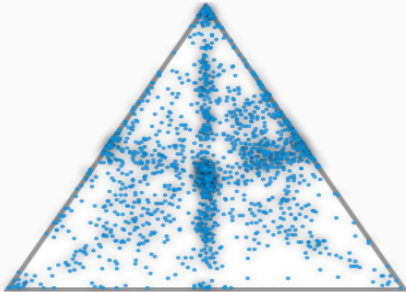


Sense-Making for Society

Study report on good and emergent practices using the SenseMaker[®] tool

Involve citizens more directly in EU decision making



Strengthen the role and influence
of elected representatives

Increase and improve deliberation among
citizens and with decision-makers



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Contents:

- 0 Introduction
- 1 Between Grand Narratives and Micro-Narratives
- 2 The Use of SenseMaker in the LiFT project
- 3 Case Studies
- 4 Summary of Conclusions from the Case Studies
- 5 Recommendations and Outlook
- 6 References

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LiFT Politics - Intellectual Output No.6

Sense-Making for Society - Study report on good and emergent practices for using the SenseMaker® Tool

The SenseMaker® tool as developed by Cynefin Company is a dynamic virtual platform for collecting, processing and evaluating large amounts of micro-narratives from any target group around a pre-selected focus and, on this basis, to inform decision-making in qualitatively new ways. The paper documents LiFT's uses of the tool and explore, evaluate and make visible the most important benefits that decision-makers in the political realm can gain from it.

0 Introduction

Taking reference to our guiding questions for the LiFT project:

- What is the new politics that we see emerging in many places? How can it be described and characterised?
- Where do we see examples of it?
- How can we support this new politics to expand and take root – through methods and tools that support a shift in perspective and attitude – as compared to the politics we know;

We started our part of the project in December 2019, planning a series of *SenseMaker®* captures and case studies that would focus on:

- how SenseMaker® can use “citizen journalism” as a form of “field ethnography” to capture the “wisdom of the crowd” in different contexts for gaining a deeper understanding of pressing problems,
- how this kind of “crowd knowledge” can be used to turn decision-making in organisations and other contexts more effective,
- how user communities can be developed into social networks that can be activated on any issue for co-developing joint perspectives and resilient solutions,
- how technology like the SenseMaker can ultimately help to re-empower citizens on a broad basis and thus re-inspire democracy by involving citizens more directly in decision-making on all levels.

Since Covid-19 started to have impacts on the world in January 2020 and has stayed with us for most of the duration of the project, it had three major impacts:

- the challenges shifted in everybody's attention towards the pandemic and its ramifications and impacts
- most of our meetings had to be conducted online and we could not travel, nor interview people directly, meaning that we had to let go of using a citizen journalism approach and most of the interactive workshops in person
- One other major impact that is inherent in sense-making, is the very fact that, after three years, we were able to connect some of the dots in hindsight. In complexity thinking terms, this is called *retrospective coherence*.

1 Between Grand Narratives and Micro-Narratives

If we take democracy as one of the grand narratives of our times in Western Europe, it has become increasingly clear that we have to unpack such a metadiscourse into smaller, much more contextualised instances. For example, in the aftermath of the German elections in 2021, analysts of the political landscapes and the shifting electorate noticed that some of the seemingly unifying and supposedly attractive narratives went “missing” (see also [Guérot and Gabriel 2021](#)).

The question to ponder is if those narratives no longer seem de facto existent, or relevant; is there a vacuum that needs to be filled? Is it our turn to come up with narratives of how society and new politics should be developed in the direction of what is needed?

The sense-making approach (see 1.3) that we are using is, however, not providing new narratives, as, for example, George Monbiot suggests in his [Ted Talk](#) “The new political story that could change everything”, or as some new politics approaches portrayed by LiFT, such as [Metamodern Politics](#). We are also aware that, even though we call it a narrative inquiry and collect micro-stories, the answer does not lie in storytelling in and of itself, as Dave Snowden points out in his blog “the [landscape of narrative](#)”.

Sense-making has a different, much more practical, down-to-earth approach that in its subtlety is more radical, applicable and; scalable. We look at what is. What are the narratives out there? If the grand ones are missing, what is actually going on? In a somehow fragmented political landscape sure enough there are a multitude of narratives at the same time. What does this rich kaleidoscope, this landscape of smaller, but powerful, often opposing narratives in people's heads, hearts, hearths, and streets look like?

To find out what that looks and feels like would be the first step in sense-making and a fundamentally different approach to working with complex human systems. We do that with software, aptly named SenseMaker® (see.1.2), that collects micro-narratives that are self-indexed by the respondents (see more detailed explanation below 1.2). It's also a radically different approach to preparing for change.

1.1 Sense-Making

The primary concern of sense-making in this context is with supporting [context-appropriate decision-making](#). Sense-making refers here to the act of processing what is going on and making sense of the world in order to act on it. There are currently 5 major schools of thought around sensemaking or sense-making (see Peter Hayward Jones; *Sensemaking Methodology: A Liberation Theory of Communicative Agency*). In this context, we work with the definition of our associate partner in the LiFT project, Dave Snowden from the Cynefin Company (Snowden, Cynefin® – *Weaving Sense-Making into the Fabric of our World*. 2020; for more in-depth disambiguation see also Bethan Smith's blog: What is [sensemaking?](#))

Sense-making is primarily a social activity and starts generally after the data collection in workshops or in co-analysis.

A tool that enables sense-making at scale in many different contexts (e.g. corporate, community, NGO, research) is the SenseMaker® by The Cynefin Company (previously Cognitive Edge) who is an associate partner of the LiFT project. Its non-profit branch The Cynefin Centre made the software available to the project. The SenseMaker Tool and the Cynefin Framework are featured in the recently published EU Field Guide “[Managing complexity \(and chaos\) in times of crisis](#)”, which recognises their use and validity at a European policy level.

1.2 What is SenseMaker®?

SenseMaker® collects micro-stories about a single experience together with the interpretation of the micro-story by the very respondents. In doing so, the tool can collect and process thousands of stories in a single capture. Looking at the collective distribution of the stories with their interpretation, it allows us to identify patterns and themes and to identify collectively held beliefs and contradictions.

SenseMaker® is an online crowd-sourcing research tool for collecting and self-interpreting micro-narratives and for discovering actionable insights beyond what surveys and focus groups usually offer. It offers a science-based approach to guide collective impact and leverage the strengths of being human in uncertain times.

The aim of any SenseMaker® approach is to democratise the research and engagement process by placing the respondent at the intersections of statistics and storytelling. Respondents are asked to be the owner of their own micro-narratives. The tool can be used as a platform for [real-time distributed network response](#) to key issues or in defining collective insight with a view to taking action.

“SenseMaker® is a form of distributed ethnography, as it transfers the work of interpretation of narratives from the researcher to participants. Through this self-signification, SenseMaker® removes ethnographic coding and expert re-interpretation, as participants assign meaning to their own micro-narratives, which enables large-scale explorations, reduces researcher bias, and allows for more objective analysis.”

— Van der Merwe et al, Making Sense of Complexity: Using SenseMaker® as a Research Tool^[1], Systems. 2019; 7(2):25.

SenseMaker® replaces immersive interviews with micro-narratives sourced from people’s lived experiences. The research questions are built into the tool as signifiers which allow micro-narratives to be plotted in space.

As each micro-narrative is collected, a triad (triangle) or dyad (slider) is offered to allow signification. As the respondent selects where the micro-narrative should sit, the tool generates numerical coordinates in ways which link qualitative and quantitative data and allow the display and analysis of mathematical patterns in map form (Source: <https://cynefin.io/wiki/SenseMaker>). It is important to highlight that the collected stories are anonymous, no person-related data is collected, and the collected data is stored for a limited time on an EU server.

1.3 A New Theory of Change

In finding out what occupies people’s attention and imagination through the collection of micro-stories and interpretation patterns, we start seeing areas of what is generally working and what is not: What is normal, what is new and old, we see indications of grievances, fears, frustrations, assumptions, ideas and ideations. All of these come with the micro-narratives to show the context of the actual lived experience.

Once we map the narrative landscape to see what the current *dispositional state* of the collective that has participated is, the next step is to involve people from within that collective and relevant stakeholders (such as public authorities, decision-makers etc) in the actual sense-making phase. There are two questions that lead this phase:

- 1) What sense are we making of these patterns in these contexts? What meaning do we draw?
- 2) What can we do already tomorrow, to have fewer stories like these (negative ones) and more like those (positive ones)

According to Dave Snowden, this approach allows us to look at where we have the potential to change, and where change would be near impossible to achieve. These questions engage people in action and allow us to “take an approach that measures vectors (speed and direction) rather than an explicit outcome or goal. The question also allows widespread engagement in small actions in the present, which reduces the unexpected (and potentially negative) consequences of large-scale interventions.” (Dave Snowden: [“Change through small actions in the present”](#), Blog; 8/2015; Linda Doyle: Change and Complexity: [Vector Theory of Change](#),@The Cynefin Centre, 2022).

The concept of a vector based theory of change allows for emergence within a system such as unanticipated consequences (both positive and negative) and moves away from the traditional theory of change whereby the goal or end point is a defined static thing, which within a political context can often become corrupted or lead to ends justifying means. Instead a Vector based theory of change encourages people to question which way (values, behaviours etc) they need to orient towards and to review this on a regular basis as the environment itself adapts the way (and direction) in which we need to respond.

“In complexity you define a direction of travel, not a goal, because as you start on a journey you will discover things you didn't know you could discover which have high utility, if you have an explicit goal you may miss the very things you need to discover” - Dave Snowden

The primary principle of a vector theory of change is to map realise the evolutionary potential of the present, and chart a change process based upon the speed, direction and energy cost of change, and a recognition that as the system itself changes, the direction or anticipated outcome or end point may also need to change.

2 The Use of SenseMaker in the LIFT project

The guiding questions for our part in the LiFT process were the following:

1. How could sense-making work as a bottom-up democratic process?
2. What is the added value of using SM as a tool for mapping the field as a basis for better decision-making or other political processes, as compared to more conventional survey tools?
3. What is the “integral” quality it can add?

It was one of our objectives from the start of the project to find, study, promote and connect novel aspects of politics; in the form of different formats (e.g. citizens’ assemblies), initiatives and thought leadership (e.g. pioneers of politics”) with innovative approaches (e.g. SenseMaker/Sense-Making; Polis etc.). In applying one of the core SenseMaker principles, to tap into what is going on now (as opposed to what should be going on), we started designing a SenseMaker capture that would bring up the tensions in the current political structures, frustrations, ideas, etc., with the aim to tap into our own group with the respective networks.

Midway into the design process, the Corona pandemic hit the world and hijacked people’s—and our own—attention. We decided to go with the momentum and tap into the fragmented landscape of many different, sometimes opposing political structures, and tendencies.

In the next chapter, we will present this first capture and others that followed almost organically from the various activities of the LIFT partners in the political domain or which were spin-offs from this project.

2.1 Signification and Signifier Development

Through a series of design principles,¹ such as cognitive activation, dis-intermediation and obliqueness, that make the SenseMaker®-Capture different from traditional surveys, the respondent's micro-stories are embedded more accurately in their systemic and relational contexts.

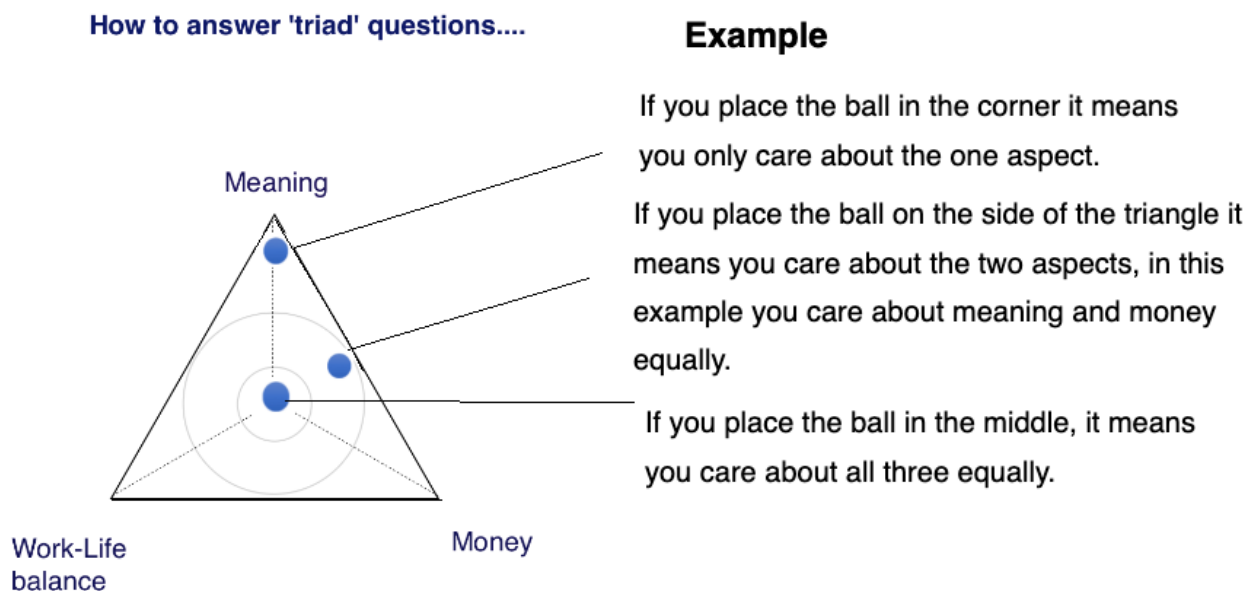
Obliqueness in this context means that you never ask the questions directly, but rather stimulate "honest" stories, the respondent would usually tell family members or colleagues in a water cooler conversation. This is important in order to avoid bias and responses that the respondent might think the interviewer wants to hear.

Dis-intermediation is another crucial element and indicates that there is not the "expert" that determines what the story means to the person responding.

The natural ambiguity of the lived experience is not aggregated away or inappropriately reduced to linear metrics. In this way, real, self-determined, context-related real-time data (qualitative and quantitative) are collected.

"During detailed design, researchers establish the signification framework and prepare the online instrument for data capture. A signification framework is designed to elicit the concepts researchers want to explore and is used as the basis for analysis later. The framework solicits a micro-narrative from participants, followed by questions of clarification, through which participants self-signify their narrative. The clarification questions use widgets that create conceptual space relative to the concepts utilized in a framework. These widgets are novel relational filters like triads, dyads, and stones, which capture nuances in the experiences of participants that traditional surveys cannot convey. Deliberate ambiguity among options in the signification framework invites people to exercise their own judgement, which triggers slow thinking and retrospective sensemaking" (Van der Merwe et al. 2019 ^[1])

Here is an example of how a "triad" from the SenseMaker-Capture could be answered:



All three key points ("signifiers") are equally positive or negative – one is not better / worse than

¹ See: Van der Merwe, Liza & Biggs, Reinette & Preiser, Rika & Cunningham, Charmaine & Snowden, David & O'Brien, Karen & Jenal, Marcus & Vosloo, Marietjie & Blignaut, Sonja & Goh, Zhen. (2019). Making Sense of Complexity: Using SenseMaker as a Research Tool. Systems. 7. 25. 10.3390/systems7020025.

the other. This briefly stimulates the respondents to think about them ('cognitive activation'). If all three factors are equally relevant to them, the ball ends up in the middle.

