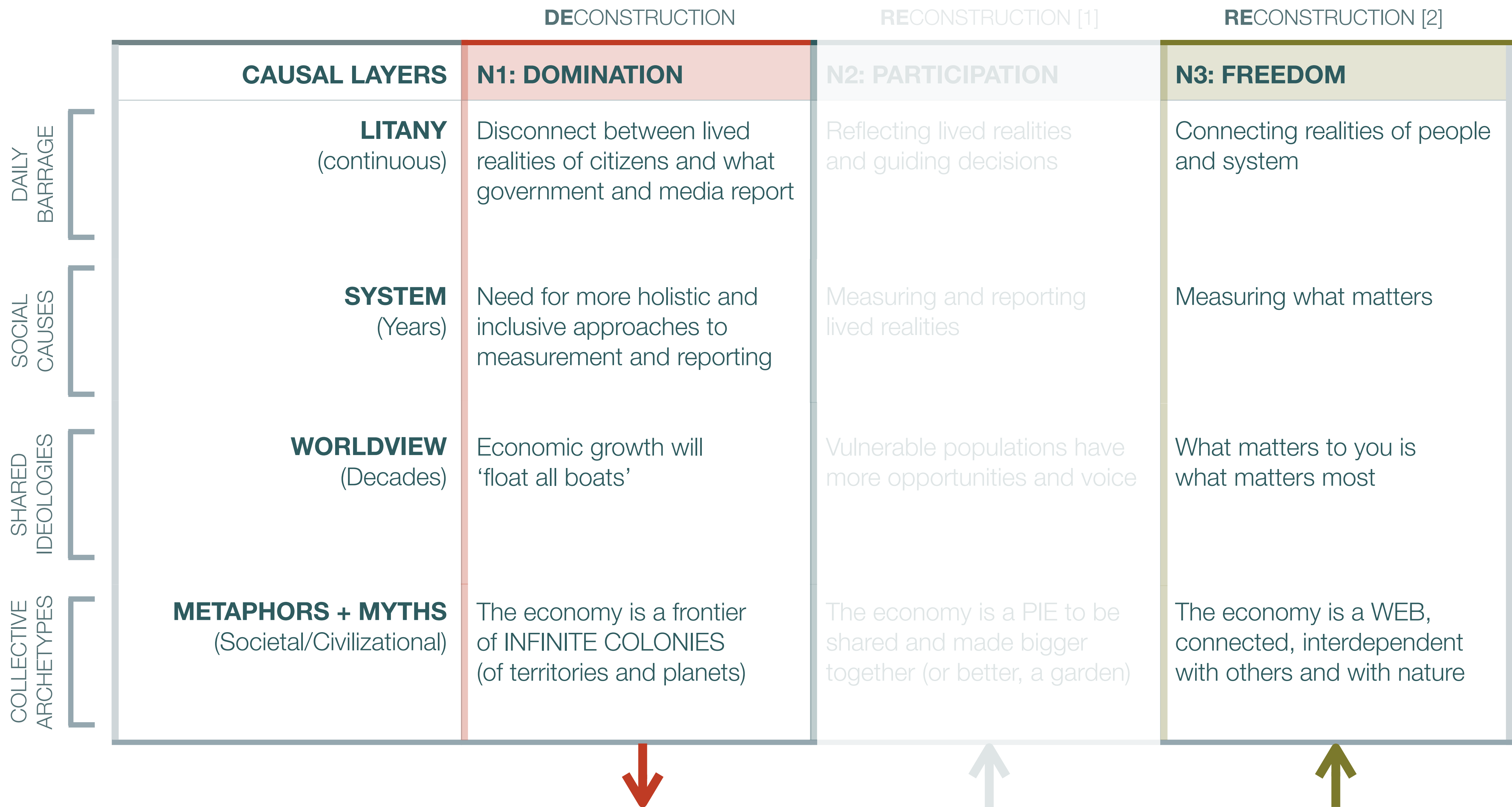


FREEDOM

WELLBEING FIRST

NARRATIVE CONTINUUM	N1 DOMINATION GROWTH FIRST The economy is a frontier of INFINITE COLONIES, ever growing and expanding to other territories and, eventually, other planets	N2 PARTICIPATION INCLUSIVE GROWTH The economy is a PIE, to be shared through participation and made bigger together	N3 FREEDOM WELLBEING FIRST The economy is a WEB, connected and interdependent with others and with nature
ATTRIBUTES	Market-led, power at the top, trickle-down guided, competition-oriented	Government-facilitated, centralized, market-informed, participation-oriented	Relationship-driven, decentralized, participatory, community-oriented
VALUES	Wealth over people, short term gain over long term frame and eschews equality in favour of self interest and dominance-based logic	Participation over redistribution and a strong and growing middle class	Community, a shared narrative, purpose and collective wellbeing
GOAL	An economy that needs to grow, regardless of whether or not people thrive	An economy that expands social participation in the process + benefits of economic growth	An economy that allows people to thrive, regardless of whether or not it grows
CAUSES (beginnings)	Market fundamentalism (and financialization)	Low productivity, aging pop., tech disruption, global connectivity, low commodity prices	Diminishing trust in government, business and media; unemployment; tech change, with increased automation
PROCESSES (middles)	Globalization, technological change, capital shifts and financialization	Innovation, training and education, immigration, infrastructure	Increased activism, public and employee ownership and redistribution models, focus on SRI investing, open gov.
OUTCOMES (ends)	Income + wealth disparity, polarization of society, cyber dependency, national sentiment, aging pop. and climate change	Growing economy with stronger middle class. Key metric of success is an additional \$15,000 in median household income by 2030	Collective wellbeing, balanced stories through media, embrace of bottom-up approaches to economy
DOMINANT VOICES	“The market”, multinational businesses, government and media	Government, investors, businesses, academia and “the market”	(Not explicitly covered in this phase — see workshop results)

CAUSAL LAYERED ANALYSIS (INAYATULLAH, 1998) — EXAMPLE INPUTS FROM EXPERT INTERVIEWS



APPROACH

I

PHASE I : UNDERSTANDING THE NARRATIVES

II

PHASE II : EXPLORING CHANGE

PROPOSALS
FOR CHANGE



A



Cyrus, Citizen, 1st Gen



Sam, Startup Co-Founder



René, National Reporter



Ellis, Enterprise CEO



Will, Dir. Wellbeing Index



Faithe, Finance Minister



Cyrus, Citizen, 1st Gen



Sam, Startup Co-Founder



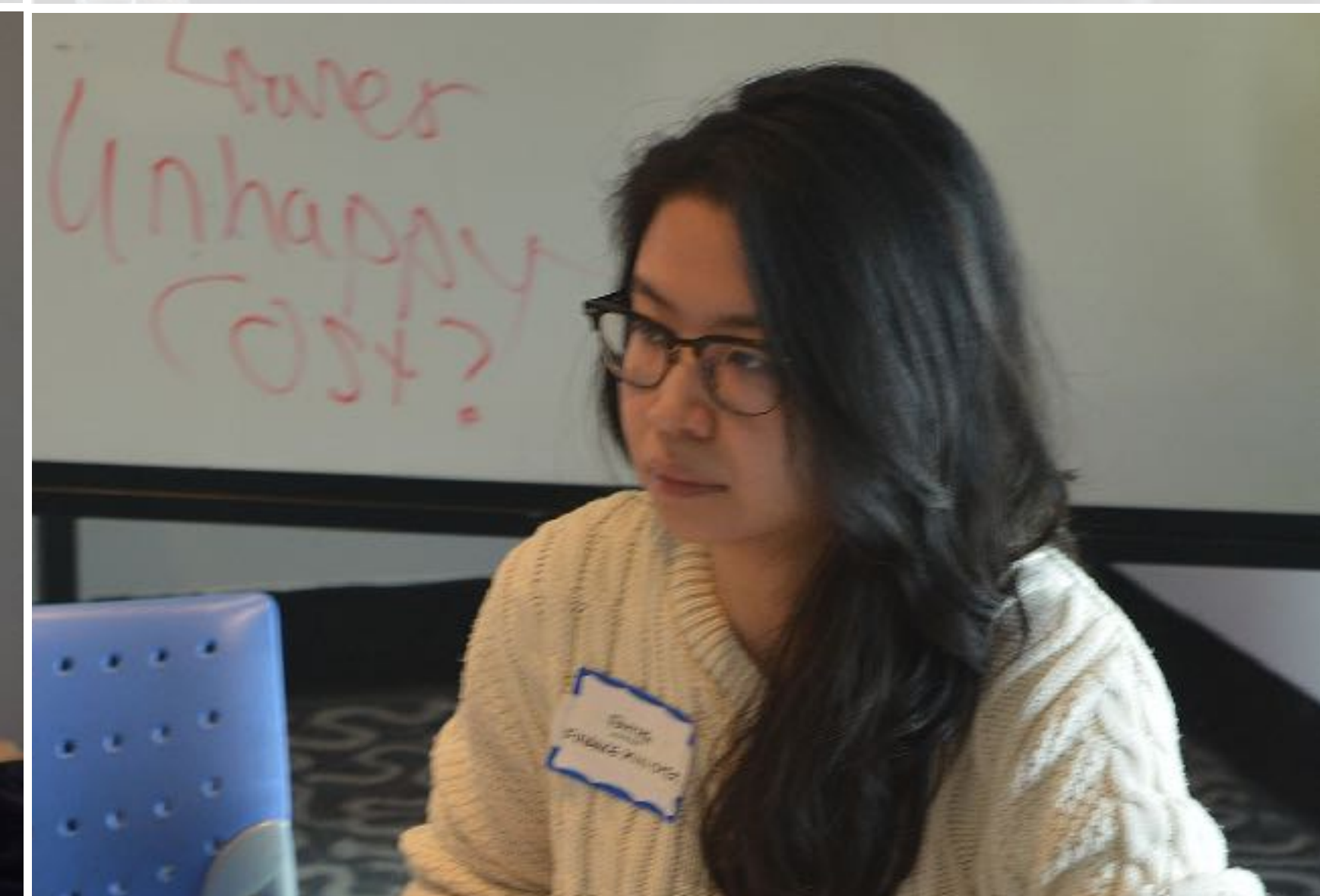
René, National Reporter



Ellis, Enterprise CEO



Will, Dir. Wellbeing Index



Faithe, Finance Minister

Your challenge today is to respond to the question:

How might we get to a more inclusive economy?

