



ALDO LEOPOLD LEADERSHIP PROGRAMME 16 September 2009

PYRAMID WORKSHOP

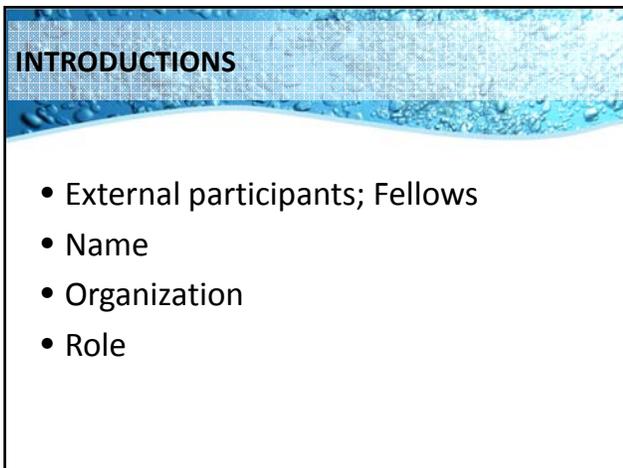
Peter Redstone & Martin Bloxham
Barefoot Partnership, UK

The Barefoot Partnership Ltd



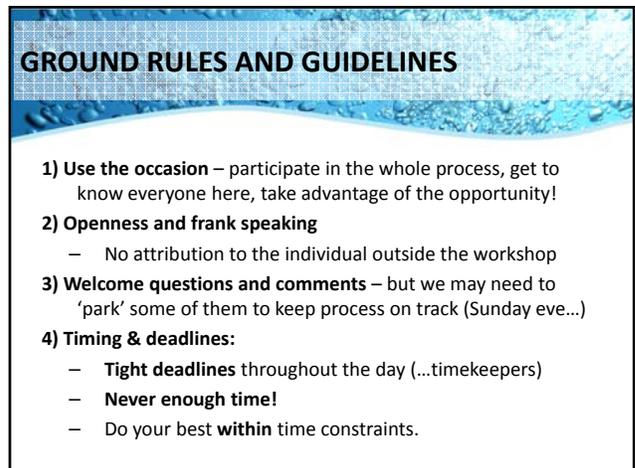
HOUSE KEEPING

- Phones
- Restrooms
- Fire
- Breaks



INTRODUCTIONS

- External participants; Fellows
- Name
- Organization
- Role



GROUND RULES AND GUIDELINES

- 1) **Use the occasion** – participate in the whole process, get to know everyone here, take advantage of the opportunity!
- 2) **Openness and frank speaking**
 - No attribution to the individual outside the workshop
- 3) **Welcome questions and comments** – but we may need to ‘park’ some of them to keep process on track (Sunday eve...)
- 4) **Timing & deadlines:**
 - **Tight deadlines** throughout the day (...timekeepers)
 - **Never enough time!**
 - Do your best **within** time constraints.

OVERVIEW: Rough Guide

Morning (Martin)

- Introduction
 - Issues
- 11:00 BREAK
- Systems
 - Leverage points

12:30 LUNCH

Afternoon (Peter)

- 13:15 Restart
- Innovation ideas
- 15:00 BREAK
- Pitching and voting
 - Capstone
- 16:00 Break
- De-brief and discussion
- 17:30 CLOSE

LEARNING OUTCOMES

- Experience a process for **accelerating the development** of effective plans, projects, products and policies
- Increase awareness of **partnering options**
- Develop an understanding of the **communication needs of different partners and stakeholders**
- Gain more **facilitation experience** of multi stakeholder groups
- Develop an improved perspective on the sustainability challenges facing the Gulf of Mexico

WHAT IS PYRAMID?

- Pyramid is a **sustainable development** process
- Normally consists of a **four-step process** that helps groups develop a more systematic and strategic understanding of sustainable development
- Indicators → Systems → Innovation → Strategy (ISIS)
- Developed by the AtKisson Group

WHY ARE WE USING THIS APPROACH?