The signifier design takes into account the research question: what are we / what is the client probing for? Then a non-hypothesis prompting question is formulated to elicit micro-stories that provide context. The signifiers are developed on the basis of existing research around the topics in focus, in combination with signifiers that have been tested and proven in certain fields in previous captures. The signification framework is developed in close collaboration with the research team or the client and is tested before a roll-out. It is important to notice that the answers to the questions about what is really going on in a community, with citizens or with co-workers in an organisation – do not come through asking the question straight to the respondents (as in normal surveys). The answers emerge via the data collected and the sum total of self-signified stories. The signification provides the meaning, the stories provide context – at scale.

2.2 Demo versions of a SenseMaker® capture

Here are some links to public demo versions of how a SenseMaker® capture would look like.

- [Local community public access project](https://collector.sensemaker-suite.com/collector?projectID=d78037f6-3075-4537-8732-6c76d9c8ccf2)
<https://collector.sensemaker-suite.com/collector?projectID=d78037f6-3075-4537-8732-6c76d9c8ccf2>
- [Community and Place](https://collector.sensemaker-suite.com/collector?projectID=d60e78c0-8f38-4bf9-9528-156f7857b999)
<https://collector.sensemaker-suite.com/collector?projectID=d60e78c0-8f38-4bf9-9528-156f7857b999>

The SenseMaker® captures of the following case studies are closed, except for the case study around social media (PONTE). You will find the link to this specific capture under point 3.5

3 Case Studies

In this chapter we present 6 case studies, 4 of which have been developed specifically as part of the LIFT action research, while 2 other case studies were developed by the LIFT Partner EZC Partners during the same time, but for other similar contexts. However, the authors deemed the additional case studies highly relevant for the topic of political decision making.

For each case study, we present the specific context, the most relevant signifiers that were developed, information of how the data was collected, an excerpt of the data dashboards while pointing the reader to relevant patterns and only then provide conclusions and learnings as seen by the authors.

As you will see in the presentations of the different case studies, we deliberately provide you not only with our interpretation of the data, but invite you to really take some time to look at and reflect yourself on the data and patterns which were surfaced through the collection of micro-narratives and the subsequent process of meaning making by the respondents in the different case studies.

The case studies presented are:

1. The LIFT Capture on Covid
2. European Politics (COFE)
3. Climate Change (SEAS)
4. Leadership Conference (Remagine Leadership)
5. MediaFutures (PONTE)
6. Collective Trauma Healing and Democratic Competencies (Pocket Project)

3.1 The LIFT Capture on Covid

3.1.1 Context

In our first meeting in December 2019, we introduced the tool, SenseMaker, along with the theoretical foundations of the Cynefin framework and complexity theory. We started launching the design of a SenseMaker capture with politically interested people of our respective networks, with the intention to find out what frustrations and tensions existed in the old “normal” politics, and also, if there were already signs and signals of some new way of doing politics, that we could build upon.

Midway through our signifier-design process, the world’s — and our — attention was captured by the onset of the Covid pandemic. We decided to tap into what was actually going on, and re-designed the signifiers accordingly. The title of the capture became “**(Re-)Building Society Together in Turbulent Times**”.

“The Leadership for Transition (LIFT) Politics Project is exploring novel approaches to democracy that suggest strategies for doing politics and decision-making beyond currently existing categories, labels and dichotomies. This exploration starts with investigating and acknowledging the experiences, concerns and dreams of people like you, who take an active role in the co-creation of society. And we would like to hear from you now, as the Covid-19 Crisis disrupts balances, categories, rituals and certainties. What do you think this crisis is telling us? We would therefore love your input and reflections on what is happening in your lives right now. You will be prompted to share an experience (an anecdote, or something that happened recently) that mattered to you.”

Specific challenge

In order to get started, we needed to get the tool known in our own circles, to overcome some of the habitual ways that participants often hold (and reject) the idea of a classic survey and the general lack of attention, time and patience for embracing a new tool and approach, exactly when everybody’s attention was with COVID19 and its potential implication on work, health and life.

3.1.2 Signifier development

Prompting question:

The prompt we chose was geared toward introducing the tool and the approach in the direction of the LIFT *Politics* project’s deeper questions around new politics and the co-creation of society, while also acknowledging the disruptive power of the pandemic for good or bad.

(Re-)building Society Together in Turbulent Times

The current COVID-19 (coronavirus) pandemic has brought about great disruption and uncertainty. We are wondering, how are you doing? We are interested to learn how you are coping, what impact this crisis has on us: our work, or life and family, our emotions and our making sense of it all.

What is important to talk about?

1.1 Take a moment to reflect on your last weeks. What have you recently experienced or heard about that you feel matters now and needs to be heard? Please use the space below to share that experience or idea with us..

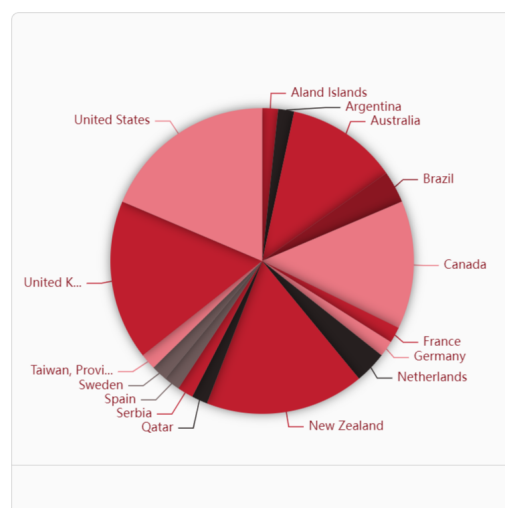


The signifier design included the following **tensions** (excerpt):

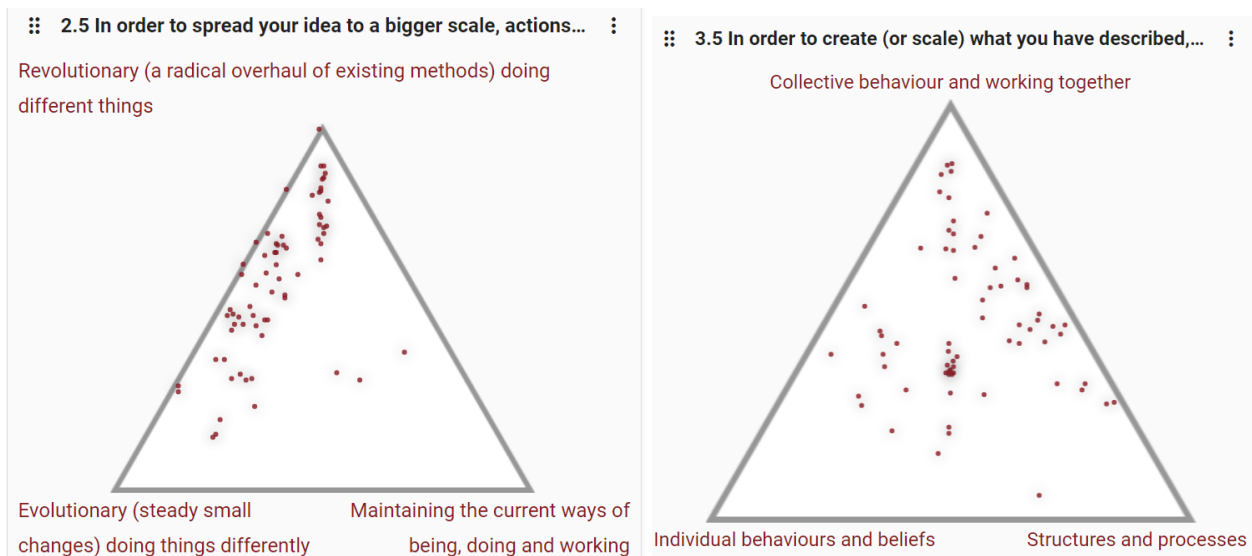
<p>2.1. Events in my story impacted on...</p> <p>Productivity or business</p> <p>Mental or physical wellbeing</p> <p>Relationships</p> <p><input type="checkbox"/> None of these</p>	<p>2.2 In the story or idea you shared, where is leadership coming from?</p> <p>Grass roots, citizens, everyone...</p> <p>Political leaders</p> <p>Experts /technocrats</p> <p><input type="checkbox"/> None of these</p>
<p>2.5 If, based on your entry, you had an idea/vision that could make a difference, actions would be...</p> <p>Revolutionary (a radical overhaul of existing methods)</p> <p>Evolutionary (steady small changes)</p> <p>Maintaining the current ways of being, doing and working</p> <p><input type="checkbox"/> None of these</p>	<p>Part 3 : What is your vision how to (re-)build society together considering the turbulence, disruption and uncertainty...</p> <p>3.1 What is one or more positive aspects / opportunity presented in this crisis?</p> <p>3.3 My vision for the future requires society to rely on...</p> <p>people to take responsibility <input type="checkbox"/> Too hard to say / does not apply <input type="checkbox"/> top down control</p> <p>3.5 In order to create (or scale) what you have described, interventions should focus on changing...</p> <p>Collective behaviour and working together</p> <p>Individual behaviours and beliefs</p> <p>Structures and processes</p> <p><input type="checkbox"/> None of these</p>

3.1.3 Data collection and data dashboards

We collected the data in our respective networks. We got over 100 entries in about 3-4 months. Respondents came from different countries (mainly Germany, Austria, Sweden, UK) and were generally politically informed, active and highly educated.



From the data we could spot some broader collective trends; such as the focus on revolutionary rather than the current ways of being, doing and working, which somehow matched our expectations. In the following you can see the patterns for yourself:



However, zooming in to the actual stories, the topics were rather spread out, from personal wellbeing and fears, to child care, education, politics, society, communication, home office, participation and similar issues.

3.1.4 Conclusions and Learning as seen by the authors

In hindsight, we think that the large spread of answers was due to the overwhelming topic at hand, and to the fact that the pandemic had implications on every kind of life and work topic. Therefore, while our signifier design was coherent and well thought out, it tapped into the feeling of overwhelm at the time. In hindsight, the signifier design was probably too broad and trying to tap into too many underlying topics (health, work, fears, politics, vision, society, communications, ideas, systems, etc.). However, we did gain an overall sense of what participants were thinking, with patterns and themes suggesting a general sense of appetite/necessity for change and a recognition that the ways in which things have typically been done and taken for granted, were fragmenting and failing amid the sudden shift caused by the pandemic. Further to this, there was a recognition of the role of human relationships and informal/social networks as a more adaptive mechanism that had enabled progress and resilience amid formal structures and processes failing.



3.2 European Politics (CTOE)

3.2.1 Context

The LIFT partner organisation ECI e.V. (European Citizens Initiative) and in particular its managing director Carsten Berg co-initiated the movement **Citizens Take Over Europe (CTOE)** as a coalition representing 50+ European civil society organisations from across Europe who advocate for citizens' participation in the democratic life of the EU. This in the context of and leading up to the EU-driven "Conference On the Future of Europe" (COFE).

As part of CTOE, the "Constitutional Question" Working Group brings together civil society and the scientific community to work on issues of citizen participation, and to assess whether the Conference on the Future of Europe (CoFoE) sticks to its promises of a citizen-centred renewal of how EU democracy works. As a way to demonstrate and test new approaches to participation, and to amplify citizen voice in their advocacy work, SenseMaker® was used to capture people's general sentiments on the European Union and aspirations for the future of the European Union (with particular regard for citizen participation and democracy), as well as their hopes and fears for Conference on the Future of Europe.

The work was supported by the Cynefin Centre, our associate partner



CYNEFIN CENTRE
MAKING SENSE OF COMPLEXITY

CASE STUDIES



CITIZENS TAKE OVER EUROPE

KEY THEMES
Democracy, democratic innovation, governance evaluation

*Image Credit: [CITIZENS TAKE OVER EUROPE Website](#)

WHAT'S THE BIG QUESTION?

On the 9th May 2021, the European Union will launch its Conference on the Future of Europe. Its aim is to draft solutions and proposals for the major challenges the EU faces by directly involving citizens.

In order to advocate for a citizen centred approach to fundamentally rethinking how European democracy works, Citizens Take Over Europe asked people from all over Europe 'what does European citizenship mean to you, if anything at all?'

WHAT DID WE DO AND WHY?

Citizens Take Over Europe have used SenseMaker® for their internal organisation. They are a consortium of civil society organisations, citizens and residents from across Europe, with the aim of promoting a forward-looking and citizens-centered European democracy.

WHAT DID THIS ACHIEVE?

This project is ongoing, so nothing to report just yet.

Find out more
[Citizens Take Over Europe](#)
[Citizens Take Over Europe's SenseMaker® Collector](#)

LIFT Leadership
for Transition

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of the European Union

Source: "Citizen engagement and democratic innovation programme - Case Studies; The Cynefin Centre- Whitepaper by Linda Doyle and Beth Smith (2021);

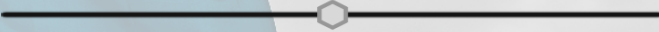




3.2.2 Signifier development

The question and signifier development process for this particular project was done with a **collaborative group** consisting of over 12 representatives from across academia and civil society, who were involved from the conception of the project.

The design was split into 3 distinct but related sections:

1. How people view the EU now,
2. What are their hopes, fears and aspirations for the future, and
3. The role and hopes/fears with regard to the Conference on the Future of Europe.

Here are some examples of what we asked participants in this capture:

<p>1.1 Overall how do you feel about the future of the European Union? (select up to 3)</p> <div><div>Satisfied</div><div>Excited</div><div>Hopeful</div><div>Confident</div><div>Excluded</div><div>Confused</div><div>Frustrated</div><div>Don't Know</div><div>Other</div></div>	<p>1.2 What does European citizenship mean to you, if anything at all?</p>
<p>1.3 Please finish the following sentence to describe your relationship to the European Union: 'the European Union for me is like...'</p>	
<p>1.6 I think that the European Union...</p> <div><div>Strengthens democracy</div><div></div><div>Weakens democracy</div><div><input type="checkbox"/> N/A</div></div>	
<p>2.1 Thinking about the future, I would like to see a European Union in which... (free text)</p>	<p>2.2 In order to achieve this vision, where must leadership come from?</p> <div><div>Citizens, residents and civil society</div><div></div><div>EU member states</div><div>European Union institutions</div><div><input type="checkbox"/> N/A</div></div>
<p>2.3 Going forward, the European Union needs more...</p> <div><div>Shared values, goals and commitments</div><div></div><div>Democracy and citizen participation</div><div>National autonomy for member states</div><div><input type="checkbox"/> N/A</div></div>	<p>2.4 To strengthen democracy in the EU, the EU needs to ...</p> <div><div>Involve citizens more directly in EU decision making</div><div></div><div>Strengthen the role and influence of elected representatives</div><div>Increase and improve deliberation among citizens and with decision-makers</div><div><input type="checkbox"/> N/A</div></div>
<p>3.5 My preferred way to participate in decision making is...</p> <div><div>Shape the agenda and make proposals at the earliest possible stage</div><div></div><div>Vote on things once they are formulated</div><div><input type="checkbox"/> N/A</div></div>	

3.2.3 Data collection

A total of **1,628 people** participated by responding to the CTOE SenseMaker® in preparation of the COFE (Spring 2021). The tool was built and deployed in **7 different languages** (English, Italian, German, Dutch, Romanian, Portuguese and Hungarian), these languages were included as we had access to fluent speakers of these languages within the team, however under ideal circumstances and without the time and budgetary restraints we would have ideally ran the project in all of the official EU language. The data was collected through online dissemination such as emails and social media campaigns. Due to the COVID-19 pandemic, it was not possible to conduct face-to-face/ citizen journalism approaches as we had originally intended. Through the organic and networked sharing of the project, the SenseMaker® tool designed for this project was promoted by an MEP from the Netherlands. As a result, the project gained quite significant data volumes, particularly from respondents in the Netherlands.

