

Communities with a Common Cause Action Learning Programme

September 2013 to March 2014

“It’s very clear to me that an organisation like ours needs to be on the cutting edge, leading... So we can’t sit and wait to ride the wave. We need to be out in front. This seemed to me to be one of those opportunities.”

Programme participant

Programme and Report by

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Executive Summary

2 Executive Summary

Addressing social and environmental challenges by engaging altruistic values.

Common Cause is a values-based approach to addressing social and environmental challenges initiated by several UK Non-Governmental Organisations (NGOs) with advice from academics. It argues that aiming to change specific behaviours is insufficient and that a more concerted approach is required. This approach is widely applicable and has been used by a number of organisations working on social and environmental issues.

A group of people working with Common Cause in Scotland developed an action learning programme for organisations in Scotland working with communities on environmental issues. The aim was to develop and pilot an approach to putting Common Cause into practice that can be replicated more widely.

The Scottish Government has a longstanding commitment to supporting research and action on climate change. As part of this commitment the Government supported the programme to test out innovative ideas for influencing behaviour.

The Scottish Government has also supported the development of the ISM (Individual, Social, Material) Tool which provides a framework of individual, social and material factors that should be considered when planning a transition to a low carbon society. Common Cause holds that altruistic values deserve particular attention in planning, as policies which rely on people's self-interest are likely to backfire.

Common Cause complements the ISM Tool by providing insight into ways of taking action across individual, social and material factors in ways that engage altruistic values. The programme is designed to complement and expand the range of existing approaches to cultivating behaviour change which includes The Natural Change and Carbon Conversations.

2.1 Format of the action learning programme

The Scotland-based members of the Common Cause Core Team developed an action learning programme, *Communities with a Common Cause*, to support participants in developing practical approaches to applying Common Cause.

Sixteen participants were drawn from government agencies, NGOs and community groups engaging communities with the environment. Participants were recruited in pairs from each of the eight organisations and were selected for the influence they could bring to bear on their own organisation and their sector. The programme ran from September 2013 to February 2014 with one workshop per month introducing a range of concepts, tools and approaches that can be used to create a values-based approach.

Each of the workshops was facilitated by two members of the Programme. Participants undertook activities between each workshop to put learning into practice and prepare for the next workshop. Between each workshop participants had the support of the mentor as

they actively implemented values approaches in their organisations. The mentors were a combination of the Programme Team members and others with an in-depth knowledge of Common Cause.

2.2 Evaluation of the action learning programme

The aim of the evaluation was to: understand the participants' experience; understand success or otherwise in terms of achieving the programmes aims; learn about the programme design and delivery to inform future programmes; and improve our own individual and team practices as facilitators and mentors.

Outputs from each workshop, an online feedback survey and input from mentors informed the development of each subsequent workshop and the final evaluation of the programme. In depth semi-structured interviews with participants were also carried out and all facilitators and mentors submitted their individual reflections on the programme.

2.3 Were the participants' expectations met?

All participants made a personal decision to join the programme. The programme was aligned with their personal interests and many saw it as an opportunity to put theoretical knowledge about Common Cause into practice. Some were explicitly attracted by the opportunity to work on organisational values, culture and strategy, and to redesign projects and activities.

“We saw it as a way to help the organisation move forward. We were developing a project to understand and articulate what our organisation is, and to clarify our purpose and values. We felt the programme could help us with this process.”

Most participants have actively applied their learning within their organisations to work on values, culture and strategy and to redesign projects and activities. They also developed greater understanding, skills and confidence. Participants found that applying Common Cause in their work encouraged and supported greater participation and engagement amongst their colleagues. The programme developed their ability to see connections and relationships more clearly.

“I’m coming at everything with a much stronger understanding that the people that we work with are people, they’re not jobs, they’re not their role, they are people and that they come with their own emotions and beliefs and perspectives and that in order to work with people you’ve got to be open to understanding what those are.”

While the programme took time from their busy schedules they felt that having the time and space to think deeply was very important. They found the opportunity to reflect on the connections between personal and organisational values. The programme has helped them recognise potential conflicts that may arise when implementing change and to better understand people's resistance to change.

“Essential for anyone who wants to make any sort of positive, cultural change (in the world at large), because values are at the base of that. How can you create a shift in something you don't understand?”

All said they would recommend the programme to others, and felt it was important that this approach was spread widely.

“Yes, without a doubt [I would recommend it]. It's one of the best things I've done in personal and professional development.”

Participants will be continuing to take action as a result of the programme. Most will be taking part in a two day, follow-up residential to reflect on how they have continued to put the Common Cause approach and related tools into practice and explore future potential.

2.4 Were the programme aims met?

The aims of the programme were to: strengthen altruistic values among participants; build commitment and action that contribute to sustainability; change what participants do on a very immediate and practical level; and support participants to bring about wider organisational and sectoral change.

The interview data makes clear that participation reaffirmed and/or strengthened their commitment to altruistic values and also increased their capacity for values-based action. There is strong evidence from the interviews that participants have developed new perspectives, new skills and techniques and that they have applied these within their work.

Work on organisational change has been the main focus of programme participants, both in terms of the role of values in organisational culture and strategy, and with respect to project activities. Interest in values and values-based approaches has increased in the sector and there is potential for change beyond participants' immediate organisations.

2.5 Was the programme design, facilitation and mentoring successful?

The five members of the Programme Team and the additional mentors that made up the wider team all participated in post-programme reflection, both in groups and one-to-one.

The programme brought together people from diverse organisations within the 'environment' sector. This diversity enabled participants to understand other organisations better and to develop useful connections. Some participants felt a greater diversity, beyond the environment sector would have had benefits. The Programme Team recognise these tensions and believe they are to some extent inevitable.

Most participants had some prior knowledge of Common Cause and all were sympathetic to the approach. Some felt that the involvement of people likely to challenge the approach would have been beneficial. The Programme Team agree participants with diverse backgrounds and perspectives would add to the richness of the programme. However, we believe it is important that people join the programme willingly; it is therefore unlikely those pre-disposed to challenge Common Cause would apply.

The decision to have two people from each organisation, one having a significant level of agency and influence, is endorsed by the success of the programme.

Participants typically had initial anxieties around the lack of instant action from the start of the programme, despite explanations from the beginning that the approach takes time

to implement and understand. We will continue to address these concerns in any future programme. Testimony from previous participants will be helpful.

The length of the programme, the pace of the workshops and the time between each workshop was about right. While it could be seen as challenging, the integration of personal and professional issues worked well and was welcomed by participants.

The programme wove an understanding of Common Cause with a range of tools and techniques to put theory into practice. While this was successful in achieving the programme's aims we recognise this could be more seamless in future.

Activities to put learning in to practice were highly valued even though some participants struggled to find the time. We will consider tailoring such activities for each individual, so that they are integrated into their work, rather than being an additional task.

The Programme Team brought a breadth of expertise, skills and perspectives that was valued by participants. We recognise that the size of the team and our varying roles was sometimes confusing; we will address this in future programmes.

