g³-method

shaping society together

6 process guidelines for work in heterogeneous groups

Introduction

The Genshagen Foundation has developed the g³-method (shaping society together!) within the framework of five KIWit "Culture + Economy" think tank workshops at the Junges Schauspiel Düsseldorf. Inspired by the innovation method Design Thinking, a total of 6 process guidelines for work in heterogeneous groups were created, which are waiting for practical application.

Why do we need the g³-method?

It is becoming increasingly apparent that complex challenges in culture or politics can no longer be satisfactorily met by individuals or interest groups. Not only is the spectrum of needs constantly growing, but the traditional forms of decision-making are also increasingly being questioned.

In the arts and culture sector, intensive work is being done on the question of how the entire population can be better reached and more closely involved in the debate on content. Recognised studies show that more diverse teams often work more creatively, more effectively and therefore more successfully. This raises the question of how cultural institutions can constructively shape **opening and participation** accordingly.

What can the g³-method do?

The g³-method is a concrete proposal on how to address opening and participation directly. It is:
- **Free of charge**, as it does not require professional moderation.
- It is ideally suited for the **participation of a wide variety of people** in heterogeneous groups of any size.
- Low-threshold and **simple**, so that one can start directly without introduction or further training.
- Efficient, as each workshop leads to **concrete results in just one hour**.
- Demand-oriented, **can be used as a whole, individually or in a variety of combinations**.
- **Highly practical** through central topics such as clarification of needs, development of ideas as well as prototype design and testing.

For whom is the g³-method intended?

The g³-method is an offer for all people who deal with cultural institutions or projects and who would like to develop **concrete answers to specific questions**. In addition, the process guidelines on hand seem to be ideally suited for other areas of politics, administration and civil society.

It is important to note that the g³-method should not be understood as a finished product at any point, but rather as an **invitation to constructive cooperation**. It must be acknowledged that the current process guidelines are not yet completely barrier-free, as a lack of language skills and physical or mental impairments make active participation difficult. However, in the best case, every practical application can open up further ideas or perspectives, and so any feedback is expressly desired.

Welcome to the test team!

Genshagen in December 2019

In the beginning there is a question

A good starting point for working with the g³-method is to **look at your own situation**: how am I doing in my specific working context, what do I find inspiring and what is perhaps rather disappointing? What do I want to change or develop anew?

Through the exchange in the environment it will quickly become apparent whether there are perhaps others who are occupied with similar questions. You should be prepared to engage in a joint workshop **to develop an answer** that perhaps nobody could have formulated in this way before. It is important that the question is as concretely as possible oriented towards an event format to be designed or a structural development.

Once a question is formulated, there is immediately a new question: with whom should the answer be developed? As described in the introduction, a heterogeneous group from culture, politics, administration and civil society is recommended, in which as many people as possible who have a connection to the topic can come together. Before starting, it only needs to be clarified whether one wants to work through all 6 workshops one after the other or whether one wants to start with the one that best fits the current state of work.

Basically, you should **formulate your questions in Active** and relate them specifically to the nature of your own work: **How can we do something?** In the work with the g3-method so far, questions we worked on, were like:

- How can we meet the demands of a diverse society with our cultural institution?
- How do we reach the entire urban society with our programme?
- How do we want to implement opening and participation in our institution?
- How do we sustainably create a motivating working environment for different people?
- How do we reduce regular overwork and the associated stress at work?
- How do we respond to the challenges of digitisation?
- What can we do to work in a more sustainable and climate-neutral way?
- How can we promote social cohesion with our work?

The process guidelines at a glance

1 - **How can we work well together?**

Find out what your individual needs are for good teamwork: What experiences or ideas do you have for working together in a constructive and creative way?

2 - **How do we learn more about the needs of other people?**

Because it is often unclear who has what needs, it is useful to ask. Just a few suggestions can help us to listen better and understand more precisely.