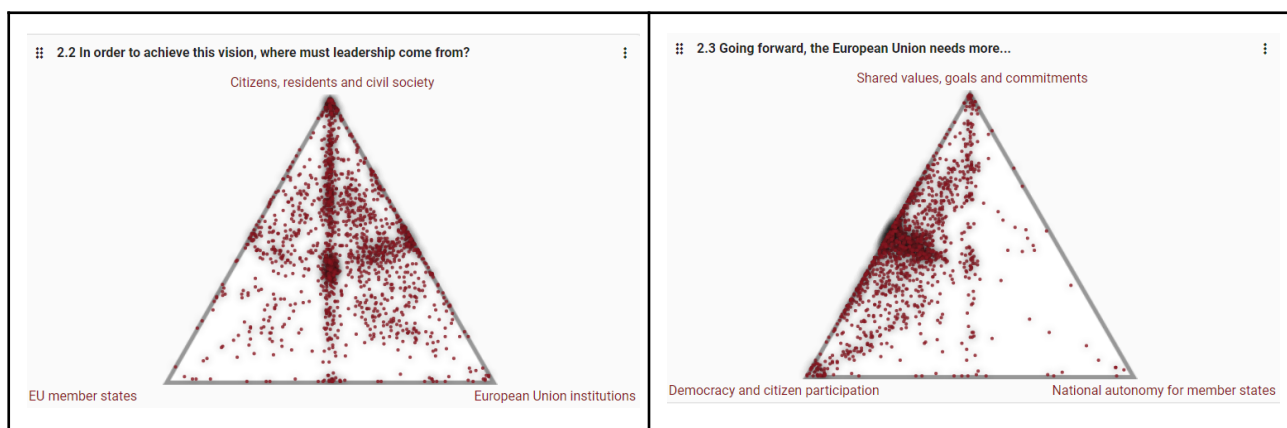
Following the success of the method during the preparation phase of the COFE, a “spin-off” capture (with minor changes) was subsequently adopted and run after the European Citizens Panels which were part of the actual COFE - Conference on the Future of Europe, organised by the EUI (European University Institute) in collaboration with the **LIFT partner ECI** in December 2021. However, due to social distancing, the in person nature of these events and requirement to maintain impartiality and not to influence participants, the efforts to roll out the tool were hampered, as such the response rate was too low to make any meaningful or generalisable conclusions.

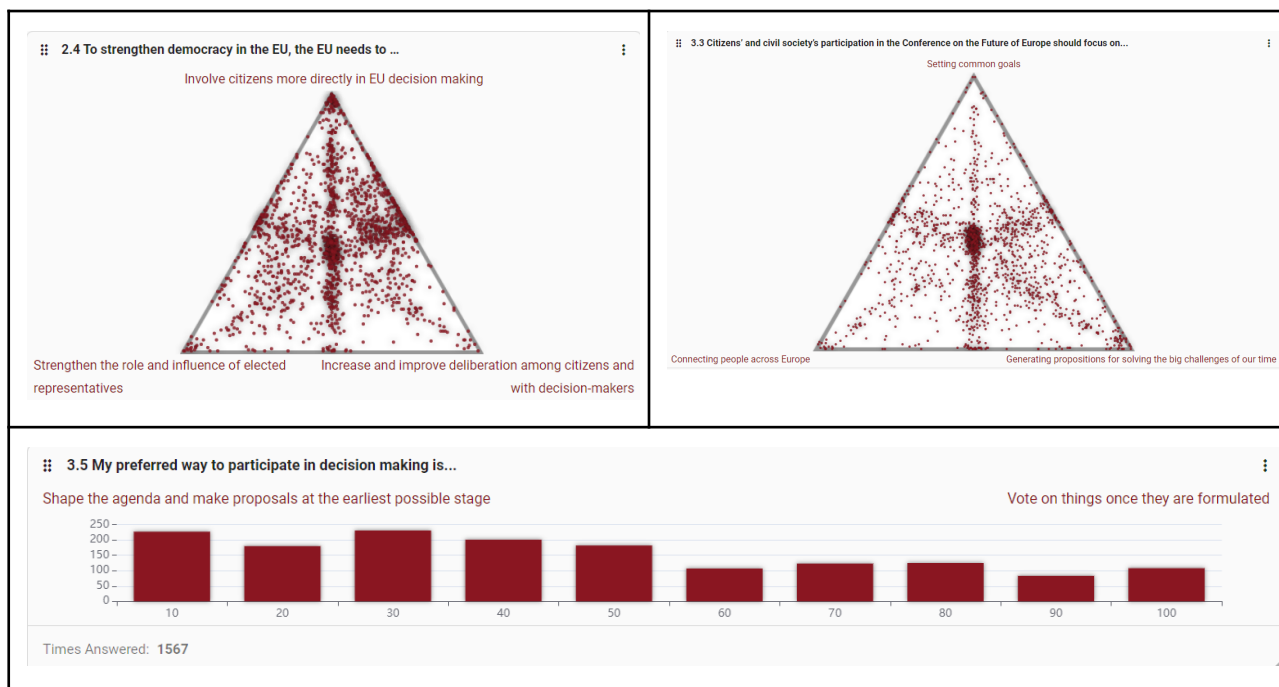
3.2.4 Data Dashboards

The data for this project has been made **publicly available** on a dashboard. [We invite you to explore for yourself the data and patterns from more than 1600 european citizens here](#) (at the top right please choose under the menu item “Custom range” - All Data).

Following an extensive sensemaking process within CTOE working group and hosted by members of the LIFT-Team (EZCP, ECI, IFIS, Selfleaders) a report was published containing the findings and the conclusions of the CTOE working group. This report can be [found here](#).

As this was quite an extensive capture, we provide here only a selected number of data patterns that can be found on the [dashboard](#)





Overall: The patterns suggest that amongst the respondent group (which is made up of individuals who are connected with civil society organisations across Europe), there was a strong skew towards a **desire for greater democratic participation** and shared values and goals, and a significant skew **away from desiring greater national autonomy for member states**. Further to this, there was a sway toward **seeking more leadership from citizens and grassroots organisations**, coupled with a general **desire to be involved in shaping agendas as opposed to voting on them once formulated**. Overall these patterns suggest a desire for the further democratisation of the European Union and its institutions, in particular a move towards more direct and deliberative democracy as opposed to solely ballot box participation.

In addition to the usual sensemaking process based on the data patterns, the LIFT team ran some further statistical tests on the data, using some more experimental approaches in order to develop more statistically robust and more in depth methods for identifying patterns and relationships amongst responses. Below is one small example of how we have been doing this. Through testing and refining these methods it is intended that they will become a useful set of analytic tools for general users of the SenseMaker tool, as a means of being able to better quantify patterns in an evidencable way.

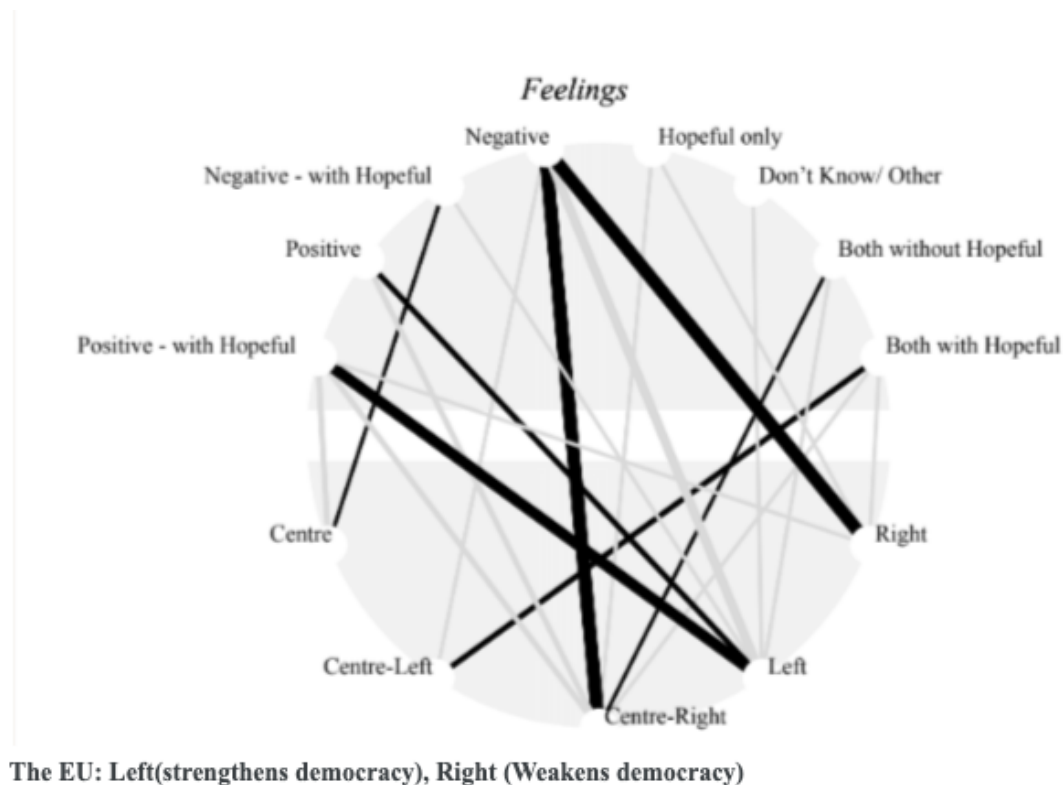
The feelings from the multiple choice question responses were categorised as being Positive, Negative or Mixed, resulting in the following distributions:

Feeling percentages

Negative	Positive	Both	Don't Know/ Other	Feeling Total
20 %	42 %	36 %	1 %	100 %

Once we had formed these meta categories on the sentiment we ran **correlation tests** (Chi-square) to start to understand the patterns within the responses at a collective level. The diagram below shows the **correlations between feelings and beliefs about the EU's impact on democracy**. The black lines indicate a positive correlation, the grey lines indicate a negative correlation; the thicker the line the stronger the correlation. Hence, we can see that those who hold negative feelings

about the EU are statistically more likely to believe that it **weakens democracy**. Whilst these findings may not come as much of a surprise, we have found this to be a promising approach to validating and triangulating the qualitative sentiment with the quantitative patterns in the data.



3.2.5 Conclusions and Learning as seen by the authors

Developing and running the CTOE Sensemaker capture as well as the sense-making process that followed it, was an incredibly insightful process for the LiFT partners and the wider collaborative group working on this project. It has allowed us to **demonstrate at scale the ability to both map patterns and combine them with context**, especially on a topic which is as complex and nuanced as political opinions of major institutions, and democratic structures and processes.

Key learning from this project was the **importance of understanding the narrative and the 'why' around why people hold certain beliefs and opinions**. It has allowed us to **recognise and develop the capacity to understand the context and motivation behind beliefs, as opposed to a more traditional ballot box style of political engagement that only evidences the 'what' and not the 'why'**. A more contextually informed approach to citizen engagement and democracy could allow for more subtle and inclusive approaches to decision-making and action, in recognition that one size often does not fit all, and a **more qualitatively informed approach can help uncover potential solutions and challenges much earlier in the political process**.

To quote Paul Blokker in his blog article ["The citizen: object or subject"](#) and referring to the **CTOE Sensemaker capture** and published on the website of the European University Institute (EUI)

"As Pierre Bourdieu² has famously argued, public opinion does not exist, if not as an object crafted by the opinion pollsters themselves. The snapshots remain superficial, in survey responses that allow for few options to choose from, while the deeper reasons behind specific preferences or attitudes – the subjective viewpoints and beliefs of citizens themselves – remain unexplored and hidden"

² https://en.wikipedia.org/wiki/Pierre_Bourdieu

In contrast to polling approaches that generally seek to contrast positive and negative positions concerning a topic, using SenseMaker as a participation tool teases out a larger array of positions, in a shift towards making participants subjects of the inquiry, to shape the very foundation of the discourse rather than objects of an inquiry predetermined by pollsters and institutions.

Further reflections, interpretations and meaning-making on the results of the Sensemaker projects provided by the **European University Institute (EUI)** and the **CTOE - Citizens take over Europe** - Working group can be found in the following blog articles:

- <https://blogs.eui.eu/transnational-democracy/what-do-citizens-want-from-the-conference-on-the-future-of-europe/>
- <https://blogs.eui.eu/transnational-democracy/cofoe-a-transnational-trust-building-mechanism/>
- <https://citizenstakeover.eu/wp-content/uploads/2021/05/FinalConstitutionalWG-consultation-report-1.pdf>
- <https://blogs.eui.eu/transnational-democracy/the-citizen-object-or-subject/>

3.3 Climate Change (Science Education for Action and Engagement towards Sustainability ([SEAS](#)))

3.3.1 Context

Some of our LIFT team members work in the field of sustainability and climate change at the University of Oslo (Karen O'Brien at UiO; she is also a core member of our LIFT team). We created a *spin-off capture* for a research team to tap into the motivation and belief structures of young people, pupils and students around the topics of climate change and sustainability in education. This capture was hosted by the **EU project, Science Education for Action and Engagement towards Sustainability ([SEAS](#))**, which aims to develop tools and methods that facilitate collaboration between schools and local communities facing sustainability challenges. The signifier development and the capture were co-funded by LIFT. This cooperation was a true win-win-win situation that added tremendous value to LIFT and vice versa, saving time and effort by using synergies.

Through this cooperation, LiFT's tools and methods could be spread to several higher education institutions in Europe. Participant organisations were the University of Oslo UiO (NO; project lead), the University of Innsbruck (AUT) and the University of Bologna (IT).