THE STAKEHOLDER YOU REPRESENT is the co-founder of The Impact Alliance (IA)*, a startup that provides a platform to connect other startups focused on social impact and innovation with one another, as well as with investors. IA recognized a trend of not only the need for social impact but also a general desire to have more impact.¹ There was also recognition that with increased global challenges and complexity, and the associated impacts on society and environment, a systems-level investment approach is needed.^{2,3} Key criteria for investors include going beyond financial value to societal and environmental value, having impact at the market level, and a focus on the longer term. **The Impact Alliance works to bridge the social need with the desire of investors to have impact.** A hopeful sign in growing the investor side of the network is that non-traditional investors are growing in number with crowdfunding channels.⁴ And angel investors are taking the lead as the primary and preferred funding source at 44%.⁵ Coupling the millennial interest in impact investing⁶ with the '\$30 trillion anticipated in wealth transfers from baby boomers to millennials', the future potential for capital for social impact and innovation is strong. Opening that channel is the challenge.

NAME: Sam

ROLE + AFFILIATION: Startup Co-Founder, The Impact Alliance

INTERESTS: Your interest in this session is in how we might stimulate a more sustainable startup and innovation culture within the country that supports both the startup side and the investor side, and contributes to a healthier economic climate and opportunities for more people to participate. You also care deeply about future opportunities for your, and others' children.

CHALLENGES:

1. *On the startup side:* Funding gaps. Getting funding beyond the first round is a challenge and encourages exits (startups shut down, leave to more funding-friendly countries, or sell to larger businesses).⁸ Themselves founded on a business model innovation that leverages the network and disintermediated co-creation, IA too has struggled to get the funding needed to keep going. Every round of funding presents new challenges and takes significant energy and time.^{5,8}
2. *On the investor side:* Lack of infrastructure for capital flows to support traditional and non-traditional investors.

RELATIONSHIPS:

Potential allies within group, but not absolute:

Grace, Senior Advisor and Economist, Institute for Global Economic Impact (IGEI)

Cyrus, Citizen and 1st generation immigrant

Will, Director, Wellbeing Index

Potential tensions within group, but not absolute:

Faith, National Finance Minister

Ellis, CEO, GroMo Corporation (large enterprise)

WILDCARDS you may play anytime during the session (choose only two):

1. *The 'Illustrator':* Get up and illustrate something on the whiteboard, and pull the group's attention and discussion to your images and words.
2. *The 'Storyteller':* Make a point using a short story or anecdote.
3. *The 'Questioner':* Ask everyone to pause and consider a particular question or angle, or new frame to an issue.
4. *The 'Sage':* Assess the situation and offer advice on how to resolve and move forward.
5. *The 'Pacer':* Get up and walk around or back and forth, maybe stretch, during part of the discussion. Consider inviting others to stand with you for a bit.

NOTES

1. Boggild, L. (2016, December 13). Presentation at Rotman School of Management, Michael Lee-Chin Family Institute for Corporate Citizenship. Boggild cited three trends identified in a Stanford Social Innovation Review article (to be located).
2. Burckart, W. and Lydenberg, S. (2016, December 13). Three Trends in System-level Impact Investing (SSIR). Retrieved from https://ssir.org/articles/entry/three_trends_in_system_level_impact_investing
3. State of the Industry Analysis: Tipping Points 2016. (2016). Retrieved from <http://tiiproject.com/tipping-points-2016/>
4. Swindoll, C. (2015, January 2). The Future of Fundraising (SSIR). Retrieved from https://ssir.org/articles/entry/the_future_of_fundraising
5. Bosanac, A. (2015, July 16). Why do Canadian startups ignore government funding sources? Retrieved from <http://www.canadianbusiness.com/innovation/why-do-canadian-startups-ignore-government-funding-sources/>
6. Boggild, L. (2016, December 13). Presentation at Rotman School of Management. Boggild cited a statistic in Canada that 58% of millennials say they are interested in impact investment (to be located).
7. Osterland, A. (2016, June 16). Get ready for the \$30 trillion (with a T) 'great wealth transfer' Retrieved from <http://www.cbc.com/2016/06/16/the-great-wealth-transfer-has-started.html>
8. Public Policy Forum. (2016, December 04). PANEL 2-Canada's emerging innovators face funding, talent and culture gaps. Retrieved <https://medium.com/canada-growth-summit/panel-2-canadas-emerging-innovators-face-funding-talent-and-culture-gaps-63ef1fa9a7e0#.2g99m1era>

* This is a fictional business

This workshop is part of my Major Research Project investigating alternative narratives on the future of growth. Thank you for participating!

Kimberley Peter

MDes Candidate, Strategic Foresight + Innovation, OCAD University

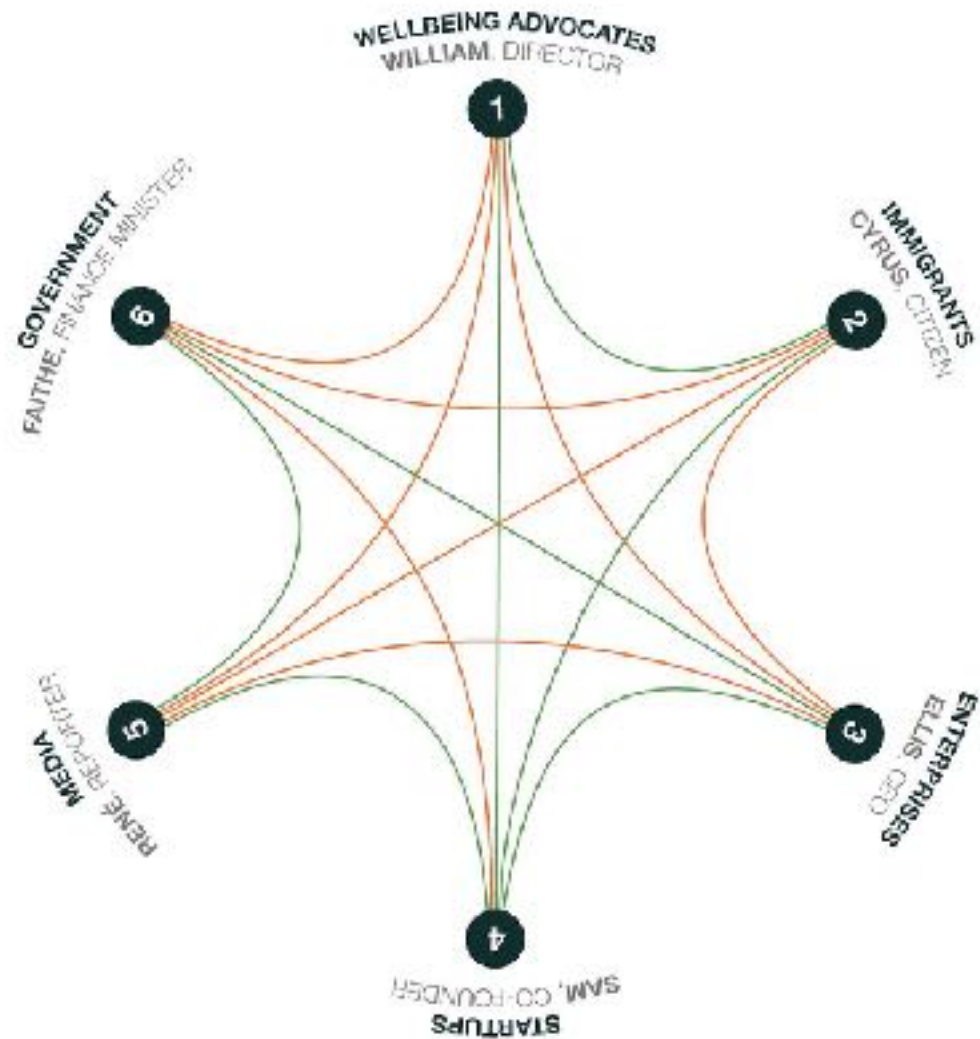
WHY ROLE PLAY?

Transformational potential
Empower non-experts
Discover potential relationships
Generative source
Rehearsal method

