



beyond disruption

EXECUTIVE SUMMARY

4-6 OCTOBER, 2016 | TURIN, ITALY

A group of remarkable experts, thinkers, academics and practitioners in the domains of **media, social change, and philanthropy** worked intensely for three days to gain a deeper understanding of the potential scenarios beyond the latest wave of disruptions, and find an answer to some important questions:

How will the public debate evolve?

What are the possible ways to contribute to strengthening journalism, media, and their connection with civil society?

How can we combine our ideas, perspectives and experiences to design a new generation of experiments that will help develop the future of a well-informed society?

The following pages capture the essence of the Beyond Disruption Lab and the content that emerged.

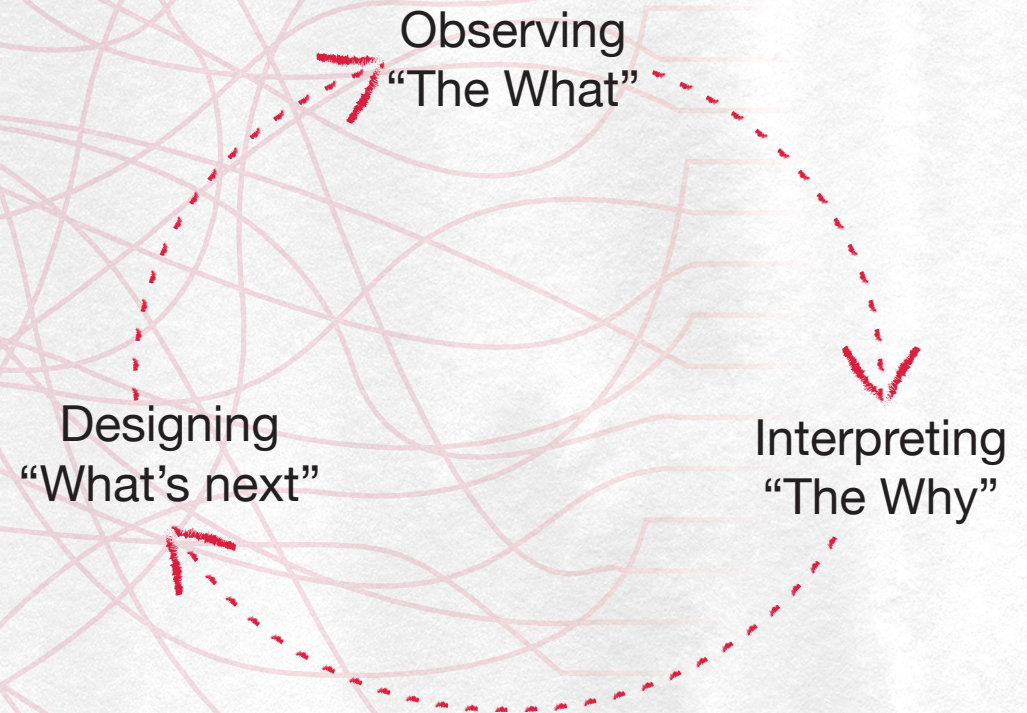


WHAT IS THE ADAPTIVE CHALLENGE THAT THE CONSTITUENCY YOU ARE FOCUSING ON IS FACING?

“Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive.

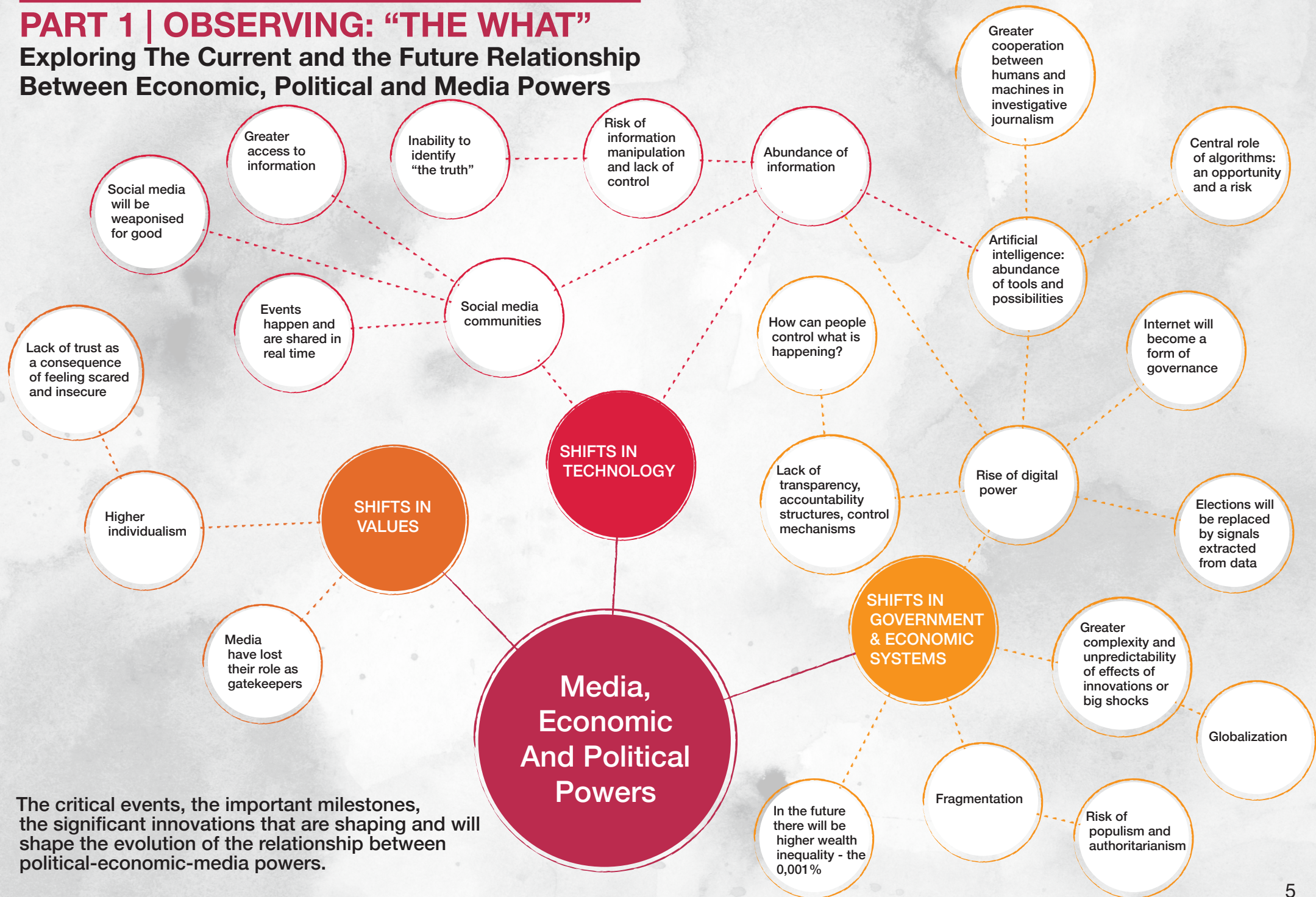
The process of Adaptive Leadership is an iterative process of **Observing** events and patterns (The What), **Interpreting** them (The Why), and **Designing** interventions with an experimental mindset (What’s Next).”

