

# The Glimmers Toolkit

## Planning for uncertainty



This year we researched the reponse of the Civil Society to Covid 19. Our biggest conclusion is that community groups and civil society organisations should invest in their own recovery. To make this easier, we have produced this kit. It is a set of short activities that will help to:

- map the ways your group or organisation has changed or adapted during the Covid crisis
  - review and analyse that change
  - consider new roles and skill sets your group or organisation might need
  - reset KPIs to make it easier to achieve your mission and vision in uncertain times
- It has four components and two sets of cards.

**This kit is for  
community  
groups and  
civil society  
organisations  
who want to  
review the  
recent past &  
consider the  
future.**

## How to use this kit

This can be used in a range of ways:

- As discrete activities for individuals or teams
- As a sequence of activities, or in a workshop with stakeholders

If you use these methods with a group, it helps to re-draw the methods on a wall, and to allow enough time for discussion and exploration of the ideas.

## What you will get out of it

This will help you to take stock of the changes you have made during this time, review the types of work and how effective they have been for you and your clients.

It will help you to think about planning for an uncertain future using what you know, and what might be possible.

### 1. Tracking your change

Initial responses	Review	New processes
Here we are looking at changes you have put in place.	Here we are looking for reflections on the effectiveness of changes you have put in place.	Here we are looking for what you changed that is working so well that you might wish adopt as a changed practice.
What did you change?	What did you learn?	What will you keep?
What new roles came up?	What new roles did you see?	What new roles do you want to keep?
What data did you have?	What data do you have now?	What data do you need to capture now?

# 1. Tracking change

### 2. Action spectrum

What are we doing with technology that reaches more people cheaply?

What are we doing with technology that is precise and deeper?

Map your responses along this line

# 2. Action Spectrum

### 3. Reflection Canvas

What are we doing that is easily accessible and fits the client's specific needs?	What are we doing that is tailored to the client's needs and situation?
What are we doing that many people can easily access?	What are we doing that provides richness and depth to many?

# 3. Reflection Canvas

### 4. Planning for Uncertainty

1. What are you doing now?

2. What guides what you do?

3. How might you get there?

# 4. Planning for uncertainty

### Reflection roles cards

You can use these role cards to provide conversations in the Reflection Canvas activity.

Who designs the new online sessions your team or clients need?	Who generates collaboration and trust in the clients and team?	Who creates a safe space for the team and for clients?	Who leads in developing solidarity with clients collaborators and organisations?
Who institutes change in digital provision?	Who creates digitally accessible spaces?	Who builds on the existing measures with future facing kpi's?	Who creates the right levels of intimacy for the work?

# New Role Cards

### What If? Cards

These What If? cards are to use with the Planning for Uncertainty tool. Use them to provoke conversations and questions when thinking about uncertainty.

We do not have the resources or capacity?	We don't understand the data we already have and are producing?	We do not have the skills to make a safe place?
What If?	What If?	What If?
We cannot go back to the office or centre?	We cannot drop the trauma at home?	We don't have the technology we need?
What If?	What If?	What If?

# What If Cards

# 1. Tracking your change

This is a method to help you to reflect on the past months and to reflect on your reaction to changing circumstances.

You can use this individually, or ideally as a team or a mixed group of stakeholders. If you do this with a group, remake the worksheet on a whiteboard, or on a wall.

The conversation around this review is especially important, using the different perspectives you might have to bring light to the complexity and nuances of your work.

Start with a discussion that covers what you have done recently, about what is new, and what has changed.

Move onto a discussion on what you have learned, taking notes on the worksheet of all of the points raised.

Next, we ask you to explore what in all of the work that changed will be kept as part of your new ways of working.

We also ask you to explore what new roles may have emerged from your new work, so that these new skills can be acknowledged.

Finally, we ask you to explore what data this work may be producing for you. You may find that this data can show you new patterns in take up, or what people are using for example.

# 1. Tracking your change

## Initial responses

Here we are looking at changes you have put in place.

## Review

Here we are looking for reflections on the effectiveness of changes you have put in place.

## New processes

Here we are looking for what you changed that is working so well that you might/will adopt as a changed practice.

What did you change?

What did you learn?

What will you keep?

What new roles came up?

What new roles did you see?

What new roles do you want to keep?

What data did you have?

What data do you have now?

What data do you need to capture now?

## 2. Action spectrum

This is a method of helping you to unpack the different kinds of responses to actions you have put in place. There is no right answer.

We can often assume digital delivery of your service is a cheaper way to reach many people, but that might not be the case.

Use this to think about and to plot all of your responses and actions, and then position them along the line, where you think they fit.

Then, take some time to stand back and look at what you think it means.

Finally, take this thinking into the Review Canvas. It will have prepared you to go deeper.

## 2. Action spectrum

What are we doing with technology that reaches **more** people **cheaply**?

What are we doing with technology that is **precise** and **deeper**?



Map your responses along this line

### 3.

# Reflection Canvas

In times of change we develop energising new ways of working. Our research gave us a framework to think about the kinds of new ways of working, here on page 9.

This is a method of helping you to unpack the different kinds of actions you have put in place.

You can use this individually, or with a team of group of stakeholders. In a bigger group you might want to make this larger posting it on a wall.

If you do this as a team activity, allow time for discussion and exploration.

#### Level 1

Plot all of your recent actions, position them in the segments where you think they fit.