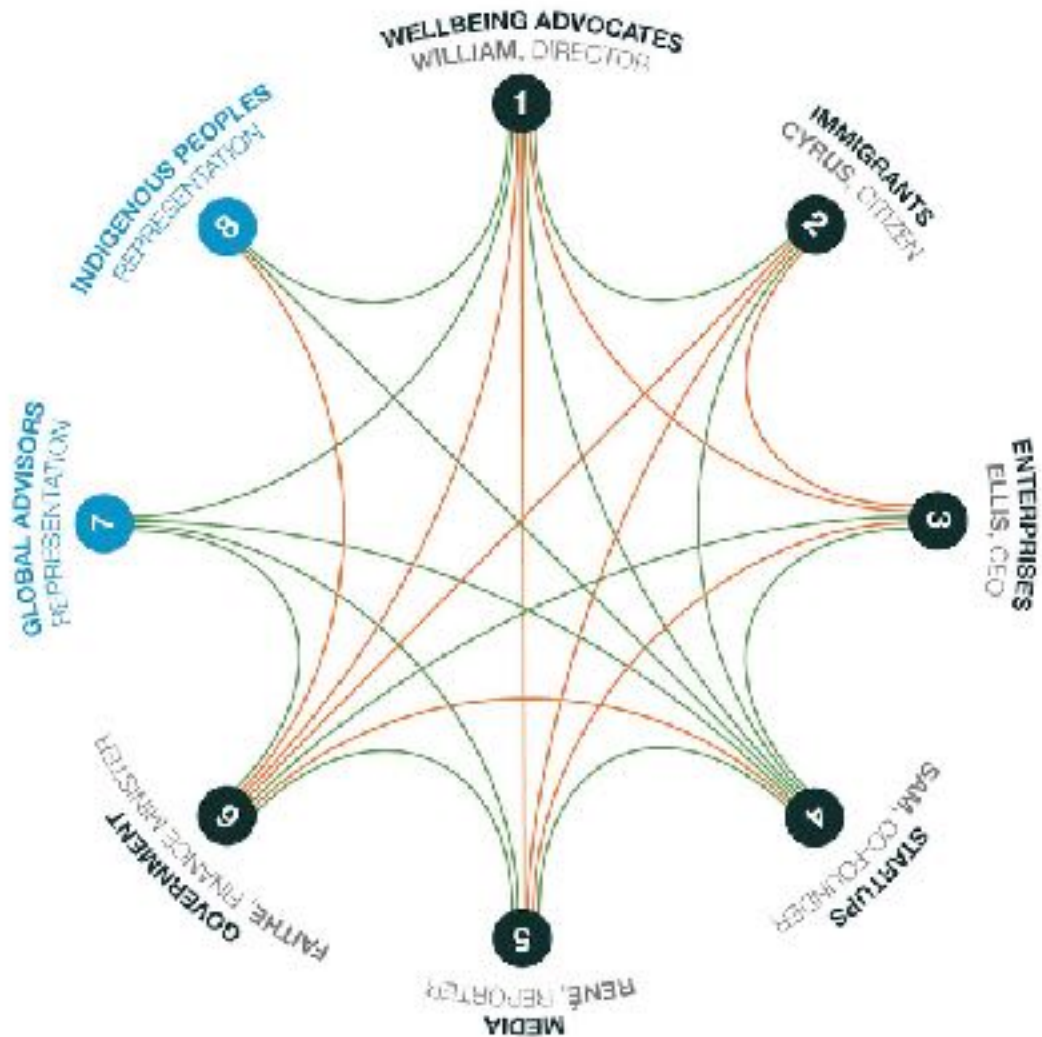
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Transformational potential
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ANTICIPATED RELATIONSHIPS
BEFORE ROLE PLAY

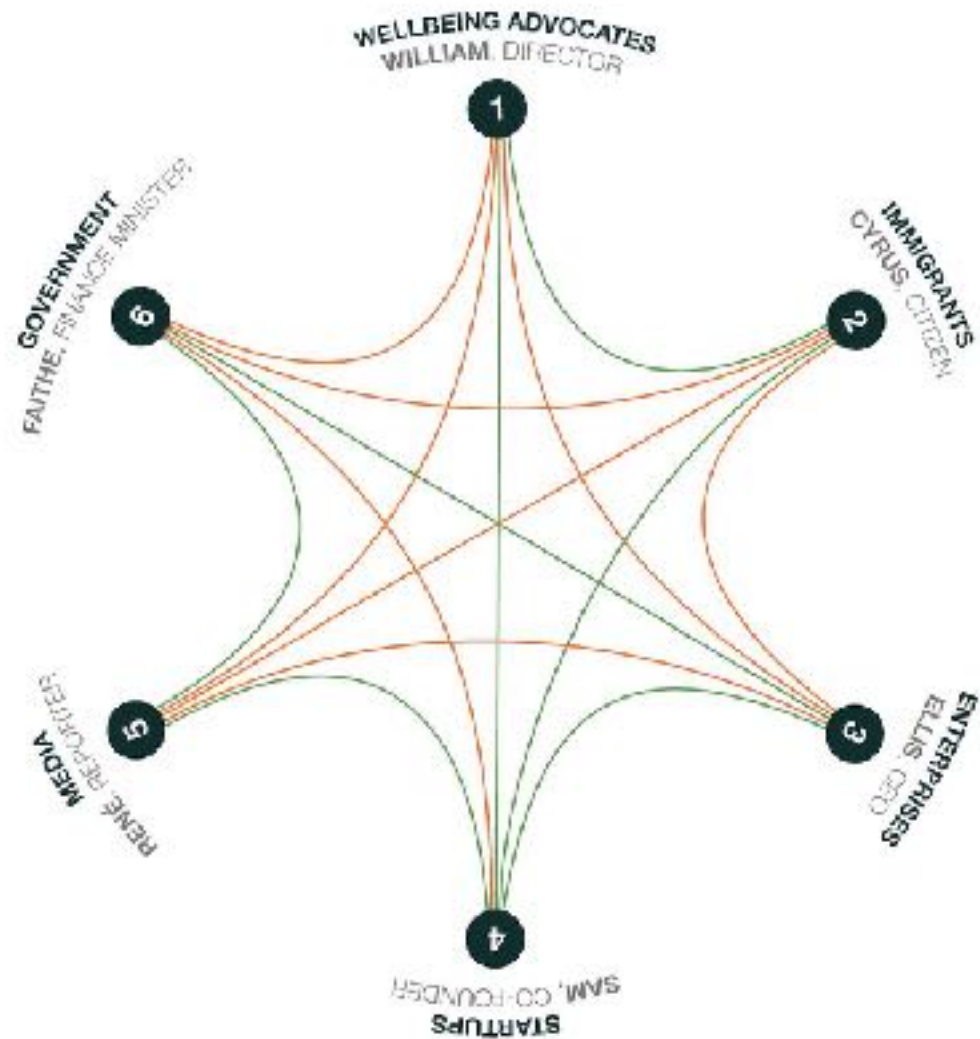


(a) Anticipated stakeholder relationships among the six participants planned for the role play



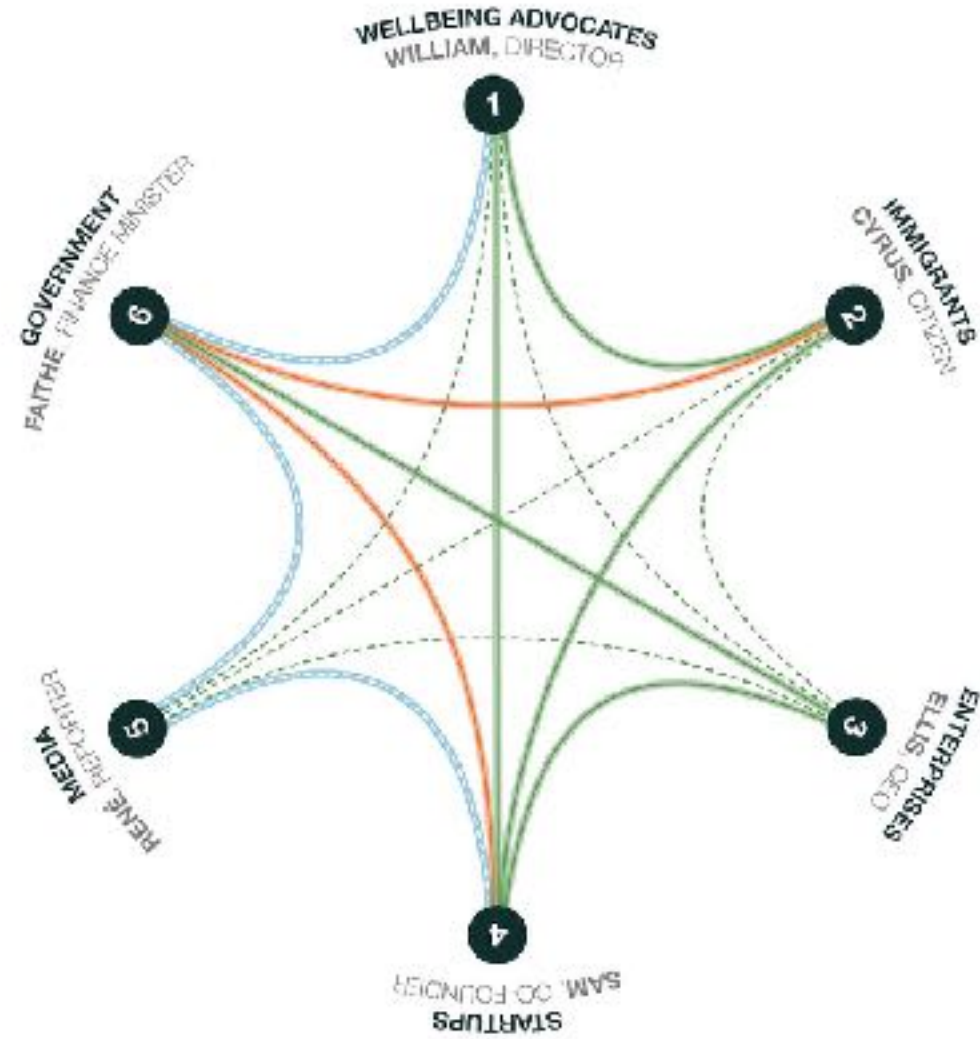
(b) Anticipated stakeholder relationships with two additional identified in advance as valued but not included

