



A FIELD GUIDE AND TOOLKIT
FOR CULTURAL INTRAPRENEURS

PUTTING THE PURPOSE INTO PARTICIPATION

Visitor Studies Group Conference
6th March, 2020

PREFACE: PURPOSEFUL PARTICIPATION IN THE TIME OF COVID

Since we met at the Museum of London back in early March, we've obviously been faced with significant change. And we know that for many people in the heritage and cultural sectors, this has meant, for now, closing your doors. Whilst physically we may be apart, we have been hugely inspired and energised by the various initiatives springing up to keep people connected to culture and heritage during this period, from opening digital access to collections to the public to virtual festivals and museum talks. .

We are also excited by the myriad ways that people, communities and organisations are reclaiming agency and finding purpose within the present moment, despite the restriction of individual freedoms. From Mutual Aid groups to hyperlocal self-organising units, citizens are stepping up to support their communities and showing just how much can be achieved even in the most challenging of circumstances.



Click to register interest in
our virtual workshops

We have also seen an inventive, grassroots reimagining of the social and cultural space: a nation that was told to sit on the sofa and watch Netflix is instead organising online singalongs, virtual pub quizzes, Zoom Zumba classes and the weekly ClapForTheNHS.

In light of this, we have been thinking about participation in a post-COVID cultural heritage environment. How can the cultural heritage sector make sense of this extraordinary period and build our participatory strategies in new ways? How can we act in this moment so that we are ready, when the world eventually emerges from this period of lockdown with more energy and agency than ever, to deliver culture with instead of for people?

These are questions we'd like to explore over the coming weeks and months. New Citizenship Project would like to convene a group of 'cultural intrapreneurs' to hold these questions with us and to consider, test and explore what impact COVID-19 has on purpose and participation in the cultural and heritage sectors.

If you'd like to be involved in one of our virtual workshop sessions, please [register your interest here](#) or email katie.dunstan@newcitizenship.org.uk.

We are a consultancy with a difference

We help organisations do stuff better

Because we think of people differently

As participants in causes

Not just consumers of products

We call this the CitizenShift



THE CITIZENSHIFT IS HAPPENING ACROSS SECTORS





HOW CAN CULTURAL
INSTITUTIONS WORK WITH
PEOPLE TO SHAPE CULTURAL
HERITAGE?



Ymddiriedolaeth
Genedlaethol
National Trust



**wellcome
collection**



National
Trust

WHAT ARE YOU TRYING TO DO
IN THE WORLD THAT'S SO BIG
YOU NEED MORE PEOPLE - AND
MORE DIVERSE PEOPLE - TO
ENABLE YOU TO DO IT?



Participation Lite

Us and Them

Showing

Proposition

Static

For

Nice

Purposeful Participation

Partners

Shaping

Purpose

Dynamic

With

Necessary

THREE PARTS TO PURPOSEFUL PARTICIPATION



Turning purpose from
static missions
(held by the organisation)
into purposeful questions
(held with people)



A tool to hold as your
north star - strategy on a
page - to guide you and
your colleagues in
this work