3 - **How can we make use of the insights gained?**

When it comes to developing a project that is to take into account the needs of a target group, it helps to work out at least one persona as a model for a deputy.

4 - **How do we get new ideas?**

In order to find a good solution, you need a good question based on concrete needs and a sporty schedule for collecting and condensing your thoughts and ideas.

5 - **How can we make an idea tangible?**

As great as an idea may seem at first glance, the further development into a vivid prototype shows more clearly whether everything has been thought of and the developed approach can really work.

6 - **How can we test our idea before it gets serious?**

In order to recognize early on how a project idea is accepted, feedback from outsiders provides valuable insights: A good opportunity to invite and get to know people whose perspectives and opinions you are particularly interested in!

Before we start

What to consider when working with the process guides

First-name

During the development of the process guidelines, it appeared that the participants felt that they were addressed more directly and were more closely involved when they used their first-names.

Order

It is advisable to work through the process guidelines for the one-hour workshops in the given order - they can also be used individually as required.

Size of the working group

All Process Guides are suitable for groups of any size. It is important that the whole group is divided into small groups as heterogeneous as possible, each consisting of 4 persons.

Equipment

The minimum equipment consists of one table for 4 persons each. For each small group there must be at least 2 printed process guides and, if necessary, sufficient worksheets as well as pens and other writing and craft materials.

Processing times

In all process guidelines, processing times are specified which must be strictly observed. For this reason, each working group should appoint a person to keep track of the times.

Good Will

Any process guide can lead to irritation or misunderstandings. In the interest of the best possible work result, the instructions should be met with goodwill and discussions should be postponed until after the workshop.

Group Dynamics

In each group work, you will come together with different team players, whose spectrum can range from dominant alpha animals to inconspicuous doubters. It is important to be aware that each and every one of them has strengths and weaknesses and hardly any topic is completely overlooked by one person!

Stay alert!

It is helpful to check every **15 minutes**: Are we still on the topic, do we have the time in view and do all participants feel sufficiently respected?

Work in Progress

To be as versatile as possible, the g3-method has been formulated as concretely as necessary and as openly as possible. Every application in practice can reveal possibilities for improvement, which in the best case should be incorporated into the further development of the method.

Process guide 1

How can we work well together?

Find out what your individual needs are for good teamwork: What are your experiences or ideas for working together in an open, constructive and creative way?

→ **Total duration: 60 minutes**

1 - **Get to know each other!**

Go in groups of four to one table each. For good teamwork it is important to know who you are at the table with. Introduce yourself briefly: What your name is, what you do, why you are here.

→ **Processing time: 10 minutes**

2 - **Collect ideas**

Write down keyword answers to the question: How do I stay open and engaged in discussions?

→ **Processing time: 5 minutes**

3 - **Summarize answers**

Read out all the answers one after the other in the group of four and then summarize the same or similar points.

→ **Processing time: 10 minutes**

4 - **Deepen ideas**

Write down the answer that seems most important to you. Divide the group of four into 2 teams and present the selected answers to each other in teams of two. One person starts and the other asks questions for **5 minutes** to make the answer even more concrete. The person who starts notes the additional points. Then the roles are swapped.

→ **Processing time: 15 minutes**

5 - **Collection of results**

Come together in plenary and tell each other what you have found out.

Orientate yourselves by 3 guiding questions:

- What did I notice?

- What do I want to do differently in the future?

- Where do I currently see the biggest challenge?

→ **Processing time: 20 minutes**

Process Guide 2

How do we learn more about the concrete needs of other people?

Because it is often unclear who has what needs, it is useful to ask. Just a few suggestions can help us to listen better and understand more precisely.

→ **Total duration: 60 minutes**

1 - **What would you like to know?**

Four of you go to a table. Write down keywords in **5 minutes** for the question: What do I need to know about the people I want to reach with my work in order to be able to include them and their needs in the planning of a project? Introduce your keywords at the table. Then formulate 3 questions that you want to ask representatives of the target group.