ANTICIPATED RELATIONSHIPS
BEFORE ROLE PLAY

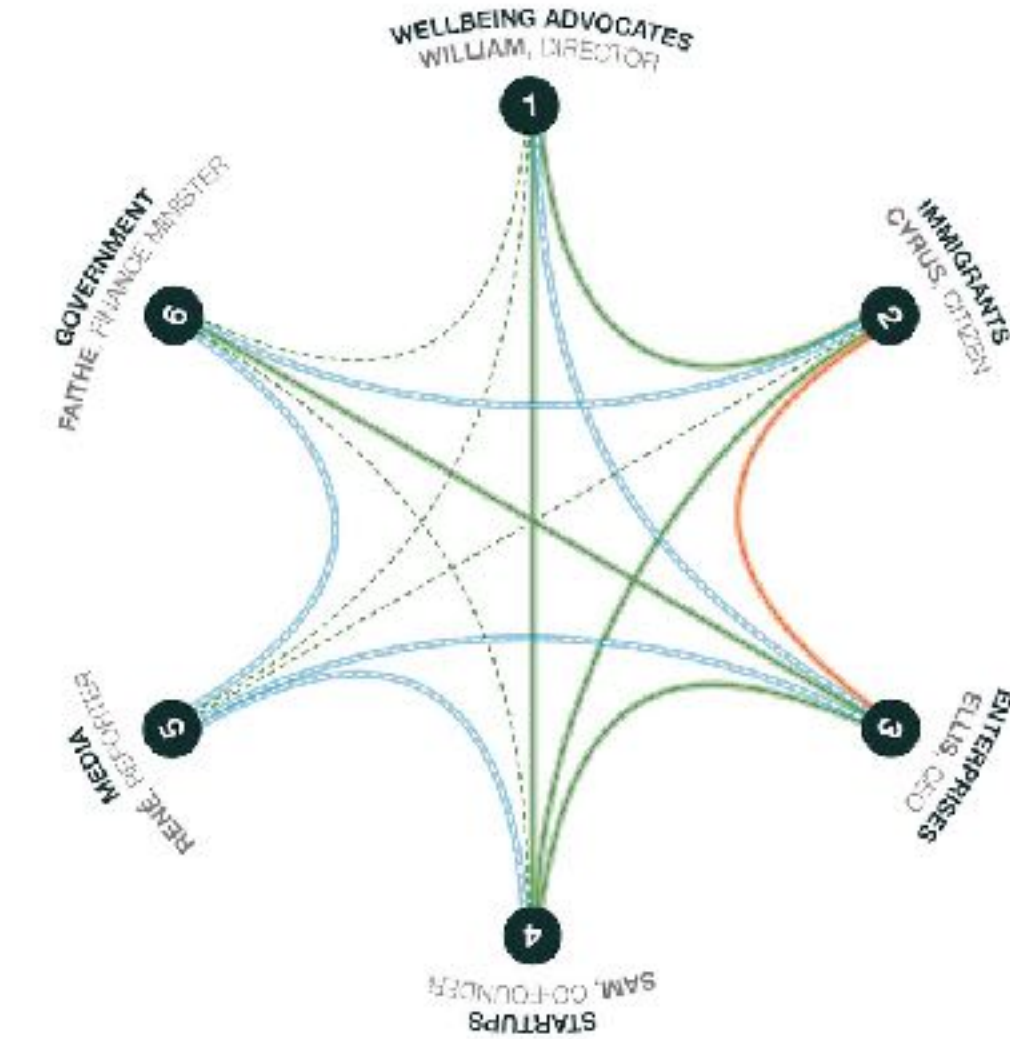


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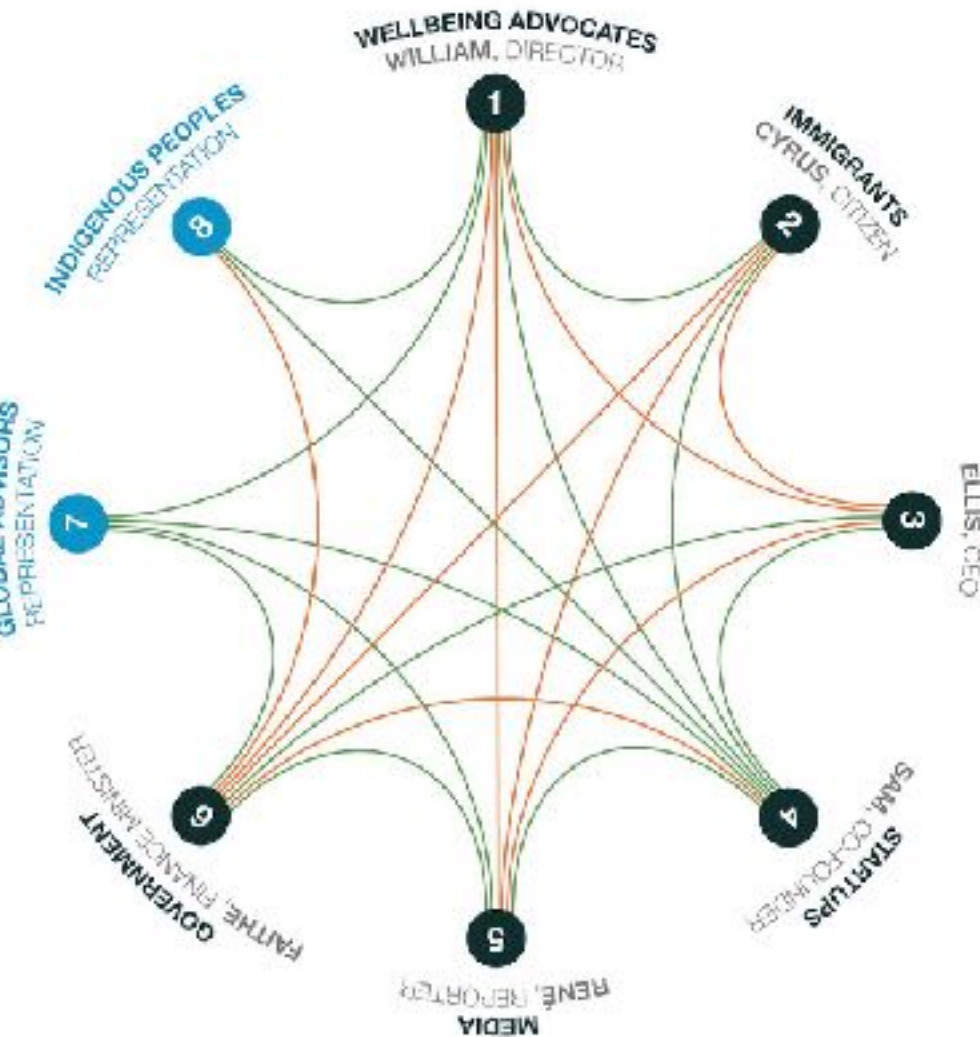
EMERGENT RELATIONSHIPS
DURING ROLE PLAY



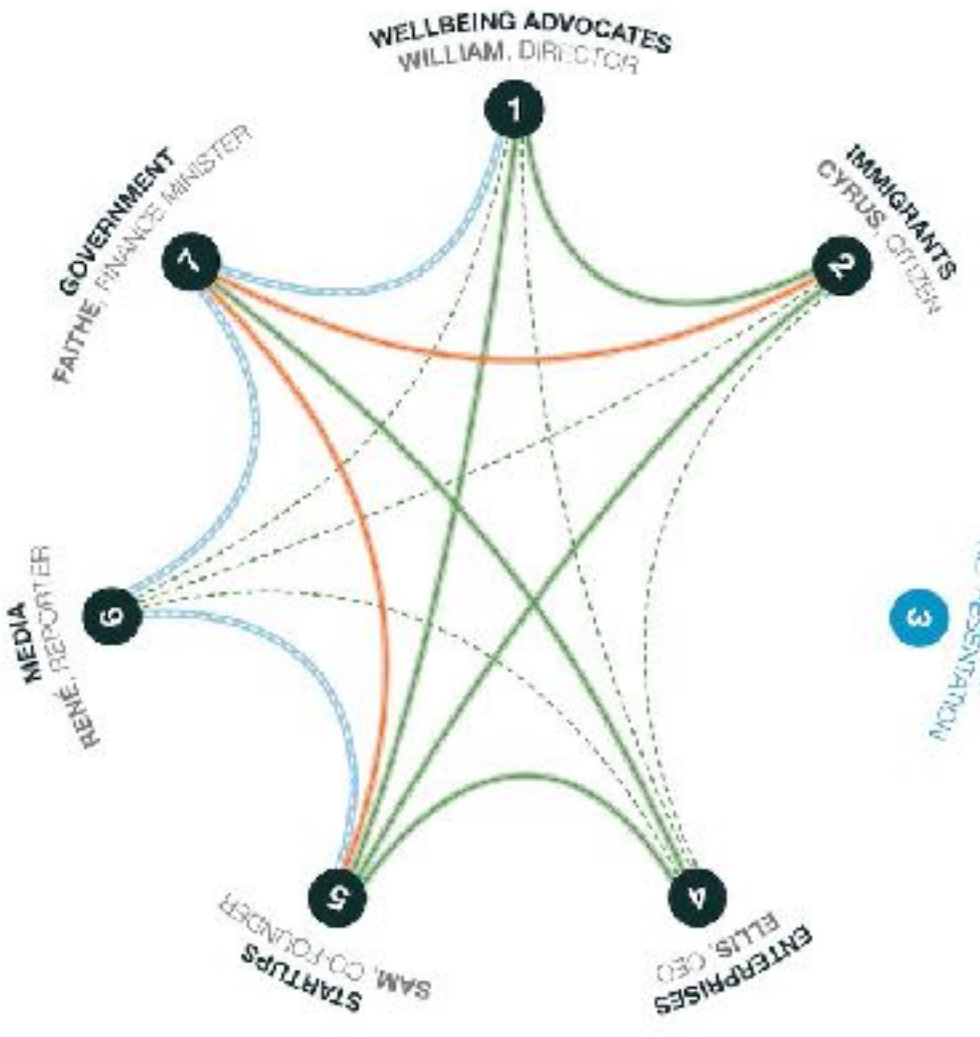
(c) GROUP A – EMERGENT stakeholder relationships among the six participants in the role play



