

The Collaboration Toolkit

Some useful tools to support your next project
and help you make good things happen!



Introduction

The Toolkit

Welcome to the Toolkit!






The goal of the toolkit is to help support people who want to work with others to make good things happen. It will also be helpful if you are an individual embarking on a project, business or idea. The toolkit will help you to create a holistic overview of your approach to the work you want to do and serve as a map to support your journey of moving forward with ideas and working with others. The activities will work for small groups and individuals; simply adapt them as you need! The toolkit offers a space to explore what you want to create, why you want to create it, and how you want to work. The tools draw on design thinking, coaching and generative research methods.

Background

The Arts In Moray collective* developed an approach framework to explore and represent a shared ethos and the values guiding the work they do together. The approach framework is introduced on the next page, and you will create your own as you move through the activities.

How the toolkit works

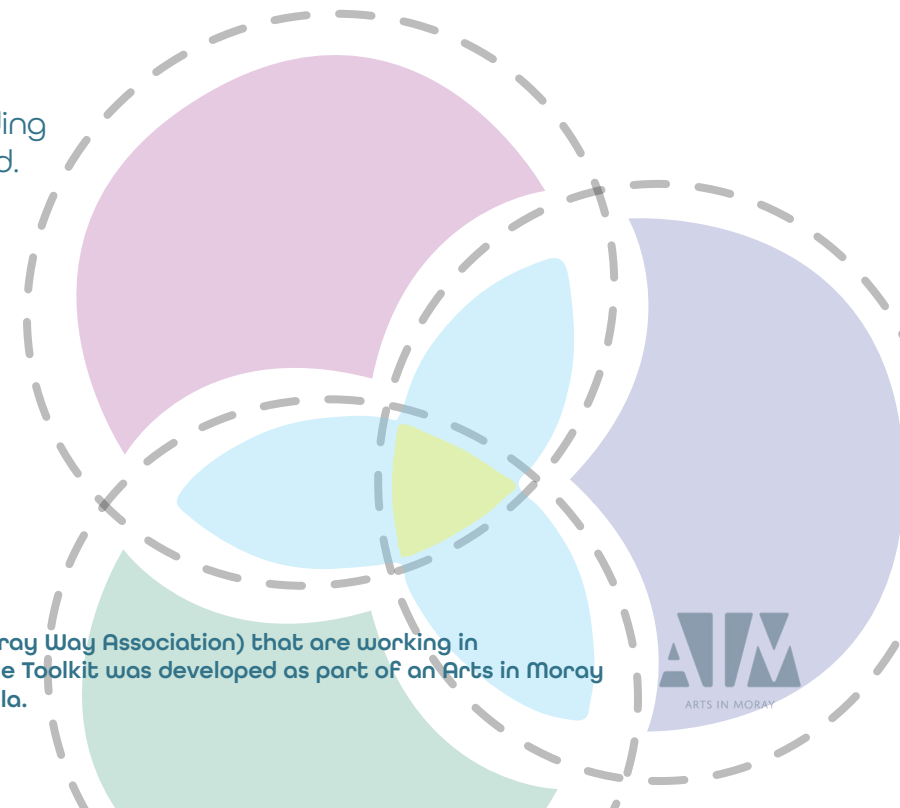
The toolkit helps you build an approach framework and guides you towards moving forward with ideas and taking action. The activities move through four areas, including tools for exploring values, developing a shared ethos, prioritising and moving forward.

- 
-  **Share** - Understanding values & intentions
 -  **Make** - Exploring the nature of your approach
 -  **Map** - Prioritising working topics
 -  **Move** - Moving Forward with priorities

Contents of this introduction

- The anatomy of the approach framework
- How to navigate the toolkit
- A blank approach framework for you to fill in as you work through the activities

The AIM Collective is a collective of Moray-based art organisations (Dance North, M:ADE, wildbird and The Moray Way Association) that are working in collaboration with artists and communities. AIM was part of the National Culture Collective from 2021 - 2023. The Toolkit was developed as part of an Arts in Moray (AIM) collaborative research residency between Stacey Toner of M:ADE and Caroline Inckle of Studio Constella.