Ronald Heifetz – Harvard Kennedy School



PART 1 | OBSERVING: "THE WHAT"

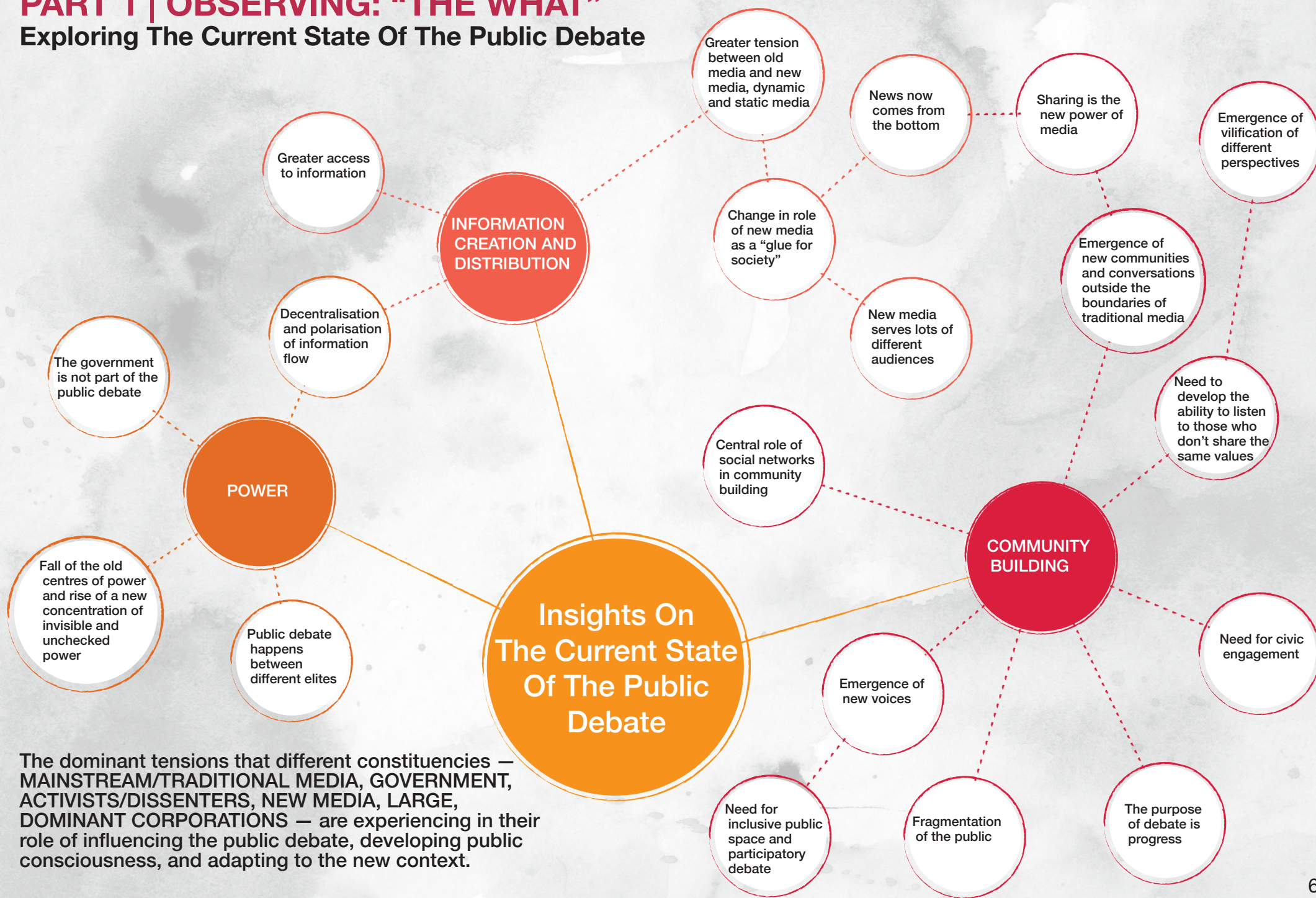
Exploring The Current and the Future Relationship Between Economic, Political and Media Powers



The critical events, the important milestones, the significant innovations that are shaping and will shape the evolution of the relationship between political-economic-media powers.

PART 1 | OBSERVING: “THE WHAT”

Exploring The Current State Of The Public Debate



The dominant tensions that different constituencies — MAINSTREAM/TRADITIONAL MEDIA, GOVERNMENT, ACTIVISTS/DISSENTERS, NEW MEDIA, LARGE, DOMINANT CORPORATIONS — are experiencing in their role of influencing the public debate, developing public consciousness, and adapting to the new context.



“YOU CANNOT FORCE PEOPLE TO DEBATE,
BUT YOU CAN INVITE THEM TO PARTICIPATE AND CREATE
A SHARED AND INCLUSIVE SPACE
THAT THEY FEEL THEY WOULD LIKE TO BELONG TO.”

