

LANDSCAPE INSTITUTE

Corporate Strategy Planning Day

WORKSHOP SYNTHESIS

Landscape Institute

Strategy Planning Session 21 January 2022

Board – AdCo – LI Team

Prepared by Current Works

February 2022

“First 100 days well spent Sue... you've nailed us! Looking forward to seeing and being in the next 100”

“Membership is a muscle to be able to create the change the LI wants”

“I agree it's [the Corporate Plan process] a learning opportunity for members too, it aligns with professional competencies”

“Planet before profit”

“People think tech is the answer to the environmental mess, whereas behaviour change is”

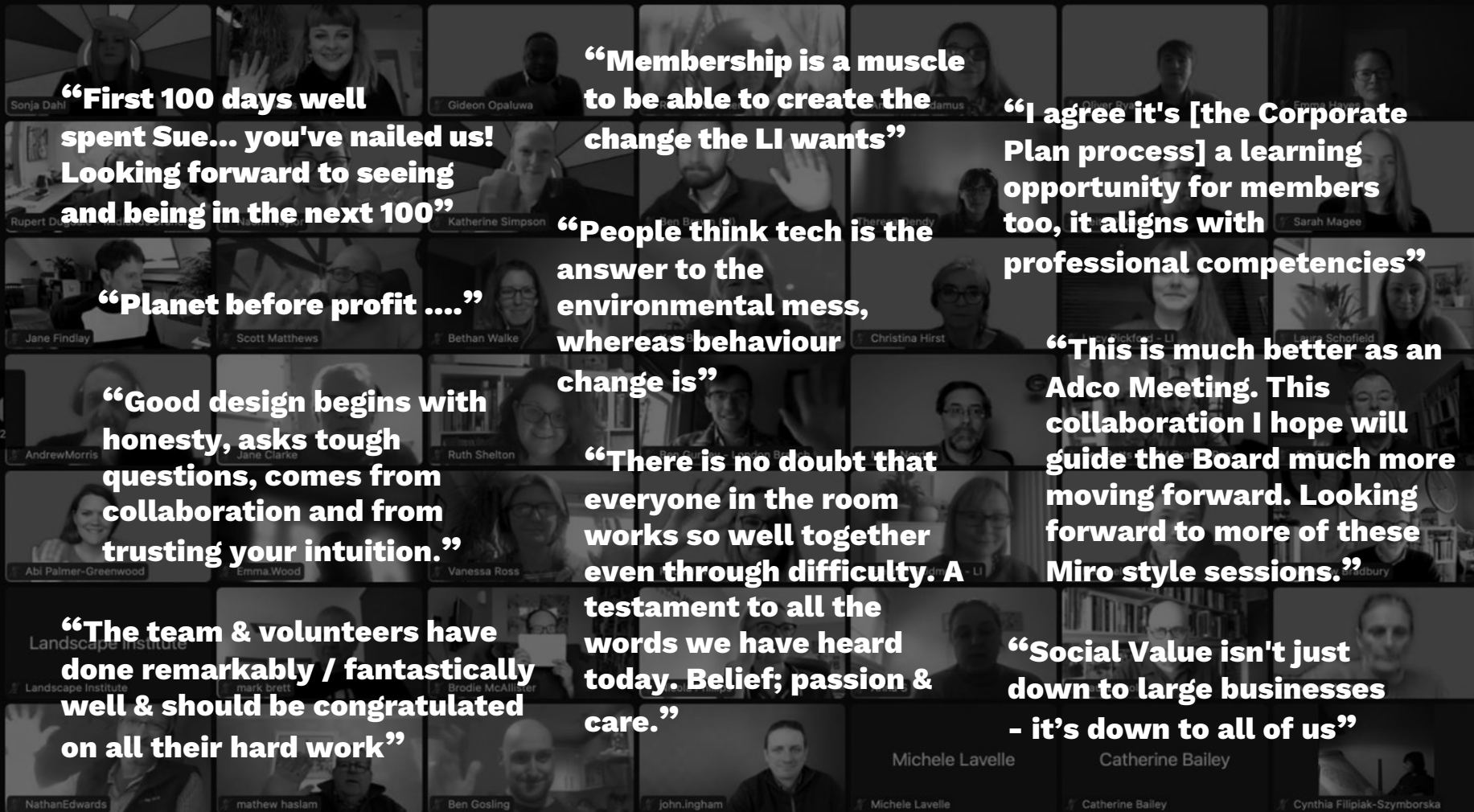
“This is much better as an Adco Meeting. This collaboration I hope will guide the Board much more moving forward. Looking forward to more of these Miro style sessions.”