- Atkisson's methodology - from 20 years high level experience in sustainable development
- Powerful practical way of working with **multiple interest groups**
- **Stepwise, consensus building**
- Integrates **systems** and **creative thinking**

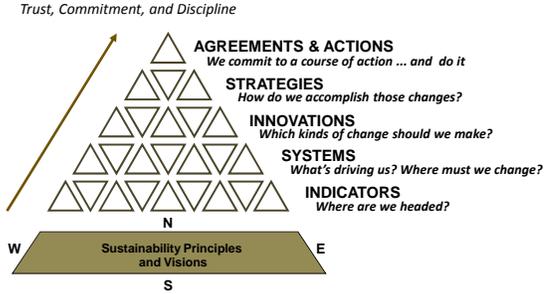
THE ATKISSON GROUP

- A global network of consultants, trainers, facilitators, researchers, writers and designers
- Founded by Alan AtKisson in 1992, and dedicated to advancing sustainable development.
- AtKisson Group members have served hundreds of companies, organizations, schools and communities around the world
- Over the last 10 years a set of tools (known as Accelerator) have been developed out of their practice
- The Barefoot Partnership are certified affiliates of the AtKisson Group




PYRAMID: A sustainable development framework

Trust, Commitment, and Discipline



AGREEMENTS & ACTIONS
We commit to a course of action ... and do it

STRATEGIES
How do we accomplish those changes?

INNOVATIONS
Which kinds of change should we make?

SYSTEMS
What's driving us? Where must we change?

INDICATORS
Where are we headed?

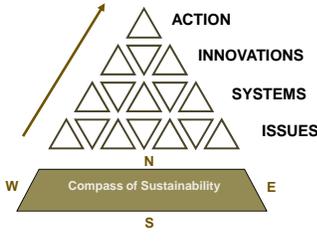
Sustainability Principles and Visions

N
S
W
E

PYRAMID: A sustainable development framework



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ACTION

INNOVATIONS

SYSTEMS

ISSUES

Compass of Sustainability

N
S
W
E

A Tool for Training, Collaborative Strategic Planning, and Initiative Design

COMPASS OF SUSTAINABILITY

- **N = Nature**
Environment, resources, ecosystems, climate
- **E = Economy**
Jobs, investment, housing, innovation, work
- **S = Society**
Government, culture, institutions, collective concerns
- **W = Well-Being**
Individual health, families, education, quality of life

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- based on the three categories of interest proposed by ecological economist Herman Daly, in a format known informally as "Daly's Triangle"
- Four Points: Nature; Economy; Society; Wellbeing
- Compass uses N, S, E, W with no explicit hierarchy

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Nature (N): Underlying health and sustainable management of key ecosystems, bio-geo-physical cycles, and natural resources.

• **Examples:** water quality and availability, threats to climate, resource consumption, pollution loads and emissions.

Economy (E): The productivity, efficiency, and effectiveness of human activities in the agricultural, energy, manufacturing, service and information sectors.

• **Examples:** gross production, materials efficiency, employment, inflation, currency stability, income equity, technology innovation.

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Society (S): The health of government, social and family systems, training and educational capacity, cohesion, social development.

• **Examples:** voting rates, human rights measures, crime, marriages and divorces, measures of social capital and civil society.

Well-being (W): The health, capacity, and fulfillment of individual human beings.

• **Examples:** life expectancy, educational attainment, suicide rates, subjective measures of satisfaction.

COMPASS GROUPS

- Go to the table you have been allocated and meet the facilitator
- Make introductions
- Define roles/tasks within group (Time Keeper; writers for post its; worksheet writer; pyramid reporter; pyramid builder)

Timing: 15 minutes

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CASE STUDY: The Gulf of Mexico

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THE CASE STUDY

- The purpose of this activity is [training](#).
- However, the [case study](#) and all the [materials](#) provided are [real](#).
- UNDP Full Project Document drafted for the Government of Mexico
- “Integrated Assessment and Management of the Gulf of Mexico Large Marine Ecosystem”
- Project was worth \$20 million

THE GULF OF MEXICO: Background

- One of the most highly productive natural systems on earth
- It is the exclusive economic zone of three countries (US, Mexico, Cuba)
- It constitutes a large marine ecosystem (LME).



THE GULF OF MEXICO: Threats

- Coastal development
- Urban expansion
- Industrial development
- Fisheries
- Minerals and petroleum exploitation
- Tourism
- Sea transport
- Others??

THE GULF OF MEXICO: Brief

- An integrated plan for *The sustainable Development in the Gulf of Mexico LME and associated river basins* is being developed.
- This group has been brought together today to use *Pyramid* to identify key *strategic issues* and develop *innovative ideas* that could serve as the basis for a sustainable development program for the Gulf of Mexico.

