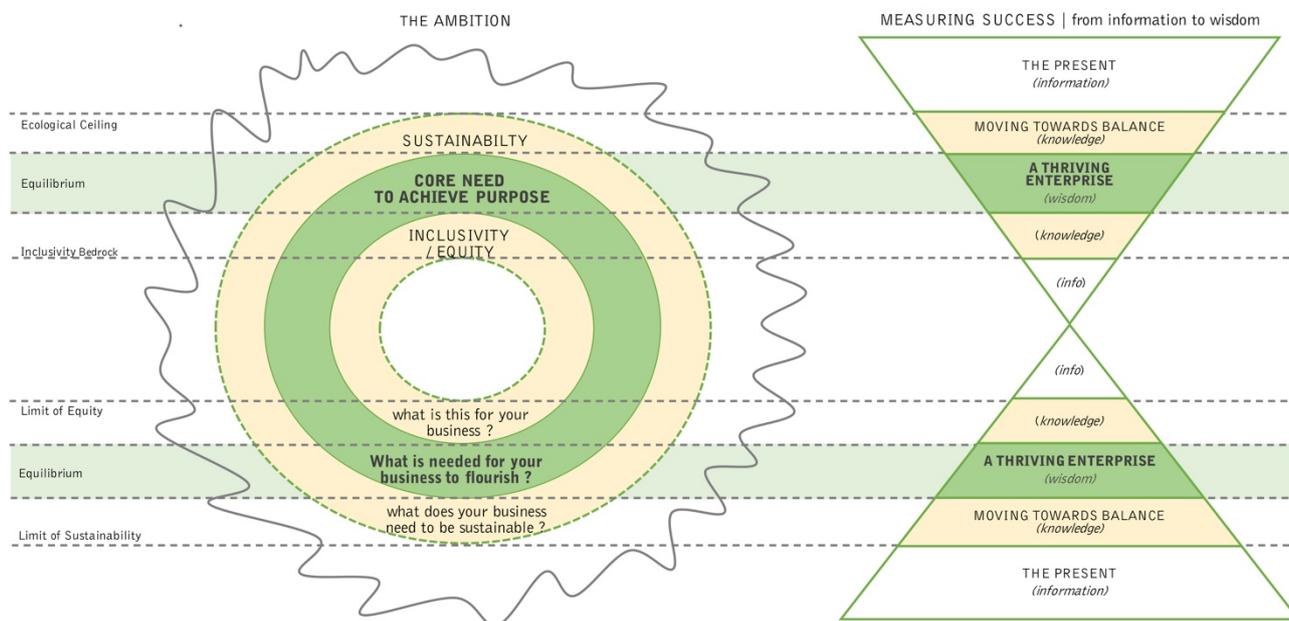


CoisCéim Dance Theatre | Briefing Note

DESIGNING A DOUGHNUT TO THRIVE



This briefing note seeks to outline the thinking behind CoisCéim Dance Theatre’s 2022 – 2027 strategic plan – THREE ANCHORS TO THRIVE. The plan was informed by the thinking of Kate Raworth’s Doughnut Economics¹, Marjorie Kelly (Next Generation Enterprise Design), and Elif Shafak (novelist/ political scientist) to shape a strategy for CoisCéim to enable the company to THRIVE rather than grow as part of a circular, interdependent ecology. It was also designed to be succinct, robust and replicable (for any set of values & objectives) – essentially being comprised of one picture & two tables as follows:

- DRAW THE DOUGHNUT | Define the three key objectives to be able achieve Purpose (see above)
- Table 1 | DESCRIBING THE PICTURE NOW | Connect Values with Key Objectives from Doughnut
- Table 2a | DEFINING AMBITION | Connect Priorities /Central Drivers of Plan with Key Objectives
- Table 2b | HOW | Describe how these goals will be achieved & measured
- Table 2c | SUCCESS | Describe what success looks like

TABLE 1 | THE PRESENT

VALUE	DESCRIPTION	THE PRESENT DAY STRENGTHS TO BUILD ON.		
		OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3
VALUE 1				
VALUE 2				
VALUE 3				
etc...				

TABLES 2a, 2b & 2c | THE FUTURE

PRIORITY	DESCRIPTION	AMBITION (a)	HOW (b)	SUCCESS (c)
		OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3
PRIORITY 1				
PRIORITY 2				
PRIORITY 3				
etc.....				

CoisCéim found that further work needed to be able to implement the plan became evident primarily when creating Table 2(b).