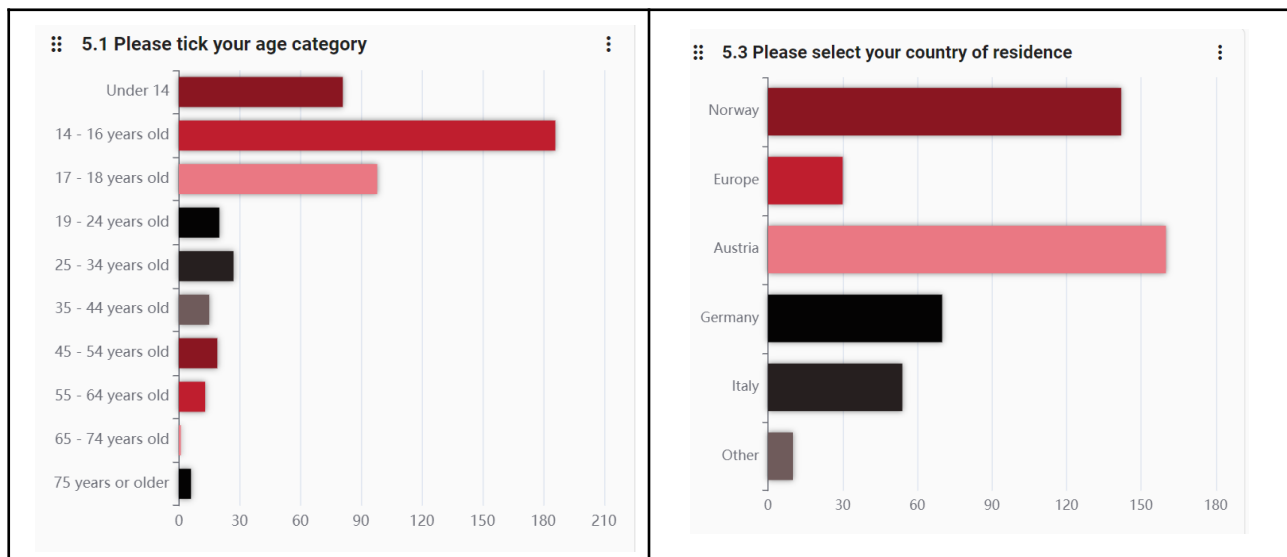
3.3.2 Signifier development

Together with the researchers from the respective universities we developed a design in **3 languages, English, Norwegian and German**.

Prompting question:

In this part, we are interested in personal stories that provide insights into current attitudes about climate change and sustainability challenges and ways to deal with them. By story, we mean examples of your actual experiences with sustainability-related issues; they can be short and specific incidences.


1.1 Think about an issue or event that relates to climate change or sustainability. Please share ONE story from your personal experience that describes how you relate to this issue in your daily life. Your experience may be positive or negative, minor or significant, or routine or special. Briefly describe your example, incident, or story here:



The signifier design was geared toward finding out underlying values, assumptions and behaviours of young people in schools and their general **attitudes towards climate change and sustainability**. The signifiers we designed mirrored the tensions and ambiguities in these subjects.


Here are some examples of the signifiers we used in the SEAS capture:

2.1 In your story, climate change and sustainability issues are experienced...

Every day  Never


☐ N/A

2.2 In your story, it is important to...

Make small changes to our current ways of doing things  Make big changes and sacrifices

☐ N/A

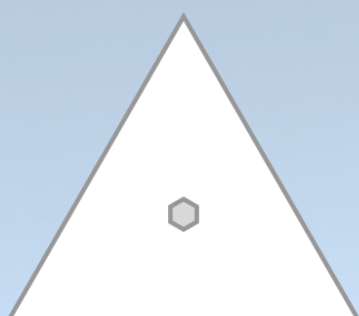
2.3 Regarding your story, how do you perceive your ability to take actions to address climate change and sustainability issues in your school?

I feel I have a lot of power  I feel I have no power at all

☐ N/A

3.3 Judging from my story, what my generation needs is...

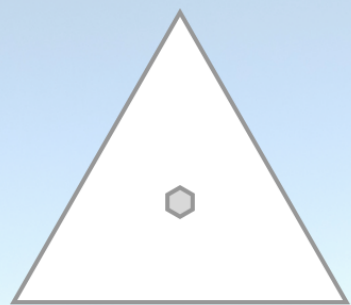
More creativity and innovation



More knowledge and information To act and have an impact

3.4 In my story, the biggest interest/concern for my future lies in...

A rapidly changing society



Fast-changing technologies The health of the planet

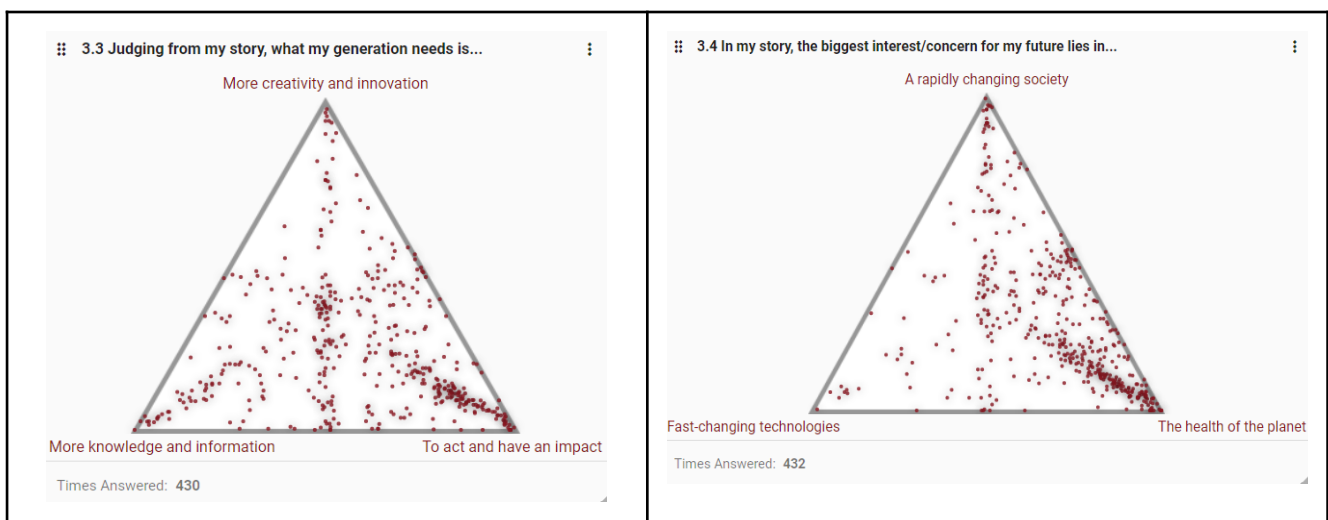
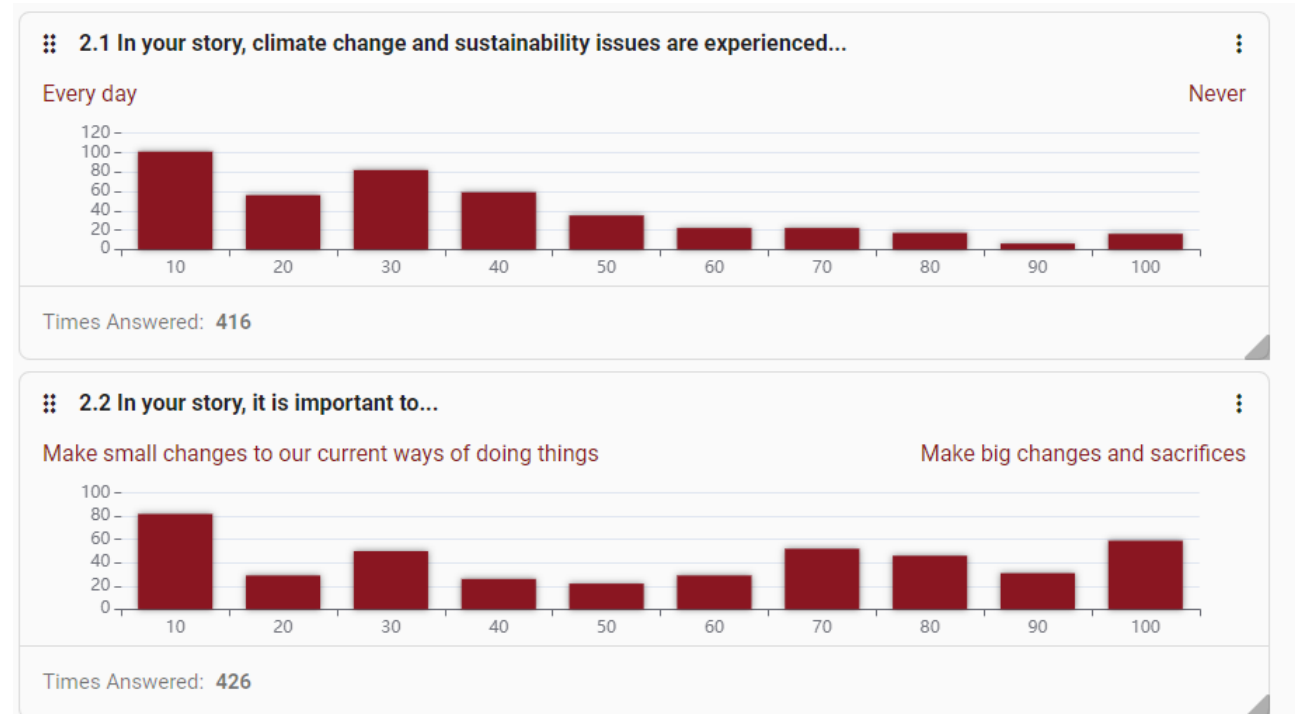
☐ N/A

4.2 If things continue as they are now, what do you think the consequences will be in around 25 years? Write your answer here:

4.3 If you could ask a single question of the decision makers and people in power, what would it be? Write your answer here:

3.3.3 Data collection & Data dashboards

We collected the data mainly with pupils and students in Innsbruck, Oslo and some in Bologna. Overall we collected around **460 stories**, mainly from young people around the age of **14 to 18**, and younger. This is a major success to get people of that age group to contribute. Some of the captures are still ongoing.

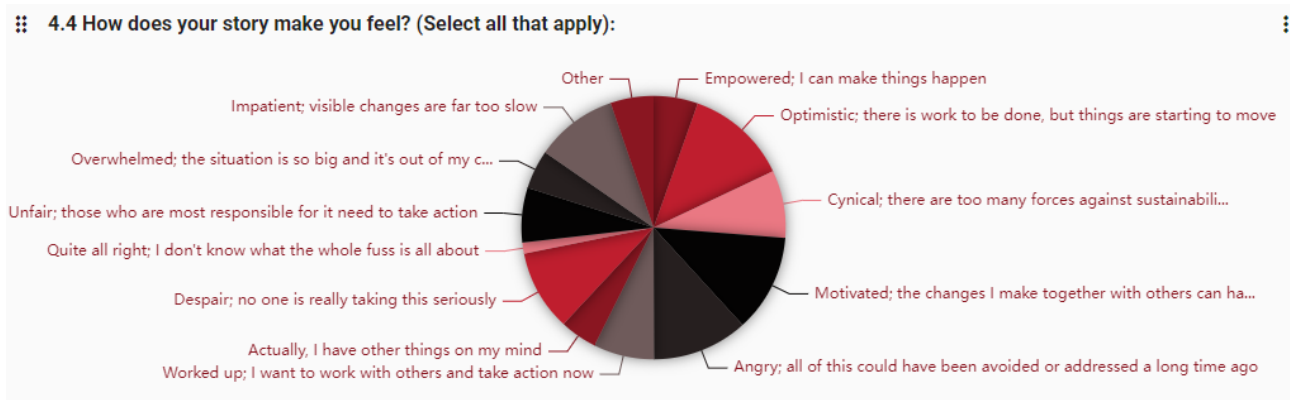


What we can see in the data patterns is a skew toward wanting to have the feeling of being able to make a difference, in school, family and society. That goes along with the cluster we see in the adobe picture (3.3) which shows the wish to act and have an impact, with a great concern for the bigger picture: the health of the planet.

We got intriguing answers to the question: “if you had just one question for people in power, what would you ask”. Most questions pointed toward states of overwhelm, anger, sometimes despair, mostly along the lines of “why are you not acting?”.

3.3.4 Conclusions and Learning as seen by the authors

This LIFT Sensemaker capture in the framework of the UiO SEAS initiative has not been concluded yet. However, the participation of so many young people, pupils and students is already a major success. In the first data overview, it becomes clear that there is a multitude of “activated” states that the respondents are dealing with - in connection to climate change and sustainability.



While the grand narratives (see chapter 1) that our generation (50 plus) grew up with are no longer valid or solid - top-down and political leadership, exponential growth, sustainable growth, global supply chains management etc. - young people have to find **their own sensemaking of current and future challenges and meta-crises**, such as man-made climate change. The data suggests a whole range of sentiments (see graph) or paradoxes they have to hold, for example, the feeling that they hold no power at all and having agency at the same time (the Greta Thunberg/ Fridays for Future effect). **The disconnect between old-style political leadership and the lived experience of young people, their needs and requirements seem to widen.** Hopefully, there will be other forms of participation, deep listening and distributed agency/leadership emerging, particularly for this age group. This will influence our (the authors) own inquiry towards approaching and defining New Politics.

3.4 Leadership Conference (Remagine Leadership)

3.4.1 Context

In January 2021, a group of people organised a **Leadership conference in Malmö, Sweden** under the title: **"Relmage Leadership"**. We were asked to prepare a pre-conference SenseMaker capture to prepare for the conference. The organisers were part of the NGO "Forward Malmö", which has worked with the Cynefin Company. In the City of Malmö (Project "My Malmö"), around 7'500 stories were collected as an influence on the city's urban development (see: "Citizen engagement and democratic innovation programme - Case Studies; Whitepaper by Linda Doyle and Beth Smith (2021) - The Cynefin Centre.)

The capture was geared towards providing actual context for the conference in a rapidly changing social, economic and political environment facing the onset of the pandemic with enormous power **for disruption** of the world as we know it, and more specifically, the notion of **leadership**.

3.4.2 Signifier development

We would love to hear your stories and curiosities!

To say that we live in disruptive times is probably an understatement. Right now, we face not only a virus-driven pandemic, but also socio-political unrest, an escalating mental health crisis and potential economic recession. All of this puts a greater spotlight on leadership.

While the world has changed, our understanding of the notion of leadership have not always kept pace. How do we define leadership now? What did we learn about the meaning of leading in complexity during the upheavals of the last year? Which aspects do we want to keep and what needs to be re-imagined? Feel free to interpret the word "leadership" in whichever way you see fit.