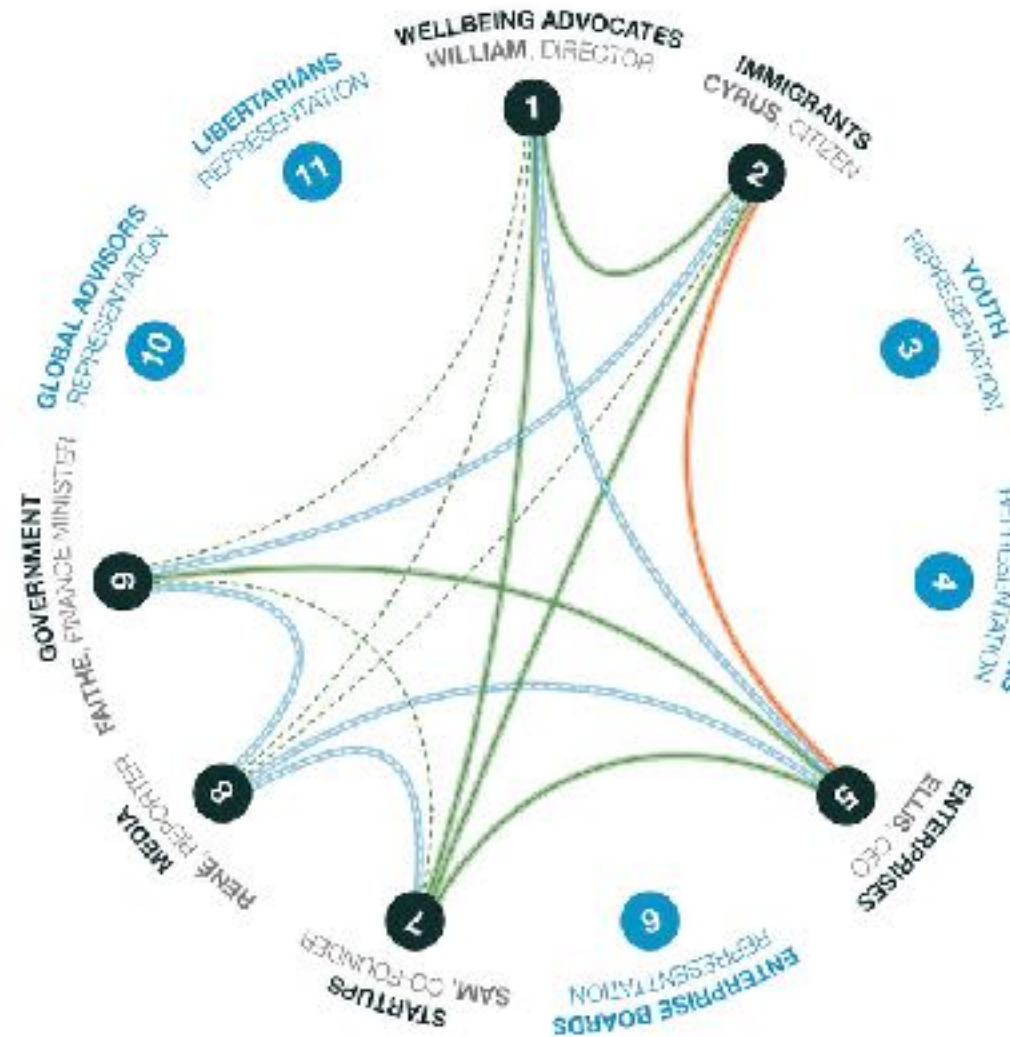
(e) GROUP B – EMERGENT stakeholder relationships among the six participants in the role play



(b) Anticipated stakeholder relationships with two additional identified in advance as valued but not included

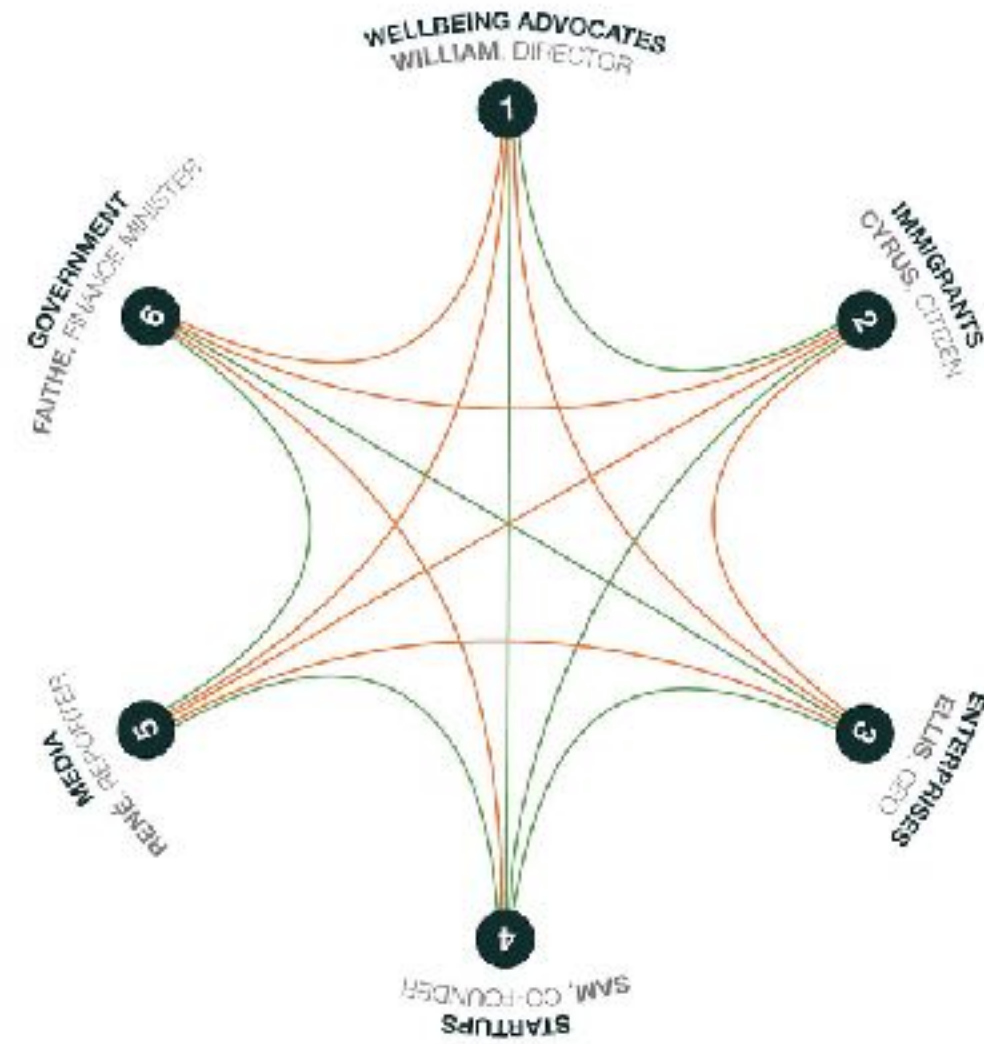


(d) GROUP A – EMERGENT stakeholder relationships with one additional identified by role play team as valued but missing



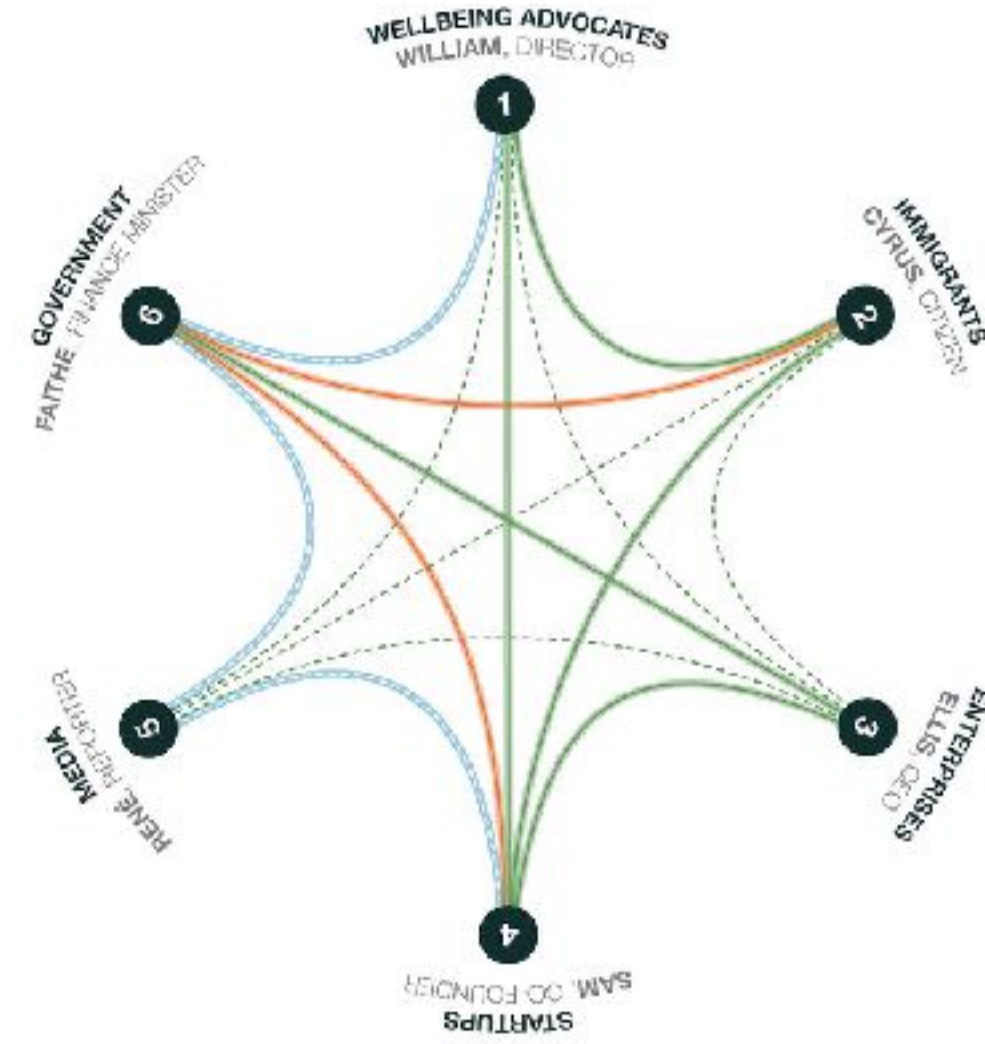
(f) GROUP B – EMERGENT stakeholder relationships with five additional identified by role play team as valued but missing