Five qualities that feel
important to hold when
doing this work



A tool to hold as your
north star - strategy on a
page - to guide you and
your colleagues in
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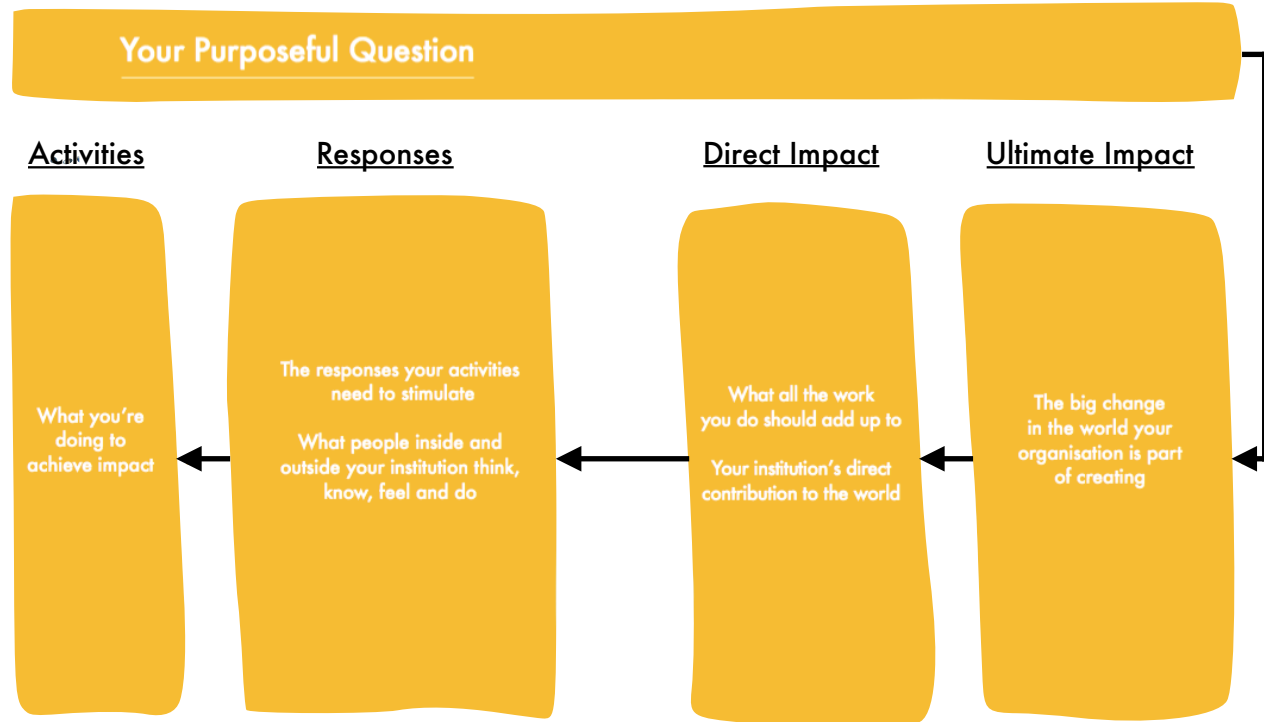
TRANSACTIONAL DEFAULT: BREWDOG



PARTICIPATORY STRATEGY



SECTION_3



AN EXAMPLE WE LOVE: BREWDOG

How can we **work together with our customers** to make everyone as passionate about great craft beer as we are?

Activities – what we're doing to achieve impact

Brewing great beers with increasing participation e.g. Shareholder Brew Days

But also

Annual General Mayhem
Open source recipes
Crowdfunding campaigns
Cicerone training

Responses – the path to impact; what our activities need to achieve

People think
Craft beer matters
I'm part of the craft beer community

People know
How the multinationals were killing craft beer
How to become an Equity Punk

People feel
Valued
Involved

People do
Buy BrewDog beer - and other breweries
Brew their own beer
Learn about beer

Direct Impact – what it should add up to

More people love craft beer

Ultimate impact – bigger picture we're part of

Multinational control of beer industry (and beyond) is disrupted



Turning purpose from
static missions
(held by the organisation)
into purposeful questions
(held with people)



PURPOSEFUL QUESTIONS



SECTION_2

PURPOSEFUL
PARTICIPATION
STARTS WITH
PURPOSEFUL
QUESTIONS.



HOW CAN WE WORK
TOGETHER WITH X
TO ACHIEVE Y?