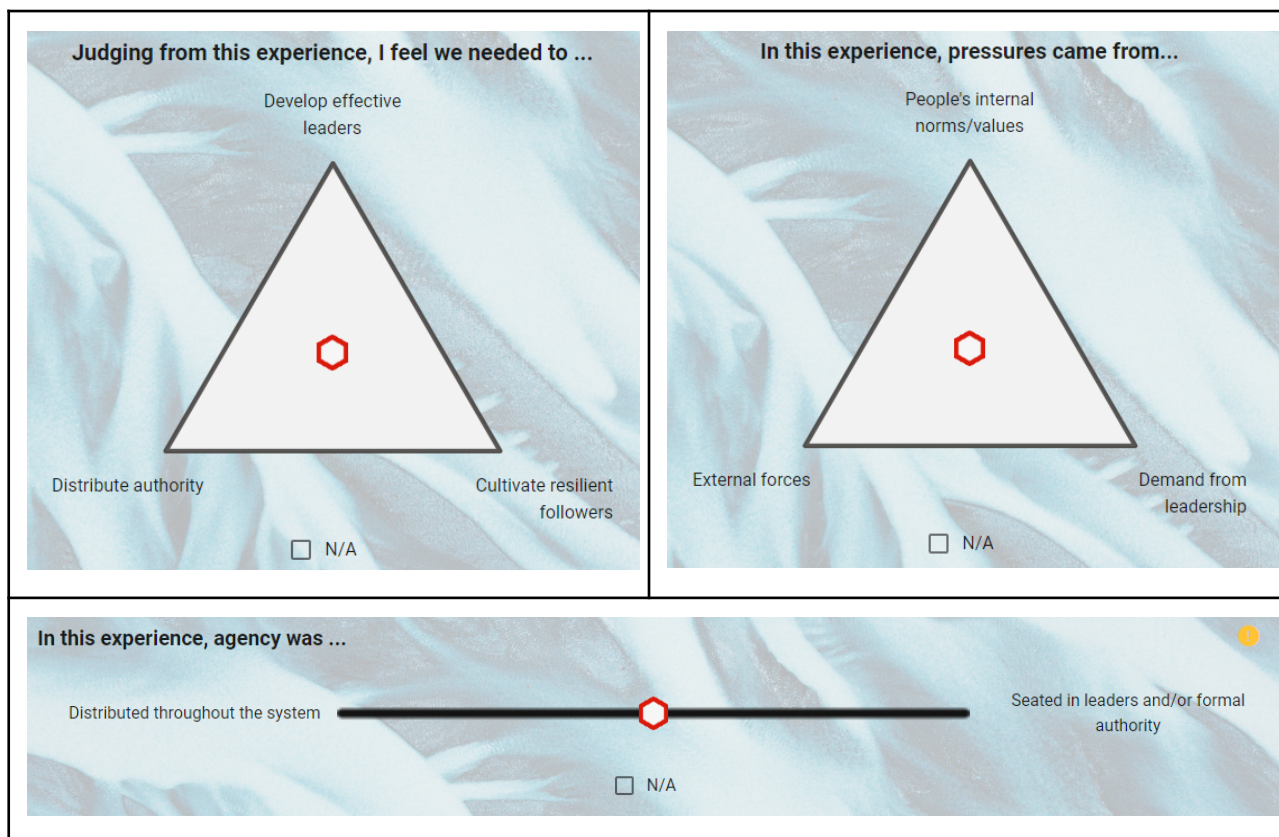
Please share with us an experience you had over the last year that you feel is relevant to this conversation. It could be an example of the kind of leadership you feel is needed now. Or it could be an example of everything you believe is wrong with leadership.

This experience relates to the actions of ...

☐ N/A

The impact of the events in my story were on ...

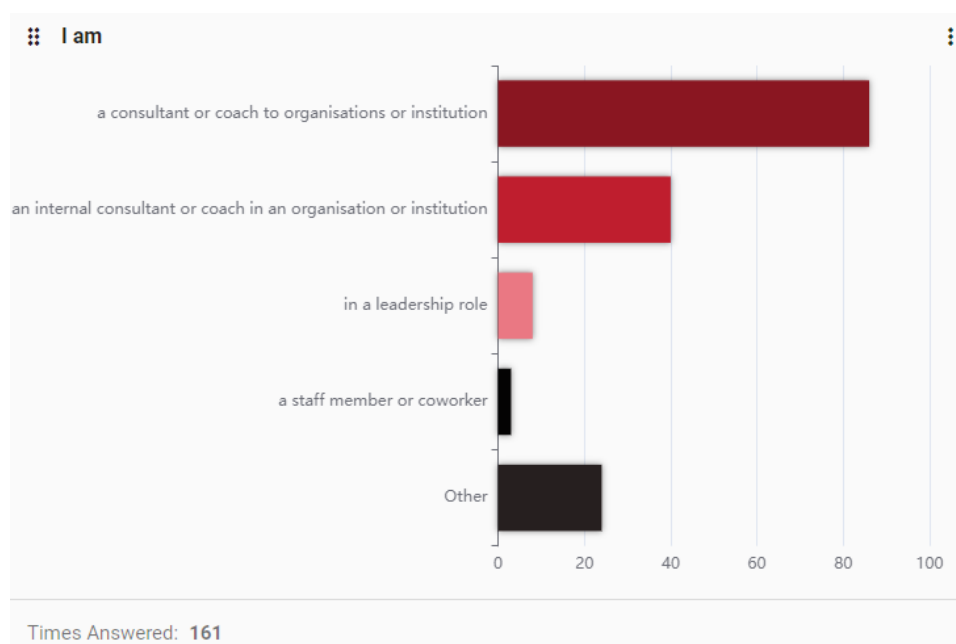
☐ N/A

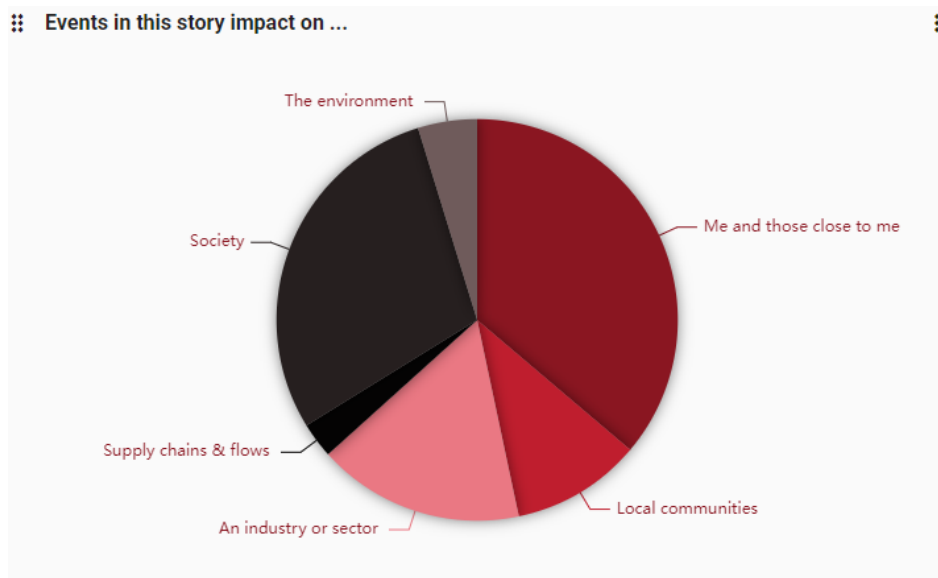


3.4.3 Data collection and Data Dashboards

In the period of about 3 weeks in January 2020, running up to the conference, we collected **161 stories** from respondents from many different countries.

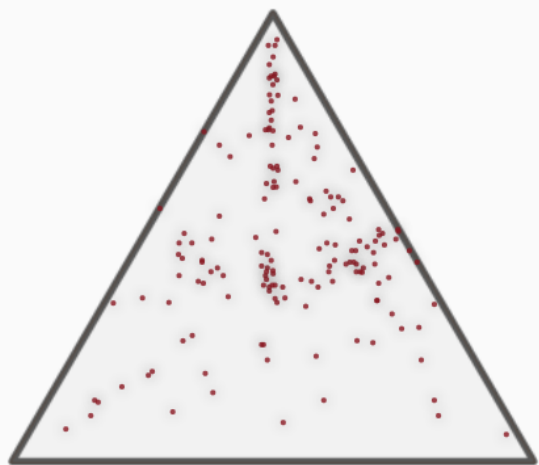
Respondents came from **different professions around leadership**. Noticeably, the biggest groups were **consultants or coaches**.





Events in my story were influenced by the qualit...

Attitudes & behavior of people

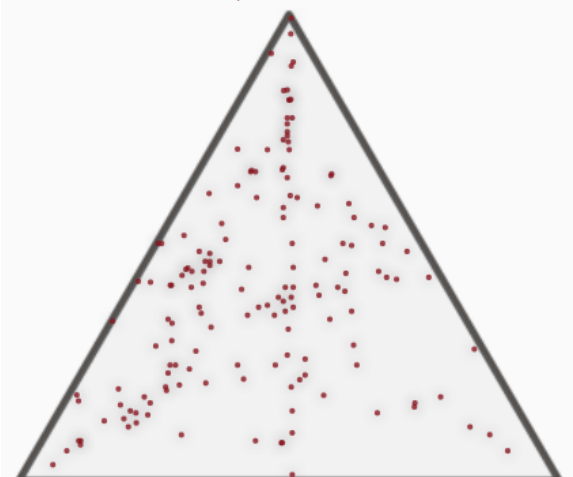


Systems & structures Relationships & connections

Times Answered: 160

Judging from this experience, I feel we needed ...

Develop effective leaders



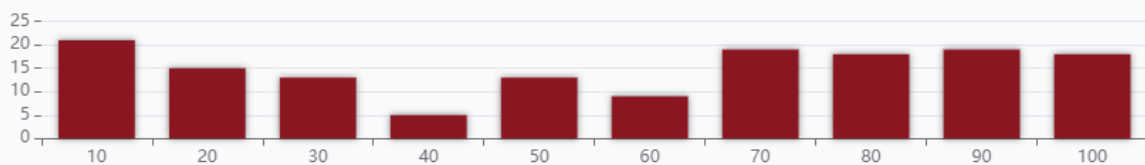
Distribute authority Cultivate resilient followers

Times Answered: 155

In this experience, agency was ...

Distributed throughout the system

Seated in leaders and/or formal authority



Times Answered: 150

Interestingly, we didn't see strong patterns in the backend, other than the search for leadership somewhere else than in institutionalized leaders and a accompanying spread of the inquiry toward new, distributed instances and different fractals of leadership. This is highlighted by the single micronarratives, of which we present below:

3.4.4 Conclusions and Learning as seen by the authors

In this capture, the single stories we captured point to a **wide range of systemic issues** in the whole leadership arena. In January 2021 we had experienced more than a year with the pandemic, with second and third waves of lockdowns underway and no end in sight. The first impacts of the crisis, both shock and hope for disruption of old, obsolete systems, gave way to unexpected experiences that portray a kaleidoscope of different, often contradicting experiences happening simultaneously. These experiences were mirrored in the stories, e.g.;

- The importance and activation of private networks
- The failure of "leadership as usual" and the failure of imagination in crisis and in complexity
- The emergence of distributed forms of leadership (including political forms) from communities at the same time the strengthening of formal leadership (political; state actors)
- The re-enaction of national boundaries and safety measures
- The re-enaction of science as a basis for political decision making (but not for climate change)
- Redistribution of work to home offices with both positive and negative effects
- Push of remote communication innovation
- Dehumanisation of work/communication
- The sudden availability of public funds
- The emergence of fragmentation, polarisation within and between nations
- The onset of small and medium businesses closing down
- The onset of understanding the intricacies of global supply chains and the ramifications of lockdowns in Europe

A selection of Micro-narratives - please select and zoom out to read

#leadershipincrisis - 19. Januar 2021

As I was in a transformative process in my educational program called MSLS in Sweden where we were taught to lead in complexity as part of our degree, Covid 19 hit us and we were thrown into an unexpected practice field together with the rest of the world. The observation that came to my mind was that we all didn't know what to do and we all followed our instinct as structures we were used to did not serve us any longer. It is not the confusion on how to deal with it since the fact was that the problem/ issue at hand wasn't even understood the same way. I saw subtle division in the group that once was strong, feelings were hurt and emotions were dismissed. I don't have the right answers to what a good leadership at that time (or even now) should look like especially in a country that you have so much freedom which should instead support leadership to be fostered and blossom. However, my conscious mind says that the leadership I would want to see should have the qualities of being able to critically understand the situation and its complexity and being able to hold spaces for the collective to make sense of the situation together. By allowing the situation that triggers to not lead us to react, but to respond appropriately. This includes how we as a community understand the needs of others and how we can offer to fulfill other's needs in hard times. The same goes vice versa, how can we communicate our needs at certain moments to survive? To understand the complexity and see how one must lead themselves before leading others in time of uncertainty and follow precautionary principle is not an easy task. It is easy to say what should be done but the actual method to do the right thing isn't something we know even when it has been over a year. We have seen many criticisms and praises over the months on leaders around the world. We have seen hate and anger and maybe we were even a part of it. Success and failure of how each country dealt with the pandemic is now understood differently. The most difficult thing to comprehend is how we are no longer fighting this together as humankind but division of people form and wish for failure upon another group based on their different opinions and decisions. What happened to the value we once see in diversity is now demolished and discarded. The question is, where is the leadership we preach and wish to see.

Community in uncertain times - 18. Januar 2021

In many of the contexts where I work there has been so many great examples of collective leadership during this period when it's more obvious for more of us that not one single person or position och perspective has the answer or can rescue us. In my classroom as well as among my working partners I can see that we show leadership by taking more care of each other, taking turns in leading the way, accepting our failures and judging each other.

#leadershipsetback - 18. Januar 2021

Due to the pandemic and economic reasons one public research company had to dismiss some people. That was a fact that everybody knew. However when this was to be executed it was presented to everybody as an new way of organizing the company without mentioning that a lot of people had to leave. Not a word of being sorry, or some kind of empathy or sympathy for these consequences. It was such a dehumanized process both for the ones that had to leave and the ones still in the company. The paradox of this is that many of the people that had to leave was working with transformative leadership and new ways of building capacity for innovation and organizational systemic change but the leadership of the company was showing the worst kind of leadership just focusing on economic performances in specific targets, not the value-creation of the on-going processes.

#visiondecline - 15. Januar 2021

I have experienced a decline, unfortunately, in visionary leadership. I work in the orbit of what I consider a visionary leader, but during the year the visionary part has declined in prominence. I am not sure why this has happened. It could be because of digital tools and not being present in the same space, it could be because the leader has crisis management to take care of, it could be because organisational change turning focus to admin execution that would've happened anyhow... There is definitely talk of things like directionality, which is entirely needed, but enacting it rather than just talking about it seems pretty hard.

Shifting time perspective - 18. Januar 2021

Many of the leaders that I come in contact with in the Cultural and Creative Sector, share similar stories. They discovered that they had been operating with a short to mid term time horizon and that didn't work at all during the crisis. They had to instead prepare for many different scenarios. Mid-term planning turned out to be useless. Instead they needed to be both "in the moment" to keep agility AND develop a long time horizon. To be in deep contact with the purpose of the organisation in order to keep up motivation. Many were able to go to agility and extreme short term planning, fewer were able to develop the longer perspective and struggled with this.

From the unknown cliff edge to the unknown plain -

18. Januar 2021

As a coach, the people I have encountered over the last year have experienced wildly differing types of leadership, from the very best to the very worst. The best leaders have been using their own experience of Covid to help them recognise the differing needs of their employees, with a high attention to employee well being, aligned with how best to steer the business through unknown waters. They have been adaptive, connected, supportive, forward focussed. My personal experience is that I my thinking has evolved over the year, from fear of the unknown, a drive to produce certainty and a willingness to do whatever it took to get there, to a new recognition of what is actually important to me as an individual, and to the world I inhabit.