THE GULF OF MEXICO: Resources

Main resource:

- Abbreviated version of the UNDP Project Document

Other materials:

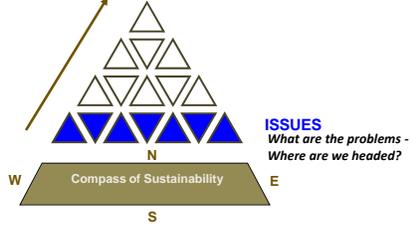
- gulfbase.org/facts.php
- en.wikipedia.org/wiki/Gulf_of_Mexico
- gulfmex.org/
- gulfofmexicoalliance.org/northerninstitute.org/home/ngi.php

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PYRAMID LEVEL 1: Issues

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PYRAMID LEVEL 1: Issues



ISSUES
What are the problems -
Where are we headed?

WHAT ARE THE STRATEGIC ISSUES?

What are the Strategic Issues affecting the Gulf of Mexico?

- The Issues should be focused around **each particular Compass Point.**
 - ✓ Example 1: Wellbeing - difference in life expectancy between social groups and countries
 - ✓ Example 2: Economy – Loss of employment; environmentally damaging industry

GUIDELINES

STEPS

1. Examine the materials and brainstorm the issues relating to your Compass Point
 - a) Consider your own experience and knowledge
 - a) Remember the 'golden rules of brainstorming'
2. Identify up to seven key issues - in priority order if possible

The "golden rules" of brainstorming

Do's	Don'ts
Accept every idea	Don't evaluate
Encourage unconventional ideas	Don't clarify or seek clarification
Expand on each other's ideas	Avoid linking names to ideas

GUIDELINES

STEPS

3. Construct first level of pyramid (seven triangles)
4. Record the issues on the Pyramid work sheet
5. Write each issue on a Post-It note and put them on the first layer of the Pyramid
6. Report back to the whole group

Timing: 50 minutes including worksheets and Pyramid construction

GUIDELINES

STEPS

1. Examine the materials and brainstorm the issues relating to your Compass Point
 - a) Consider your own experience and knowledge
 - b) Remember the 'golden rules of brainstorming'
2. Identify up to seven key issues - in priority order if possible
3. Construct first level of pyramid (seven triangles)
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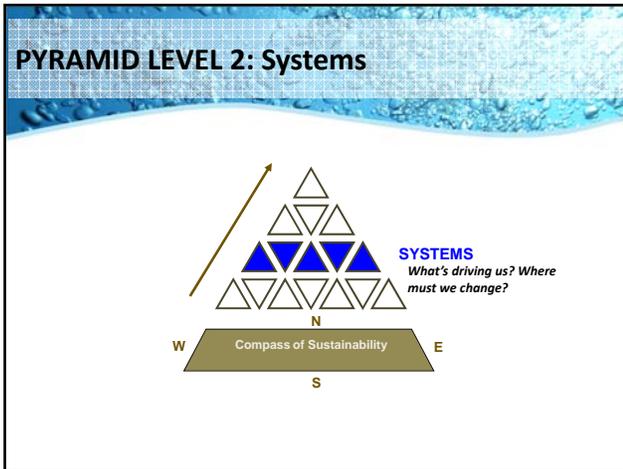
Timing: 50 minutes including worksheets and Pyramid construction

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PYRAMID LEVEL 2: Systems and leverage points

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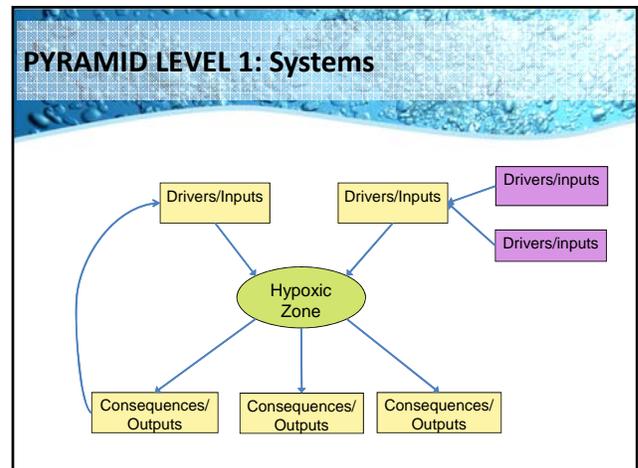
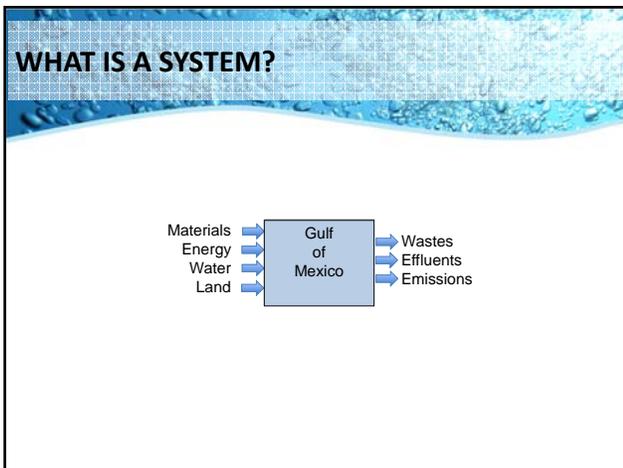