“HOW DO WE GET THE DEBATE FROM THE PAPER OR THE
SCREENS TO THE STREETS?”



PART 2 | INTERPRETING: “THE WHY”

In a space dominated by **chaos**, challenges are puzzling, as ambiguity and conflict are extremely high.

In a space dominated by **predictability**, characterised by a low level of conflict and ambiguity, challenges are technical. Someone has addressed this issue before and solutions can be implemented by current know-how and expertise.

The Six Principles For Leading Adaptive Work

Get on the balcony

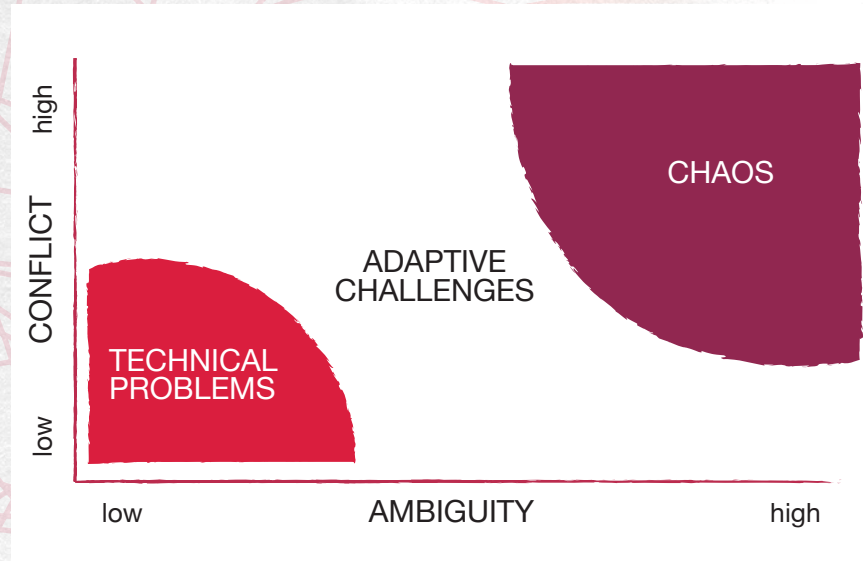
Identify the adaptive challenge

Orchestrate the conflict

Give the work back to the people

Maintain disciplined attention

Protect the voices of leadership from below

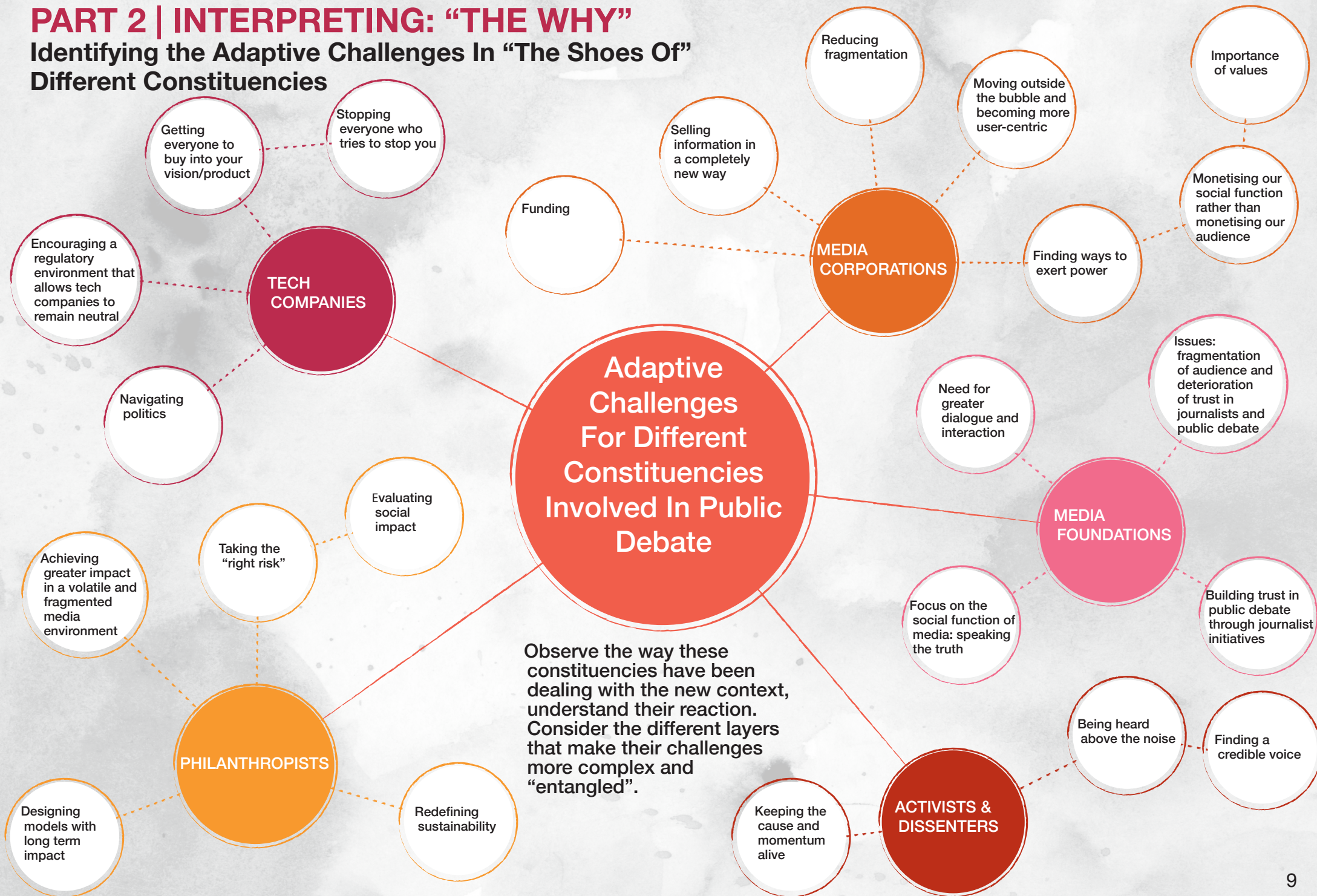


In a space dominated by **complexity**, characterised by a significant (but not extreme) level of conflict and ambiguity, challenges are adaptive: they are wicked and entangled, bigger and more complex than they appear at first. **The biggest mistake is to face an adaptive challenge as if it were a technical problem. Applying yesterday's solutions to today's and tomorrow's problems won't work. Adaptive challenges can only be addressed through changes in people's priorities, beliefs, habits, and loyalties. Making progress requires going beyond any authoritative expertise to mobilize discovery, shedding certain entrenched ways, tolerating losses, and generating the new capacity to thrive anew.**