→ **Processing time: 10 minutes**

Now there are two possibilities:
> The person you want to interview is already in the room because he or she has been contacted and invited in advance.

> There are no people to be interviewed in the room: Talk to people on the street. Alternatively, you can organize telephone interviews at short notice and call people you do not know yet.

2 - **Interview**

It is always good to do these interviews in a team of two people, so that you can exchange your impressions afterwards. Before you start the interview, here are a few suggestions for active listening:

- Start with an open question (e.g. "Are you going to the theatre?").

- Interested questions: "How do you explain that ...?" is more open than a more direct "Why ...?"

- Hold pauses as long as a statement does not seem to be finished.

- Ask if you're experiencing emotion: "I had a feeling this would make you angry/ sad/ happy."

- Very important: At the end, summarize briefly what you think you have understood.

→ **Processing time: 20 minutes**

3 - **What did you notice?**

Write down your impressions and observations. Orient yourself by two guiding questions:

- What did I learn about the interviewed person's needs?

- What surprised me most?

→ **Processing time: 5 minutes**

4 - **Plenum**

Meet in the plenum and present your findings to each other.

→ **Processing time: 25 minutes**

Process Guide 3

How can we make use of the insights gained?

When it comes to developing a project that is to take into account the needs of a target group, it helps to work out at least one persona model liability as a deputy.

→ **Total duration: 60 minutes**

1 - **Develop a persona**

Split up into teams of two and try to present a persona on a big piece of paper as vividly as you can. Help yourself to all kinds of pens, painting and handicraft things! If you have conducted interviews while working with the 2nd process guide, you can use the results here.

Give your persona

- a name

- an age

- a gender affiliation

- one face

- one profession

- a private life

- and everything else that seems important to you (e.g. nationality, faith, political and cultural im print)

Note goals and behaviours as well as preferences and expectations!

Formulate a "quotation" of the persona that clearly expresses their attitude towards life!

→ **Processing time: 30 minutes**

2 - **To the point**

Summarizes in one sentence what is the most urgent need of the persona:

_____ needs _____ to _____.

Develop the guiding question for further action:

What can we concretely offer the persona with regard to our initial question in order to meet her or his needs?

What can we _____ offer to _____?

→ **Processing time: 15 minutes**

3 - **Presentation of the personas**

Come together in plenary and introduce your persona to the others briefly and concisely.

→ **Processing time: 15 minutes**

Process Guide 4

How do we arrive at new ideas together?

In order to find a good solution, you need a good question based on concrete needs and a sportive schedule to collect and condense your thoughts and ideas.

→ **Total duration: 60 minutes**

1 - **Collect ideas**

Four of you go to a table. Take one worksheet A* each and sketch 4 ideas in individual work in response to the initial question. Attention: Sketching means drawing + 3 words maximum!

→ **Processing time: 5 minutes**

2 - **Select ideas**

Form teams of two and present your ideas to each other. Agree on a total of 2 favourites. Transfer each of them (drawing + 3 words maximum!) on a worksheet B* (left window, first row).

→ **Processing time: 10 minutes**

3 - **Filling the idea tower**

Introduce your ideas to the group of four in **1 minute** each. Put your 4 ideas (worksheets B*) on a pile in the middle of the table and take one sheet each.

You have exactly **90 seconds** to develop the idea, filling the fields on the worksheet (drawing + 3 words maximum!):

Perhaps an extension, a specification or a completely new idea!

Fill in as many fields as you have ideas in **90 seconds**.

Then pass your sheet clockwise and work on the new paper in another **90 seconds**.

In the end, each person should have contributed to each paper twice.

→ **Processing time: 20 minutes**

4 - **Evaluate idea tower**

Look at the results together. Reflect for **3 minutes**, which of the many ideas you like best and in which direction you would like to continue working. Try to combine your favourites into one approach and choose a title. Transfer all this quickly and sketchily on worksheet C*.