“Good design begins with honesty, asks tough questions, comes from collaboration and from trusting your intuition.”

“There is no doubt that everyone in the room works so well together even through difficulty. A testament to all the words we have heard today. Belief; passion & care.”

“The team & volunteers have done remarkably / fantastically well & should be congratulated on all their hard work”

“Social Value isn't just down to large businesses - it's down to all of us”



Executive Summary

Current Works welcomed the opportunity to be part of such a significant annual event for the Landscape Institute and although COVID measures meant the group could not physically come together, the format, set up and delivery of the day allowed for the contribution from perhaps more people than would have been possible in a physical venue. This document aims to summarise what happened on the day and playback what was captured by the participants. It does not seek to correct or change any quotes or comments captured.

There was a genuine openness and willingness amongst participants to engage with new activities, contribute differently and in more tailored ways to support the organisation through the next 5 years. This is a real positive which should be embraced and built upon in onward collaboration activities. There are however some critical cultural and operational challenges identified which if addressed through the Corporate Strategy process will help unlock the future potential of the business and its people. There was also a recognition from the team that LI may not have all the right skills, capabilities or tools to deliver on the ambitions of the organisation and so onward and inward investment in people and additional resources will ensure the Landscape Institute is positioned well for the years ahead.



CONTEXT

The Landscape Institute is undergoing a period of reflection, engagement and strategic planning to inform business planning and activities leading up to the next corporate strategy, 2023-2028.

As part of this process **human centred design** and **strategy** consultancy, Current Works was commissioned to design and facilitate a Board, Council & LI Planning Day on 21st January 2022, to include: Engagement, business planning and roadmap to the 2023-2028 corporate strategy.

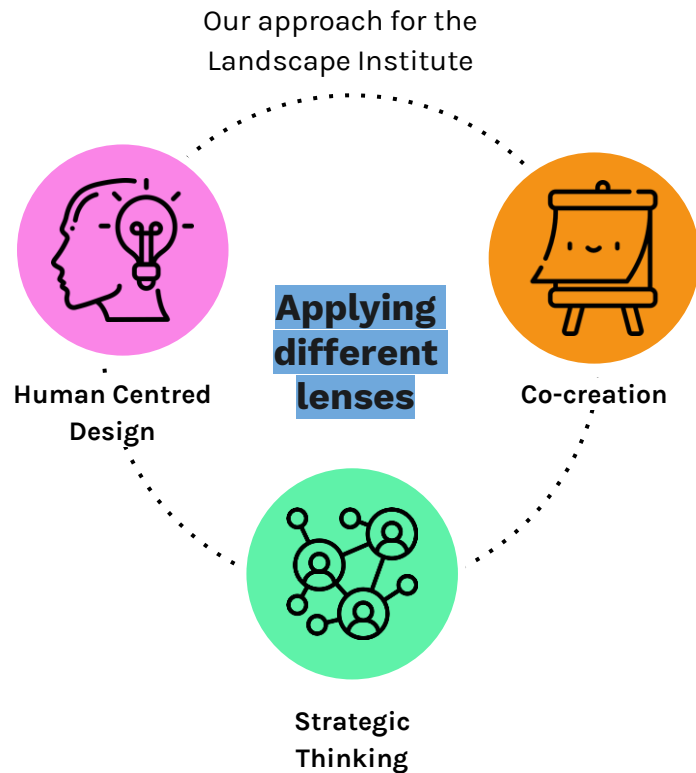


CURRENT.WORKS

Over the past decade the value of human centred design (HCD) has become increasingly recognised by policy makers and industry in creating fit-for-purpose solutions, fostering people-centred innovation culture with improved behavioural insight and data.

At Current Works, helping clients adopt HCD to improve service offerings, wider culture and systems change is our mission and our passion.

We support clients across private, public and education sectors, on organisational challenges, capability building, innovation strategies, envisioning changes in culture and establishing new ways of working. Using service design methods, research and design strategy approaches the Current.Works team are experienced in designing and facilitating immersive experiences, meetings, workshops and trainings for a wide diversity of contexts: in person and increasingly online, (from 1-1 to 1-100) since 2015.