ANTICIPATED RELATIONSHIPS BEFORE ROLE PLAY

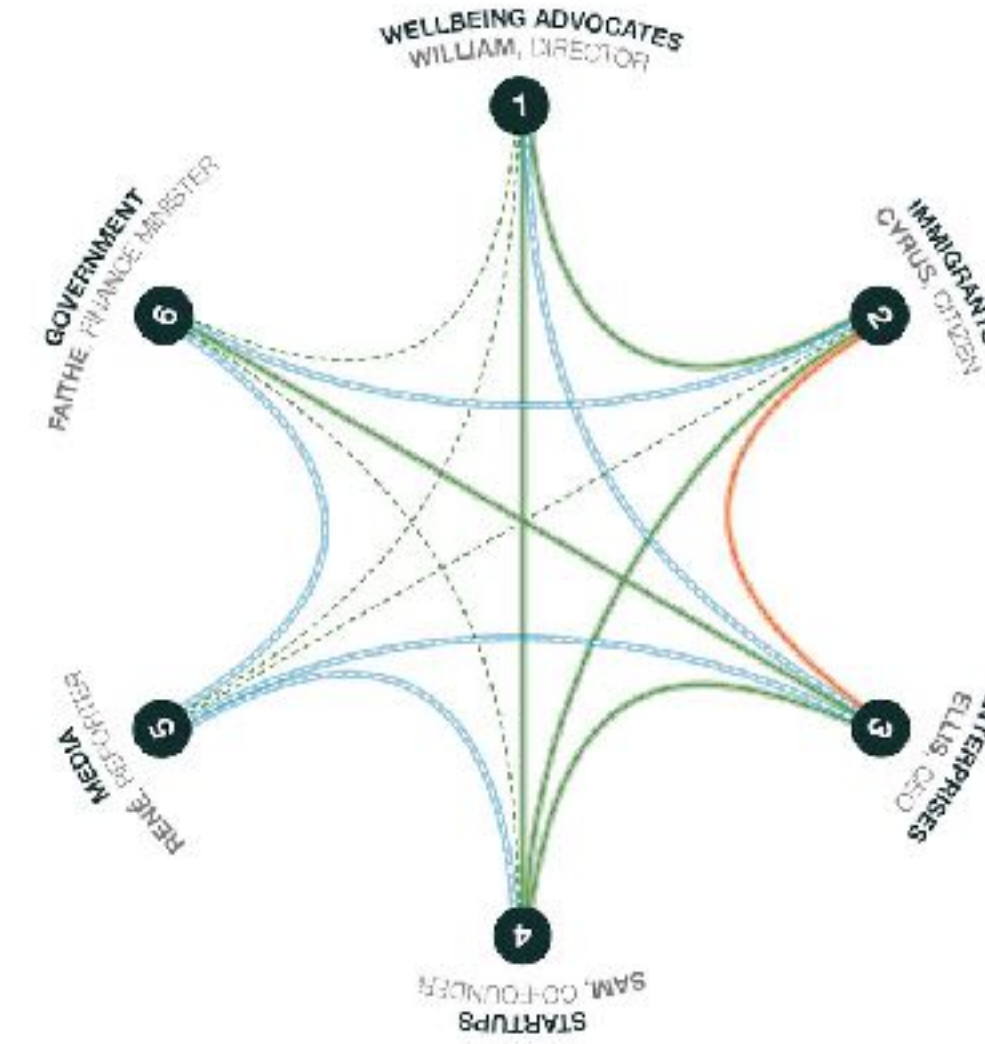


(a) Anticipated stakeholder relationships among the six participants planned for the role play

EMERGENT RELATIONSHIPS DURING ROLE PLAY



(c) GROUP A – EMERGENT stakeholder relationships among the six participants in the role play

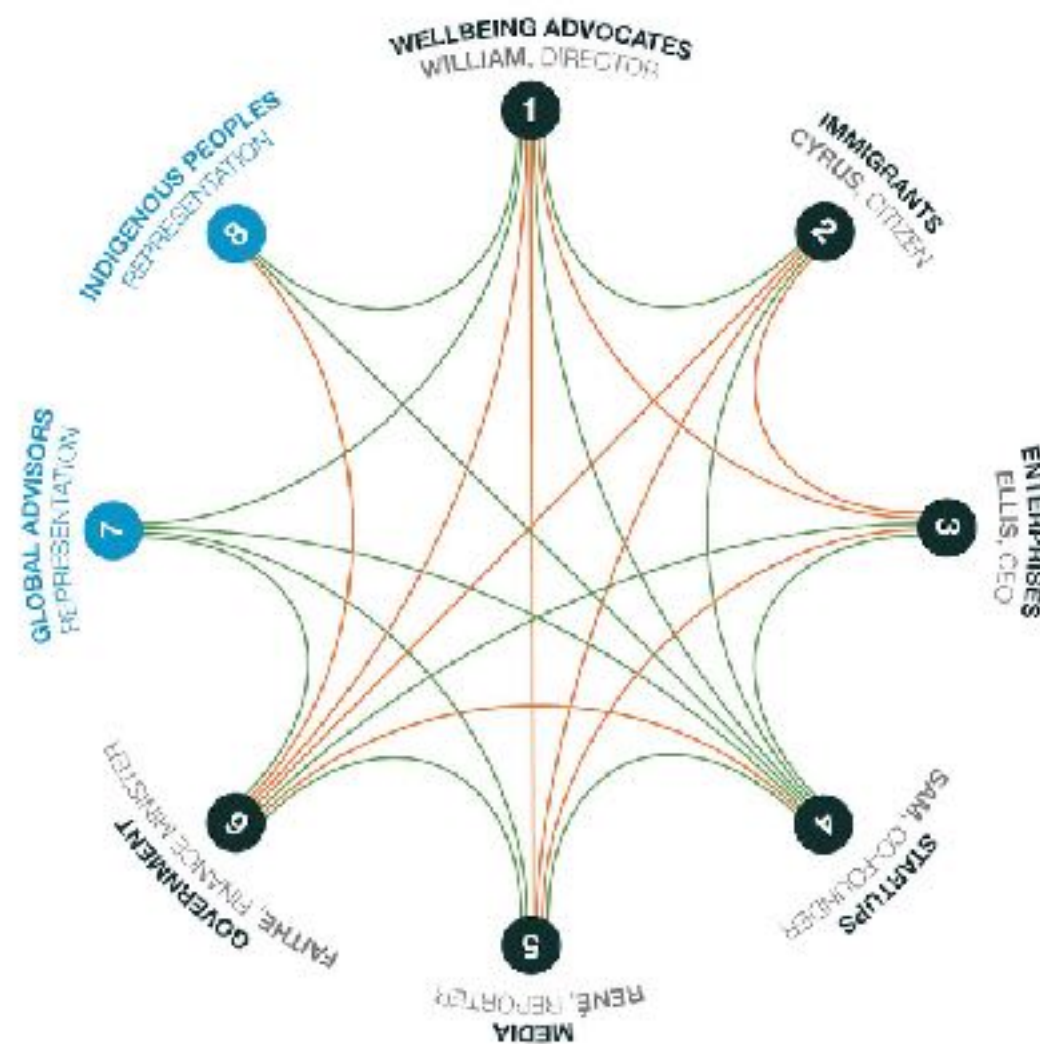


(e) GROUP B – EMERGENT stakeholder relationships among the six participants in the role play