3.5 PONTE - Bridging (societal) bubbles through ART and smart use of data

3.5.1 Context

PONTE represents a case study related to the **EU Horizon Project “Mediafutures”** - which took place in 2021. The initiative subgranted innovative projects using art, data and media to develop tools and products to bridge the societal divide and polarisation in society. As one of the LIFT partners (EZCP) has been directly involved in this project interesting results from PONTE have been re-analysed for LIFT through the lens of what this Sensemaker approach including art can offer in the political realm and for different types of political decision-making that promote the agency of the citizens and visionary foresight for political leaders.

3.5.2 Signifier development

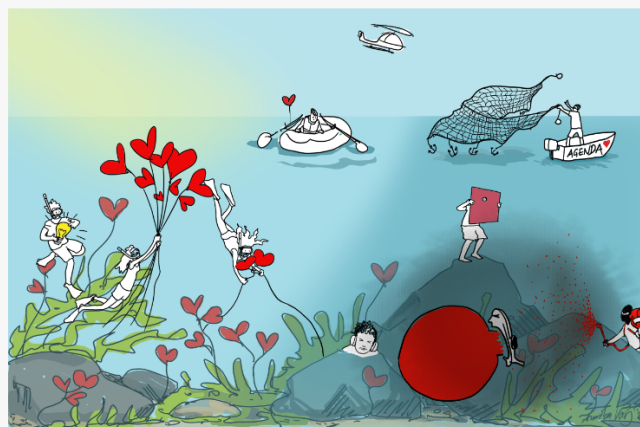
In the context of LIFT PONTE was a highly interesting case study as it looked at solutions for the societal polarisation and divide, driven by social media algorithms deliberately promoting echo chambers, where views “less like me” are systematically excluded. The results of this development we have all witnessed over the last decade with the rise of misinformation that is heavily influenced the political discourse

The specific technical challenges were

- **technical** challenges of **embedding all different types of art** into the SenseMaker application, but also generating the functions that would allow users to search for (anonymous) stories “**less like me**” as well as develop a **sensemaking space** connected to the **data dashboard** that would allow participants to interact directly through their own interpretations, drawings, audios, videos in the sensemaking process.
- the **epistemological** challenge - **how to use art** and what kind of art **engages differently** and stimulates different responses, experiences and stories in people as **compared to a purely textual** application.

Below you find a selection of the most important elements of this capture. The framework was divided into 2 parts, part 1 enquiring about one's **own behaviour** regarding social media use and part 2 explores how **we see others** on social media.

1. Take a moment to look at the picture below. It is a visual interpretation of the social media space. Where do you see yourself? Please drag the label below onto the canvas where you feel best reflects your experiences of online communities.

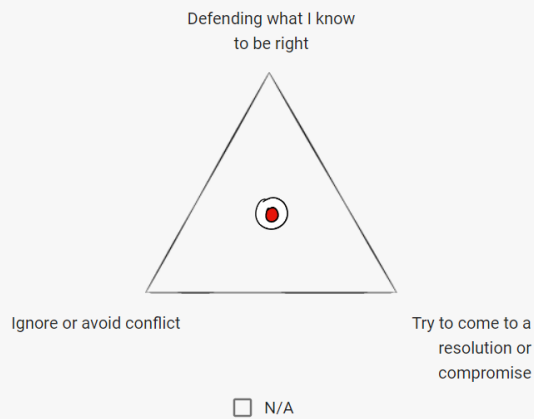


How I see myself in this

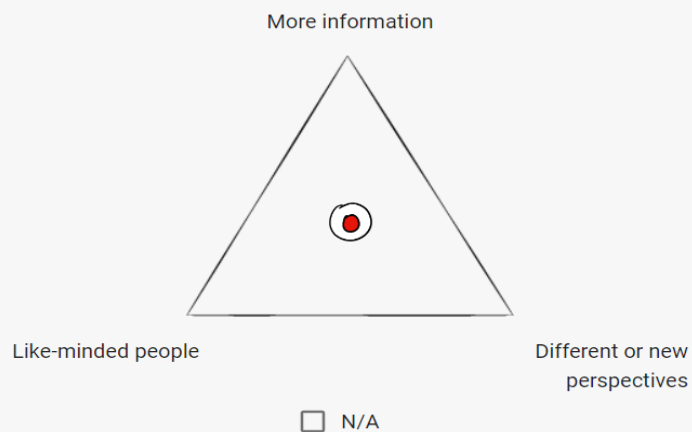
1.2 What made you choose this particular position for the "How I see myself in this" label

2. Please finish the following sentence based upon your experience "social media for me is like..."

3. Thinking about your own interactions online, how do you see your online behaviour/interaction?



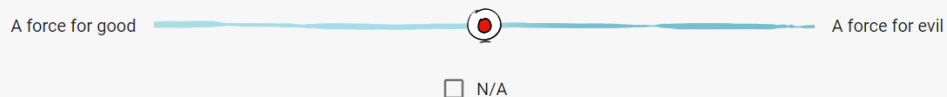
4. In social media, regarding the topics I care about, I am in search for



8. If you have been exposed to content that is false or misleading, do you think that is was shared...



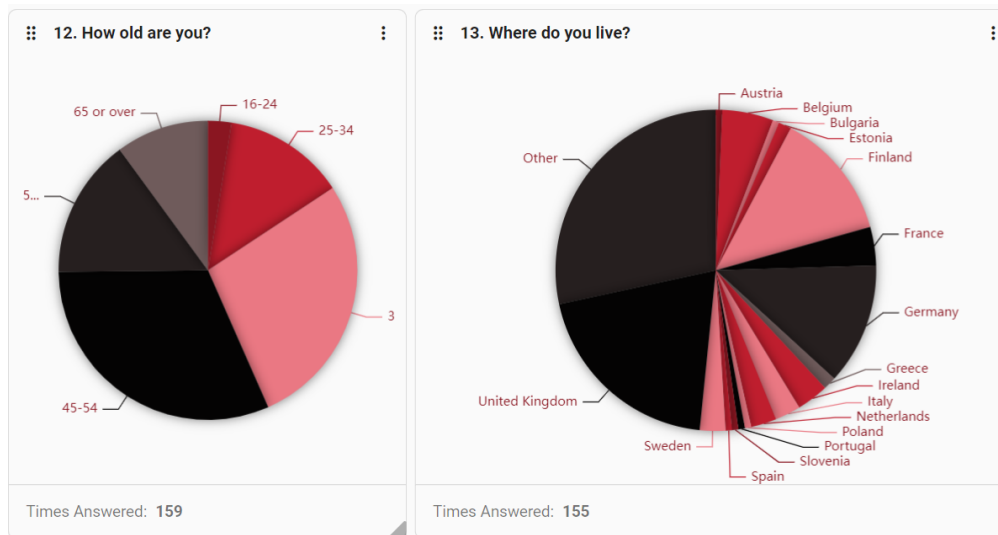
9. Social media's impact on me personally has been...



Part 2 of this capture consisted in very similar questions, but always taken **from the perspective of what you see others doing**

3.5.3 Data collection & Data Dashboards

169 stories were collected in about 6 weeks from over 18 European countries and 12 overseas countries (Americas, Australia, Asia). All age groups were represented. Most cited platforms: LinkedIn, Facebook, Instagram, and Twitter.



Personal Reflection

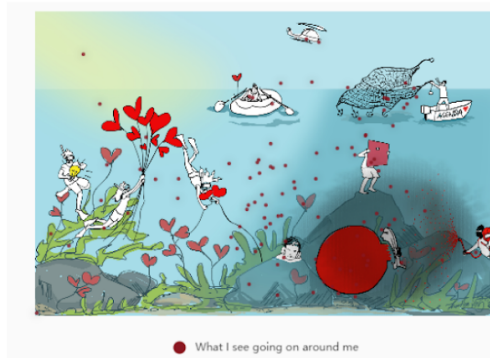
Before exposing more data from the dashboard and interpretations of the authors we would like to invite you

- to have your own experience of responding to this capture:
<https://collector.sensemaker-suite.com/collector?projectID=7f42812f-45ca-4004-bcdc-d5a8d32629cc>
- To reflect yourself on the some of the actual data, which you can find here in the public data dashboard
<https://platform.sensemaker-suite.com/captures/7f42812f-45ca-4004-bcdc-d5a8d32629cc/dashboard>
- Note down your own reflections

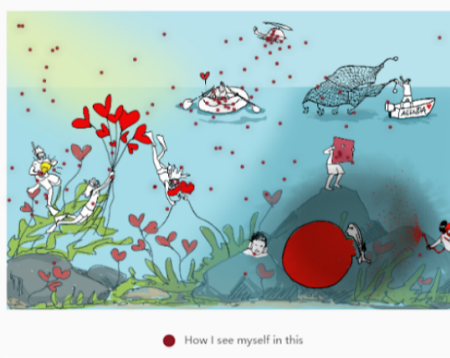
As this capture lived from the **inclusion of art** and **comparison between one's "own" behaviour and that of "the others"** in social media use, the following illustrations focus on that very comparison of the data and summarise the main findings.

Others spread lies and mayhem, but I am above it

I observe other peoples' behaviour in social media to be...



How I behave in social media...



Participants were tasked to place a red dot in the picture where they see it best fits in response to the question.

I do not need to seek validation the way others do

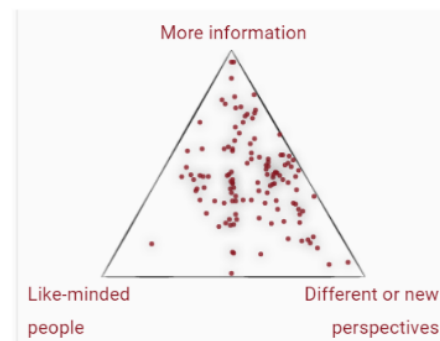
What I think of other people

On social media, I think that people are in search of...



Myself

In social media, regarding the topics I care about, I am in search of...



Others are gullible, I recognize fake news and disinformation

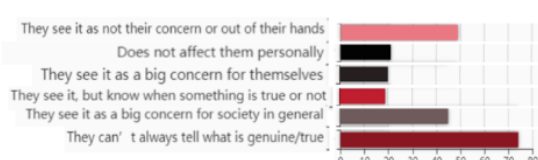
My personal take on fake news

From your point of view, how do you feel about fake news/false content on social media?



How I believe other people see fake news

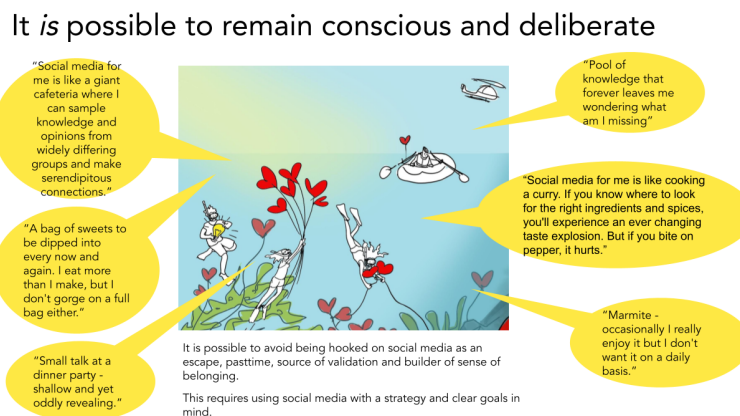
Thinking about other people, which statement best describes how you think people feel?



A comparison of the results between how people see themselves and how they view others **exposes a collective sense of 'othering'** and possibly implies a sense of general mistrust and fundamental attribution error.

Fundamental attribution error is to take into account the contextual and environmental constraints for oneself, and thus judge one's own actions and behaviours more compassionately, whilst judging others in a way that makes them entirely personally accountable and fails to recognise contextual factors that also other people are subject to.

Then again another element surfaced also very clearly during this case study, that pointed to the possibilities of self-determination.



3.5.5 Conclusions and Learnings as seen by the authors

Role of Art for inner engagement

- Through the inclusion of artworks we can see that the inner engagement with the topic has been high as shown during the prototyping phase of PONTE Sensemaker.
- Art also made it easier to work with metaphors and also "fish" more easily for what is missing in the overall narrative.
- Metaphors allow people to contrast perspectives without blame. Metaphors and abstractions allow us to explore our thinking without getting stuck in the analytical. We are more willing to change a metaphor and abstractions than "our thinking" but changing the metaphor and abstractions changes our thinking. The illustration below shows quite a number of those metaphors³



³ All artworks have been published in the framework of the EU Mediafutures programme and are copyright of Annika Varjonen, Visual Impact.

Making use of Art/Tech Sensemaker applications in New Politics

The fundamental attribution error has been made very visible in this case study: My flaws are incidental/momentary lapses, other peoples' flaws are real! To be kept in mind when **polarising discussions take place** to put those very discussions in perspective

The project itself was a proof of concept. **The overall learning** is that using this combination of **art/tech** can be **highly useful** in the context of new politics: using art is much more engaging, it surfaces metaphors and (missing) narratives about any given topic, and we can also use the phenomenon of a fundamental attribution error to tease out topics that are polarising. (WE don't do that but others do...).

These findings are highly relevant for sensemaking in (new) politics as it sheds light on several phenomena, we have seen arising in recent years with the massive use of social media for political campaigning purposes and/or around the spreading of conspiracy theories, (e.g. Brexit, Trump, Corona etc)

If we were to use SenseMaker captures instead of usually biased traditional surveys, combined with sense-making possibilities on the outcomes of those SM captures, both respondents and political decision-makers would probably get a very different picture of what is going on, supporting **reflective politics** rather than **reactive politics**.

Through the widespread use of SenseMaker which addresses the perceptions of social and political injustice there might be a chance that respondents would a) feel more heard and b) be confronted more with the natural ambiguity of life rather than simple assignments of responsibility

3.6 Collective Trauma Healing and Democratic Competencies (“Pocket Project”)

3.6.1 Context

LiFT reached out to/partnered up with the NGO “Mehr Demokratie” (*More Democracy*), an existing external cooperation partners from our network in order to attain broader outreach and logistic support with conducting this specific survey.

This is how we partnered up with [Mehr Demokratie](#) and [Pocket Project](#), to explore topics around societal polarisation, collective trauma and democratic competencies, which seemed very much along the lines of New Politics.

The project team wanted to explore phenomena in connection with personal and collective trauma, in particular around the work of Thomas Hübl and one of his Collective Trauma Integration Processes (CTIP). Their framing was as follows:

In recent years, we have experienced rapid development of interconnected crises. In this situation, it is important to also recognize the hidden forces in our social structure: the individual, intergenerational and collective trauma. In crises, invisible wounds from the past are activated and lead to social fragmentation and polarisation. The Corona crisis, coupled with the climate crisis, which is now being exacerbated by the war in Ukraine, presents our democracies with the challenge of overcoming polarisation, finding orientation and taking appropriate measures together.

The increasing radicalisation of the protest movements in Germany against the containment of the Corona Pandemic since 2020 made us want to examine social division dynamics more closely in a trauma-sensitive large group process.