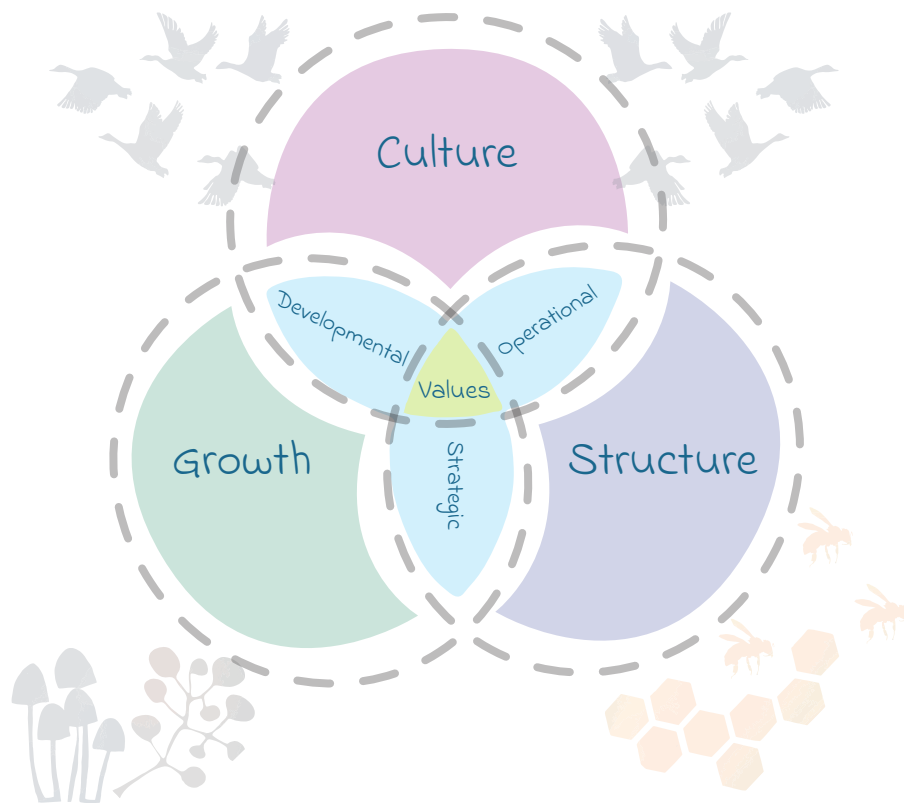


The Approach Framework

A framework for holistic thinking & planning

Welcome to the approach Framework!

This page explains the anatomy of the framework. The approach framework aims to provide a holistic view of your project or initiative and a helpful way of integrating your values and ethos with the practical work to be done.



*The approach framework was developed in 2022 as part of an AIM research residency with Caroline Inckle of Studio Constella hosted by M:ADE. The framework was developed to gain a holistic perspective of the AIM collective organisations' work together and attempts to integrate theory (ethos and values) with practice (work to be done).

Values

The centre of the framework relates to your values and the reason why you want to embark on the work you are doing.

Ethos

The outer three areas relate to aspects of your ethos and form your unique approach to your work. We use the term 'nature' to describe these aspects as this helps us focus on the feeling behind them and the values they encompass.



The nature of the culture you are building - What are the qualities of the relationships you want to build, who do you want to work with, and how do you want to relate?



The nature of your growth - What do you want to happen as a result of your work, what do you want to produce or make, and how do you want that to develop?



The nature of your structure - How do you approach structure? How will the nature of your structures inform and support the way you work?