¹ Kate Raworth – Doughnut Economics - <https://doughnuteconomics.org/about-doughnut-economics>
Image of CoisCéim's adapted doughnut model - design by BW

TIMELINE & PROCESS TO DEVELOP MODEL

Element	Process Description	Outcomes
<p>ROBUST REVIEW to define WHERE WE ARE NOW - THE STARTING POINT</p> <p>June 2019</p>	<p>A number of conversations between CEO / facilitator Janice McAdam took place to define a structure for the day. Preparatory materials were sent by facilitator together with a report and recommendations following the session.</p>	<p>– New VISION & VALUES Statement for the organisation required</p> <p>– Clear Articulation of current strengths & needs to achieve PURPOSE required</p>
<p>VISION & VALUES WORKING GROUP</p> <p>Autumn 2019</p>	<p>Three person working group (2 board members & general manager) – not the Executive – tasked to draft a new mission statement & define values that would be reviewed by the Board / Executive through a robust iterative process.</p>	<p>Timeline - 3 months</p> <p>Outcome : new mission statement & values published on website in Jan 2020.</p>
<p>CoisCéim for Growth Working Group</p> <p>2020</p>	<p>Work postponed during first year of Covid</p>	<p>CoisCéim moved and began the refurbishment of a new studio at 42 Fairview Strand achieving a core aim of the company</p>
<p>CoisCéim for Growth Working Group</p> <p>From April 2021</p>	<p>Working group defined pathway for plan - undertook extensive research outside the arts – concluding that Raworth's basic principles of Doughnut Economics (Table 1 overleaf) were highly suited to define a new circular business model for artistic endeavour. Elif Shafak's (see references) distinctions between information, knowledge & wisdom could be used to define a pathway to determine success.</p>	<p>Timeline - 5 months</p> <p>Outcome: The company officially moves from a desire to grow to a desire to THRIVE.</p>
<p>ASKING EXPERTS</p> <p>July - Sept 2021</p>	<p>A key piece of work undertaken by Board member Jacquie Marsh that included a series of focus groups with external professionals to challenge CoisCéim's thinking around inclusivity and access.</p>	<p>Bringing together all strands of work conducted to date - a strategic outline defining the core principles for the plan was drawn up & reviewed at Board / Executive and staff levels.</p>
<p>DEFINITION OF AMBITION & KEY DRIVERS TO THRIVE</p> <p>March 2022</p>	<p>A second half day away facilitated by Olwen Dawe at CoisCéim's new studio in Fairview. Preparatory work included the completion of Kelly's Generative Enterprise Design Template (Table 2 below). The session brought 6 new board members into the process. Structured as a series of group conversations - the resulting report defined the building blocks of the plan.</p>	<p>This away day yielded the final elements of the plan.</p> <p>CoisCéim's new five year strategy - THREE ANCHORS TO THRIVE was approved by the Board and published in June 2022.</p>

TABLE 1 | KATE RAWORTH | BASICS OF DOUGHNUT ECONOMICS**Doughnut Principles of Practice**

In order to ensure the integrity of the ideas of Doughnut Economics as they are put into practice, we have turned the Seven Ways to Think, and the five key design traits of organisations, into the Doughnut Principles of Practice. We ask that these principles are followed by any initiative that is working to put the ideas of Doughnut Economics into practice.



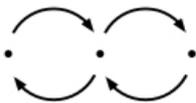
Embrace the 21st century goal. Aim to meet the needs of all people within the means of the planet. Seek to align your organisation's purpose, networks, governance, ownership and finance with this goal. Expect the work to be challenging, innovative and transformative.



See the big picture. Recognise the potential roles of the household, the commons, the market and the state – and their many synergies – in transforming economies. Ensure that finance serves the work rather than drives it.



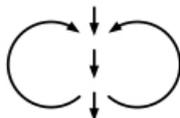
Nurture human nature. Promote diversity, participation, collaboration and reciprocity. Strengthen community networks and work with a spirit of high trust. Care for the wellbeing of the team.



Think in systems. Experiment, learn, adapt, evolve and aim for continuous improvement. Be alert to dynamic effects, feedback loops and tipping points.



Be distributive. Work in the spirit of open design and share the value created with all who co-created it. Be aware of power and seek to redistribute it to improve equity amongst stakeholders.



Be regenerative. Aim to work with and within the cycles of the living world. Be a sharer, repairer, regenerator, steward. Reduce travel, minimize flights, be climate and energy smart.