Mentoring helped participants clarify their understanding of Common Cause and the practicalities of the programme and helped them apply their learning and to reflect deeply about values. The sessions also help keep up the momentum of the programme between workshops. Mentoring provided important insight for the programme team, enabling them to adjust the design of subsequent workshops. Finding the time for mentoring was sometimes challenging for participants. The purpose and nature of the mentoring was not always clear, and will be addressed in future programmes.

2.6 Conclusions

This successful programme has the potential to be an important element of the repertoire of tools and approaches needed to support wide ranging pro-environment and pro-social change. Used strategically with groups of organisations with common interests, and internally within large organisations, the programme can change social and material contexts across specific sectors and more widely in society.

Background

3 Introduction to Common Cause

Common Cause is a values-based approach to addressing social and environmental challenges initiated by several UK Non-Governmental Organisations (NGOs) with advice from academics. It argues that aiming to change specific, individual behaviours is insufficient and that a more concerted approach is required. This approach is widely applicable and has been used by a number of organisations working on social and environmental issues.

In 2009, chief executives and staff from some UK NGOs came together to discuss the inadequacy of current responses to challenges like climate change, global poverty and biodiversity loss. With academics including Professors George Lakoff and Tim Kasser they discussed the question “*how might greater public demand for proportional responses to such global challenges be brought to bear on political and business leaders?*”

Much of the current debate, especially as this relates to environmental issues, focuses on approaches to motivating specific behaviours (driving less, or voting more, for example). But recent research in cognitive science and social psychology helped explain why pressing social and environmental challenges are unlikely to be met by picking off behaviours one-by-one. From the outset, those involved in this discussion were convinced that these challenges would require a more concerted approach.

Many of the organisations represented at this initial meeting came together to support the publication, a year later, of [Common Cause: The Case for Working with our Cultural Values](#)¹. It soon became clear that the types of challenge being examined - and the responses that the report highlighted - were applicable to a very wide range of third sector concerns.

The debate that Common Cause catalysed grew rapidly, attracting a diverse range of organisations; in response a Common Cause Core Team was formed. Initially based in the south east of England, the team later expanded to encompass members in Wales and Scotland. This Core Team have subsequently held workshops for several hundred people and other related reports have been published (for example, [Finding Frames: New Ways to Engage the UK Public in Global Poverty](#)²). A great number of individuals and organisations have since stepped forward to take ownership of some part of this discussion and help drive it forward; these individuals now form the Common Cause Network. Outlines and contact details for a number of these related initiatives can be found on the [Common Cause website](#)³.

¹ Crompton, T. (2010). Common cause: The case for working with our cultural values. WWF-UK. Retrieved from http://assets.wwf.org.uk/downloads/common_cause_report.pdf

² Darnton, A., and Kirk, M. (2011). Finding Frames: New ways to engage the UK public in global poverty. London: Bond.

³ www.valuesandframes.org

3.1 The development of action learning programmes

Following the publication of the Common Cause report, many of those that read it contacted the core team to ask “*what does the values-approach mean for my work?*” The Core Team therefore organised a London-based action learning programme (ALP) for twenty campaigners to delve into this question and work together to innovate new, and remember old, solutions. This process was intended to enable the participants to change what they were doing on a very immediate level by providing practical tools they could confidently use in their work.

The Common Cause for Campaigners ALP ran from February to July 2012 and consisted of seven full-day workshops over a period of six months, each attended by a pair of individuals from each participating organisation.

Two staff from The Conservation Volunteers (TCV) Scotland took part and initiated substantial, positive change in TCV Scotland’s internal practices and the ways in which the organisation works externally with volunteers and partners. They also saw an opportunity for other organisations in Scotland working with communities on environmental issues to explore and implement a values approach through a similar programme in order to more effectively take forward action contributing to sustainability.

3.2 The Scotland-based Common Cause team

In discussion with the three Scotland-based members of the Common Cause Core Team, the Communities with a Common Cause ALP was conceived. This expanded Programme Team of Pam Candea, The Surefoot Effect; Osbert Lancaster, changemaking; Anthony Morrow and Kerry Riddell, TCV Scotland; and Morag Watson, Learning for Sustainability Scotland, designed and facilitated Communities with a Common Cause. The programme was inspired by, and loosely based on, the Common Cause for Campaigners ALP.

This second programme was intended as an opportunity to pilot a framework with organisations involved in engaging communities with the environment and also as an opportunity to develop an approach that can be replicated in other sectors.

The Programme Team drew in additional input from Wales-based Common Cause Core Team members Rich Hawkins and Elena Blackmore, Public Interest Research Centre (PIRC); and additional mentoring support provided by Common Cause Network members: Rob Bowden, Lifeworlds Learning; Rebecca Nestor, Learning for Good, and Tom Pollard, Mind. Contributions to individual workshops were made by Claire McNicol, storyteller; and Emily Harvey, graphic illustrator.

3.3 Scottish Government support for the programme

Since 2009 Scottish Government policy and action on sustainability and reduction of climate change emissions has been changing and evolving in response to the Climate Change (Scotland) Act 2009 and the Zero Waste Action Plan 2010. The former commits Scotland to cutting its climate change emissions by 42% by 2020 and 80% by 2050 based on 1990 levels. The latter commits to ensuring that by 2025 70% of the waste produced in Scotland is recycled and a maximum of 5% of Scotland's waste goes to landfill.

Part of the government's work on this agenda has, since 2010, been taken forward through [Climate Change Behaviours Research Programme](#)⁴ (CCBRP). The CCBRP has undertaken a range of research projects, both in-house and commissioned work, to better understand the behaviour areas that are central to addressing climate change and the most effective mechanisms for stimulating, facilitating and supporting new and more sustainable ways of living. The CCBRP has fed into the [Low Carbon Behaviours Strategy](#) (2013), which makes reference to Common Cause, and the preceding [Public Engagement Strategy](#) (2010).

The Communities with a Common Cause ALP was funded by the Scottish Government as a Low Carbon Pilot Project to test out innovative ideas for influencing behaviours.

3.4 Common Cause and the ISM Tool

The CCBRP has published a number of reports on behaviour change including [Influencing Behaviours: Moving Beyond the Individual](#) - the ISM Tool⁵. Designed to support policy development for a transition to a low carbon society, the ISM Tool identifies a range of factors such as infrastructure, technology, economic policy, social norms and individual values, attitudes and behaviours, and locates these in a framework of individual, social and material contexts.

The Common Cause approach holds that altruistic values deserve particular attention because policies, their communication and implementation, engage people's values in ways which can have important knock-on effects.

Many approaches to encouraging pro-social and pro-environmental behaviours rely on appeals to people's fear, greed or ego, so-called self-interested, 'extrinsic' motivations, producing shallow, short-lived types of engagement. These approaches are likely to backfire: actually reinforcing those self-interested values that weaken social and environmental concern, leading to a 'vicious cycle' where attempts to address sustainability and social justice are undermined.

Fostering altruistic, 'intrinsic' values, such as self-acceptance, care for others, and concern for the natural world has real and lasting benefits, potential of creating a 'virtuous cycle' which promotes sustainability and social justice.

People's values are influenced by the totality of their lived experience; from interactions with their peer group to what is in the media, from the advertising they see to their schooling. Every factor in the ISM model is part of people's lived experience and, intentionally or not, will be influencing people's values in some way.

