

DESIGNING FOR CHANGE: Six Lenses Strategy

How might we explore
what is possible?

How might we make
it equitable?

How might we weave all
these lenses?

THE
DREAMER



THE
ACTIVIST



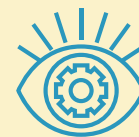
THE
WEAVER



THE FIELD



THE
FUTURIST



THE
HEALER



THE
ELDER



How might future generations
benefit from this?

How might we restore
connections?

How might we learn from
our histories?

LANA JELENJEV



THE DREAMER

SIX LENSES STRATEGY TOOL GUIDE

INTRODUCTION



THE ACTIVIST

Traditional approaches to strategy sessions often miss out on valuable voices in the room. There is a tendency for these sessions to be skewed towards those who can speak the loudest or for decisions to be made based on the perspectives of those who hold the power in the team.



THE HEALER

The 6 Lenses Strategy is a powerful tool to design for change. When we intentionally use our sense-making, perception and empathy, we can:

- dream and envision what is possible,
- decide on strategies that are inclusive and equitable,
- come up with ways to restore relationships and connections,
- think of what can benefit future generations,
- harvest the gems and strengths from our past experiences, and
- weave all these together in a comprehensive whole.



THE FUTURIST



THE ELDER

This tool is about flexing our ability to look at issues, activities and social happenings around us using different lenses. This 6 Lenses Strategy can help us define what products, services or programs we can design and decide on what will be beneficial for all. It help us to come up with strategies that will deliver change.



THE WEAVER

WHEN TO USE THIS TOOL

1

When brainstorming for a new product, service, project, campaign

2

When you need to make a decision within your team or organization

3

When planning for upcoming activities, events or initiatives

4

When evaluating current programs, services, products, or initiatives

HOW TO USE THIS TOOL

INTENTIONALLY DESIGN THE SPACE AND THE SESSION

Before the session:

- Print out the 6 lenses
- Prepare the venue for the circle. If doing online, prepare the Jamboard, Miro or Mural

During the session:

- Introduce the 6 lenses to the team
- Ask team members to choose which lens they would like to take (If more than 6 members are present you can form small groups. If less than 6 are present, you can assign 2 roles per person).
- Give them the worksheet and allot ample time for the members to reflect on their stance. Let them reflect on the guiding questions and write their thoughts on paper or online board.
- To deepen reflection, use the thinking routine "Step Inside: perceive-believe-care about". Ask the person to step inside the lens and tune in to their answers to the following questions:
 1. What do you perceive?
 2. What might you believe?
 3. What might you care about?



HOW TO USE THIS TOOL

PROCESSING AND HARVESTING

- After reflecting on their stance, give each person 3 minutes to share their ideas, thoughts, reflections.
- The Weaver captures in salient information, ideas and impressions (Where did people have most energy and enthusiasm for? How was their posture or energy as they shared their ideas while talking?). Sense-making skills are crucial in this role.
- The Weaver shares what was captured back to the group.
- Continue the round of sharing until a decision, proposal or collective idea is agreed upon.
- You might want to embrace the sociocratic principle (my slightly modified version) "Is this good enough for now, and safe and brave enough to try?"
- Decide on a cadence on when to do this strategy session or when to revisit the agreed upon decision.

OTHER WAYS THAT YOU CAN USE THIS TOOL

1

You can use this in a "Fishbowl" format with each chair represented by each lens.

2

You can have one lens take the "stewardship" role in a meeting, or project for a particular period.

3

Make this as part of the ritual of the organization. Set specific rhythm in doing the sessions.

SIX LENSES STRATEGY REFLECTION

REFLECTION LEADS TO ALIGNED ACTIONS!

Write down key questions that are emerging for you on each lens

THE DREAMER

THE FUTURIST

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DESIGNING FOR CHANGE: Six Lenses Strategy Cards



The Dreamer

looks at possibilities; envisions and explores the moonshot

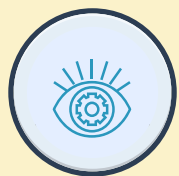
- What can we make into reality?
- What is the dream we are holding?
- What is the "end in mind"?
- How might we explore what is possible?



The Activist

works on inviting diversity, inclusion, equity and justice

- Whose voice do we still need to hear from?
- What needs to change?
- Who do we need to invite?
- how is this fair for all, including our planet?
- How might we make it equitable?



The Futurist

takes the fate of future generations to heart

- Is this stealing from or securing wellbeing for future generations?
- What legacy did it leave behind?
- What will the future 7th generation say?
- How might future generations benefit from this?



The Elder

brings the wisdom, stories, strengths and gifts of the past

- How did our past contribute to this?
- Where do we see this pattern in our histories? What may we need to break away from?
- What boundaries do we need to honour?
- How might we use what already exists?
- How might we learn from our history?

DESIGNING FOR CHANGE: Six Lenses Strategy Cards



The Healer

the restorer of relationships, not only to oneself or to others but also to the world

- Who and what needs care?
- What needs to be celebrated, and acknowledged?
- Who or what needs mending? needs forgiveness?
- Who do we need to connect?
- How might we restore and revitalize connections?



The Weaver

entrusted with the responsibility to integrate all the different lenses

- What needs to be included and highlighted?
- How can we best connect all these ideas to make a decision that is suitable for all, including our planet?
- What am I hearing? Where do I see connections or common ground?
- How might we weave all these lenses?



A Note about The Field

The field consists of the interconnected ecosystems and inner spaces that the project, organization, or community is part of. This includes the visible and invisible dimensions that give rise to patterns of thinking, doing, being and interacting. They also influence the conversations, structures and coordination that happen within the systems.

Some questions to consider:

- Who are in the field?
- Where are people in their change journey? (refer to Satir Change Model as a framework to plot the change journey)
- How is the quality of relationship for those in the field?
- How are they receptive or resistant to change?
- How is power distributed within the field?
- What is emerging?



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