We (the LIFT partners IFIS, EZCP, with our associate partner The Cynefin Centre) designed a SenseMaker capture around a CTIP event in April 2022. This was part of our action research to use the SenseMaker for supporting and deepening mutual perception and understanding across social divides. The process was scientifically accompanied by the Institute for Advanced Studies in Potsdam ([IASS](#)) and by Doctoral Candidate Adrian Wagner (part of IFIS).

3.6.2 Signifier development

The signifier development was done by EZCP in close collaboration with The Cynefin Centre, the Pocket project and Mehr Demokratie. We took inputs from experts on **collective trauma and trauma healing** into account and some literature reviews, for example, the research by Angela Kühner (2008; Trauma and collective memory), or Hartmut Rosa’s resonance theory.

The capture was designed and taken in the German language. The promoting question was carefully chosen to evoke the respondent in their **capacity as citizens**. The framing points the respondent towards the **ongoing multilevel multiphasic crises**.

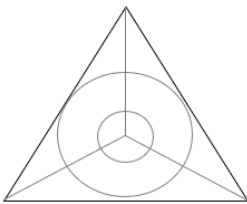
It was of utmost interest for the researchers to find out if the stories changed during the workshop towards more explicit and integrated democratic capacities, such as the ability to listen, to be aware of oneself or others, to be able to take on different viewpoints or not being triggered by outside events. For this reason, the time stamps indicating when a story was captured were important, as well as an anonymous code that allowed the comparison of micro-narratives before and after.

Prompting question:

Imagine a close person asking about your experience as a citizen during this time. What personal experience would you share?

1.5 In my story, the situation itself appears...

Fluid, flexible, developing

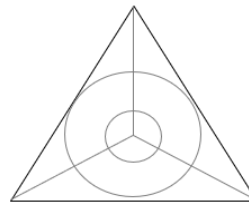


Rigid, hard

Flooding, lost,
foggy

1.6 Judging from my story, I experience myself in our society as...

A partner in a responsive sphere where I
can co-shape social, political and
economic order

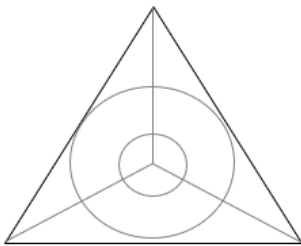


Needing to fight
my way through
structural pressures

External; the world
seems opposing
and alienated to
me

1.7 In my story, I was able to have...

An awareness of myself

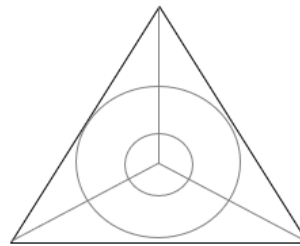


An awareness of
the other

An awareness of
the relational field
/ the group energy
around me

1.8 Relating to my story, it emerges that...

I feel myself in a more nuanced way

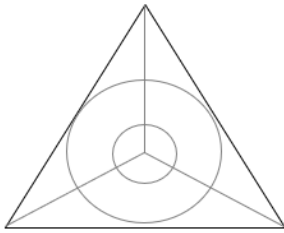


Something comes
back into flow

I feel others in a
more nuanced way

1.9 Relating to my story, what our society needs in order to mature, is..

Social cohesion



Processing of the
Past

The Development
of practical
solutions

2.1 In my story, my main concern is...

To stay true to my self and my truth < > to be part of the community

2.2 What happens in my story causes me to...

concentrate on myself and go inwards < > turn outwards and seek contact

2.3 In my story, I perceive the others as...

Close < > far away

2.4 What happens in my story increases...

Polarisation and fragmentation < > Compassion and coherence

2.5 In my story, I feel our society's response to be...

Responsible, adequate < > irresponsible, inadequate

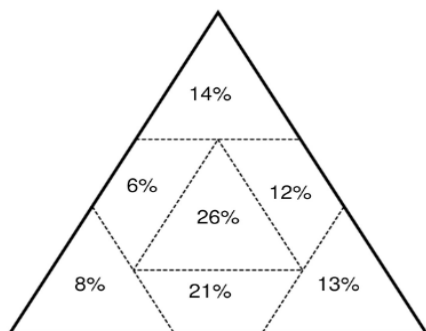
3.6.3 Data collection and data dashboards

We collected data in a focus group two weeks before the online workshop, on the workshop itself, and another focus group (online) afterwards. All in all, we collected around **650 stories within 4 weeks**, which was a success. The majority of participants were women over the age of 55.

The next graphics represent data from before the workshop and after in comparison. The data points that normally represent the single micro-narrative are here expressed in the percentage of stories.

1.5 In meiner Erzählung empfinde ich die Situation als...

im Fluss, beweglich, sich entwickelnd



festgefahren,
verhärtet

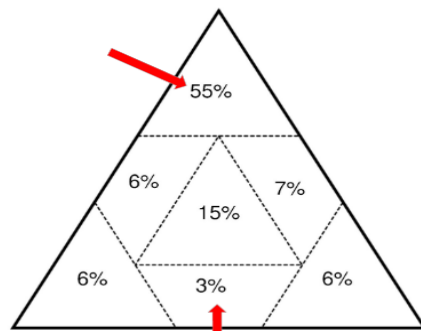
überwältigend, diffus,
verwirrend

N = 643 n = 629 n/N/A = 14 filter n = 136 %age = 22% filter N/A = 1

Davor (20.04 - 28.04.22)

1.5 In meiner Erzählung empfinde ich die Situation als...

im Fluss, beweglich, sich entwickelnd

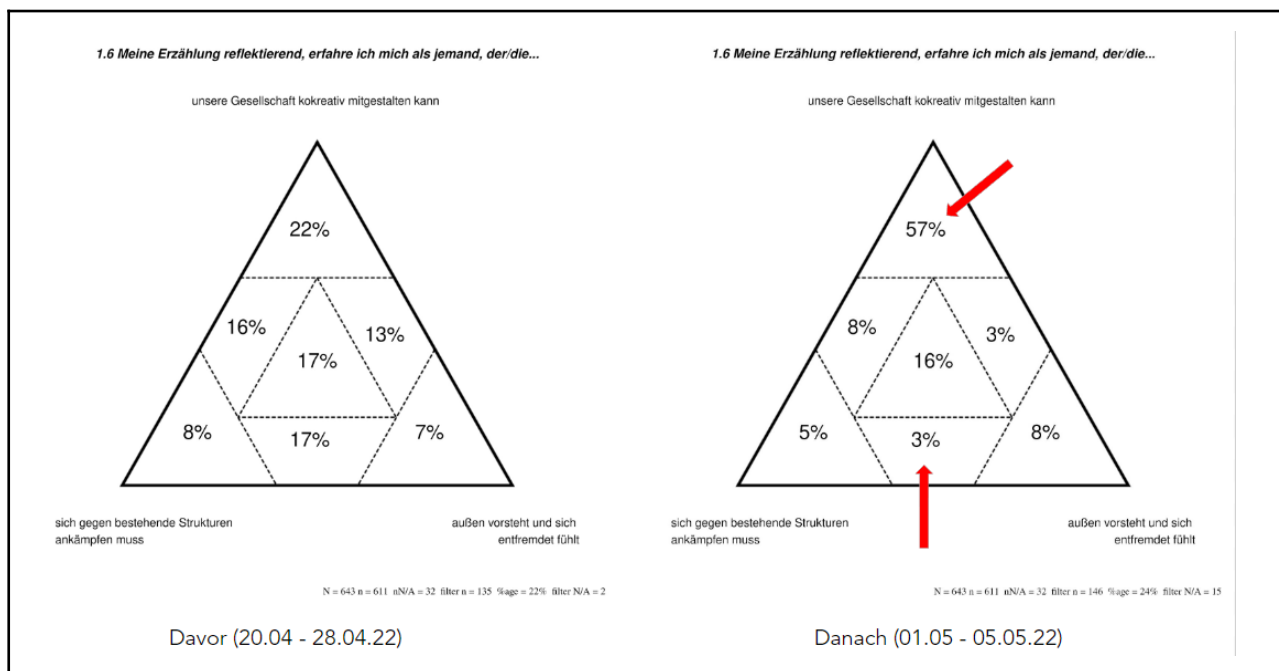


festgefahren,
verhärtet

überwältigend, diffus,
verwirrend

N = 643 n = 629 n/N/A = 14 filter n = 155 %age = 25% filter N/A = 1

Danach (01.05 - 05.05.22)



The following triangles represent the “journey” of change in evaluation through the respondent. The first triad shows a shift from “hard” to “fluid” via “overwhelming” (In my story, the situation itself appears...). The second shows a shift from “fighting against structures” to “being outside, alienated” towards “co-shaping society”.



3.6.4 Conclusions and Learning as seen by the authors

The majority of stories showed a significant shift from being triggered by events around the current crises toward being more open and having integrated personal trauma through the collective process.

According to the research team, some other findings were significant:

- **Before the start of the event, the participants shared experiences/stories related more to the Ukraine conflict, Corona and democracy. At the end of the workshop and afterwards, the stories were strongly dominated by democracy and coming to terms with the past.**
- Before the event, well over half of the micro-narratives were rated as very negative, negative, and mixed. After that, over half of the micro-narratives were rated as very positive, positive, and mixed.

- After the group process, most of the stories are at the “engaged, curious” pole. This indicates that many participants gained a changed self- and relationship experience through the large group process, which is accompanied by increased self-efficacy. **Confidence in the possibility and meaningfulness of participation in democratic processes and spaces dominates the stories. Linking qualities such as relationship work, active listening and creating a safe space with democratic processes is experienced as meaningful and efficient.**

We, the project team, got to witness a significant shift from “triggered states”, fears and emotions toward a reflected, differentiated viewpoint, that was **acquired by the virtue of a deliberate process, from trauma healing to sense-making and reflection.**

In our reflection, this case “Pocket Project” brought us much nearer to understanding what New Politics could look like: a kind of politics that does not go with the activated, triggered and raw emotional states (that sell newspapers and may bring votes) but the kind of politics searches for the integrated, processed and reflected instances of human interaction.

The SenseMaker was an integrative part of that project and made this shift visible and tangible.

4 Summary of Conclusions from the Case Studies

The following reflections and conclusions emerge from the SenseMaker case studies.

4.1 Insights from Data and Phenomena

What we as authors have observed and learned

From the combination of the number of stories with the quality and context they provide, a holographic landscape emerges that has proven very helpful for us, the authors, in grasping the very nature of New Politics. We were able to launch different probes into different communities or networks under different headers: climate change, democracy, social media, Leadership, and EU politics.

The pandemic has disrupted many concepts and constructs in the minds and hearts of people. It has now been around long enough to have affected infrastructure, health, supply chain and political systems around the globe, has crept into most public domains and has impacted very private domains, through restrictions on personal freedom and the whole discourse around mandatory vaccination.

Although unanticipated within our LIFT project, this disruption has provided an incredible catalyst for approaching our topic of New Politics. The pandemic has provided an unwanted, yet deep mirror for our societies on a global and local scale. It has triggered hopes for the disruption of obsolete societal and political structures as well as fears of old traumas. It has made disconnects, disbalances and systemic pathologies more pronounced, visible and tangible. As the multilevel, multiphasic pandemic, and now the war in Ukraine goes on, the SenseMaker captures have underlined that we suffer simultaneously from a crisis in leadership and in politics.

Some phenomena and read threads that we can observe from the data/story captures: What we can sense through our case studies is the following phenomena

a) **Narratives:**

It is possible that old and normal (meta-)narratives are no longer providing an overall sense of direction and meaning, at least not in their current form; this includes notions that seem too big, abstract and no longer valid or solid, such as sustainability, left-right politics, political leadership, and democracy.

b) **“Aporia⁴”/ Confusion:**

What emerges through the patterns and stories speaks to this multiple crisis of meaning. New stories are emerging, both utopian and dystopian at the same time. This is exactly what we, people, citizens, pupils and students have to deal with now, on so many different levels: We find ourselves in full confusion.

The stories are speaking of personal and collective. At the moment, it seems that our own interests contradict each other on many different levels of our work and personal life. Corona showed us that we have a hard time balancing our basic values. At the same time, it seems that work is pitched against health, health against freedom, economic interests against survival, young against old, and ethics against pragmatism. We need to deal with

⁴ **Aporia** is a concept rooted in the work of Derrida who famously said 'a question to which you can know the answer is not a question, it is a process.' The essence of a question is that you don't know the answer - you have to think differently to resolve it. This is the essence of aporia. Art, literature and physical exercise can be used to create a juxtaposition which forces you to examine something differently. It is a state of forcing you to stop and think again. (Source: Cynefin.io)

personal and systemic contradictions and paradoxes, while we find ourselves with fake news, misinformation and inside epistemic bubbles (see 3.5. Case Study “Ponte”) and habitual role models fail (see 3.4 case studies SEAS and Reimagine Leadership). We are in an unprecedented crisis of sense-making: we are struggling to process sensibly in real-time what is happening around us in order to be able to act.

The SenseMaker and sense-making have proven to be excellent tools with which we get to think and act differently, and integrate different perspectives into our sense-making process.

c) **Leadership in phase-shift:**

This crisis of sense-making has also reached our young people and has hit them in unprecedented ways. The **SEAS capture** provides a deep insight into the felt senses and lived experiences of people under 18 (see chapter 3.3.4). Stories reveal the difficulties and emotions (anger, despair, overwhelm etc.) in having to focus on their own development, growth and learning while being bombarded with the fall-out of the meta-crisis in the absence of comprehensive leadership from the older generations, including politics.

More specifically on leadership, the stories captured for the Reimagine Leadership Conference (3.4) suggested that the nature of leadership is currently going through a phase shift. This shift has been some time coming and is therefore not necessarily triggered by but certainly highlighted by the pandemic (see 3.4.4).

Leadership seems to become more and more a distributed phenomenon that lives in the in-between spaces of the human network rather than classic organisational and political leadership. This phenomenon goes hand in hand with the notion of distributed agency. People show a desire for greater autonomy and decentralised leadership that is more personal than institutional or seated in positions of power or individual leaders. Diffusion of power is a common theme that shows up across the SenseMaker captures. It also comes through active participation and critical engagement with personal and collective forms of sense-making. These terms - agency, participation and engagement - are by far not new and can well belong to the vocabulary of old structures. However, what is emerging is a new quality and a distributed form that is connecting differently.

A good metaphor might be borrowed from natural science where the focus shifts more and more from studying single trees to exploring the quality of symbiosis and connectome in forests - toward the rhizomatic connections of *mycorrhiza fungi* that make the forest - the collective - coherent and functioning. This kind of “rhizomatic exchange and participation” could apply to leadership.

d) **Patterns, not solutions:**

In the IO6 project team, we might have to come to terms with the fact that the narratives we used to hold (“the normal”?) are no longer providing meaning and direction, while “the New” is not showing up as it used to: The “New” is not a new big thing or system that replaces the old, with a completely new toolset, solutions to problems and new people in the lead knowing what to do and where to turn. The New can be found in many many different instances, distributed throughout the human systems, like a mosaic of holographic pixels.