A Common Cause approach to policy development and implementation therefore takes account of the potential impact on values of every facet of the proposed policy - seeking to engage altruistic rather than self-interested values.

⁴ <http://www.scotland.gov.uk/Topics/Research/by-topic/environment/social-research/Behaviour-Change-Research>

⁵ Darnton, A., and Horne, J. (2013). *Influencing Behaviours, Moving beyond the Individual: A user guide to the ISM tool*. Scottish Government.

We therefore see Common Cause and ISM as complementary. ISM emphasises that any programme of change must include changing factors such as social norms, institutions, regulations and infrastructure. However, in seeking to change these factors, a strategy informed by Common Cause requires us to ensure that the ways in which these and other factors are changed, implemented and communicated all foster altruistic values.

This analysis informs the theory of change underpinning the programme: societal change on the scale needed requires changes in and by organisations across all sectors. The programme aims to encourage and support such change by working with people with agency and influence in organisations in one particular sector and encouraging them to help each other find solutions.

3.5 Complementary Programmes: The Natural Change and Carbon Conversations

The five facilitators who conceived, designed and delivered the Communities with a Common Cause ALP have worked with a number of related approaches to behaviour change and culture change. As a result, Communities with a Common Cause was influenced by these and was designed to complement and expand this group and avoiding any replication in application or purpose. It is beyond the scope of this report to explore the relationship with other approaches in detail. We note however that:

- The Natural Change Project is explicitly designed to inspire and engage people who have no particular prior interest in sustainability. In contrast our action learning programme is designed for people with an existing interest in pro-environment and/or pro-social change and a degree of existing interest in Common Cause and values-based approaches.
- Where the action learning programme and The Natural Change have a top down approach, seeking to support people with influence and agency to change structures and systems, Carbon Conversations, both in the community and workplace versions, is more bottom up. Carbon Conversations works with people who are concerned about climate change and want to develop their knowledge to take practical action, and in doing so to start to shift social norms.

The Programme

4 The Communities with a Common Cause Programme in detail

4.1 Programme aims: The practical application of Common Cause

The programme was conceived to bring together grass-roots groups, NGOs and government agencies to develop practical approaches to applying Common Cause. The aims were to:

- I. strengthen altruistic values among participants;
- II. build commitment and action that contribute to sustainability;
- III. change what participants do on a very immediate and practical level;
- IV. support participants to bring about wider organisational and sectoral change.

4.2 The programme participants

Sixteen participants were drawn from government agencies, NGOs and community groups engaging communities with the environment. This area was chosen because it:

- Spans direct community action, the work of NGOs and government agencies;
- Has the potential to address many sustainability issues including biodiversity and climate action, social cohesion and inclusion, health and well-being;
- Has national reach and relevance, offering routes to mainstreaming this approach across the country.

The programme aimed to recruit eighteen participants drawn from community groups, NGOs and government agencies - ideally to have three organisations of each type represented. Participants were recruited in pairs from each organisation with at least one person in the pair having the ability to bring about change in the way their organisation operates through managerial, budgetary and/or decision making authority. Major criteria for selecting participants were the influence they could bring to bear on their own organisation and the influence they had in their sector. This influence included both positional authority and people who were respected for their knowledge, advice, commitment and networks. The recruitment process involved:

- Promotion of the programme widely through email lists, newsletters, etc;
- An open information day;
- Targeted recruitment of potential participants;
- Completion of an application form by those interested in participation;
- Selection by Programme Facilitators

Eighteen individuals from nine organisations were recruited with one organisation dropping out just before the Programme began due to an unexpected change in staffing and the need to redeploy staff to cover other remits. The participants were:

- Lee Deane, Development Manager and Dawn Ewing, Outreach Manager; Bumblebee Conservation Trust

- Russell Gill, Development Worker and Suzy Goodsir, Development Manager; Greener Kirkcaldy
- Catherine Gee, Head of Corporate Services and David Gunn, Climate Challenge Fund Manager; Keep Scotland Beautiful
- Zoe Kemp, Community Planning Partners and SOAs and Clive Mitchell, Programme Office Manager: Strategy Development; Scottish Natural Heritage
- Paula Charleston, Head of Environmental Strategy and Mark Wells, Head of Strategic Communications; Scottish Environment Protection Agency
- Anne-Marte Bergseng, Communications, Engagement and Marketing Manager and Ruth Wolstenholme, Managing Director; Sniffer
- Johannes Butscher, Student President and Laurelin van der Molen, Students Union Environmental Assistant; Stirling University
- Sue Guy, Project Facilitator and Philip Revel, Project Manager; Sustaining Dunbar

4.3 The programme content 1: Six workshops over six months

The programme consisted of six workshops, one per month for six months. The Programme ran from September 2013 to February 2014.

The workshops introduced a range of concepts, tools and approaches that can be used to create a values-based approach. Each workshop provided space for participants to discuss these approaches, develop plans for applying them in their work and share their experiences of doing so.

The Workshops:

Introduction to values and Common Cause (1 day)

Engaging with our personal values (2 day residential)

Exploring your organisation's values and organisational change (1 day)

Values in your organisation's external communications and engagement (1 day)

Storytelling as a powerful values-based communications approach (1 day)

Planning your next steps and taking this work forward (2 day residential)

4.4 The programme content 2: Practice and Preparation

Between workshops participants carried out 'Practice and Preparation'. This aspect of the programme was designed to provide a framework for participants to prepare for upcoming workshops and put learning from previous workshops into practice.

Preparation activities included reading reports, reflecting on questions and carrying out research within the workplace. Practice activities included communicating ideas to colleagues, identifying opportunities for implementing a values-based approach and trying out an approach learned in a workshop then reflecting on the outcome.

4.5 Facilitation of the programme

As this was a new programme developed by the Programme Team, we were all keen to be actively involved in every workshop in order to understand what worked and how participants responded. We recognised that the size of the team might feel overwhelming, so we each took on a different role at each workshop:

- The lead facilitator had primary responsibility for developing the workshop, the co-facilitator designed and lead the next workshop. This helped ensure close integration between workshops.
- The recorder had responsibility for note taking, gathering flip chart output etc. and writing up notes of the workshop which were then shared with participants online.
- The guide was available to provide any additional advice between the different activities in each workshop, leaving facilitators free to focus on preparation and delivery.
- The host was responsible for all practical arrangements at the venue, such as refreshments, equipment, etc.

4.6 Mentoring the participants

Between the workshops the participants were encouraged to meet, either in person or via a phone call, with an appointed mentor. The primary purpose of the mentor was to support participants on their journey through the programme and support them in actively implementing values approaches in their organisations.

In addition to the Programme Team providing mentoring, additional mentors were recruited from the Common Cause Network and were chosen as they had either taken part in the previous ALP or have an in-depth knowledge of Common Cause. They all have experience of, or aptitude for, mentoring; were able to attend the first workshop session; and were able to commit time to mentoring participants between workshops. An additional purpose of this mentorship process was to further develop the mentorship skills and experience within the Common Cause Network.