Work to be done

The spaces where the natures intersect (the inner petals) are where we focus on practical working topics. These are categorised into Operational (short term - Day-to-day), Strategic (longer term) and Developmental (medium-term)

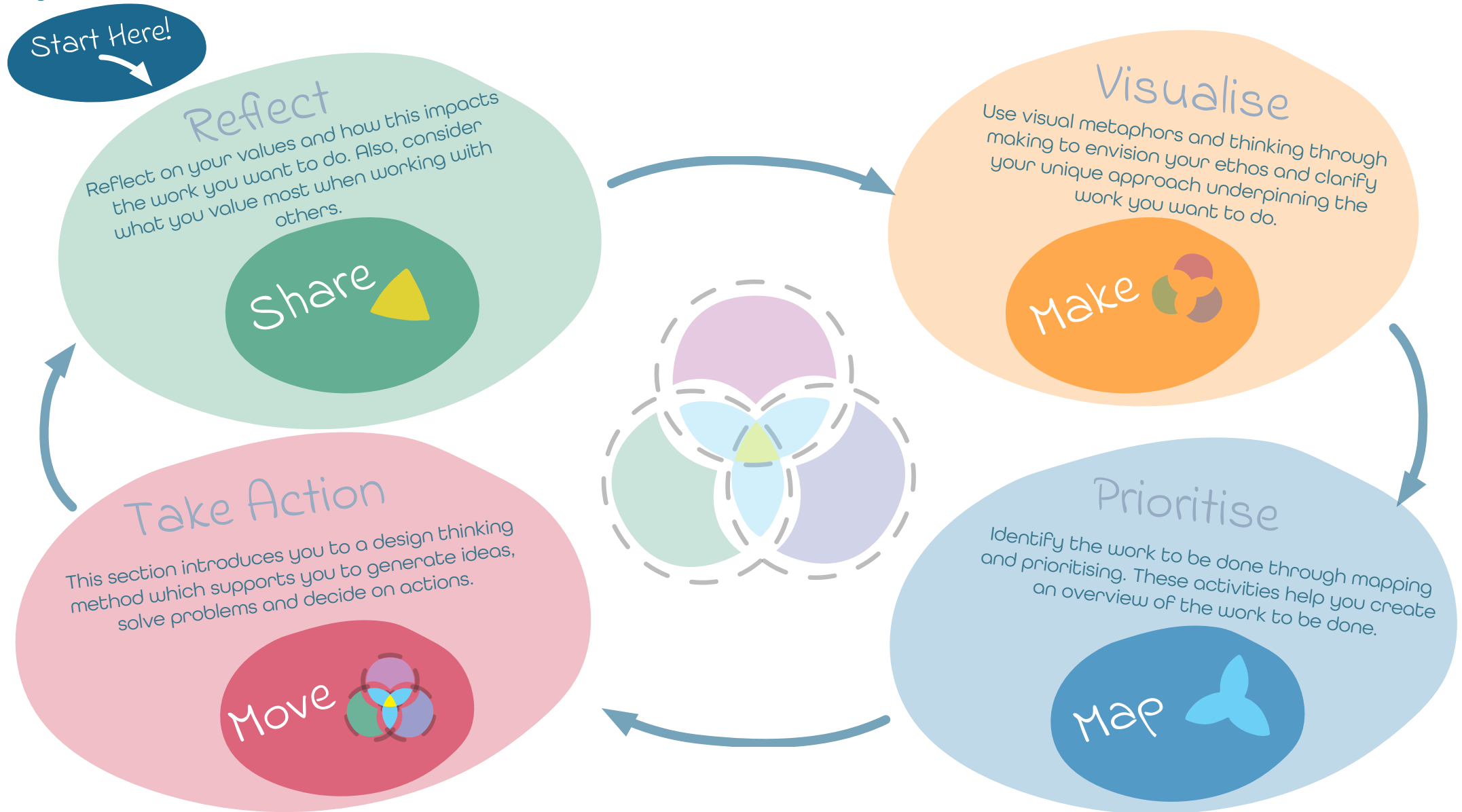


What needs to be done to move your ideas into the real world? - Here is where you can map out the work to be done and decide what to prioritise.