HUMAN CENTRED DESIGN MINDSET

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Business Mindset

Get the right answer
Drive decisions with logic
Grow the bottom line
Think linearly
Improve efficiency
Analyse: break things down
Use data to inspire confidence
Delegate to maximise efficiency

HCD mindset

Get the question right
Create momentum with emotion
Increase user empathy
Think iteratively
Increase exploration
Synthesise: build things up
Use prototypes to inspire confidence
Collaborate to minimise risk

SCOPE OF WORK

In January 2022, the Landscape Institute brought together their Advisory Council (AdCo), Board Members and Staff Team for a Corporate Strategy planning day. Due to COVID measures this year's event took place online and was held remotely on Zoom, using MIRO as the digital collaboration tool. Current Works facilitated 65 people through a series of sessions to achieve the overall aims.

Current Works Role

As appointed consultancy to support the design and delivery of this event, Current Works refined the brief with the LI Senior Leadership Team (SLT) and reflected on the needs and experiences of those attending on the day. Current Works held several pre briefing sessions with the SLT to align on the vision and onboard members of the internal team to ensure the event was grounded and outputs captured and owned by the LI. Our role was to bring the event and conversations to life and allow the onward development of the new corporate strategy.

Key aims of the workshop:



For Team, Board and AdCo to come together as one organisation and to learn from, value and respect each other and to understand more about delivery challenges.



For AdCo and Board to gain a greater understanding of the current 21/22 Business plan and the priorities for 22/23



For AdCo & Board to be introduced to strategic design methods and fresh ways of working

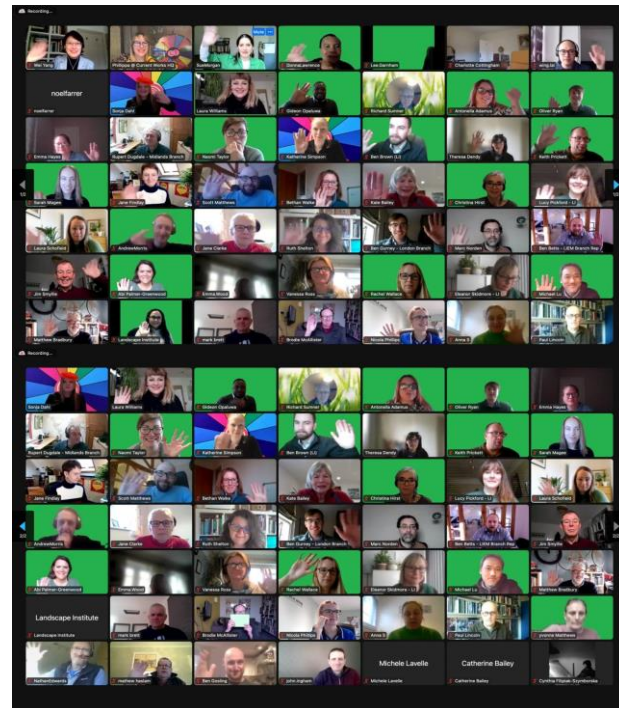


Create a safe space to work – create permission for the truth to be heard. To celebrate success and look forward

OUR APPROACH

We have developed our Current Works approach combining rigour, curiosity and transparency over similar exploratory projects with public sector and support organisations, researching the needs and developing design and strategy proposals for intervention which are then collaboratively tested. Our team share similar principles and values around inclusivity, agility and the importance of being open and collaborative. Having both worked in and led teams, our approach is predicated on building trust and empathy with those we work with and ensuring projects are co-created and the success shared.

For the Landscape Institute, Current Works aligned with the senior leadership team (SLT) of the Landscape Institute in prior to the day, to shape and inform the sessions and activities. To bring the event to life, we designed a Miro environment that aimed to recreate some aspects of an 'away-day' and injected the session with a mix of fun, strategic and reflective virtual activities over a period of 7.5hrs.



METHODS & TOOLS

To help our clients navigate the process and own the outputs of our collaboration, we use a number of design methods and tools. We tailor our approach to respond to specific needs. In the case of the Landscape Institute these are outlined below.

Alignment & Coaching - to ensure internal ownership we briefed SLT on the workshop aims and content in advance of the session. We coached them in the facilitation of larger groups online. We invited team members to contribute content in advance of the day and we designed 'legacy' Miro board for further engagement post away-day.

Onboarding & orientation - we designed a 'welcome pack' for participants to ensure the context for the event was clear and they were familiar with the online tools. We also designed low tech tools as back-ups in case people encountered IT issues throughout the day.

Designing a balanced experience - we intentionally included a mix of tech and analogue tools balance group and individual work. In addition to Miro, we also designed sessions to allow more open discussion. The Wheel of Fortune session was designed to build a shared value exchange and surface recognition amongst different representative groups adding fun, energy and promote human connection. We also invited staff, board and AdCo members to wear different colours to visually demonstrate the diversity of voices and representation on the day.