Mentors participated in a briefing session before the programme commenced and peer support groups for mentors were established in order to provide opportunity for reflection, discussion and mutual support between mentoring sessions.

After the programme had been completed, a mentors' feedback meeting provided an opportunity for mentors to share their thoughts on the mentoring experience and discuss learning points for future action learning programmes.

4.7 Online support and communication

A shared online space was also established using the MangoApps service. This online space served a place in which details of the upcoming workshops could be posted, outputs from previous workshops could be shared. It also provided a mechanism for participants, facilitators and mentors to engage in online discussions.

5 Evaluation of the programme in detail

5.1 Evaluation aims

The aim of the evaluation was to:

- I. Understand the participants' experience
- II. Understand success or otherwise in terms of achieving objectives
- III. Learn about the programme design and delivery to inform future programmes
- IV. Improve our own individual and team practices as facilitators and mentors.

The evaluation drew on in-programme monitoring and post-programme interviews and reflections.

5.2 In-programme monitoring and evaluation

During each workshop notes and photographs were taken and outputs of discussions, in the form of notes or flip charts, were gathered. These were then combined with the workshop agenda and used to produce a report of each workshop.

Following each workshop a feedback survey was sent to participants seeking their views on what they had found useful, what had not been so useful, what they would like to see more of, and less of, in future workshops.

Feedback was also gathered from the mentors after each of the mentoring sessions to give insight into aspects that participants were struggling to understand or approaches they were having difficulties with.

These three sets for feedback were used to inform the final content and form of subsequent workshops; track participants' evolving understanding; and contribute to the final evaluation of the programme.

5.3 Post-programme evaluation

In-depth, semi-structured, one-to-one interviews with participants were conducted, mainly during May and June to gather their feedback on the programme. Out of the sixteen participants thirteen were interviewed. Of the three who were not interviewed, one was unable to participate due to ill health, one was on maternity leave and one was unavailable due to diary commitments. Interviews typically took between 30 minutes and two hours.

In addition to analysing direct responses to key questions, the interviews were analysed to identify underlying themes. The interviews and analysis were undertaken by members of the Programme Team.

At the end of the programme the facilitators and mentors were also asked to submit their individual reflection on the programme and their roles.

Evaluation Findings: Participants

6 Evaluation Findings - Participants' Experience

A number of themes emerged from the interview process. The themes are highlighted below in bold italics. The quotes below are as given with some slight editing to remove the repetition and redundancy often found in natural speech. Some details have been edited to preserve anonymity. The quotes have been selected to indicate the breadth of views and activities across all interviewees.

6.1 Programme alignment with participants' personal interests

All participants made a personal decision to join the programme. The programme was aligned with their personal interests and many saw it as an opportunity to put theoretical knowledge about Common Cause into practice. Some were explicitly attracted by the opportunity to work on organisational values, culture and strategy, and to redesign projects and activities.

In all cases it was the participant's own decision to join the programme. Those in larger organisations tended to seek advice from others about attending and were encouraged to do so.

A common feature among all participants was that the programme was ***Aligned with Personal Interests***. In many cases participants were already aware of Common Cause and saw the programme as an opportunity to learn more:

"We'd read the Common Cause report. We didn't really understand the programme, but we had some faith and some trust that - especially because it came with a bit of Scottish Government badging - there was something interesting in here."

"I've always worried about [behaviour change] work as being preaching, telling people what to do, being judgemental... I think [Common Cause] is a more understanding way of approaching that kind of thing."

In other cases there was a general interest in behaviour change and the role of values:

"I was aware from meeting other people how much values was being talked about in the world at large, not necessarily in the area of climate and sustainability, but generally in the world. It was interesting, thinking about the zeitgeist in values. I wasn't sure at that point about the fit, but I thought it all sounded very interesting"

Several participants explicitly saw the programme as a chance to ***Put Theory into Practice***, in relation to Common Cause and other approaches to change:

"I actually came out [of a one day Common Cause workshop] with a much clearer idea of what Common Cause was, but not really much the wiser about how to put it into practice. So the programme seemed like exactly what I was looking for in terms of making it practical."

“I suppose it fitted with ‘how can we turn this into something with practical use?’, and it fitted with [other external initiatives relating to organisational change].”

“...develop my understanding of how values can be applied to influence decisions and behaviour.”

Some participants were attracted to join the programme explicitly because it offered an opportunity to **Work on Organisational Values, Culture, Strategy** and to **Redesign Projects and Activities**:

“...a theoretical interest in that and seeing how the Scottish Government, particularly through ISM, was making links into the whole world of low carbon and behaviour. I found that interesting: to think there are things to tap into that might make our roles at [our organisation] more effective and more fulfilling.”

“There were two areas of our work that I felt I really wanted to look at through the Common Cause lens. [...] we were really keen to review the marketing of this to use a values approach. And the other one, I felt we were probably doing things broadly right, but really wanted that to be confirmed and reviewed.”

“We saw it as a way to help the organisation move forward. We were developing a project to understand and articulate what our organisation is, and to clarify our purpose and values. We felt the programme could help us with this process.”

“It’s very clear to me that an organisation like ours needs to be on the cutting edge, leading... So we can’t sit and wait to ride the wave. We need to be out in front. This seemed to me to be one of those opportunities.”

6.2 Participants’ application of their learning within their organisations

Most participants have actively applied their learning within their organisations to work on values, culture and strategy and to redesign projects and activities. They also developed greater understanding, skills and confidence.

Most of the organisations represented in the interviews have been actively using their experience on the programme to **Work on Organisational Values, Culture and Strategy**. It is clear that they have gained not only an understanding of how to put a values-based approach to change into practice, but also a capability to help others understand the importance of a consideration of values.

While in many cases this has meant bringing a values-based perspective into work that was already planned, this approach has had a significant impact on the way the process was undertaken and the range of people involved:

“We have set up a values working group, which I lead, and have run a series of values workshops for staff. As an organisation we have agreed our core values.”

“Our away-day with board included a session on values for the organisation.”

“We have embedded the values approach into our community engagement strategy. Which sounds a bit grand but we do have a written community engagement plan which has been completely redrafted to explicitly take a values approach and to explicitly draw out some of the quite specific learning from the programme, and

we've disseminated that to all of our front line staff. In fact all our staff, but specifically our front-line staff, to make sure it gets put into practice."

"I am currently planning [an organisation-wide event], and I think using that values approach to what we've been doing and why we've been developing in the way we have, would not have been there if I hadn't been on the ALP".

For several interviewees it became clear that their organisations' official values are not necessarily lived in practice:

"We say we have all these values, but then all the staff are saying we don't think the managers walk that talk, they don't actually live those values. We say 'trust staff' but we don't actually feel trusted. We say that we're empowered, that we're creative... but we don't actually feel that we're allowed to be empowered and creative."

This awareness has helped inform the work on organisational values:

"We are now starting to feed back some of the stuff we did in the programme, and reflect back up to people, do they realise that these tensions are here? And saying, well if we're going to start talking to colleagues about the mission and the values, we need to be really conscious of what these tensions are."

A common feature is a recognition that 'values' must be more than words, this work must result in practical changes and be meaningful at a personal level:

"We are going to be publishing our business plan very soon and making our values public. We have to make sure that they aren't just words and that it really happens and they come through in our daily work."