From the work of Ronald Heifetz - Harvard Kennedy School

PART 2 | INTERPRETING: “THE WHY”

Identifying the Adaptive Challenges In “The Shoes Of” Different Constituencies



PART 2 | INTERPRETING: “THE WHY”

Identifying the Adaptive Challenges For Communities, Civil Society And Us, As Citizens and Key Actors Involved In The Public Debate



“THE BEST WAY TO DEAL WITH THE ADAPTIVE CHALLENGES
L SOCIETY IS TO CREATE AN OPEN, PLURALISTIC INTERACTION
AMONG ALL COMPONENTS OF THE COMMUNITY
- ORGANIZATIONS, NGOs, MEDIA, RULE OF LAW ETC. -
IN ORDER TO BETTER UNDERSTAND THE PROBLEMS
AND DESIGN POSSIBLE SOLUTIONS TOGETHER.”



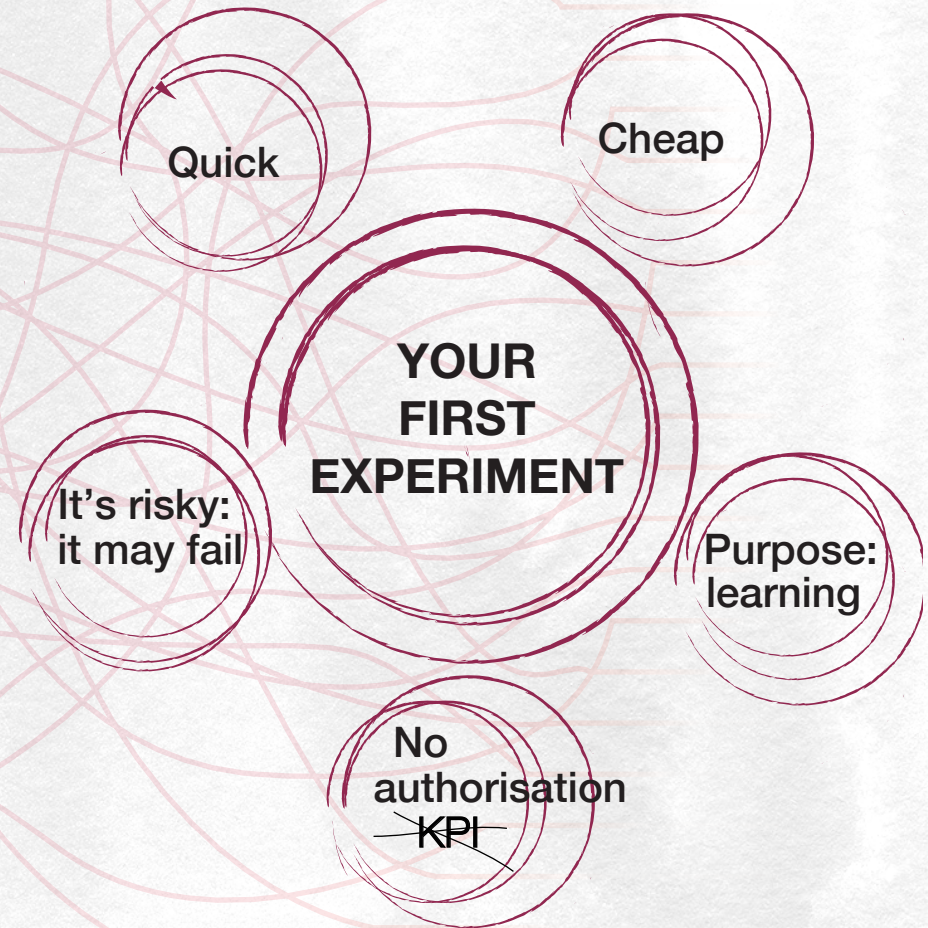
PART 3 | DESIGNING INTERVENTIONS WITH AN EXPERIMENTAL MINDSET: “WHAT’S NEXT”

After having been immersed into the problems, trying to better understand the complexity behind them and explore all the possible scenarios, we can begin designing new solutions, but before transforming them into “action” we need to test our “ideas” with experiments.