Co-delivery & ownership - we adopted a participatory approach to facilitation actively involving the SLT team in co-facilitation and sharing back summaries of sessions to ensure ownership of session outputs remains with the LI

Recording and documentation - we use Miro and Zoom chat to capture individual voices in different ways. We encourage clients to record sessions to ensure accurate documentation. Collaborative tools allow verbatim comments from participants which are available to revisit as we have kept miro board viewable as source materials.

Synthesis - we minimise interpretation of data gathered and design workshops to facilitate discussions. We work with our clients to ensure meaningful insights are surfaced through the sessions and synthesis these by clustering. We then analyse and summarise key insights iteratively and extract key findings.

KEY ACTIVITIES

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Overview

In response to the Landscape Institutes objectives, we designed three core activities. Each session was supported by a Miro template to encourage participation and help facilitate discussion and contribution from everyone and help LI gather insights from the day for future reference.

1

Visioning:

Begin to map, review and clarify LI's Vision, Mission, Purpose, working towards guiding principles to inform strategy development

2

Roadmap to Corporate Strategy:

Agree and set out a Roadmap identifying all the activity for the development new Corporate Strategy in a timeline, plus discussion around key themes

3

100 years celebration:

Ideation for key areas of focus and storytelling to inform a brief to deliver a celebration project for the 100th LI birthday in 2029

ACTIVITY

1

Visioning

The aim for the visioning activity was to co-create starting points for Guiding Principles to inform the design of the 2023-2028 strategy. **Guiding principles** will be the expressions of our **Purpose** and help shape the culture and behaviours of the organisation.

GUIDING PRINCIPLES

45 min

Guiding principles express our shared values and purpose and help shape the culture of the Landscape Institute.

Aim: to co-create starting points for Guiding Principles to inform the design of the 2023-2028 strategy.

1 Key wording silent & solo 5 mins

- Read the pink inspiration box (top right hand side) (2 mins)
- Now copy over, or create more keywords that represent the Landscape Institute to you, in the top left hand box (3 mins)

2 Purpose silent & solo 5 mins

- Read all the keywords just created in the top left hand box (1 min)
- Now think about words or phrases that convey the purpose of the Landscape Institute to you, in the bottom left hand box (2 mins)
- Now read all the ideas on purpose in the bottom left hand box (1 min)

3 Guiding Principles silent & solo 5 mins

- Build on the purpose ideas and come up with phrases that you feel should be considered as guiding principles of the Landscape Institute in the bottom right hand box (4 mins)
- Now read all the principles (1 min)

Iterate and prioritise Group 15 mins

- Discuss as a group. Cluster and theme and iterate the principles (10 mins)
- Prioritise and visually demarcate your favourite 3-5 principles (e.g. change colour or add a circle around them)

1 Key wording

Create your own key words that spring to mind about the LI and what it stands for, or pick from the Key Word Inspiration on the right

2 PURPOSE

Why do we exist? Why should we exist? What's the purpose? What are we best at?

3 GUIDING PRINCIPLES

What are our guiding principles? What do we want to be known for?

Inspiration

Purpose

Guiding Principles

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Definition of Terms

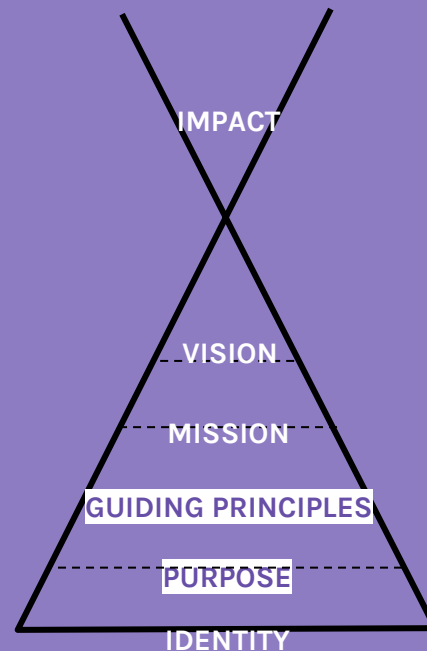
Purpose is the fundamental reason why the organization exists

Values are the boundaries within which the organisation will operate in pursuit of its vision.