→ **processing time: 10 minutes**

5 - **Summary in plenary**

Meet in plenary session with the other working groups. Per group of four you have **1 minute** to present your idea. Then the others have **2 minutes** for their feedback.

→ **Processing time: 15 minutes**

* Copy templates for the worksheets mentioned are available on the following 3 double pages

Process Guide 4
How do we arrive at new ideas together?
Worksheet A
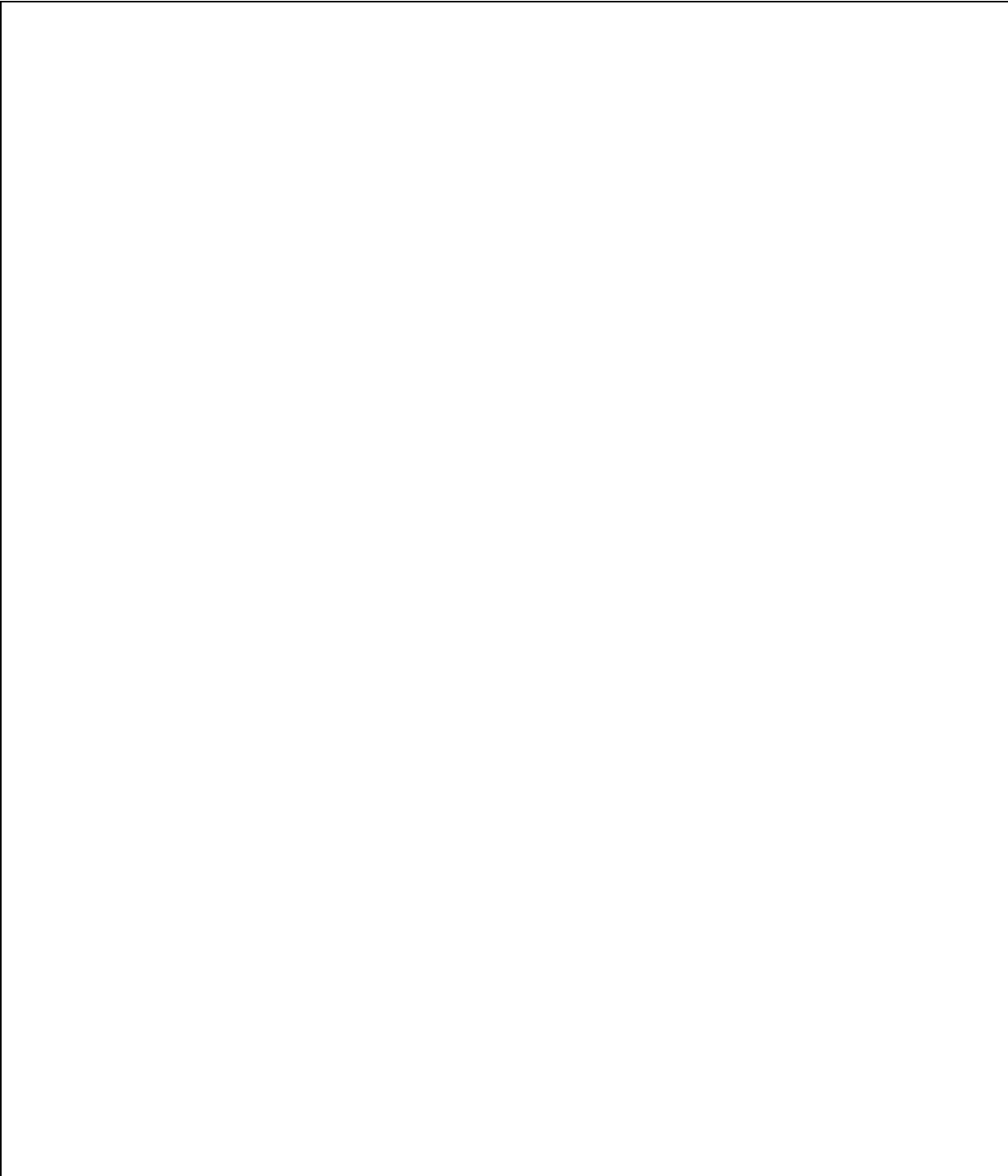(Required print run: 1 worksheet per person participating)

Process Guide 4

How do we arrive at new ideas together?