We are, as a collective, not used to looking there and discovering our own leadership, our own agency, and our many different truths that could eventually be cohered around new guiding principles. We, in search of the New - New Politics - have to look for emerging and

shifting patterns, not for new solutions.

e) **The emergence of novelty:**

Through the Leadership Conference capture, it became evident that this first phase shift - in January 2021 - created confusion, a general state of “*aporia*”, that might indeed be helpful to creating novel kinds of engagement. In the narratives collected, participants turned everywhere to adapt to, respond to or avoid the adaptive pressures presented by the ongoing, repetitive and morphing meta-crisis. This is exactly where new kinds of interactions or even complete novelty can arise.

However, as mentioned before, novelty is most likely not arise through old structures.

f) **The evolutionary potential of the present - Micro-interactions and micro-shifts:**

If we take the many thousands of collected micro-narratives seriously, the “New” is already here, proposing itself constantly, distributed throughout the systems in thousands of micro-interactions and micro-shifts.

In this, we are less “leading from the future as it emerges” ([Scharmer](#)) but we work with what is: we can work with the “**evolutionary potential of the present**” ([Snowden](#)).

In other words, we are looking at what is, scanning for beneficial patterns (probing for “small noticings”), creating scaffolding (practice, support, resources) and amplifying in the right direction (coherence, embeddedness in more solid supporting structures). Less beneficial patterns can get dampened or weakened. The guiding question here is: “what can we do tomorrow to have less of the negative and more of the positive stories”?

This provides a comprehensive road map for many different micro-shifts in the more generative direction. The sum total of all micro-shifts on all fractal levels constitutes change.

g) **The Polis:**

The CTIP/Pocket Project capture provided another deep insight into the distributed, holographic nature of what could be New Politics.

While the CTIP was framed in the context of democracy and democratic capacities, we realised in hindsight that it wasn’t so much the framing that made this event deeply political. The individual participant facing their individual pain and trauma is a truly personal affair and an impressive act of courage. In reading through the collected stories and the emerging patterns, it became evident that these very acts of engagement and embodiment in this collective setting bring us closer to grasping and defining New Politics. **The CTIP brought abstract notions and constructs such as democracy, politics, participation, or society to life, making them tangible and able to be experienced**, almost without wanting to.

This political dimension has become palpable and coherent in turning around and looking back at the process and its outcomes, and not as a design upfront (see chapter 3.6). Our research framing (LIFT; Pocket Project) was a political one, we explicitly linked the research and the signifier design to trigger a response from citizens, and probed for democratic competencies before and after the process. The participants, while agreeing to the framing, did not come to make politics. They came to heal some very private trauma issues in a collective support setting. Through their engagement and their courage in facing places of

discomfort and pain in their individual and collective psyche, the outcome was politically highly relevant.

As the CTIP took place in the context of democracy, **the polis - i.e. the community of citizens** - became tangible. Through the large group process, politics is not only experienced as an external, abstract construct.

Terms such as society, participation, citizen, and democracy come to life and interweave with personal history/traumas. In and through experiencing the many small moments and stories, a political landscape is formed that is closer and more manageable.

The above-mentioned insights and phenomena including the added value reflection also provide numerous answers to the initial LIFTresearch questions around the use of sensemaking and SenseMaker tool during the LIFT project (and beyond)

- *how SenseMaker® can use "citizen journalism" as a form of "field ethnography" to capture the "wisdom of the crowd" in different contexts for gaining a deeper understanding of pressing problems (SEAS, CTOE, Covid)*
- *how this kind of "crowd knowledge" can be used to turn decision-making in organisations and other contexts more effective (Reimagine Leadership)*
- *how user communities can be developed into social networks that can be activated on any issue for co-developing joint perspectives and resilient solutions (PONTE, SEAS)*
- *how technology like the SenseMaker can ultimately help to re-empower citizens on a broad basis and thus re-inspire democracy by involving citizens more directly in decision-making on all levels. (Pocket Project, COFE)*

4.2 Insights about the Tool and the Method

The SenseMaker has proven to be an excellent tool for probing into human systems, such as networks and communities, and bringing back vibrant data points at different levels of meaning-making:

- a) **Micro-narrative:** each story provides context and provides a subjective experience (descriptive self-awareness) to the levels above.
- b) **Patterns:** On the (meta-) level of patterns; such as ideation patterns, systemic disbalances, systemic pathologies, emergent trends, breakdown of old meta-narratives, etc.
- c) **Sense-making:** On the level of attitudes and assumptions, it helps to make participants' dispositional states visible, because it unveils a mosaic of nuances that no other survey or poll can provide.
- d) **Reflexivity:** Integrating a more reflexive process into the way that information is shared and political processes are run enables more considered reflexive politics rather than reactionary 'triggered' and superficial discourse. The process of responding to the SenseMaker integrates a slower kind of politics by having the participants not only share their points of view but to reflect upon what underlies their beliefs and opinions, and during interpretation take into account not only the points of view of other but the contexts that have shaped those points of view.

- e) **Scale:** SenseMaker works with human systems at any scale. A key challenge in sense-making is getting the level of granularity right, that is, sense-making and intervening at the level at which those involved have the ability to act. In complex (or chaotic) situations, data from those with lived experience is crucial to ensure accurate and authentic data.
- f) **Change and action:** The resulting sensemaking processes provide wide access to action, agency and change (see chapter 1.3 A New Theory of Change on a multitude of different levels (hierarchy) or levers (agents)).

4.3 Added Value of the SenseMaker approach for political decision-making processes

What is the added value of using SM as a tool for mapping the field as a basis for better decision-making or other political processes, as compared to more conventional survey tools?

Here are some general values that the SenseMaker provides not just better than other traditional surveys, but in entirely new quality based on different principles: .

1. Founded on the principles of **empowerment, democratisation and collective intelligence**, this approach allows capturing narratives on a relevant topic from different perspectives, allowing the respondent to discuss what matters to them without leading questions. This also ensures that the engagement and data capture framework is flexible enough to be relevant and useful to the diverse range of people involved.
2. By observing the **design principles derived from complexity theory and cognitive sciences** it is possible to collect quantitative and qualitative contextualized data that are as unbiased as possible by the (unconscious) hypotheses of the researchers. This captures what really happens.
3. The capture gives the participants in a collective (city, valley, neighbourhood, organization) of whatever type an **active voice and the power to evaluate and interpret their own experience**. This may have a cathartic effect on the participants and give the felt sense of being seen or heard.
4. Everyone in a city or community **can contribute to the process** of telling their stories – good and bad – and adding meaning by interpreting their own experience. Like in a hologram, each story can have the power to contain or point to the whole system. Measures and actions can be derived on the basis of the entire “experience landscape”.
5. Everybody in a city or community can contribute without having to reach a certain level of awareness (**developmental bias**), having to adopt certain values, having to understand systemic relationships or having process skills.
6. Since data volumes are no longer a problem nowadays, neither in the acquisition nor in the processing, this approach can **be easily scaled to process large amounts of data**.
7. Sensemaking as a process does not end with the recording of states, attitudes, and micronarratives, but supports a **collective process of interpreting one’s own current landscape and deriving concrete action potential. The creation of new, meaningful meta-narratives is encouraged**.

(source: <https://ezc.partners/2021/11/16/sense-and-the-city/#more-7205>)

To elaborate further on some more subtle but nonetheless important affordances of the SenseMaker:

- a) The ability to **maintain a connection between the belief or idea, and the context in which it is formed** (through the binding of the qualitative and quantitative elements of the SenseMaker), allows us to **use context as a variable on belief**, which allows the explanation and justification of holding such beliefs or ideas, but allows enables another to empathise better with the individual's response but better depicting 'their side of the story'. This can enable more meaningful deliberation and conversations to take place as a result and works to mitigate against misconstruction and the co-opting of stories to fulfil certain ideological positions, by ensuring that those are explicitly positioned by the respondent themselves.
- b) Further to this, it allows for the idea of '**bounded applicability**' to be applied, that is to recognise that sometimes something is appropriate, and other times not, this will depend upon context, as a result, we are able to look at data and stories and deliberations and develop a more nuanced response based upon what contextual issues are at play at any given time, and avoid taking an idea or positioning as fixed and universally applicable.
- c) **Epistemic (in)justice**, Fricker (2007,1) described the concept of Epistemic injustice as "wrong done to someone in their capacity as a knower", within the context of politics and new politics this might include discrediting or undervaluing the contributions of certain people based upon prejudice or minority perspective. Especially with regard to minority and emerging perspectives within political discourse, they have traditionally been easier to fail to recognise entirely, discredit or ignore, the SenseMaker approach ensures representation of such outliers, ensuring that they are contained within the discourse despite them not being one of the major ideologies.
- d) The **spatial and data visualisation element** of SenseMaker makes recognising patterns and tensions much more intuitive and obvious compared to other quantitative methods that require specialized training or higher levels of education to engage with. Providing participants/decision makers with accessible data and interactive visualisations that enable them to formulate ideas about a situation or system by using evidence in their decision-making in ways they would not have done previously. Making Decision making a more evidence-informed, accessible and inclusive process.
- e) For further **meta-methodological reflection** on SenseMaker and Sense-making as a tool for informing New Politics, please see also The LIFT publication on Foundations and Ressources for Integral Politics (Chapter 8)

5 Recommendations and Outlook

5.1 Recommendations

What are our Recommendations (theoretical and practical):

- What advice would you give to other practitioners in this space?
- What further research or practice do you think is necessary or interesting to explore these topics?

Throughout the series of projects, on reflection as practitioners, as well as feedback from many participants, there has been a general recognition that many of our political structures, identities and beliefs are largely inherited and somewhat taken for granted and unquestioned. Once a space is created for these identities, structures and beliefs to be reflected upon meaningfully, we begin to recognise how political decisions of the past have shaped our present, yet go largely unnoticed, unacknowledged and often unchallenged.

In recommendation, we suggest that **reflexive time and processes** should be scheduled into initiatives to better understand what people are doing and why and to be able to have greater agency in choosing how to respond accordingly through Sense-making processes. Making this a more ritualised and normalised practice as opposed to something that is 'nice to do if we have time'. The SenseMaker tool in particular enables the Sense-making process to be more distributed and for contributions to be added at any point, which may make for greater operational flexibility and accessibility for distributed groups of people and day-to-day 'small noticings', insights and reflections.

Party Political politics oversimplifies the complex realities of many of the ideological and policy positions citizens are faced with, reducing vast issues to crude averages often leading to the reasons why a citizen voted in support of a position to be obscured or misappropriated or misinterpreted, potentially leading to mistrust in institutions and disenfranchisement.

We recommend that a more suitable approach to New Politics should seek to not only understand what position citizens take on an issue, but it should also be coupled with the why, and the values that are associated with that standpoint on a much more localised level as opposed to party political ideologies. The SenseMaker tool enables the coupling of values, lived experience and political standpoint and **offers the potential to make this a more widely practised approach to political participation. Centring New Politics around people rather than parties is a practice that should be further explored through the use of SenseMaker and sense-making as political engagement methods used by political parties and movements. Scaling and further piloting of this approach in different contexts should be considered to further generate and consolidate learnings and practices.**

Further to the above point, **when people understand the context or the reasons behind a political viewpoint** (for example lived experience or family history) it enables a **greater capacity for empathy and to overcome the fundamental attribution error of holding other people to higher, more objective levels of account than they do themselves.**

Enabling **meaningful conversations to happen at a community level**, offers some redress to this problem. Building greater interpersonal connectivity around localised and important topics offers the foundations for a more respectful politics, we see the use of the SenseMaker tool being applied in a Citizen Journalism approach being a **key enabler of scaling participation as well as community building in the process.**

5.2 Outlook

In grappling with the notion of „new/more integral politics“ during the LIFT project, we (IO6) understood that New Politics is not simply a thing or a given set of habitual practices and patterns of behaviour out there, shaped by *the* system, *the* media and *the* people who are officially representing that system (politicians). Rather, we were able to experience it from different perspectives through different approaches and formats.

This intensive and critical engagement has led to a deeper recognition and, for some of us, to a new, emerging notion of politics as a living field, a rich landscape comprising many smaller, different lived experiences of what politics could also be. This landscape is closer, less abstract, and more accessible than the Politics we know. Our inner felt sense and picture of it is by no means complete, and the many different approaches, perspectives and opinions may not be fully aligned, but they may be or become coherent. In framing politics in this way we felt that it made the ability to participate in politics and political acts seem like something that is less alienating and accessible to almost anyone, rather than perceiving politics as something that is ‘not for me’ or ‘not about me’ that everyday experiences and common beliefs have a political value.

Coupling the lived experiences, reasoning and beliefs with a political viewpoint helps to understand not only what beliefs and stances people take, but a greater sense of empathy and understanding about why people hold such beliefs. We believe this may provide a more personable and practical approach to politics, and a less strictly ideological way of reconciling differences and conflict, without necessarily trying to create or enforce consensus.

6 References

6.1 Open SenseMaker frameworks and/or data dashboards from the above case studies

CTOE Public data dashboard

<https://platform.sensemaker-suite.com/r/d/e41bacd7-7be6-4db0-a109-e3974d9ac83f>

Ponte Case Study

Story collector

<https://collector.sensemaker-suite.com/collector?projectID=7f42812f-45ca-4004-bcdc-d5a8d32629cc>

Public Dashboard

<https://platform.sensemaker-suite.com/captures/7f42812f-45ca-4004-bcdc-d5a8d32629cc/dashboard>

6.2 Research papers

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6.3 Publications and Blog articles by EZC Partners and Cynefin Centre:

- Beth Smith and Linda Doyle: [Citizens Engagement and Democratic Innovation \(2021\) - Case studies](https://cdn.cognitive-edge.com/wp-content/uploads/sites/12/2022/05/03102403/citizen-engagement-and-democratic-innovation-case-studies.pdf)
<https://cdn.cognitive-edge.com/wp-content/uploads/sites/12/2022/05/03102403/citizen-engagement-and-democratic-innovation-case-studies.pdf>
- Beth Smith: Active Sensemaking, Sense-Making, Sensemaker: Apocalypse of The Proven Words
<https://thecynefin.co/making-sense-of-active-sensemaking-sensemaker/>
- Storytelling & Narrative <https://thecynefin.co/storytelling-narrative/>
- The Cynefin Wiki - Sensemaker : <https://cynefin.io/wiki/SenseMaker>
- Anne Caspari, EZC Partners: Skilled Decision Making:
<https://ezc.partners/2020/06/19/decision-making-under-complex-conditions/#more-6643>
- Dave Snowden:
<https://thecynefin.co/the-landscape-of-narrative/>
<https://thecynefin.co/change-through-small-actions-in-the-present/>
<https://thecynefin.co/the-evolutionary-potential-of-the-present/>
- Dave Snowden and Friends (2019): [Cynefin®: weaving sense-making into the fabric of our world](#) Copyright ©2021 by Cognitive Edge Pte Ltd

6.4 Other relevant resources:

George Monbiot: Ted Talk: [The new political story that could change everything](#)

Blog articles European University Institute (EUI) :

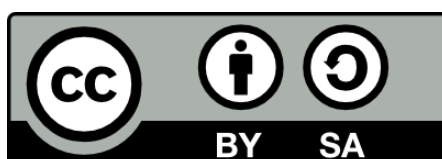
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