3 PROPERTIES TO HELP SHAPE PURPOSEFUL QUESTIONS

SPECIFIC
NOT GENERIC

STRATEGIC
NOT SUPERFICIAL

SUSTAINED
NOT ONE OFF





SPECIFIC
NOT GENERIC



National
Trust

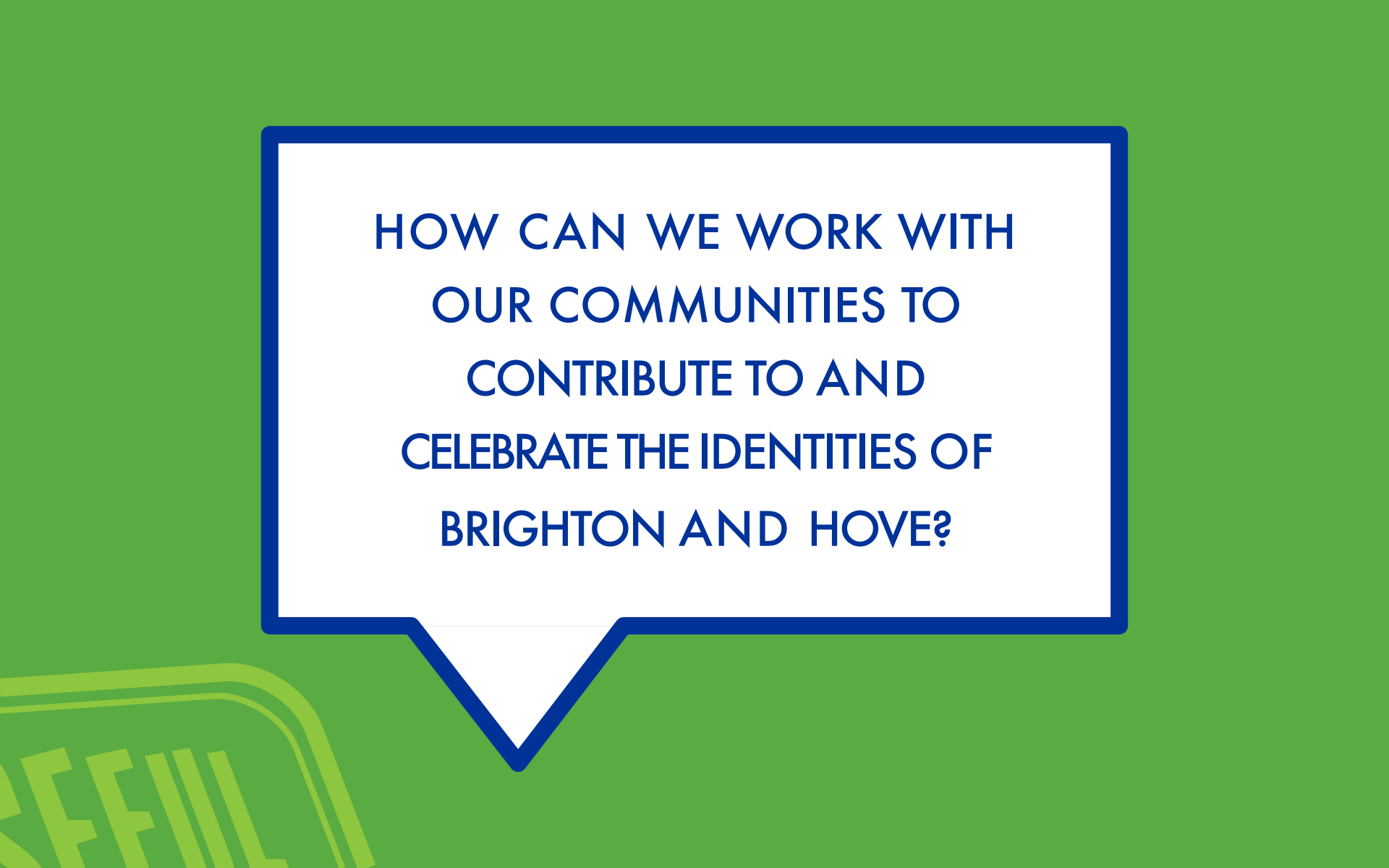


HOW CAN WE WORK WITH
OUR VISITORS, STAFF AND
VOLUNTEERS TO CREATE MORE
SPACE FOR WONDER AND
REFLECTION IN THE WORLD?