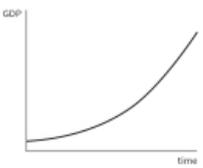
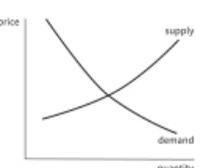
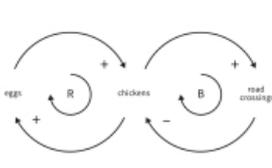
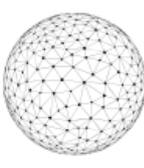
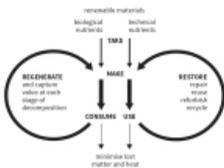
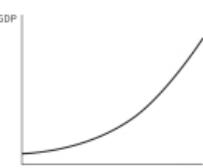
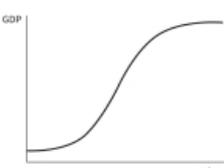


Aim to thrive rather than to grow. Don't let growth become a goal in itself. Know when to let the work spread out via others rather than scale up in size.

TABLE 1 cont... | KATE RAWORTH | BASICS OF DOUGHNUT ECONOMICS



Seven ways to think like a 21st century economist

Seven Ways to Think:	From 20th-Century Economics	To 21st-Century Economics
1. Change the Goal	 <p>GDP</p>	 <p>the Doughnut</p>
2. See the Big Picture	 <p>self-contained market</p>	 <p>embedded economy</p>
3. Nurture Human Nature	 <p>rational economic man</p>	 <p>social adaptable humans</p>
4. Get Savvy with Systems	 <p>mechanical equilibrium</p>	 <p>dynamic complexity</p>
5. Design to Distribute	 <p>growth will even it up again</p>	 <p>distributive by design</p>
6. Create to Regenerate	 <p>growth will clean it up again</p>	 <p>regenerative by design</p>
7. Be Agnostic about Growth	 <p>growth addicted</p>	 <p>growth agnostic</p>

**TABLE 2 | ORGANISATIONAL DESIGN
GENERATIVE ENTERPRISE (after M. Kelly)**

TRAIT	QUESTIONS TO SHAPE (adapted for non-profit)	STRATEGIC OBJECTIVES OVER LIFE OF PLAN		
		Objective 1	Objective 2	Objective 3 etc...
<p>PURPOSE = VISION & VALUES</p> <p>Purpose is at the core but must be backed up by four other traits of organisational design.</p>	<ul style="list-style-type: none"> – Why does the organisation exist? – What purpose is it in service to? – What is its living purpose- something bigger than itself? – What are the key objectives needed to deliver mission statement 	PRIMARY GOALS related to each OBJECTIVE to achieve purpose		
<p>NETWORKS = ARTISTS / AUDIENCES/ PARTICIPANTS</p>	<ul style="list-style-type: none"> – What are the organisation's networks? – How does it relate to its artists, audiences, participants, members, its staff or volunteers, its suppliers, neighbours and allies? – Are they aligned with its purpose and values, or are they caught up in a culture that undermines them? 	Having defined the relevant networks in relation to each strategic objective – we defined a GOAL and alignment with PURPOSE & VALUES		
<p>GOVERNANCE = Board, CRO / CRA / RBO / BCORP</p>	<ul style="list-style-type: none"> – How is the organisation governed? – Who is in the room when decisions get made, and who has voice in those decisions? – How is progress towards the purpose measured? – How is that purpose safeguarded when under pressure? – 	Ensure that the “why” our mission is considered in all decision-making processes – if GOAL doesn’t serve our mission why are we doing it – is it necessary ?		
<p>OWNERSHIP = Society as a whole ?? How is this articulated?</p> <p>The design of ownership profoundly shapes the last – and deepest – design trait</p>	<ul style="list-style-type: none"> – Who owns the organisation? – Who owns the land it is on & the assets that it holds? – Who owns the work/ knowledge it creates – Is it owned by a founding entrepreneur or by a family, by the state or by its own employees? – is there an equitable succession plan in place? 	Define GOAL(S) and who is / are the primary beneficiaries		
<p>FINANCE</p> <p>As a NON-PROFIT ensure integrity of funding sources & transparency re conditions vital</p>	<ul style="list-style-type: none"> – How is the organisation financed, and what does that finance demand? – Is it seeking fast and high returns, or it is invested in generating social and ecological value, with or without financial return? – Is that finance in service to the organisation's purpose, or in service to itself? 	Define clear GOALS line with each objective considering how ethical /equity issues can be practically monitored		

REFERENCES

INTERVIEW WITH ELIF SHAFAK | The Distinction Between Knowledge, Information and Wisdom | <https://youtu.be/S90MqDBsjdQ>

MEASURING SOCIAL & ENVIRONMENTAL PERFORMANCE | <https://bcorporation.net/>