You can use this to:

- Review what you have changed
- Explore where you do not have any activity (and some of this may be out of scope for you)
- Prioritise your actions
- Consider as a set and re-balance the range of actions against your KPI's, impact measures and values

#### Level 2

There are limits to what we can sustain, so we might need to let go of ways of working that do not work for us. Are there aspects of your service that no longer work for you or your clients?

Consider the technology you have used for each of these actions, and explore together how this works (or doesn't work) for you.

3.

# Reflection Canvas

<p>What are we doing that is easily accessible and fits the client's specific needs?</p>	<p>What are we doing that is tailored to the client's needs and situation?</p>
<p>What are we doing that many people can easily access?</p>	<p>What are we doing that provides richness and depth to many?</p>

# Reflection roles cards

You can use these role cards to provoke conversations in the Reflection canvas activity.

**Who designs the new online sessions your team or clients need?**

**Who generates collaboration and trust in the clients and team?**

**Who creates a safe space for the team and for clients?**

**Who leads in developing solidarity with clients collaborators and organisations?**

**Who institutes change in digital provision?**

**Who creates digitally accesible spaces?**

**Who builds on the existing measures with future facing kpi's?**

**Who creates the right levels of intimacy for the work?**

# Reflection roles cards: Make your own

These are blank role cards to capture any new roles that have come up in your recent work.

A large grid of six blank role cards arranged in two rows and three columns. The grid is outlined with a dashed green line. Each card is a rounded rectangle, and the lines between them are also dashed green. The cards are currently blank, intended for users to write their own reflection roles.

# 4. Planning for Uncertainty

This is a method of considering the future. It involves trying out different versions of achieving a future destination for your team, service or organisation.

It will help if you can suspend disbelief for the moment as you try out different scenarios and don't expect to get everything right first time.

Then you can come back to them later with a more realistic viewpoint.

Take the steps in this particular order, so that you can look at where you are, where you want to be, and then to start thinking about how you might plan to get there.

1. Start by completing section 1 with what are you doing now.

2. Then complete the far section 2 on the guiding qualities or values of your ideal future.

They might be about levels of service or values you hold, or principles you work by.

Describe what these might look like in as much detail as you can right now, with what you know.

3. Then complete the middle section 3 on what might be possible, and consider a range of different scenarios, or alternative destinations.

Each of these are combinations of 'if...' for you to complete the sentence, followed by "then..." for you to complete what that might mean for you and your team.

For example:  
If we do continuous service delivery, then we might need to double our team.

Use the What If? cards to help think about challenges you are facing, and add anything specific to your situation on the blank cards.

# 4. Planning for Uncertainty

1. What are you doing now?

3. How might you get there?

2. What guides what you do?

What does it look like when we get there?

What we are doing now

If...  
Then....

If...  
Then....

If ....  
Then....

# What If? Cards

These What IF? cards are to use with the Planning for Uncertainty tool.

Use them to provoke conversations and questions when thinking about uncertainty.

We do not have the resources or capacity?

**What If?**

We don't understand the data we already have and are producing?

**What If?**

We do not have the skills to make a safe place?

**What If?**

We cannot go back to the office or centre?

**What If?**

We cannot drop the trauma at home?

**What If?**

We don't have the technology we need?

**What If?**

# Add your own

Doing the Planning for Uncertainty activity may reveal your own specific challenges, so here are some blanks so that you can add your own.

**What If?**

We started out on this project to understand and explore the future role might be for the Civil Society.

The focus was to look at the new role for civil society that has been created by technology, however, as we were about to start the work, Covid-19 happened, and we adapted the focus accordingly.

We thought was that this might be a unique and specific moment in time for us to to observe this moment of change closely, and to be able to see patterns of action, and reflect back the innovation practice often concealed behind the pressure of daily delivery.

We have been truly inspired by the resilient behaviours and adaptability demonstrated from within and across the sector, from large charities to the voluntary aid groups. The overarching generosity and desire for collaboration in this moment is the leading factor, creating a desire for collaborative change and a collective sectoral lift. It is founded on what Caroline Sindes calls “digital duct tape”: the ability of the sector to extend and stretch towards progress in its unique way.

This work has been supported by The National Lottery Community Fund.



We know that this work does not stand alone, and is a reflection of the interconnected nature of work within the Civil Society. To be explicit, we know that there are implications for what we have seen from between and across each of the layers in the Civil Society:

- Policy
- Organisations
- Senior Managers
- Staff on the ground

#### Policy Makers

Here our intention is to highlight and amplify new forms of action, and the embedded wisdom that exists within the sector and the visible nature of that wisdom. We do this in order to point to where policy intervention could be helpful, or useful and where it might bring value to those producing care in their work. We hope this helps to see new opportunities for making future facing policy that can support an effective sector.

#### Civil Society organisations

Here our intention is to put a light on the work you have been doing, and the skilled adaptation of resources and prioritisation of delivery and learning that are part of your normal practice, and inspiring for others looking from the outside of the organisations impact.

#### Senior Managers

Here our intention is to highlight the best practice that we are seeing from the research, and offering the patterns in this work so that you may benefit from it and use it as a consideration in your decision making.

**Staff on the ground**  
Here our intention is to provide a reflection back of the dynamic work and daily responsiveness that you have collectively produced under pressure whilst working with customers, clients, users, and to recognise that work for the innovation practise it is.

Thanks to all of our participating interviewees, and the National Lottery Community Fund for commissioning this work.

Rachel Coldicutt & Gill Wildman  
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careful  
industries