"I've been working on concrete things - prioritised sick pay for everyone within organisation as a key initiative; looked through terms and conditions of employment generally, really applying all the theory to real life: creating change to fit with our strategic goals and aims of being really inclusive and equal regardless of age and tenure."

"We've been doing some recruitment recently, and I built quite a lot more into our interview to try and suss out the person's values as part of our recruitment. So, we've made 'fit with organisational values' part of the selection process."

While several participants have been able to make significant progress in this work, all recognise this is not a one-off activity and many have plans to take this forward:

"We have introduced the concept to all colleagues, but because it was more of a one-off, with occasional references to it, it's not the same as being part of the process that we both went through [on the programme], so I think, although it's touched on, I don't think it's as embedded in the organisation as it could be, but I think we've got time to do more on that now."

"We want to put our effort into an emotional engagement; exploring the way we make people feel. When we are working on the corporate identity - we need to ask what do you want people to feel when they engage with our organisation?"

“We have a workshop on soon with the full team: volunteers, staff, management committee members, where we’re going to do that kind of next steps workshop. Where we come up with a set of actions, that’s about looking forward to see what would an organisation with these values look like in five years’ time. And what should we be doing to embody these values further.”

While it is not always easy to distinguish between the two, as well as working organisation values, some participants have been explicitly applying a values-based approach to **Redesigning Projects and Activities**.

“For example, I’ve been writing a position paper with a board member on renewable energy. We talked about how we could create a position statement formed around the organisation’s core values. Having those three things there to really structure that paper, really helped. We could have written something without thinking about those values, but it felt like it gave it more body... made it a stronger piece of work.”

“It helped me to put a document that I put to [a potential funder/partner] around a certain topic in a way that I felt wouldn’t cut across what they were saying but would also offer something else, so it wasn’t compromising to us, but neither did I think, well I just have to write what they want.”

Again, this is seen as an ongoing effort:

“What else is in the pipeline? There are reviews of communications, that’s going to be an ongoing thing, and training new people.”

“A programme of work where this could have an impact, an opportunity to make some impact, around taking our organisation down the road to thinking about engagement with communities”

“We want to use the Common Cause framework and way of thinking in frames to look at how we can use that practically in our own workshops.”

“The organisation is always looking for new projects and new funding, I’d be interested if we could have a project more specifically developed around this approach. It would be interesting to try and come up with a programme that’s around what we do but with Common Cause as a framework for doing the work.”

Participants reported that through the programme they developed **Understanding, Skills and Confidence**. Part of this is seeing the situation differently, with a greater awareness of the importance of other people’s values, and one’s own:

“I’m coming at everything with a much stronger understanding that the people that we work with are people, they’re not jobs, they’re not their role, they are people and that they come with their own emotions and beliefs and perspectives and that in order to work with people you’ve got to be open to understanding what those are.”

“In a professional sense I am much more aware of the organisation as a collective of values; people with values.”

“It’s changed my outlook and my perspective on what I do; it allows me to bring a different view or perspective to decision making - whether strategy or running department. It is intangible.”

“You keep being confronted with situations where you realise you need to adjust how you are applying your own values - not sure this will ever end; it’s exciting because I have had so many opportunities have been able to overhaul everything.”

And a deeper understanding of the processes of change:

“The programme evokes new perspectives, emotions and new ways to really meaningfully improve things, understanding the complexity of the change you want to make, understanding all of the impacts, how to achieve that in a sustainable way.”

“Essential for anyone who wants to make any sort of positive, cultural change (in the world at large), because values are at the base of that. How can you create a shift in something you don’t understand?”

“It’s been quite important in discussions we’ve had about things like organisational procedures and policies. Can you put a policy in place and tell people about it and then it just happens? No you can’t! [The programme] helps in understanding why that is. It’s going back into the core of it and saying how do we create a common cause to identify and get to [our shared] objectives.”

“I’m involved in quite a lot of strategic thinking, developing a vision for the organisation. [As a result of the programme I now] see and think differently about change - how values are relevant and can be utilised to explain decisions or actions. It’s changed how I think and how I approach things.”

And having the skills to ask different questions and the shared language to have better conversations:

“I think it’s not that we’re doing any different activities, but we’re asking different questions in doing those activities. It’s about seeing things from other people’s perspectives, and because of that it’s making me question some of the ways I’d write a document or a proposal or even what the offer of the proposal might be.”

“It’s given us a shared language which is I think is really useful, I think for any organisational change, having a shared vocabulary is a really useful thing, just to make it easy to discuss on a day to day... on a really practical basis.”

And practical skills to take action:

“I found it all very helpful as it made us focus and get on with things. The tools were also really useful as techniques that can be used beyond the programme, especially the facilitation techniques.”

“I now have more responsibility for communications, so I’m challenging assumptions about the way we currently do our communication - really thinking about the meanings people will take from what we say.”

“We now have a language that we can use, and some tools, to try and move through anything that might be a barrier or a challenge.”

Participants developed their confidence:

“I have started some interesting internal conversations about values; I’m feeling more comfortable about doing it.”

“I’ve got confidence, and I can’t separate Common Cause from [related projects I’m working on]. But what I’ve got is the confidence to be a disruptive innovator - challenging, but in a constructive way with a strong rationale for why I’m being challenging and coming up with creative solutions.”

“I think it definitely has made a step-change in our depth of understanding, but perhaps more importantly our confidence to put it into practice. And it’s given us really quite a lot of practical tools as well, and techniques to do that.”

6.3 Unanticipated positive outcomes

Participants found that applying Common Cause in their work encouraged and supported greater participation and engagement amongst their colleagues. The programme developed their ability to see connections and relationships more clearly.

While the programme took time from their busy schedules they felt that have the time and space to think deeply was very important. They found the opportunity to reflect on the connections between personal and organisational values. The programme has helped them recognise potential conflicts that may arise when implementing change and to better understand people’s resistance to change.

In addition to the outcomes participants hoped to gain, described above, there were further, unanticipated outcomes for participants and their organisations:

As a result of applying the programme’s approach in their work, especially around organisational values, participants found they were working in ways that encouraged and supported much greater **Participation** than normal and that people **Engaged** with this approach:

“All of this work has been well-received across the organisation and it feels like there has been genuine input into this by everyone. If we hadn’t been involved in the programme, we would still have come up with organisational values but I think they would have been written by the management team, be much more corporate and feel imposed. What we have now feels much more genuine.”

“We [the management team] are much more open to listening and much more open to joint planning. I don’t think this would have happened nearly as much without the programme. I think that this strengthens [the organisation] and makes us a better organisation.”

“Colleagues have said that’s been a very useful exercise for them, not that they didn’t know, but nobody had ever asked them. So I think... that strengthens [us] as an organisation, because people feel more grounded, rooted, safer, in their ability to be change agents.”

“People are really open to it... [They] latch onto it and want to apply it for themselves. It explains something which people have already started to formulate in their own heads; it gives people a theoretical base for what they believe in and makes them feel stronger.”