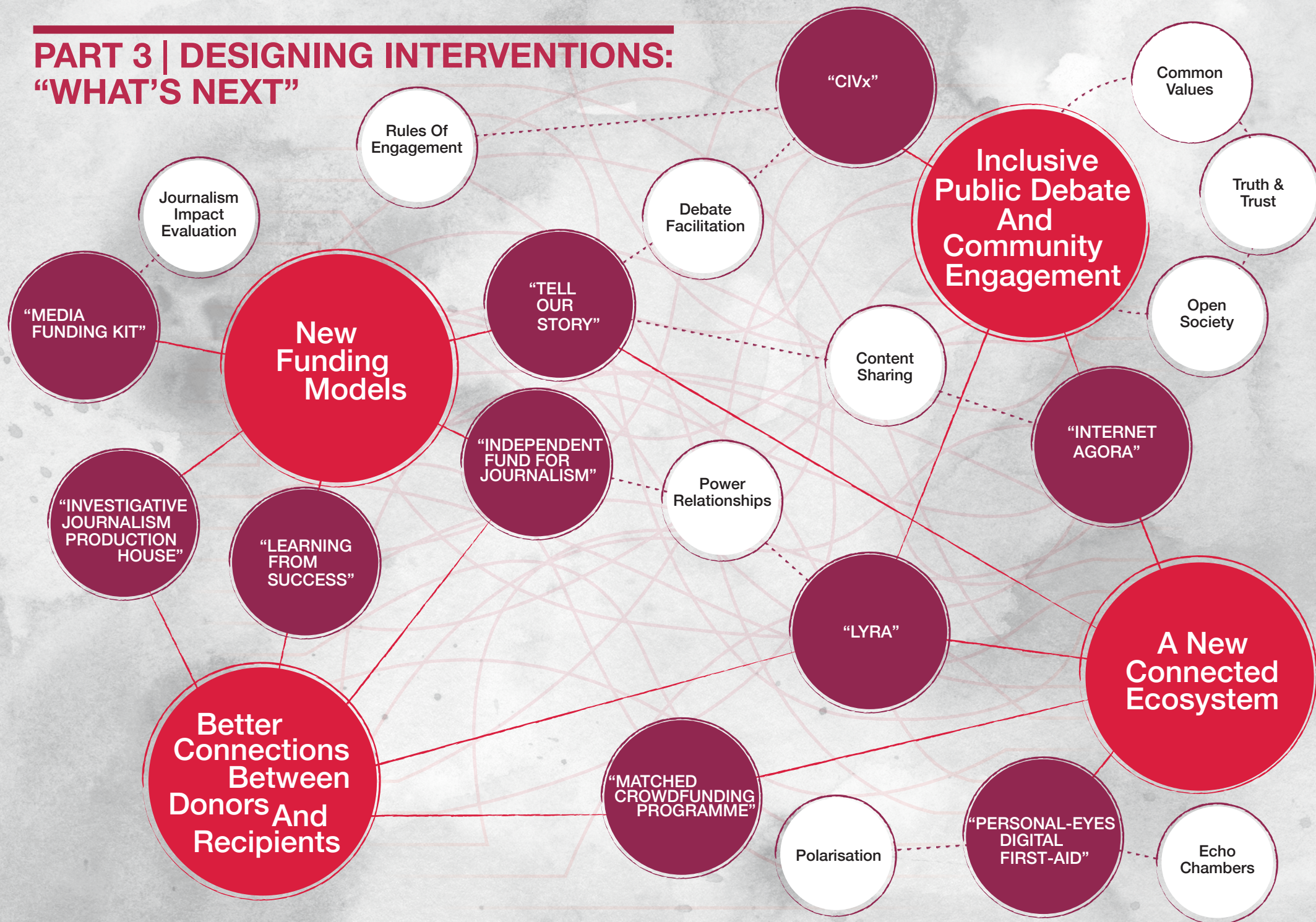
The purpose of “experiments” is not “success”: it is the learning that they can offer.

An experiment is quick and cheap, and it does not require many people giving us a green light; it must happen beyond the edge of our comfort zone; it must break some rules; it must embed some elements of novelty; it is risky: it can fail.

Physicist Niels Bohr once said: *“An expert is a person who has made all the mistakes which can be made, in a narrow field.”* Learning from failure is a crucial component of this process. If we want to achieve something meaningful, **we need to learn what failure is trying to teach us, embracing it as a powerful and inspiring muse.**



PART 3 | DESIGNING INTERVENTIONS: “WHAT’S NEXT”



Independent Fund For Journalism

The Idea

An independent fund where journalists, and to some extent donors, design a call for proposals and decide on which projects get funded.

Main Components

- Apply the principles of “participatory grant giving”
- Get a series of donors together to grant a pool of money
- Identify a panel of journalists who set out the terms of reference for the giving of grants in two categories:
 1. Best investigative journalism proposals
 2. Most needed tool
- Promote a yearly event in which journalists and donors come together and decide on which projects get funded.

The Aim/Outcome

- To strengthen the field of journalism by involving journalists in giving out grant money
- To disrupt the power relationship between journalists and funders
- To generate a community-building tool.



PRECIOUS LEARNING FROM PREVIOUS FAILURES

KNOW YOUR AUDIENCE

Be aware of grantees needs
(more than € sometimes)
is it THE RIGHT TIME?

Investigative Journalism Production House

The Idea

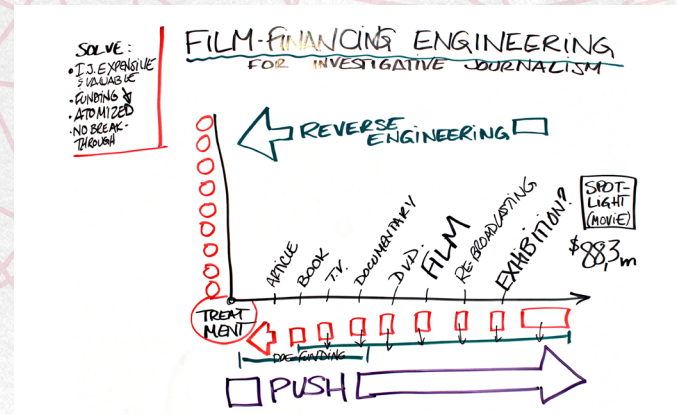
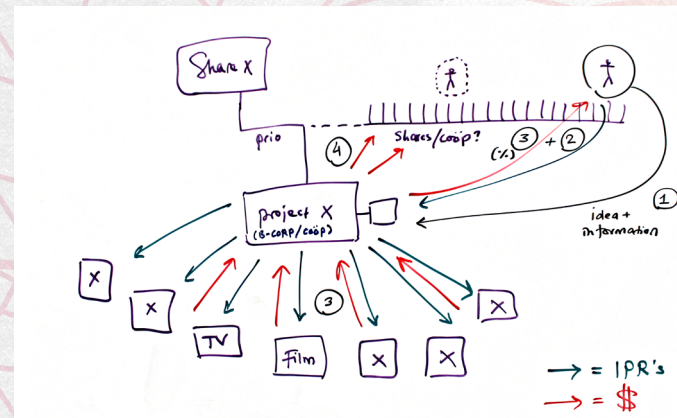
A new way to fund investigative journalism through the creation of a pre-funding system, modelled on that of the film industry.

Main Components

- Utilise the engineering of film financing for investigative journalism: as soon as someone has an idea it is possible to generate pre-funding by taking the idea to media outlets
- Create a governing entity called B-corp or Coop that mediates between the journalist and the sponsor. It takes the original idea to all possible distribution channels
- Pool together different investigative journalists: if one of them has a blockbuster, it could pay for everyone.