Navigating The Toolkit

Share, Make, Map, Move!

The toolkit presents a selection of activities to help you move forward. The activities are categorised in four areas of Share, Make, Map and Move. These areas include different ways of working to help you explore a range of different ways of thinking about your values, goals and work to be done.



How to use the toolkit

Share, Make, Map, Move!

Using the Toolkit!

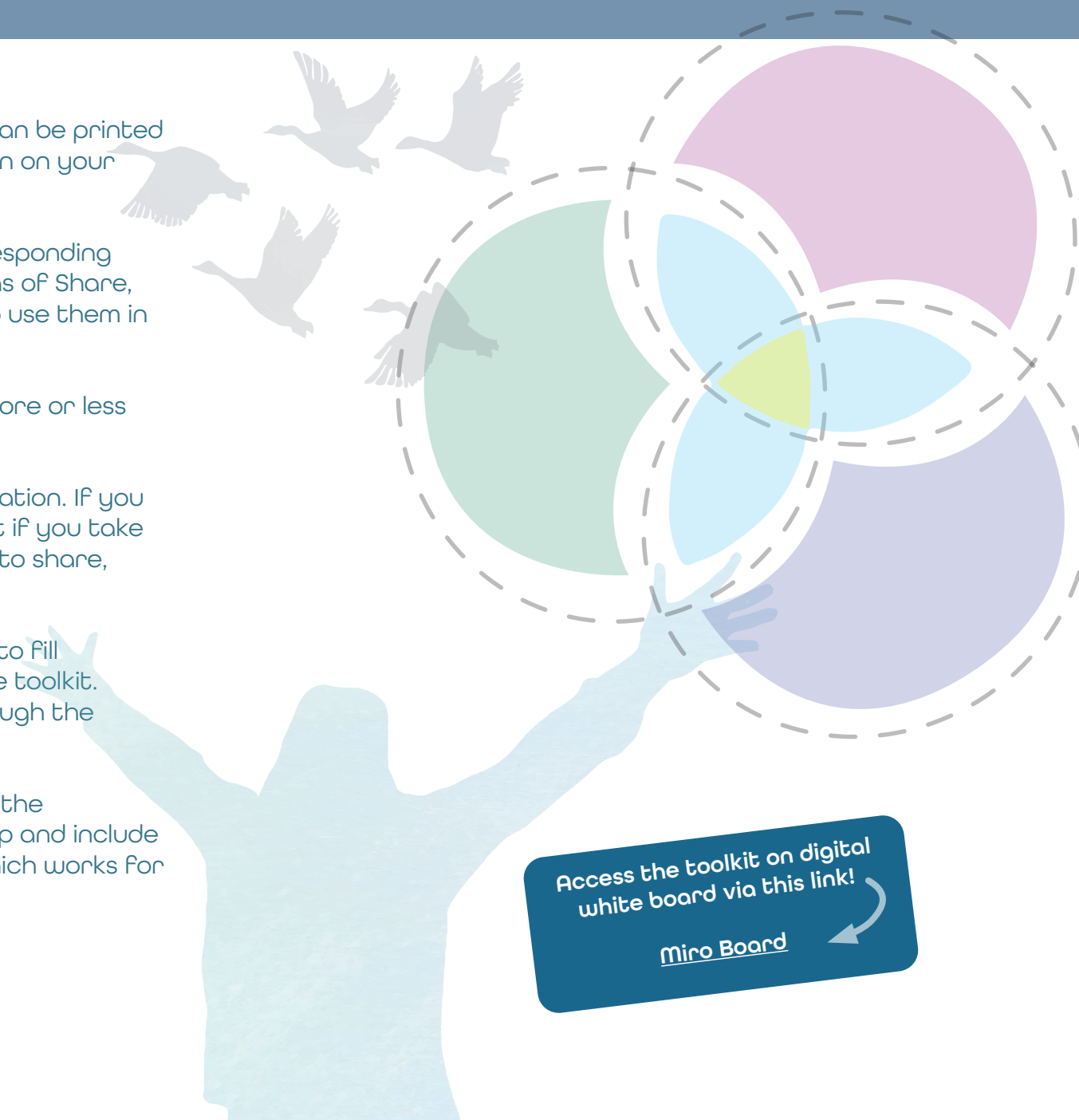
- The toolkit uses 'canvases' or worksheets, which can be printed and worked on or downloaded as a PDF and filled in on your computer.
- Each activity has an instruction sheet and a corresponding canvas. The activities move through the Four areas of Share, Make, Map and Move in sequence, but feel free to use them in whichever order makes sense to you.
- The timings given are only a guide; you can take more or less time as you need.
- Adapt the activities to work for you and your situation. If you are working with others, most activities work best if you take time to work individually and then come together to share, discuss and decide as a group.
- On the next page is a blank approach framework to fill with keywords or images as you move through the toolkit. It is helpful to have this with you as you work through the activities.
- Don't get too hung up on categorising when using the approach framework. Notice that all areas overlap and include each other, so hold it lightly and use it in a way which works for you!