Many participants reported that the programme developed their ability to see **Connections and Relationships** that would otherwise have been less clear:

“I have a better understanding of the opportunity to change what is possible. It has helped me to prioritise and recognise the significance of certain issues or topics within the wider context of how these things influence our wider behaviour and the things we choose to get involved in.”

“I’m more thoughtful about how we present ourselves and more mindful about our work; questioning the social and environmental impacts of the way we do things rather than just focussing on the outcomes. I now take more time to think about what we are doing.”

“I was always thinking of [climate change] in terms of impending doom, societal problems, economic problems and not so much thinking about the impact on the natural world and habitats and biodiversity and all those kind of things. I didn’t real make a connection between those two things somehow. This has given me the chance to do that, and it’s something I’ve started doing now if I’m developing workshops or talks, I try to bring that more into it, and make that link for people. Because I think that most people can connect with that.”

The programme workshops lasted eight days in total, including two two-day workshops with an overnight stay, spread over six months. Significant time was put aside for group discussion, in-depth paired dialogue and individual reflection, especially at the two-day residential. **Time and Space to Think** was clearly an important issue.

For some participants this was part of the attraction of the programme when deciding whether to apply:

“Chance to get away from office, distance from work and home, reflect on work in own locality. Out of own locality to look back, real opportunity.”

For others value of time and space to think become apparent during the programme:

“One of the most important things was just being forced to take the time to think about it for six, eight days? A really long time out to think about... Which, my job never gives me that much time... thinking time.”

“[It was an] opportunity to step outside of the day to day lives and to reflect on it with others in a structured way and consider things in a different way.”

“The luxury that we had, especially on the residential, really sitting back... Sometimes it seemed like some of the workshops and the residentials, it went really slow and you think: och - couldn’t you squeeze this into an afternoon, but then you actually think, no, you’d wouldn’t have had the time when you got back to the office to think about any of these things.”

“[This programme] is much harder to forget than other courses I’ve done. Often you do a day-long workshop and think ‘that was good’ but after a few weeks or months you’ve forgotten about it. The [programme] kept it in the front of your mind but you don’t realise the full impact of this until later.”

There was also recognition that working to bring about change in their own organisations takes time if it is to be effective:

“[Change] is time intensive. And we very often want change to happen very quickly, or we’re asked for change to happen very quickly. Time! That’s the critical thing with all change.”

The programme made explicit the **Connections between Personal values and the Values of the Organisation**, and gave participants to reflect on the relevance of this:

“It was interesting because it had a whole section dedicated to you personally not to your work, then it moved onto to that side of things. That’s not something you always get the chance to do in workshops. I think that’s useful, because it allows you to take what’s important to you... whatever the subject is, how it relates to you, and you can take it into a different context.”

“[I have] the idea that we’re only getting 40% out of people at the moment, and if we allow people to operate much more as themselves, with their own belief and values framework in a supported way that we might get 110% out of them.”

“The story telling [was valuable]... It sounds silly, I know that communication needs to be personal, but the programme very explicitly gives permission to be personal in the workplace.”

“I want to have a job that’s meaningful, I’m not ever going to sell used cars but, actually saying what is it I do that really matters? that matters to me? what are these values? And what is it about working with these colleagues that matters to me as well.”

While most participants had clear plans to apply the Common Cause approach within their organisation, some interviewees highlighted the importance of spotting and creating **Organic Opportunities** as they emerge:

“Almost everything will present an opportunity - e.g. holding a series of drop in discussions over lunchtimes on [a specific topic]. Using very open questions even though some are uncomfortable [...] The discussions are creating spaces for radical thinking about the choices of where we go and how we get there.”

“[Organisational change] is not something that one piece of the business can deliver. We need to make a step-change, building on what we’ve done and to work across [the organisation], making sure we are listening, not telling. This is an example of where my perspective has changed and I am aware of the Common Cause approach.”

“Being alive to that way of thinking and the opportunities which can then flow from that. Being ready to take up unplanned opportunities. It’s counterintuitive to

managerial approach. There are tools and techniques available which will foster this way of working.”

“[We’ve done a lot of work on this, now we should] heave a sigh of relief and see how many little wildfires we’ve started as a result of that, and allow those to grow a little bit organically.”

Despite the positivity reflected in many of the comments above, participants have not only **Recognised Potential Conflicts** when trying to implement values-based approaches; they have also found that the programme has helped them understand the reasons for resistance to change:

“We are now at the stage of trying to put these values into action and measure our progress on them. We also have to be honest with ourselves that there can be tensions between our values and we need to work at reconciling these.”

“It’s like yep, I agree that this is important, I agree that it matters, both in terms of organisational work, bigger policy work, recruiting volunteers, whatever, but it’s still very different from the way that organisations [usually] behave.”

“When the new approach works it’s liberating and empowering but we’re also seeing some new obstructions and the scale of the problem has been unveiled.”

The constraints imposed by funders’ objectives can also generate conflict:

“[We can see] how the limited objectives we have to work within to achieve our funding outcomes can trigger both positive and negative responses in the team and outwith, within the locality.”

6.4 Would participants recommend the programme to others?

All those interviewed said they would recommend the programme to others, and felt it was important that this approach was spread widely:

“Yes, without a doubt. It’s one of the best things I’ve done in personal and professional development.”

“[it will] absolutely be beneficial if everyone could be exposed to the ideas around Common Cause.”

“Would be very valuable if lots of people went through it.”

“I’d be particularly keen to see Scottish Government officials doing it.”

They emphasised that participants must be open-minded, interested in learning about the processes of change and in applying this to their own work and organisations:

“I would recommend the ALP for people who are open-minded and curious and not opposed to change.”

“As personal development I’d recommend it to anyone, but from a work perspective I think you need to have a focus for what you are going to do with it”.

“If you go with it, it could be really transformational and make a huge difference. But I think that’s really only true if you’re prepared to go with it.”

They recognised that the time commitment may be a barrier to some people, but, as noted above, felt that making time for the programme was worthwhile.

“If you have the time and can make that available, then yes definitely”

6.5 Participants plans to continue taking action

Participants will be continuing to take action as a result of the programme. Most will be taking part in a two-day, six months on, residential to reflect on how they have continued to put the Common Cause approach and related tools into practice and explore future potential.

As noted above participants see working on this approach as a long term agenda, they are interested not only in applying it in their organisation but in contributing in different ways to future Common Cause programmes and events:

“I don’t see myself as a facilitator but I could see myself in a mentoring role. It would be good to be able to share [our organisation’s] experience and tell our story.”

“I could be a mentor perhaps. Is that a possibility? I think there’s a lot of experience to share.”

“Not sure I’d be comfortable being a full-blown mentor, but I’d be more than happy to be guest speaker, just telling people how we’ve put it into action in our organisation.”

“I can see myself playing a role in coaching, helping people explore questions for themselves, because I found that very helpful when I was coached. And facilitating discussions more generally.”

Since the end of the programme participants have kept in touch and have sought each other’s advice and input as they have developed workshops and developed plans for future collaboration.