The Aim/Outcome

To defend and promote investigative journalism, one of the last bastions of value in the public debate, by financing it in a radically new way.



Media Funding Kit

The Idea

A practical, bespoke kit containing the basic requirements needed by media organisations when finding and approaching funders.

Main Components

- Create a mission statement
- Present a clear track record to the funder
- Provide a set of rules of engagement
- Produce evidence of the potential impact of the initiative through case studies.

The Aim/Outcome

To galvanise new philanthropic support for European media by demonstrating its value

To provide a common ground for journalism and foundations so that they can understand and know each other.

MEDIA FUNDING KIT

PURPOSE:

GALVANISE^{NEW} PHILANTHROPIC SUPPORT
FOR EUROPEAN MEDIA BY DEMONSTRATING
ITS VALUE

CONTENTS:

INSTRUCTIONS FOR DEVELOPING i) A
MISSION, ii) A PROBLEM STATEMENT, iii) A
CLEAR TRACK RECORD, iv) EVIDENCE
OF JOURNALISTIC IMPACT/EXAMPLES
OF MEDIA ORGS THAT SUCCEEDED (eg

Internet Agora

The Idea

A new structure for the Internet ecosystem based on:

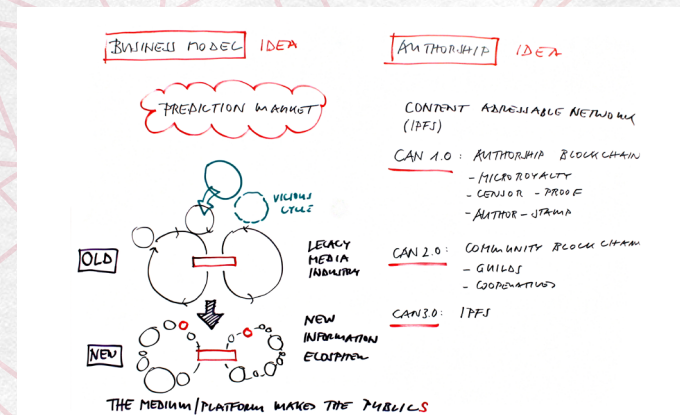
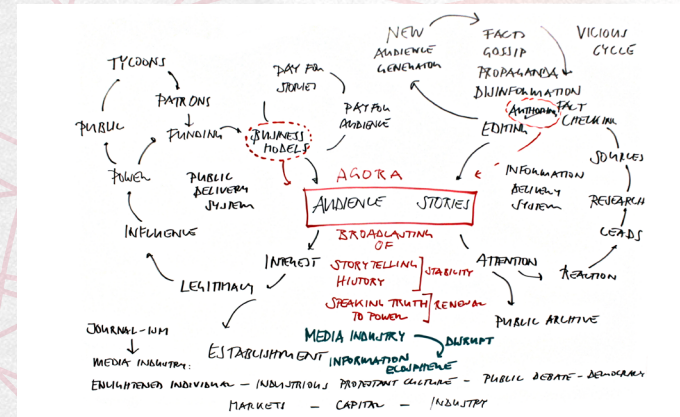
1. A new business model aimed at improving the feedback loop
2. A new kind of authorship created through a Content Addressable Network

Main Components

- Provide a new business model
- Build a feedback loop through a system where people can bet on the news using fake money
- Generate a content addressable network, or an authorship blockchain which includes micro royalty, censor-proofing and author-stamping
- Support the content producers with a large institution or publisher
- Aggregate blockchains in communities.

The Aim/Outcome

To reinvent the mass media industry through a new information delivery system.



The Idea

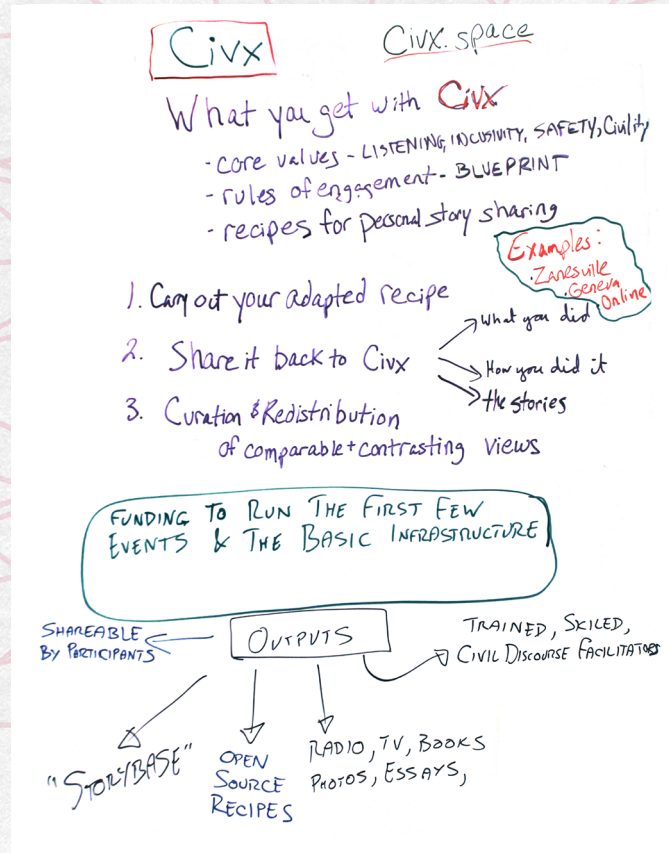
Create a framework that helps communities to host and facilitate collective conversations and civil discussions in an inclusive and safe public space.

Main Components

- People tell their stories through different mediums such as events, videos or publications
- When someone participates in CIVx they must agree to respect some core values (listening, inclusivity, safety) and to a set of rules of engagement (blueprint)
- CIVx provides an open source database of "recipes" based on projects that have worked before in different places. If someone finds the right recipe, they can use it, adapting it to their context, and share it back to CIVx for others to use
- CIVx will create a training service for facilitators/experts who can teach other people, or institutions, about how to create these spaces for civil discussions.