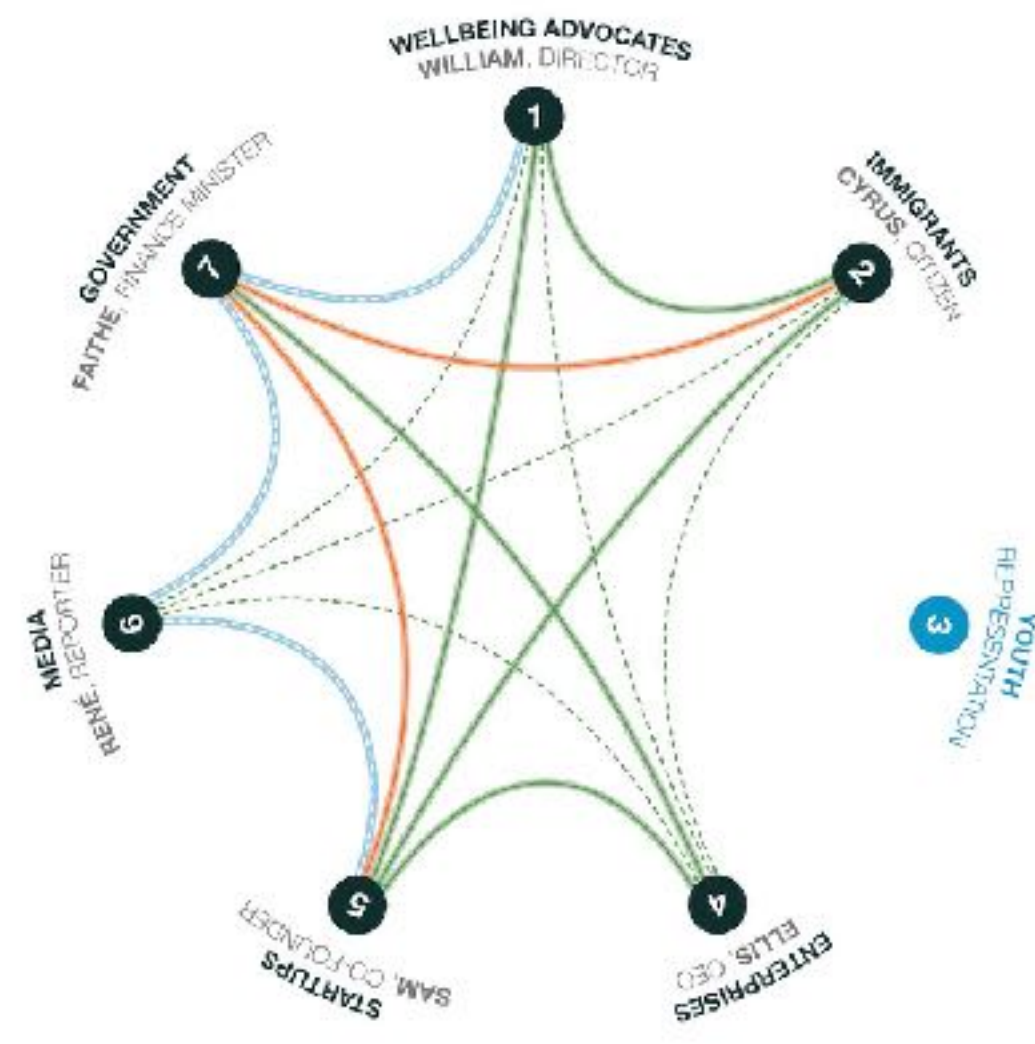
COMBINED EMERGENT RELATIONSHIPS AFTER ROLE PLAY



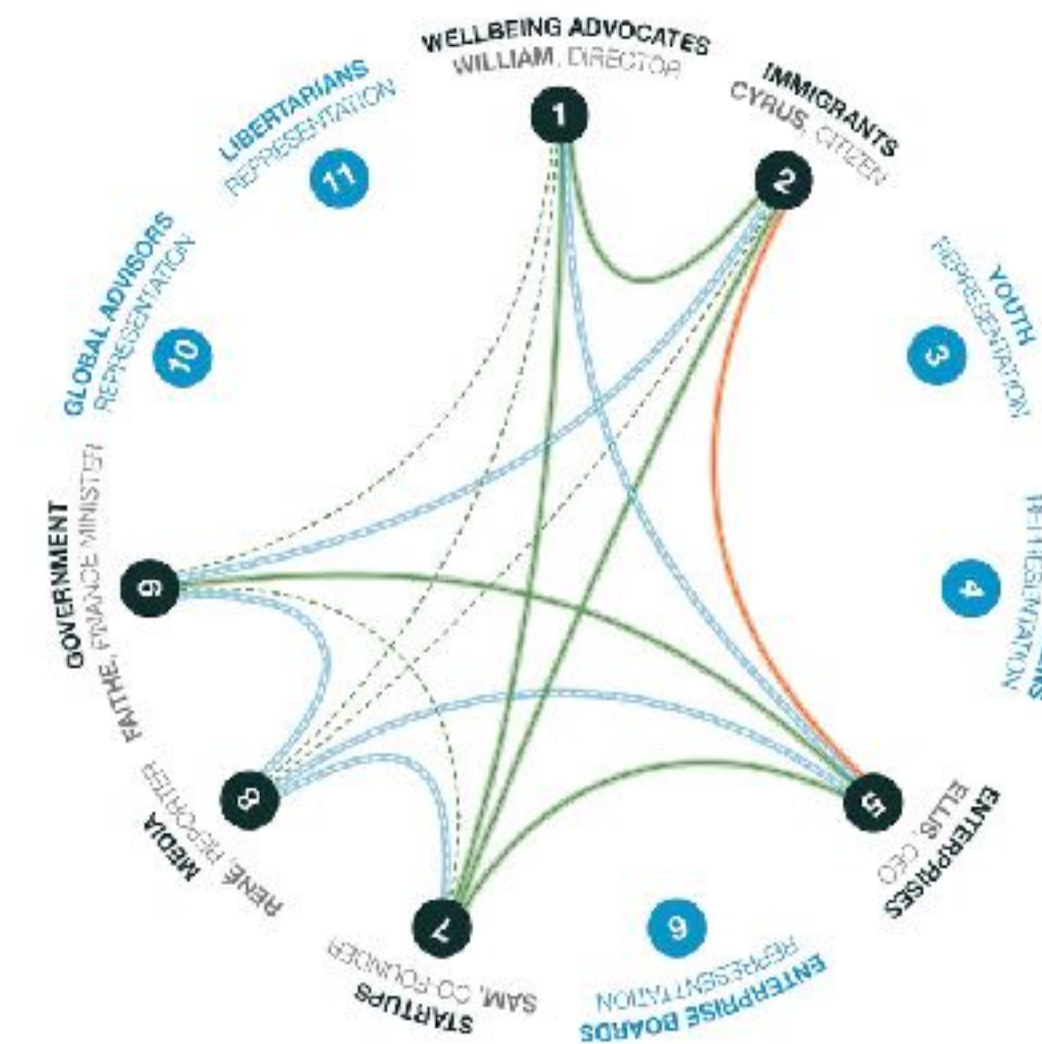
(g) COMBINED EMERGENT stakeholder relationships common across two role play teams



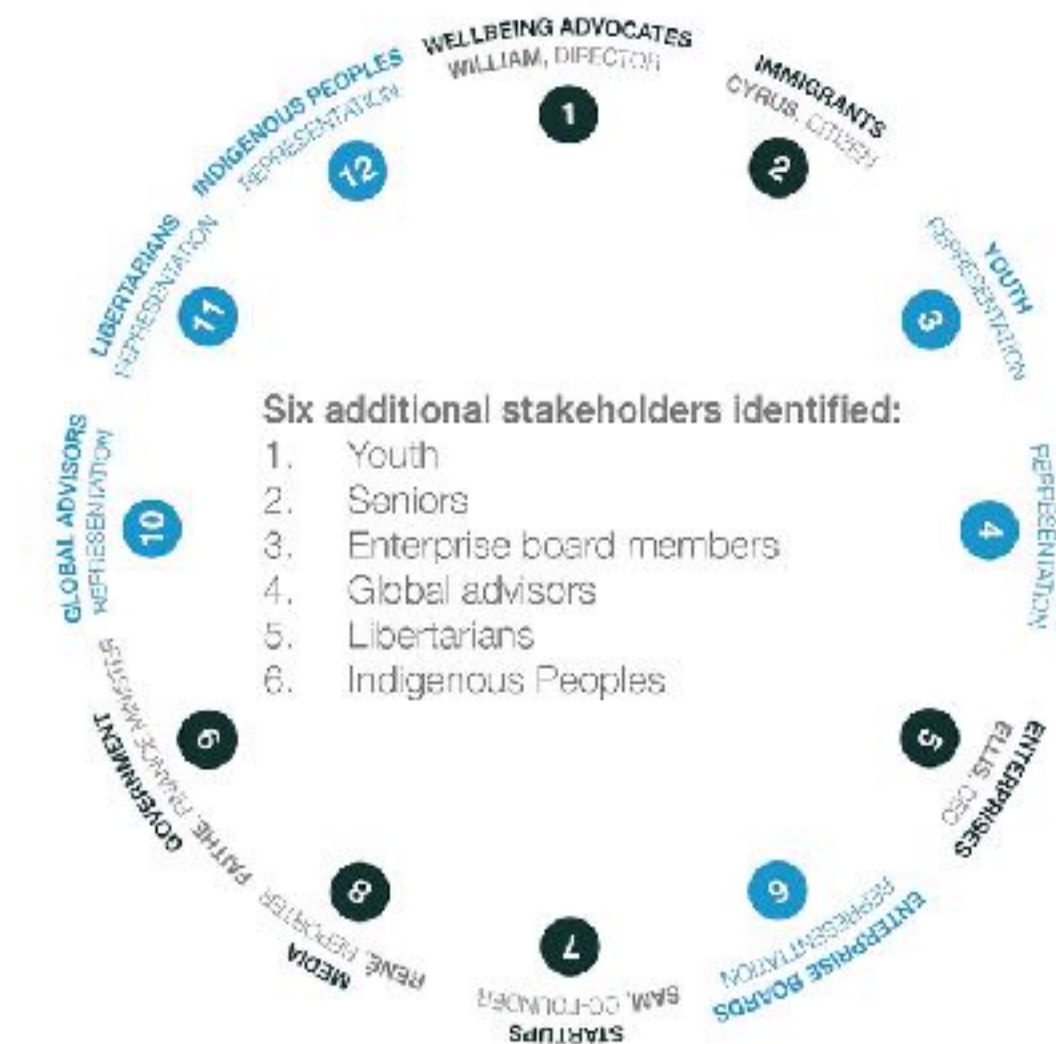
(b) Anticipated stakeholder relationships with two additional identified in advance as valued but not included



(d) GROUP A – EMERGENT stakeholder relationships with one additional identified by role play team as valued but missing

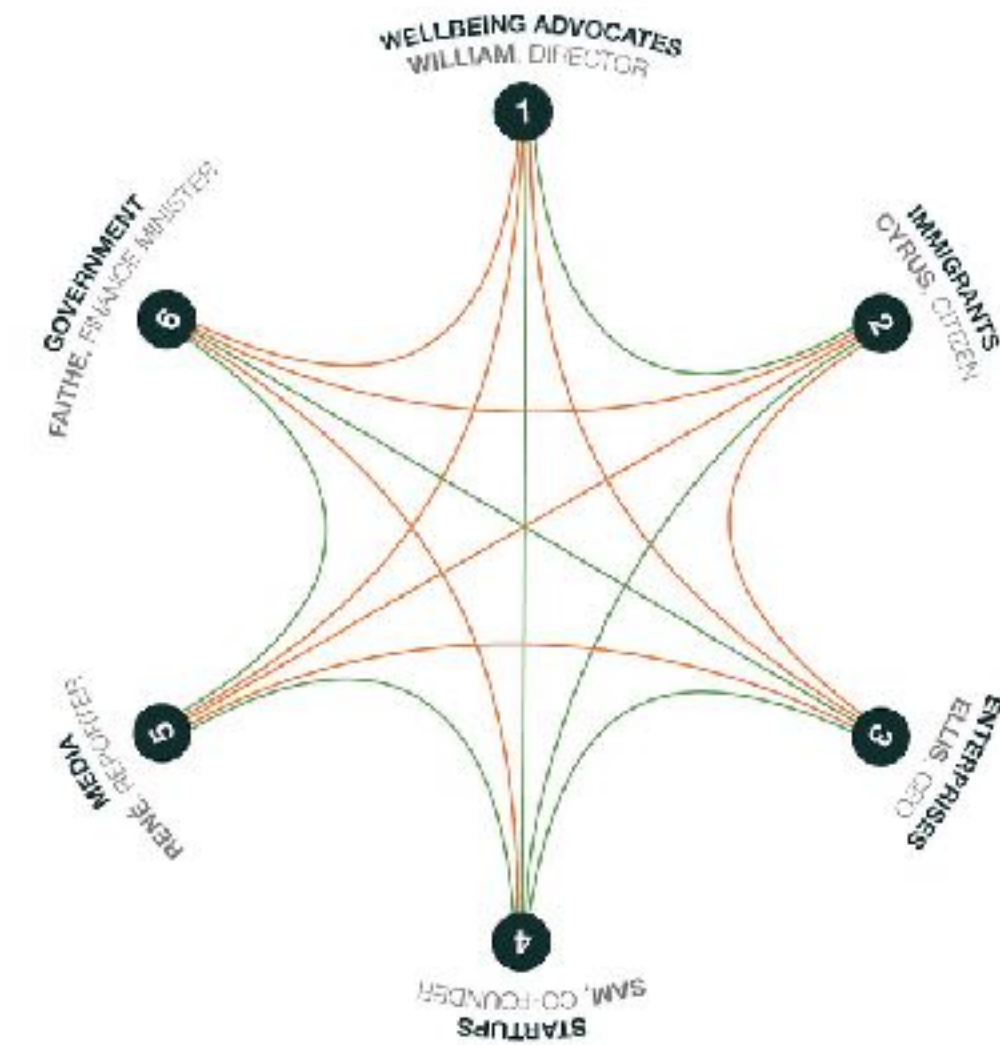


(f) GROUP B – EMERGENT stakeholder relationships with five additional identified by role play team as valued but missing