Principles express our shared values and purpose and help shape the culture of an organisation

LI existing values

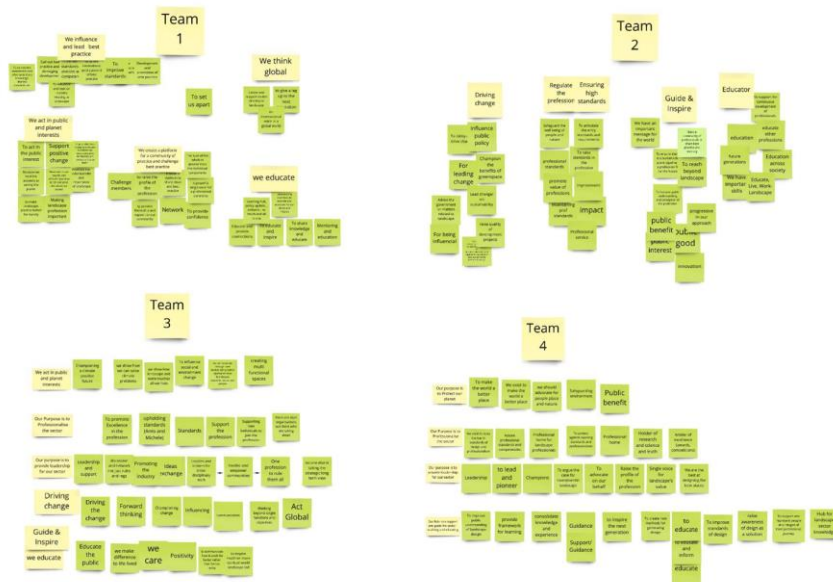
Creative and Passionate
Socially and environmentally aware
Caring and nurturing



OUTCOMES

1 Visioning | Purpose

Current Works team with the support of SLT gathered insights in four breakout groups; with a mix of AdCo, Staff and Board. CW synthesised these four boards and clustered key insights.



Key findings on a sense of common purpose

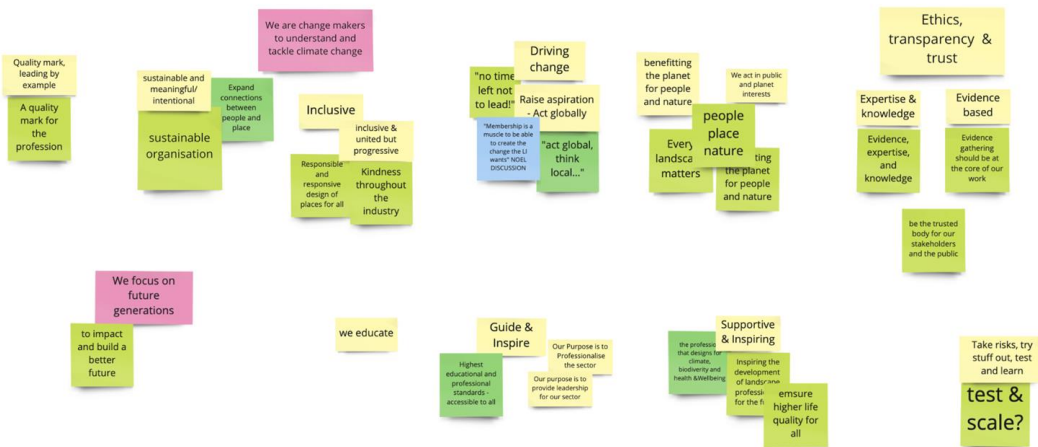
Common sense of purpose and shared motivations centred around the following themes:

- to **guide and inspire** others (beyond the sector), and foster a deeper connection between people, planet and sense of place
- an ambition to **drive change**, through advocacy, thought leadership and influencing policy, but also demonstrating **innovative practice** on the ground, showing not telling
- to **set the professional leadership** for the landscape architecture sector and **increase awareness** and understanding of its wider impact and crossovers with other sectors
- to **professionalise** the landscape architecture sector with clear entry routes, principles, **standards** and structured **progression routes** for all
- to **support sustainability** of the sector - **building communities** and enabling and educating the **next generation**

OUTCOMES

1 Visioning | Guiding Principles

As a group we built on the common purpose outcomes and continued in groups to co-create principles. Collective outputs of both exercises were synthesised to generate starting points for guiding principles.