The Aim/Outcome

To improve the public debate by getting people to share their individual stories.



Civx is an inclusive public space

In a series of events, publications, broadcasts... people tell their stories.

Topics, locations, facilitation... varied

Rulebook remains the same: core values (listening, inclusivity, safe, civil) + scenario, organising principles

Civx provides platform for sharing, translations, website and other tools → an open source model

Allies are: public service organisations, schools, theatres, bars, malls, fairgrounds... and foundations + sponsors

"Silent" start with a number of "prototypes" which help to write the rulebook; in different regions

All invited: class, income, urban, rural, gender diversity, politics, religion/faith, region, nationality, colour...

PRECIOUS LEARNING FROM PREVIOUS FAILURES

- wrong, unfaithful funders
- wrong people/management
- dispersed responsibilities
- adverse effects
- no/wrong alliances
- failure to focus on purpose
- execution is crucial
- ignoring context

The Idea

Solve the problem of untold community stories by facilitating connections between people and journalists.

Main Components

- Create a website where communities and journalists can find each other and build relationships
- Journalists spend a long period of time engaging with the community, understanding the perspective of its members, learning from them and sharing their feedback
- The website generates a system of funding and revenue: communities would provide the funding and the journalists would be able to sell their stories to the media.

The Aim/Outcome

- To share community stories
- To support journalists
- To create a more informed and enlightened debate, by providing access to more and better information.

PRECIOUS LEARNING from PREVIOUS FAILURES

- can't build 'journalistic' project with only 'journalists';
- starting point must be existing community;
- complex problems might have simple solutions;
- iterate when experimenting



The Idea

Develop new methodologies to tap online and offline sources of information and deploy them through a collaborative network of different actors.

Main Components

- Constellation of different actors/organisations: activists, NGOs, investigative and media organisations
- They work together to share expertise and achieve a common goal
- Short term impact: expose abuse of power, collect evidence for judicial proceedings, knowledge sharing
- Long term impact: reduction of abuse of power, reduction of impunity.

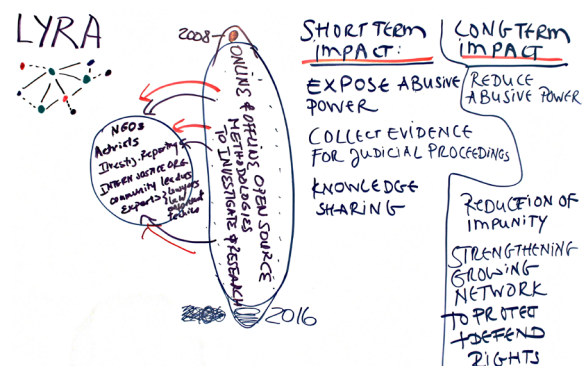
The Aim/Outcome

To achieve justice and accountability by exposing abuse of power.

CONCEPT:

DEVELOP NEW METHODOLOGIES
TO TAP ON- AND OFFLINE
SOURCES OF INFORMATION AND
DEPLOY THEM THROUGH A
NETWORK OF ACTIVISTS, NGOs,
INVESTIGATIVE + MEDIA ORGANIZATION
TO ACHIEVE JUSTICE AND ACCOUNTABILITY
AND EXPOSE ABUSIVE POWER

LYRA



Matched Crowdfunding Programme

The Idea

A matched crowdfunding initiative to streamline the process of money allocation.

Main Components

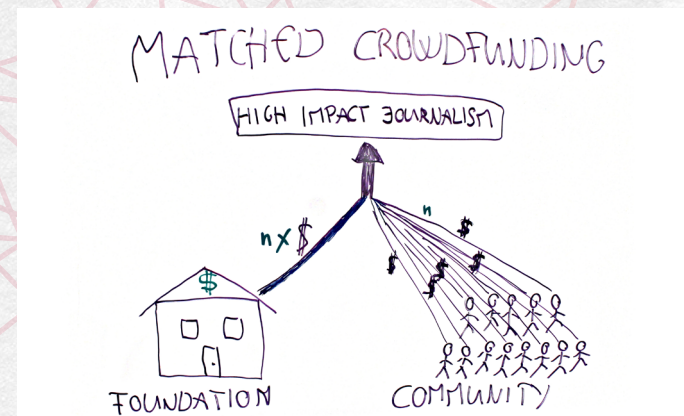
- 4 steps: application, validation, launch, funding
- Novel elements: feedback for foundations, sense of urgency (boosting the community), simplified application and selection process
- The matchmaking process for the crowdfunding is not necessarily one to one.

The Aim/Outcome

To build a community and incentivise the media to grow their audience in a way that is a progressive incentive, instead of a threshold effect.

PRECIOUS LEARNING FROM PREVIOUS FAILURES

- right timing
- thresholds in funding
- no wild goose chase



Personal-Eyes Digital First-Aid

The Idea

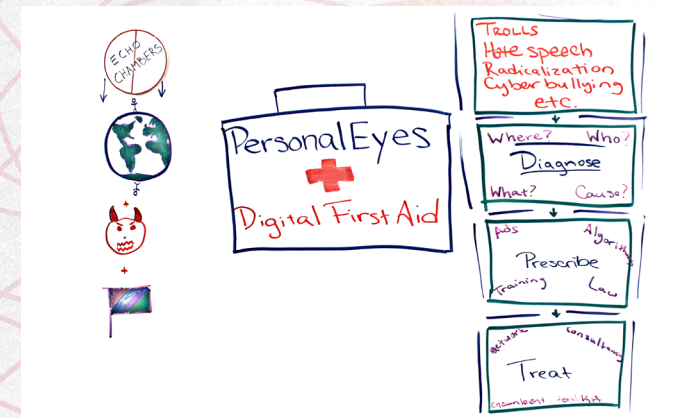
A personalised kit that aims to pop the echo chamber bubble.

Main Components

- Identification of the type of echo chamber (trolls, hate speech, radicalisation, cyber-bullying)
- Diagnosis of where and why this is happening
- Prescription of a way to solve the problem (training, education, regulation or law)
- Treatment through consultancy, networks or tool kits.