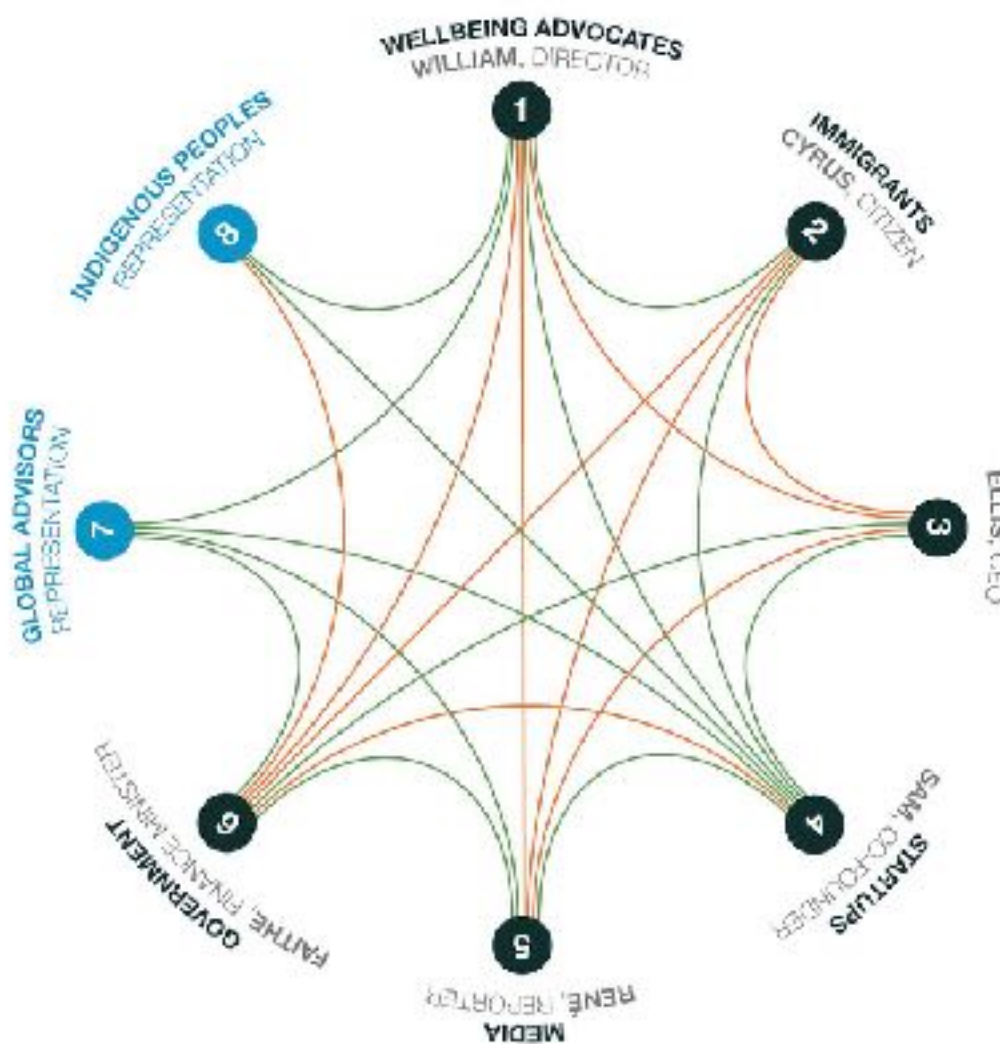


(h) COMBINED EMERGENT stakeholders relationships with six additional participants identified as candidates in future

ANTICIPATED RELATIONSHIPS BEFORE ROLE PLAY

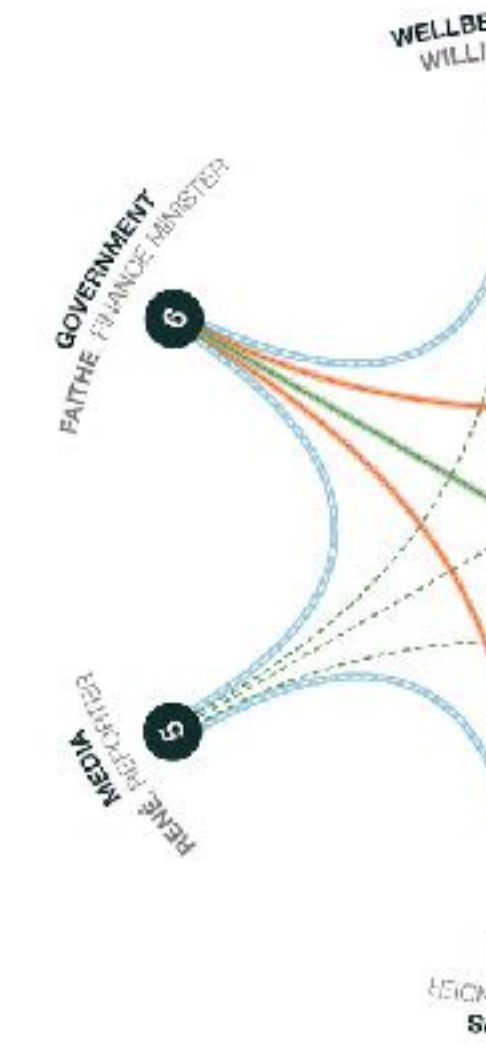


(a) Anticipated stakeholder relationships among the six participants planned for the role play

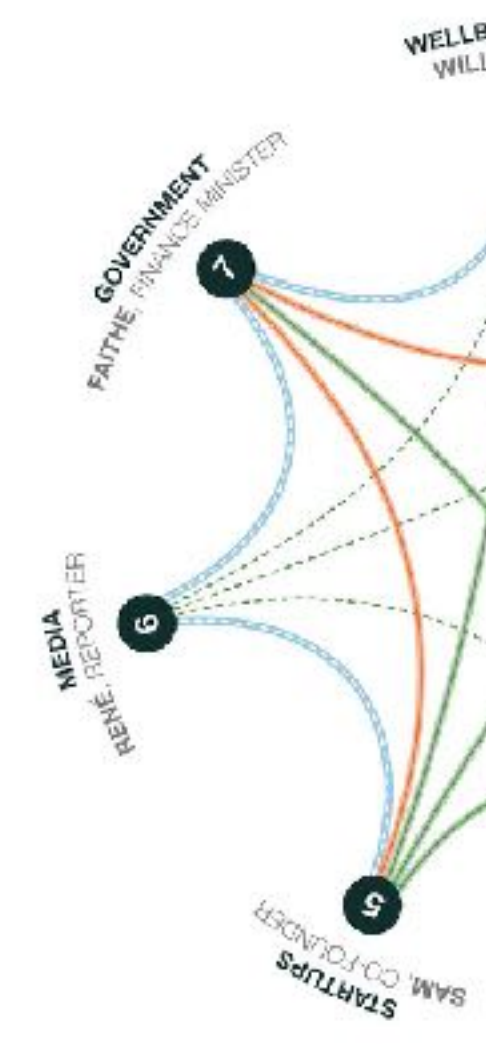


(b) Anticipated stakeholder relationships with two additional identified in advance as valued but not included

EMERGENT RELATIONSHIPS DURING ROLE PLAY



(c) GROUP A – EMERGENT stakeholder relationships among the six participants in the role play



(d) GROUP A – EMERGENT stakeholder relationships with one additional identified by role play team as valued but missing

PROPOSALS FOR CHANGE GENERATED IN ROLE PLAY

1. Build a holistic and inclusive data source
2. Promote a shared narrative that connects people to system
3. Engender a prototyping mindset across government
4. Integrate behavioural approaches into planning and programs
5. Foster positive alternatives to the threat of automation

COMBINED EMERGENT RELATIONSHIPS AFTER ROLE PLAY



(f) GROUP B – EMERGENT stakeholder relationships with five additional identified by role play team as valued but missing

(h) COMBINED EMERGENT stakeholders relationships with six additional participants identified as candidates in future

Engender a prototyping mindset across government

ENGAGE

- Principles
- 1° Get savvy with systems

2° See the big picture

Goals: Build empathy by putting a human face to policy development, help people connect to larger system, and foster trust between people, government and industry.

CONTEXTS	PATHWAYS	PARTICIPANTS
Augment the FutureSkills Lab with a Participation Lab that involves multiple stakeholders in prototyping.	<div>Pilot a single workflow</div> <div>Develop new tools and channels to help enable the strategy:</div> <div><div>1. Participation Lab (context)</div><div>2. Sound Futures Platform (channel)</div><div>3. Policy Research & Engagement Map (guide)</div><div>4. Narrative Probes (method)</div></div> <div>Leverage existing practices, e.g., service design, lean UX.</div>	Engage diverse stakeholders based on an understanding of the needs and interactions within the system. Consider who has the dominant voice, who is advantaged and who is disadvantaged.

ROLE PLAY AS REHEARSAL METHOD FOR CHANGE — KEY OUTCOME

Causal Layered Analysis + Role Play

FREEDOM
WELLBEING FIRST

Narratives can be used as both representatives of the change desired as well as probes for change, and through (simulated) enactment of the alternative, stakeholders in the system might themselves begin to enact the change in the world.

ACKNOWLEDGEMENTS

A special thanks to the many
people who contributed to
this project ...

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Secondary Advisor
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Facilitator, Group A
Notetaker, Group B
Photographer
Facilitator, Group B

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Cyrus, Citizen and 1st Gen. Immigrant, Group B
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Thank you.
Questions welcome.

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