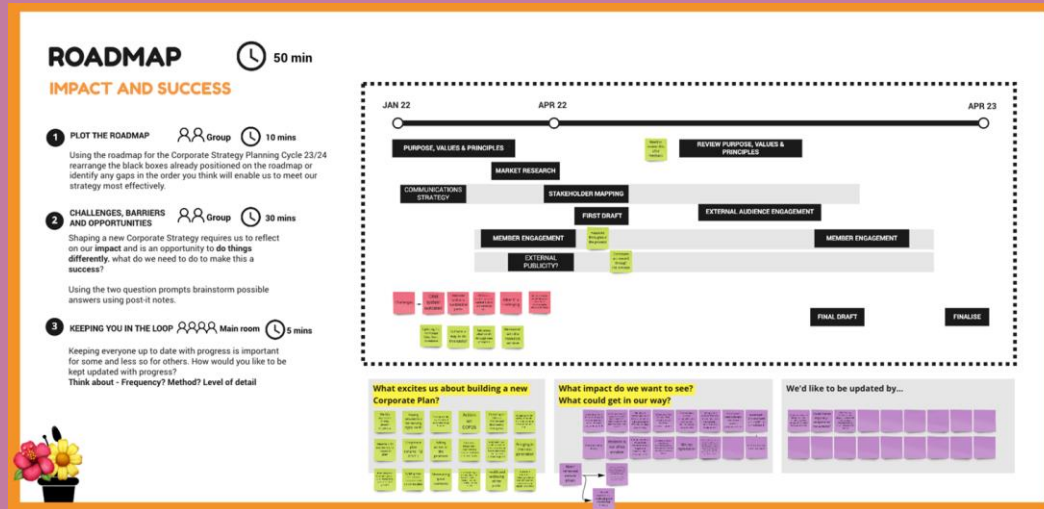


Starting points for Guiding principles

1. We believe every landscape matters
2. We are change makers, who are planet-centric
3. We act global, think local
4. We aspire to the highest standards, accessible to all
5. We innovate through testing, learning and sharing
6. We provide leadership through evidence and practice
7. We educate and empower existing and future generations
8. We build strong foundations to maximise our impact

Roadmap to Corporate Strategy

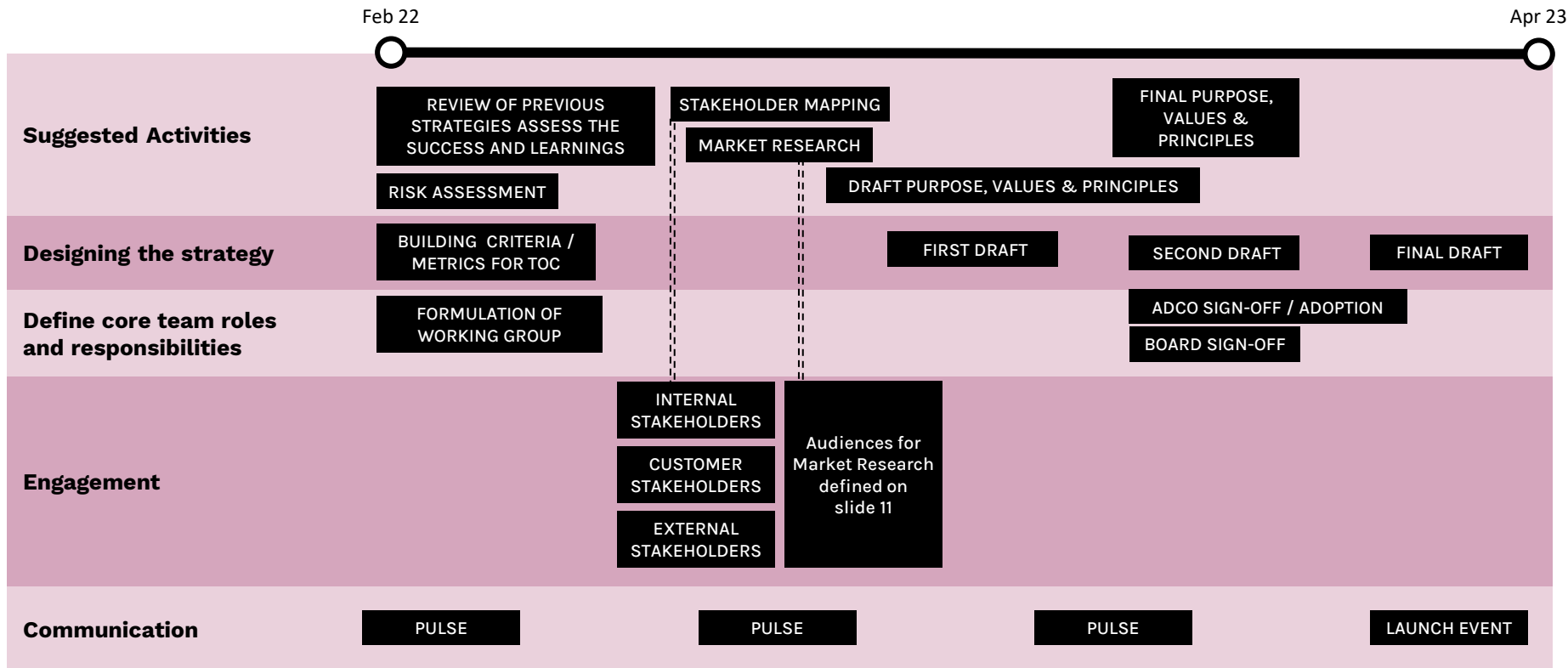
In mapping the various activities with the group, we surfaced some areas for **further consideration, gaps to fill and additional audiences to reach**. This is **not definitive** but was a helpful exercise in ensuring the **entire organisation** and its **core stakeholders** had the opportunity to **interact** and **comment** on the road ahead.