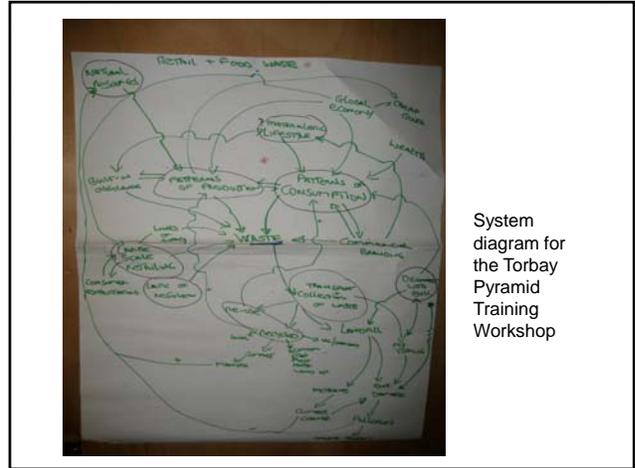
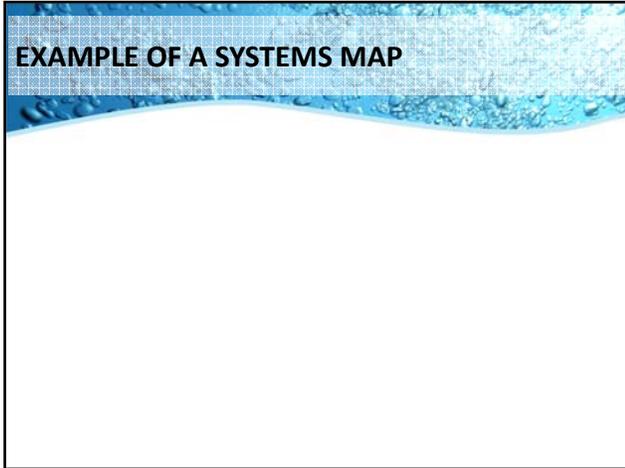
SYSTEMS THINKING

Understanding **how** things are connected

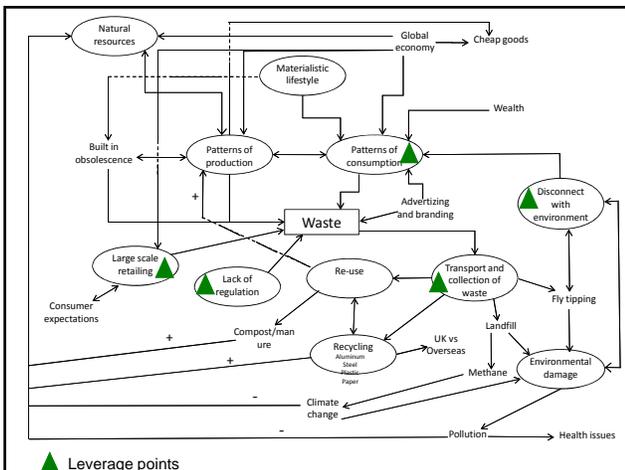
Where you can make change-

WHERE ARE THE LEVERAGE POINTS





System diagram for the Torbay Pyramid Training Workshop



GUIDELINES

STEPS

1. Copy the 7 Issues onto post its
2. Place the **KEY ISSUE** in middle of flipchart
3. Organize the post its - into **Inputs/ outputs/influences**
4. Walk around and view other Compass Point Issues and consider other Inputs and Outputs - '**populate your systems map**'

GUIDELINES

STEPS

5. Link all the Inputs and Outputs
6. Look for 'leverage points' - places where we could introduce some kind of change or have an effect - don't worry too much at this point about what kind of change; look for where change can be made
7. Mark Leverage Points with ▲

GUIDELINES

STEPS

8. Agree 5 key leverage points - write up Post-its for the Pyramid, assemble Pyramid and complete worksheets
9. Report back to the whole group

Timing: 40 minutes including worksheets and Pyramid construction

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PYRAMID LEVEL 3: Ideas for Innovation

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PYRAMID LEVEL 3: Innovations

INNOVATIONS
What kinds of change should we make?