STRATEGIC
NOT SUPERFICIAL





HOW CAN WE WORK WITH
OUR COMMUNITIES TO
CONTRIBUTE TO AND
CELEBRATE THE IDENTITIES OF
BRIGHTON AND HOVE?



SUSTAINED
NOT ONE OFF

THE	
NATIONAL	
ARCHIVES	





HOW CAN WE WORK WITH
CITIZENS TO CONNECT WITH
THE PAST TO INFORM THE
PRESENT AND FUTURE?

SPECIFIC

NOT GENERIC

STRATEGIC

NOT SUPERFICIAL

SUSTAINED

NOT ONE OFF



HOW CAN WE WORK
TOGETHER WITH X
TO ACHIEVE Y?

EXERCISE: PURPOSEFUL QUESTIONS

1. As individuals

Have a go at writing a purposeful question for your organisation
Use the structure and properties to guide you.

2. In pairs

Take it in turns to share your question with each other
Discuss your question(s), coach one another, and iterate if needed.

3. Full room share back





**Five qualities that feel
important to hold when
doing this work**

BEING A
CULTURAL
INTRAPRENEUR
STARTS WITH
YOU.



HOW DOES IT
FEEL TO DO
PARTICIPATORY
PRACTICE?

WHAT QUALITIES
ARE NEEDED TO
HOLD/BUILD?



This characteristic is about you as an individual -really understanding what your organisations purpose is: what is it we're all here to do. And the part that you play within this: what makes you get up every day?

The sense part, gives you the permission not to be perfect.

My Tredegar House purpose is now a lens to make decisions. It's a lens for me to say no to stuff. And to open up opportunities that we perhaps might not have thought of before.

**NEW
CITIZENSHIP
PROJECT**



Alliance building is really important. Because whoever you are in your organisation -if you're trying to do this sort of work, or if its new and you want to push it further or embed it more, you can't do it all by yourself: you need to be doing it with people.

Your alliances aren't always the people you thought they'd be.

Ask who's out there? Not just in your organisation, but in your communities. Who's going to push you to question yourselves to make that a proper embedded way of working rather than one off projects.



We found that the red tape around decision making made it difficult to get things done. So we felt persistence was really important.

It's obvious to me that this -purposeful participation -is the right way to work and will make a big difference to the people around us. But I understand that for other people it builds questions such as:

Why do we need to change?

Is it worth it?

Will it cost more?

Who will make it happen?

It will take time, but that's okay.
You will have the same conversations over and over again -possibly with the same people but that's okay too.
It will be worth it.



The opposite of play to win is playing not to lose. And for a while, I'd been playing not to lose.

Fountains Abbey is a beautiful place: and I'd been trapping myself by the preciousness of it.

Throughout this process what was liberating to me was turning this around - to playing to win. And I started to ask instead: What did I actively achieve today? (rather than what did I not do, or what didn't go to plan?)

When we started to make mistakes, the organisation was still there. It was fine - we were learning.



For me, self confidence is about being bold, having fun and finding out through doing. My advice? Don't dismiss the simple ideas because they can have a much bigger affect than maybe you anticipate.

Our best success has been with our current exhibition on the Cold War. We decided to put three typewriters at the end of the exhibition and invited visitors to share their experience of living in Cold War Britain.

The engagement we've had back has been astonishing and we've built -with our visitors -a much richer, more vivid picture of what cold War Britain was *really* like to live through.



WHAT DOES IT MEAN
TO BE A CULTURAL
INTRAPRENEUR?

JOIN IN



**JOIN THE LINKEDIN
GROUP:**

'CULTURAL INTRAPRENEURS'

**VIRTUAL WORKSHOPS:
REGISTER YOUR INTEREST**

STAY IN TOUCH

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