The Aim/Outcome

To control the risk of a more and more polarised public debate.



PRECIOUS LEARNING FROM PREVIOUS FAILURES

- letting go of precious view of truth
- Combatting the idea that regulation = censorship
- "ignore" echochambers until they go away (can't do it!)
- lack of specificity
- factoring out human element is unrealistic
- intellectual snobbery
- weaponizing echochambers for political gain / delegitimize viewpoint

Learning From Success

Learning From Success

- A study on successful donor funded projects
- Helps both donors and recipients
- Why? Donors don't know what to fund, how to be supportive
- Case study represents different types of projects. No one-size-fits-all, BUT there are best practices.
- Methodology: interviews, data mining, process tracking, analysis
- Challenges: repercussions for participants, small sample size, community changes quickly.

A study of successfully funded projects to help and connect donors and recipients.

The experiment

- Map interest for study in target group: donors
- Design study: theories, participants, methodology
- Interviews
 - looking at social media
 - looking at different paths

because there is no one size fits all

How to reach journalists who don't know your foundation?

Architecture

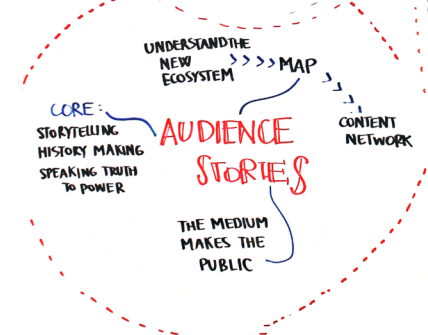
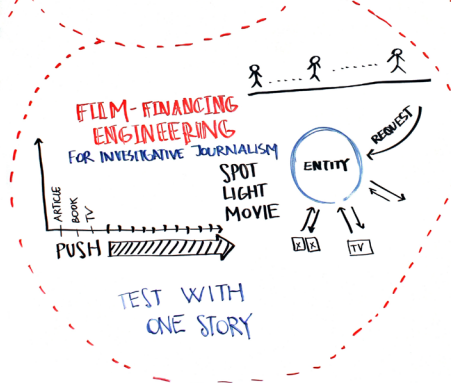
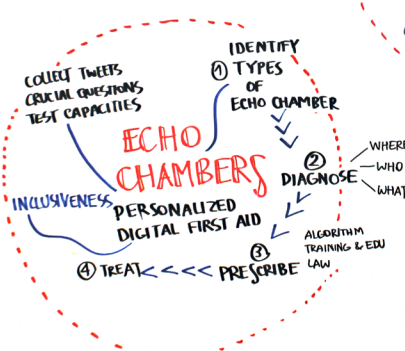
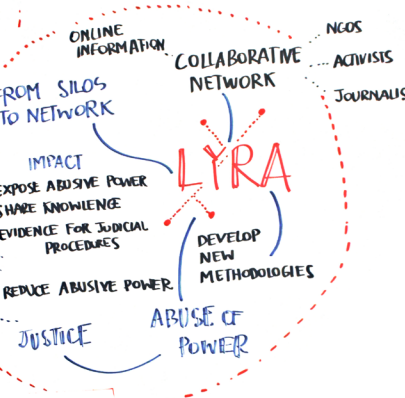
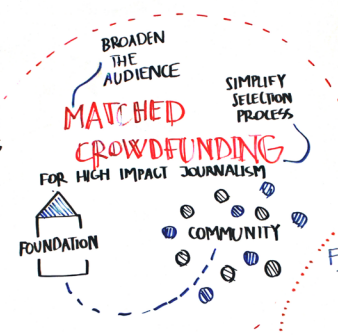
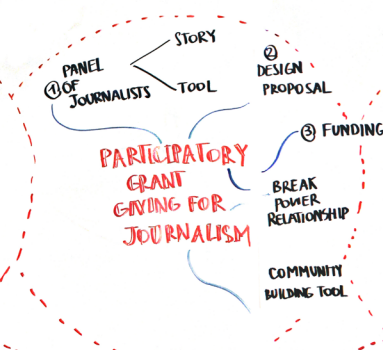
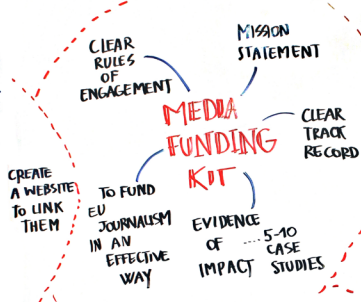
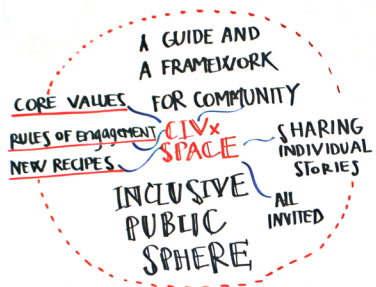
- ① Relationships with ecosystem helps donors AND recipients
- ② Networks
 - researchers: journalism fund + Columbia
 - grantees willing to participate
 - participants at Jo'burg conference → input + distribution
- ③ Novel elements
 - mapping attitudes, ordering them (hasn't been done before)
 - evaluations of large, successful projects
- ④ Traditional components
 - it's a study.
 - methodology + distribution will be traditional.

PROBLEM

How to marry donors to recipients?

- D The veil of ignorance
- ↳ Recipients head down
 - ↳ Donors have priorities that need testing.

OUR CONCEPT & ITS POTENTIAL IMPACT — OUR LEARNING AND ITS POTENTIAL IMPACT





“BELIEFS ARE CHOICES. NO ONE HAS AUTHORITY OVER YOUR PERSONAL BELIEFS. YOUR BELIEFS ARE IN JEOPARDY ONLY WHEN YOU DON’T KNOW WHAT THEY ARE. UNDERSTANDING YOUR OWN BELIEFS, AND THOSE OF OTHERS, COMES THROUGH FOCUSED THOUGHT AND DISCUSSION.”

Jay Allison - This I Believe



**“Only after gaining
a deeper understanding
of the *complexity*
of the challenges we are facing,
can we start designing *simple* solutions.”**