SUMMARY & SHARED VIEW

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2 Roadmap to Corporate Strategy



ARISING QUESTIONS AND CONSIDERATIONS

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2 Further thinking to feed into the Corporate Strategy

SUGGESTED ACTIVITIES

- Market research; How might the LI reach beyond existing customers (who we want to reach) e.g. horizon scanning (macro/micro vs Global/local)
- How might the LI reach out to members for gap analysis? (collaborative/ partnerships)
- Which audiences from the engagement stream need to be included to maximise the activities?

Potential additional activities

- Perceptions audit
- TOC modelling
- Horizon scanning
- Mapping external audiences

ENGAGEMENT*

Customer stakeholders

- LI Members (SM)

Internal stakeholders

- Staff (SM)
- AdCo (SM)
- Board (SM)

External

- Current and future partners (MR/SM)
- Affiliates (MR)
- Students (MR)
- Volunteers (MR)
- Local (via Regional Hubs) (MR)
- Global communities (MR)

Suggested engagement questions

- Who else needs to be engaged, how and when?
- What are their roles? E.g. insight or sign-off
- How often does the LI interact?
- Who are the external audiences?

DESIGNING THE STRATEGY

- Who is writing it?
- How will it be designed?
- Who will sign it off

DEFINE CORE TEAM ROLES AND RESPONSIBILITIES

- What are the ways of working?
- How might LI make sign-off simple due to high numbers of stakeholders? e.g. facilitated Miro session, for example?

INTERNAL AND EXTERNAL COMMUNICATION QUESTIONS

- How might LI maximise communications throughout the development of the Corporate Strategy?

DEEPER DIVE

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2 Roadmap to Corporate Strategy | Challenges and opportunities

When shaping a new Corporate Strategy it is beneficial to involve wider organisational representation. It is a juncture in an organisations existence that requires a **balance of reflection and future visioning**. It should encourage **divergent thinking** and **convergent reflection** and assessment on the relative **impact** and **purpose** of the organisation.

Digging deeper into the roadmap, facilitators encouraged the groups to think harder about the **challenges, barriers** and **opportunities** that exist for the LI and surfaced critical insights around the following FOUR areas.



Knowledge and Skills



Maximising Opportunity



Impact and Success



Resources

From this collective output Current Works were then able to map against a **SWOT** analysis and subsequently identify **strategies and routes for implementation and change** for LI.

As an organisation, what skills might we need to develop to see us through the next 5 years?



To achieve the delivery of a new corporate strategy what expertise might we need to bring into the organisation ?



ACTIVITY

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3 100 years celebration


The session was designed using speculative design techniques to help gather insights from four breakout groups; with a mix of AdCo, Staff and Board. Stimulus was used to encourage everyone to think beyond the current state and think bigger and more long-term, considering key areas of focus to work towards and stories LI would want to tell in 2029 when the LI celebrates 100 years.

STIMULUS

To help with this activity here are three future scenarios of what a "future city" might look like in 2125. They envision how the city has changed because of both global and local environmental challenges as well as the region's unique histories and cultures.


London

100-year-old properties take to the streets of London. The British capital is proud to be green and vibrant, sharing their love for the city. The greenest corner was built of wooden poles, a large area of green, surrounded by greenery, with trees, creating a garden-like or forest space, and adding to the landscape in the parks and gardens. In the process, the citizens get to see the city from their perspective, and the city is a green and vibrant.




Los Angeles

After the year of 2025, the city has become a vibrant and colorful place. The city is now a vibrant and colorful place, with a mix of green and blue. The city is now a vibrant and colorful place, with a mix of green and blue. The city is now a vibrant and colorful place, with a mix of green and blue.



