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.
“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
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.
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?”
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.

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
Adaptive Challenges For Different Constituencies Involved In Public Debate

PHILANTHROPISTS
- Achieving greater impact in a volatile and fragmented media environment
- Designing models with long term impact
- Redening sustainability

TECH COMPANIES
- Getting everyone to buy into your vision/product
- Encouraging a regulatory environment that allows tech companies to remain neutral
- Navigating politics

MEDIA CORPORATION
- Taking the "right risk"
- Selling information in a completely new way
- Funding

MEDIA FOUNDATIONS
- Importance of values
- Monetising our social function rather than monetising our audience
- Issues: fragmentation of audience and deterioration of trust in journalists and public debate
- Need for greater dialogue and interaction
- Building trust in public debate through journalist initiatives
- Being heard above the noise
- Finding a credible voice

ACTIVISTS & DISSENTERS
- Reducing fragmentation
- Moving outside the bubble and becoming more user-centric
- Finding ways to exert power
- Focus on the social function of media: speaking the truth
- Being heard above the noise

Observe the way these constituencies have been dealing with the new context, understand their reaction. Consider the different layers that make their challenges more complex and "entangled".
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

Adaptive Challenges For Communities, Civil Society And For All Of Us

- EVERYTHING IS CHANGING BUT THE INFRASTRUCTURE IS NOT EVOLVING
- WHAT IS DEMOCRACY BECOMING?
- HOW CAN WE PROTECT THE HEALTH OF THE PUBLIC DEBATE AS IT RADICALLY ENLARGES?
- OUR ROLE: ARE MEDIA ORGANISATIONS TRYING TO INFORM, EXERT INFLUENCE OR HAVE IMPACT?
- FUNDING: FINANCIAL CRISIS IN MEDIA DOMAIN

- Need to adopt a new experimental attitude
- Need to measure the impact of journalism
- Need to start going forward and stop thinking about our own self-preservation
- Bringing to audiences a sense of self-advocacy, connecting people with news and stories that help them make choices about their lives
- Getting good quality information out
- New business models

- Qualitative analysis of the quantitative data
- Reasonable debate needs facts
- Philanthropic institutions and foundations have to look at the real needs of the communities they serve
- Who will do the content if everyone is being innovative?

- Need for an open and pluralistic interaction between open media, NGOs, philanthropists and rule of law
- Rules of engagement between players
- Is the decision making too far removed from the places where the debates are ongoing?

- Is the decision making too far removed from the places where the debates are ongoing?
- How can we rebuild trust?
- How can we get the debate from the paper or the screens to the streets?
- Concept of equality

- How can we use the media environment that exists today to advance the values that are important to us?
- Engaging with our audiences, understanding them and reaching new ones
- How can we eliminate echo chambers?
- How can we get people in the debate to exchange ideas and arguments rather than just putting forward opinions?

- There is a disconnect between audience and media, government and society
- There is a disconnect between audience and media, government and society
- Radical diversity versus commonality: how can we reintroduce common values?
- How can we get the debate from the paper or the screens to the streets?
“THE BEST WAY TO DEAL WITH THE ADAPTIVE CHALLENGES FOR CIVIL 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.”
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.
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.
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.
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.
CIVx

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 media 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.
Tell Our Story

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.
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.
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.
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.
Learning From Success

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

- 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: repurcussions for participants, small sample size, community changes quickly.

Architecture
1. Relationships with ecosystem help donors and recipients
2. Networks
   - researchers: journalism + Columbia
   - others willing to participate
   - participants at journaling conference - impact + distribution
3. Novel elements
   - major initiatives incorporating (will be done before)
   - evaluation of large successful projects
4. Traditional components
   - it’s a study.
   - methodology/distribution will be traditional.

Problem
How to marry donors to recipients?

1. The veil of ignorance
   - Recipients’ head down
   - Donors have priorities that need testing.
OUR CONCEPT & ITS POTENTIAL IMPACT – OUR LEARNING AND ITS POTENTIAL IMPACT

A GUIDE AND A FRAMEWORK FOR COMMUNITY

INCLUSIVE PUBLIC SPHERE

CORE VALUES FOR COMMUNITY

SHARING INDIVIDUAL STORIES

ALL INVITED

BUILD RELATIONSHIP

IDENTITY TYPES OF ECHO CHAMBER

ECHO CHAMBERS

PERSONALIZED DIGITAL FIRST AID

TEST WITH ONE STORY

TELL OUR STORY

COMMUNITY PROBLEM

MEDIUM ENGAGEMENT ON STORIES SHARED

COMMUNITY ENGAGEMENT

MEDIA FUNDING KIT

MEDIA PROPOSAL CLEARANCE

EVIDENCE OF IMPACT

EVEY CASE SHARED

PUBLICATION GRANTS FUNDING

BROADEN AUDIENCE SIMPLIFY IDEAS FOR NETWORKING

MATCHED CROWDFUNDING FOR HIGH IMPACT JOURNALISM

AUDIENCE STORIES

ONLINE INFORMATION NETWORK

COLLABORATIVE NETWORK

LYRA

IMPACT

EXPOSE ABUSE POWER

SAME KNOWLEDGE

EVIDENCE FOR SOCIAL PROCESSES

REDUCE ABUSE POWER

DEVELOP NEW METHODOLOGIES

JUSTICE

ARISE OF POWER

FILM-FINANCING ENGINEERING FOR INNOVATIVE JOURNALISM

SPOTLIGHT MOVIE

CONTENT NETWORK

UNDERSTAND THE NEW ECOSYSTEM

MAP

CORE: STRENGTHENING POLICY MAKING SPEAKING TRUTH TO POWER

THE MEDIUM MAKES THE PUBLIC

ERASE POWER
“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.”