Evaluation Findings: Programme Aims

7 Evaluation Findings - Were the programme aims were met?

The aims of the programme were to:

- I. Strengthen altruistic values among participants
- II. Build commitment and action that contribute to sustainability
- III. Change what participants do on a very immediate and practical level
- IV. Support participants to bring about wider organisational and sectoral change

7.1 Strengthening altruistic values among participants

As a 'before and after' values assessment of participants was not part of the evaluation⁶ it is impossible to say whether a values shift took place at a psychological level. However, what is clear from the interview data is that participants spent much more time thinking and talking about their values; becoming better at recognising and understanding them. A clear theme emerges from the data, of this focus on values often relating to listening to others, involving others in decision making, trying to understand others and viewing others as people rather than job titles; all of these being strongly linked to altruistic values. What is also clear from the interview data is that participants developed the confidence and skills to apply their altruistic motivation more consciously and effectively in their workplace.

The research on which Common Cause is based indicates that this activation of individual's altruistic values, and the bringing of them to the fore, will strengthen them. The information from the interviews shows that this did happen and this aim of the programme was met.

7.2 Increased commitment and action for sustainability

Participants had an existing commitment to action for sustainability; indeed the decision to join the programme was informed by the potential it had to develop their capacity to take such action. However, the interview data makes clear that participation reaffirmed and/or strengthened commitment and supported their capacity for action.

In some of the responses it is clear that participants' thinking about sustainability expanded to encompass new areas of their work. There is also evidence that participants felt that by involving others in discussion and dialogue around values there was increased organisational commitment and action.

⁶ Surveying an individual's values is a complex and specialist task in which great care must be taken to avoid introducing bias. Given the complexities involved a decision was taken by the Programme Team that such a survey would not be appropriate in the context of the programme.

7.3 Immediate, practical changes

There is strong evidence from the interviews (see above) that participants have developed new perspectives, new skills and techniques and that they have applied these within their work.

7.4 Clear potential for wider organisational and sectoral change

Work on organisational change has been the main focus of programme participants, both in terms of the role of values in organisational culture and strategy, and with respect to project activities. Action to specifically bring about sectoral change is limited and previous experience indicates that any sectoral change will take time to emerge.

However, what is clear from the interview data is that in all the organisations involved, the participants report that they are applying values-based approaches in many aspects of their professional lives, including their engagement with partner organisations, funders and other stakeholders. This is clear evidence that this programme has increased the number of organisations in the sector working on values from one (TCV) to nine, so it is reasonable to say that interest in values and values-based approaches has increased in the sector.

While it is impossible to say what impact this will have on the sector in the longer term, these interactions have the potential with time and continued application to lead to change beyond their immediate organisations.

Evaluation Findings: Programme

8 Evaluation Findings - Programme design, facilitation and mentoring

The five members of the Programme Team and the additional mentors that made up the wider Programme Team all participated in post-programme reflection, both in groups and one-to-one.

The key themes around the design, delivery, facilitation and mentoring of the programme that emerged from these reflections and from the participant responses are given below.

8.1 Effectiveness of participant selection

8.1.1 Should the participants be similar or diverse?

The programme was designed to bring together people from diverse organisations in the same sector; we aimed to broadly have three government agencies, three national NGOs and three local, community groups, all of which engaged the public with the natural environment in some way. The intention was that this would create greater understanding and develop connections between these different organisations and potentially start to build a critical mass for change. As noted above, this objective was achieved to some degree, more time being needed for the effects organisational change to spread further.

The result of this aim was that there was wide diversity of organisations in terms of size, organisation culture, strategic priorities, etc, even though they all, to some extent, could be considered within the 'environment sector'. This had both benefits and disadvantages.

Participants welcomed the opportunity to learn about the reality of other organisations: their issues, constraints and perspectives. They developed useful connections and felt they were part of something bigger; recognising that they and their organisation were less alone than they had imagined. However it was sometimes difficult for people to identify with challenges that they didn't face themselves, and knowing about them wasn't always useful. Similarly the personal connections were not always relevant to personal priorities.

Some participants felt that it would have been useful if there had been participation from organisations without a direct interest in the environment: this might have helped create opportunities for more cross-sectoral influencing, something of particular interest to some participants.

The Programme Team recognise these tensions and believe they are to some extent inevitable: developing a strong community of participants is aided by greater similarity; a more diverse group of participants is less likely to work together so effectively, so soon. A key element here is being clear about the objectives of the specific programme.

8.1.2 What level of pre-existing knowledge and interest?

Most participants had some prior knowledge of Common Cause and all reported having a strong sympathy to the approach. Some participants felt that the programme would have benefited from participation of people who would be more likely to challenge the Common Cause approach, citing, for example, people working in industry.

Our experience is that people with an interest in, and sympathy with, the approach can be found in industry and other sectors. We agree there is considerable scope for participants with diverse backgrounds and perspectives to add to the richness of the programme, potentially creating unexpected collaborations. However, we believe it is important that participants join the programme willingly; it is unlikely therefore that they will be more predisposed to challenge the Common Cause approach, although they may well take very different approaches to applying it in their work.

8.1.3 Selection criteria

The programme was designed around the participation of two people from each organisation, and that at least one of these people should have a significant level of agency and influence in order to be able to initiate and support change.

The success of the programme, and the feedback from participants indicates that this was a sound decision: the pairs were able to support each other between sessions as they worked on ‘practice and preparation’ tasks, and that they did not feel they were a lone voice in their organisation.

8.2 Effectiveness of the programme content and structure

8.2.1 Initial struggles with the programme

Responses from the Programme Team and participants indicated that many of the participants initially struggled with the programme. This struggle seems to stem from anxieties around the need to be seen to be taking action and changing things from the very start of the programme. Although it was explained at the beginning that the programme was spread over six months because a values-based approach takes time to understand and implement, many participants still felt anxieties around the lack of ‘instant action’.

This situation was anticipated in the design of the programme and regular reassurances from those involved in the previous London-based programme that this was likely to happen were included. We suggest this situation was symptomatic of a culture in which quick fixes, simple steps and instant success are expected, rather than being a shortcoming of the programme.

Responses also indicated initial anxieties around the length of the programme and the time commitment involved. In the post-programme interviews, participants were specifically asked about the length, pace and spacing of the workshops. Many admitted to these initial anxieties but acknowledged that with hindsight the length of time between workshops and pace of the programme were appropriate.

We will continue to address these concerns in any future programme. Testimony from previous participants will be helpful.

8.2.2 Programme structure and length

As reported above, the time devoted to the programme, while daunting for some at first, was highly valued.

While there was some diversity of views, probably reflecting individual learning styles, the consensus of participants was that the length of the programme, the split between one- and two-day workshops, the pace of the workshops and the month between each workshop was generally about right.

8.2.3 Integrating personal and professional concerns

One of the design principles for the programme is that it is essential to embody and exemplify the changes one seeks to encourage in ones' organisation and wider society. In a programme considering values, it is therefore essential that participants have the opportunity to explore their own values and how they relate to the values their organisation.

While this could be seen as challenging, this integration of personal and professional issues worked well and was welcomed by participants. The programme recognised from the start that this needs to be introduced appropriately and to be handled sensitively by facilitators, and that participants are given appropriate guidance and support. The experience of the participants suggests this was achieved successfully.