Paris (France)

Over the years, the city has become a vibrant and colorful place. The city is now a vibrant and colorful place, with a mix of green and blue. The city is now a vibrant and colorful place, with a mix of green and blue.




what challenges are we set to be facing in 2029?

GLOBAL CHALLENGES

- Climate change
- Water scarcity
- Food security
- Healthcare
- Education
- Transportation
- Energy
- Environment
- Urbanization
- Disaster preparedness
- Resilience
- Equity
- Well-being


Also consider the next generation and potential future members. A 100-year-old today will be in the 20's in 2029, what stories might we tell to connect with their generation?



What might cities of the future look like from space?


How might technological, cultural, spiritual, social, economic, environmental and political factors influence how they look, feel and are lived in?



How might artists and sci-fi writers imagine them?



Paintings by Laura Wilkins 2021

2029 FUTURE HEADLINES

 20 min



- Capture thinking**  silent & solo  10 mins

What should the Landscape Institute focus on celebrating in 2029?



Imagine yourself and the LI in the future - see the stimulus on the left for inspiration. (1 min)

As a group, consider how the world may change by 2029 and what we should focus on celebrating on our 100th birthday. What is the story we want to shout about?


- A. How will the world have changed in 2029 and the sector? (3 mins)
- B. What would that mean for future generations? (3 mins)
- C. What might success / impact look like for the LI? (3 mins)

- Discuss the How...**  Group  10 mins


Discuss and capture ideas on post-it's on how we might want to celebrate?

- Share**  Main Group  10 mins


We will leave the breakout and each group has 2 mins to share back to the main group 1-2 highlights / insights by SLT members.




100TH BIRTHDAY

21 JANUARY 2029 


A. How will the world have changed in 2029 and the sector?




B. What would that mean for future generations?



C. What might success / impact look like for the LI?

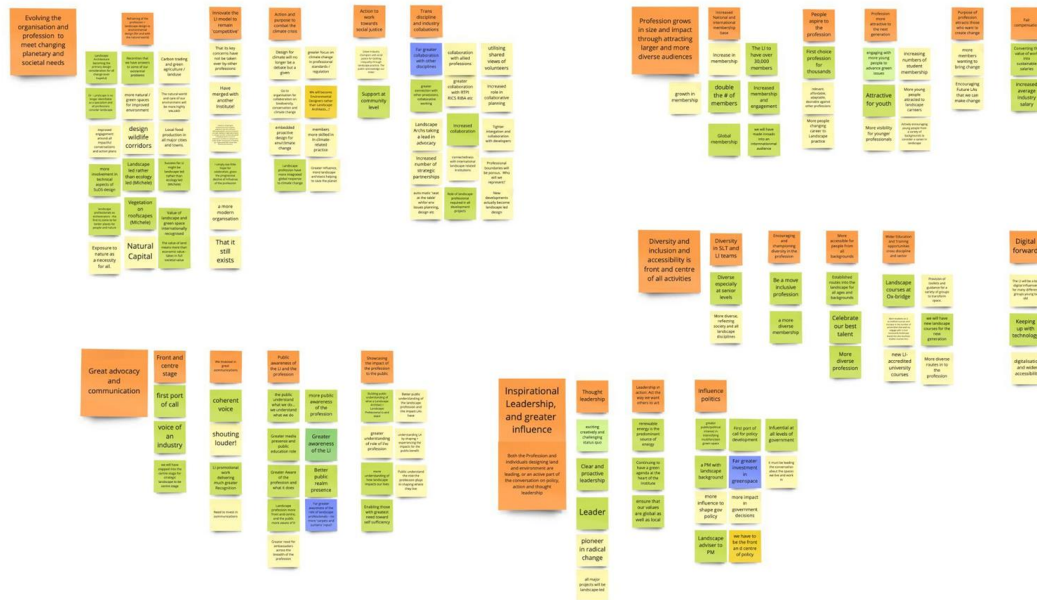


D. How might we want to celebrate?



18

Key findings were synthesised in groups to produce a summary of shared future aspirations and areas of focus to work towards celebrating in 2029.



Summary of shared aspirations

- Profession grows in size and impact through attracting larger and more diverse audiences
- Diversity and inclusion and accessibility is front and centre of all activities
- Inspirational Leadership, and greater influence (both the Profession and individuals designing land and environment are leading, or an active part of the conversation on policy, action and thought leadership
- The organisation and profession evolves to meet changing planetary and societal needs