Worksheet B

(Required print run: 1 worksheet per person participating)

Place for initial idea	Place for new or emerging Idea	Place for new or emerging Idea
Place for new or emerging Idea	Place for new or emerging Idea	Place for new or emerging Idea
Place for new or emerging Idea	Place for new or emerging Idea	Place for new or emerging Idea

Process Guide 4

How do we arrive at new ideas together?

Worksheet C

 (Required print run: 1 worksheet per team of four)

Title:

Process Guide 5

How can we make an idea tangible?

As great as an idea may seem at first glance, the further development of it into a vivid prototype shows more clearly whether everything has been thought of and whether the developed approach can really work.

→ **Total duration: 60 minutes**

1 - **Form groups of two: Shaping details**

Decide which aspect of your idea you would like to develop, for example, what spatial, technical or personnel requirements you need for implementation.

→ **Processing time: 5 minutes**

2 - **Groups of two at tables of four: developing prototypes**

Take **5 minutes** for yourself to develop first approaches to the chosen aspect.

Then, in teams of two, bring your ideas together within **5 minutes**.

Now Team A has **2.5 minutes** to present its approach to Team B.

Afterwards there are **2.5 minutes** for constructive feedback from Team B.

Afterwards it's Team B's turn to present their approach and Team A gives feedback.

Implement the feedback into your designs within **5 minutes**.

→ **Processing time: 25 minutes**

3 - **Build prototypes**

Bring the ideas together at your table to create a single prototype. There are no limits to creativity! Build, craft, paint or even design a game scene and don't worry about perfection! The point of the whole thing is to learn by watching where the prototype already works and where there is room for improvement.

→ **Processing time: 20 minutes**

4 - **Plenum**

Come together in the plenum and briefly present your prototypes.

→ **Processing time: 10 minutes**

Process Guide 6

How can we test our idea before it gets serious?

In order to recognise early on how a project idea will be accepted, feedback from outsiders provides valuable insights: A good opportunity to invite and get to know people whose perspectives and opinions you are particularly interested in!

→ **Total duration: 60 minutes**

1 - **Welcome**

Welcome your guests and describe the starting point and goal of your work process.

→ **Processing time: 5 minutes**

2 - **Presentation and discussion**

Present your solution approach to develop the idea further together with your guests. If you have already developed a prototype with the help of the 5th process guide, it will provide a good basis for constructive and critical feedback. Listen carefully to your guests and do not hesitate to ask them for their opinion on issues you were unsure about during the development process.

Make notes:

- What is seen particularly positive about your prototype and what is seen rather critically?

- What insights would you like to incorporate into your prototype?

→ **Processing time: 35 minutes**

3 - **Plenum with a view**

Come together in the plenary to which you can also invite your guests.

Discuss in the round about how to proceed:

- Should the prototype be realized as it is?

- Do we need another working meeting to improve details?

- Is there a fundamental need for change, so that a further clarification of needs would be useful?

Collect all suggestions on a wall and decide by voting with 2 glue dots per person for the way that seems to be the most goal-oriented.

→ **Processing time: 20 minutes**

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The g3-method was developed by the Genshagen Foundation within the framework of the KIWit programme "Culture+Economy".
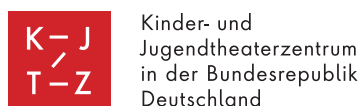
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