8.2.4 Common Cause: theory and practice

The programme was designed to enable participants to develop their understanding of Common Cause and to learn and apply practical skills to put the approach into practice. Many of the tools and techniques we used as facilitators we also explicitly introduced to participants as methods they could apply in their own life and work. We also drew on, and introduced, a range of theories (e.g. innovation diffusion theory), approaches (storytelling) and exercises (co-counselling) that are not specific to Common Cause.

This weaving together of theory and practice has, judged by participants' feedback, been successful in achieving our aims. The Programme Team recognise that there is potential to make the links between the various elements more seamless and for the explanation of some elements, in particular co-counselling, to be improved.

8.2.5 Practice and preparation

A key element of the programme design was to give participants activities to carry out between each workshop. These activities provided opportunities to put learning into practice and to prepare for the next workshop.

Even though some participants struggled to find the time to do these activities, they reported that this was valuable, even essential, enabling them to ground their learning in practical experience in organisation.

The Programme Team recognise that the pressure of time can be a barrier. One approach we will consider in future is tailoring such activities for each individual, so that they are integrated into participants' forthcoming work, rather than being an additional task. There is also potential for mentoring to support practice and preparation more effectively.

8.3 Effectiveness of the programme facilitation

The five Programme Team members took on a range of roles for the delivery of the programme, and all were normally present at each workshop. Participants reported that this had benefits as the team brought a breadth of expertise, complementary skills and different perspectives. However, the distinction between the different roles was not always clear, some participants found the switch between different styles of facilitation jarring and some felt it was difficult to identify with a 'leader' of the programme.

The Programme Team recognise the size of the team and the range of roles was a compromise brought on by their wish to fully experience the programme. Overall we believe this has been positive, but recognise that in future programmes a smaller team may be more appropriate, and that regardless of the size of the team the roles could be more explicit.

8.4 Effectiveness of participant mentoring

8.4.1 Mentoring was beneficial; clarity could be improved

Mentoring helped participants clarify their understanding of Common Cause and the practicalities of the programme and helped them apply their learning and to reflect deeply about values. The sessions also help keep up the momentum of the programme between workshops. Mentoring provided important insight for the Programme Team, enabling them to adjust the design of subsequent workshops. Finding the time for mentoring was sometimes challenging for participants. The purpose and nature of the mentoring was not always clear, and will be addressed in future programmes.

8.4.2 Being responsive to the needs and personalities of mentees

A clear pattern emerged across the Programme Teams' reflections of participants responding to the mentoring in different ways and seeking different outcomes from the sessions. Participants tended to seek one of three outcomes; the clarifying of their intellectual understanding of Common Cause and the practicalities of the programme; seeking help and advice on applying their learning; and taking time to reflect and think more deeply about values.

Most of the participants initially focused on knowledge and understanding, many then moved on to ways of applying their learning and a few then moved on to reflection. It is the impression of the Programme Team that these differing approaches to the mentoring sessions were a reflection of the personalities and learning styles of the mentees. As such it was felt more productive to respond to how the mentees approached the mentoring session rather than attempting to move them on to reflection against their individual inclinations.

8.4.3 Mentoring to maintain momentum

A theme that came through from both the Programme Teams' and the participants' responses was the role of the mentoring sessions in keeping up the momentum and providing a 'deadline' before which action should be taken. Although such a deadline was never formally imposed, mentors would normally open a session by asking how participants were getting on and participants reported that they felt a certain obligation to have something to report. When asked if this was useful, participants reported that they felt this did help with keeping them focused and keeping up momentum.

8.4.4 Mentoring provides useful insight

The responses from the Programme Team all indicate that that mentoring sessions were useful from providing insight into how the content of the sessions translated into the participants' understanding. This insight was particularly useful when gathered during the period between workshops as it enabled the upcoming workshop content to be adjusted to address areas where participants needed to revisit or further explore particular issues.

8.4.5 Mentoring builds greater understanding of participant's context and organisations

The responses from the Programme Team also indicate that the mentoring sessions were very useful for gaining insight into the contexts in which participants work and the culture of their organisations. This insight was useful for finalising the content of upcoming workshops and will be useful in designing further programmes.

8.4.6 Finding time for mentoring sessions

A recurrent theme across the feedback from the Programme Team was the issue of trying to pin down dates and times to hold mentoring sessions. The mentoring was conceived as one-to-one sessions but several of the participants requested joint sessions with their organisational partners. These three-way sessions presented the additional challenge of coordinating three diaries.

8.4.7 The purpose of mentoring must be clearer

A further issue that came through in some of the responses was a general impression that participants may not have fully understood the nature of mentoring (as opposed to coaching or teaching for example) and may not have fully understood the role of the mentoring sessions.

Strategic potential

9 The strategic potential of this programme to support change

This successful programme has the potential to be an important element of the repertoire of tools and approaches needed to support wide ranging pro-environment and pro-social change. Used strategically with groups of organisations with common interests, and internally within large organisations, the programme can change social and material contexts across specific sectors and more widely in society.

We are delighted with the success of the programme, not only with the enthusiastic feedback from participants, but more importantly the fact that participants have successfully applied their learning in their work and that they continue to do so many months after the end of the programme. The outlook for further change, directly and by spreading the approach, within their organisations and their sector is positive.

9.1 Catalysing pro-social and pro-environment change in Scotland.

The results of the evaluation give us confidence that the approach has significant potential to support pro-social and pro-environment change in Scotland. The factors that will help realise this potential include:

- Devoting sufficient time to the programme: while one off workshops and shorter programmes may well raise awareness and understanding, this programme has demonstrated the power of committing sufficient time and space for participants to fully engage and to reflect on, and gain confidence in, the process.
- Selecting participants with levels of influence and agency that will enable them to be effective agents of change within their organisations and beyond.

While Common Cause is a central element of the programme, the programme also draws on other tools and techniques. Depending on the audience and objectives of any programme, it may be appropriate to bring in additional elements, for the balance between the various elements to be tailored. The programme team are actively exploring the potential to more fully integrate, and cross reference, Common Cause with other tools, including ISM and Innovation Diffusion theory; we are provisionally calling this ‘a Wholehearted Approach to Change’.

Change is not easy, and it is not surprising that participants recognised that it was essential that sufficient time was devoted to the programme. That said, the teams’ experience suggests that elements of the programme could be developed into effective shorter workshops to complement rather than replace the full programme.

9.2 Maximising Impact

To maximise the impact of future programmes a strategic approach will be important: working with organisations which have the will and potential to change (in ISM terminology) the social and material contexts across specific sectors and more widely in society. We recognise too the potential for smaller community based organisations to

exemplify a values-based approach and act as leaders at the grassroots and in doing so contribute to new social norms.

9.3 Opportunities for further action learning programmes

We see a number of opportunities for further action learning programmes. These include programmes for a group of organisations that work in a specific sector or policy arena such as:

- Sustainable Development and Low Carbon Economy
- Adaptation and Resilience
- Community Learning and Development
- Citizenship and Young People

We also believe that the programme could be run within a single larger organisation, bringing together participants from key divisions to explore and apply a values-based approach to strategic and cultural change.