W N E
Compass of Sustainability
S

Ideas for Innovation - OVERVIEW

1. **Brainstorm** Innovation Ideas for **leverage points**
2. See what other groups are doing
3. Return to your original group and finalize your ideas
4. Prepare 2 minute elevator pitch
5. Pitching and voting

Timing: 90 minutes



Ideas for Innovation

- Think widely
- Challenge assumptions – ‘what if...’
- Try out different perspectives
- Ideas create ideas
- The only stupid idea...
- ...is the one that you decided not to raise

GUIDELINES

STEPS

1. **Brainstorm** ideas for innovations that could be done at the **leverage points** (or even at several leverage points)
2. Draw up an initial shortlist (up to 5)

Timing:

GUIDELINES

STEPS

3. Compass Group members go to **other Compass Groups** to review their ideas – facilitators stay (15 minutes)
4. Groups reform and after reviewing connections with other groups should select the **3 best ideas** based on the following criteria:
 - **Positive Impact** of the idea
 - **Ease of implementation**
 - **Momentum** for future change

GUIDELINES

STEPS

6. Complete the worksheets summarize the Innovation ideas in **HEADLINES** for Post-it notes
7. In your group, prepare a two minute **Elevator Pitch** for your Innovation ideas
8. Pitching & Voting

Timing: XX minutes including worksheets, Pyramid construction and preparing elevator pitches

GUIDELINES

STEPS

4. Select the **3 best ideas** based on the following criteria:
 - **Positive Impact** of the idea
 - **Momentum** for future change
 - **Ease of implementation**
 5. Complete the worksheets; summarize the Innovation ideas in **HEADLINES** for Post-it notes
 6. In your group, prepare a two minute **Elevator Pitch** for up to 3 Innovation ideas
 7. Pitching & Voting (agree start time)
- **Timing: XX minutes until start of Pitching**

VOTING

- Each person gets 8 coloured dots to apply to Innovation Ideas on the Pyramid
- You can put as many dots on one idea as you want
- You can only use 1 dot for ideas from your group

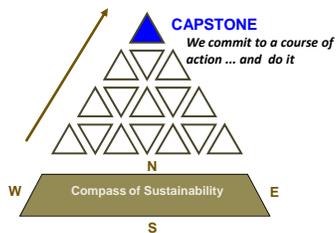
Timing: 10 minutes

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PYRAMID LEVEL 4: Capstone Agreement

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PYRAMID LEVEL 4: Capstone



THE CAPSTONE

At the top of the Pyramid is the **Capstone**. In physical pyramid construction, the capstone is the last, crowning piece.

In colloquial English, the word has come to mean a **culminating event**.

COMMITMENT TO ACT

- One of the most important features of Pyramid is that it comes to a **conclusion** that involves a **commitment to act**
- The nature of this commitment to act is a **final reflection** of the process.

COMMITMENT TO ACT

In a **planning process**, this is the point when the **reflections and decisions are summed up** and clearly defined, so that **next steps** can be taken

GUIDELINES

STEPS

1. In groups, identify the **one action** that would do the most to get the Ideas for Innovation moving forward
2. Write it on a Post-it
3. Put the Capstone on the Pyramid

Timing: 15 minutes including worksheets and Pyramid construction

Group Photo!

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DEBRIEF AND GROUP DISCUSSION

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DEBRIEF AND DISCUSSION

Review your (Compass Group) team's experience:

- 1) What went well?
- 2) What would you do differently?
- 3) What have you learned about the 4 Compass Groups?
 - Points of view? How to communicate with them?
- 4) Pyramid process – strengths? Applications?
- 5) Constructive feedback to facilitators.

Prepare to share with whole group – (3 mins per group).

Timing: 30 Minutes

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CLOSING

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Closing

- Further contact:
 - www.atkisson.com
 - www.barefoot-thinking.com
- Thank you's
- Closing remarks