Enjoy the toolkit!

Contact us with any feedback at:

caroline@studioconstella.co.uk or

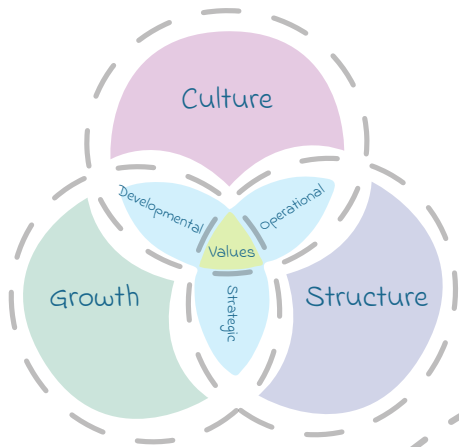
stacey@morayartsdevelopmentengagement.org



Access the toolkit on digital
white board via this link!

[Miro Board](#)

The.....
approach framework



Intention Statement

I/We intend to.....
.....
.....
.....
.....
.....

3 words to describe the culture you want to create

.....
.....
.....

3 words to describe the growth you want to create

.....
.....
.....

Medium-term priority topic

.....

Short-term priority topic

.....

Your top 3 values

.....
.....
.....

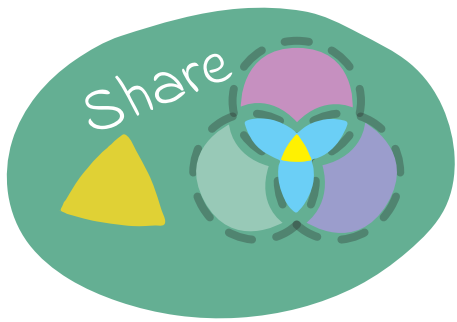
Long-term priority topic

.....

3 words to describe the structure you want to create

.....
.....
.....

Date.....



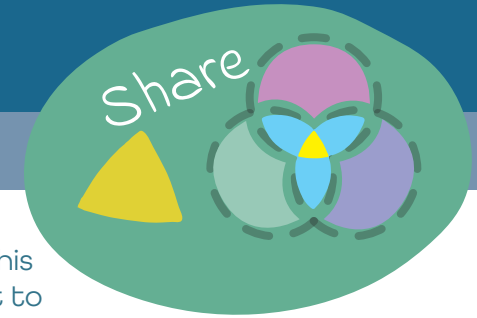
Values & Intentions

Reflect on and share what is important to you!



Values & Intentions

Reflect, Explore, Understand & Share



The centre of the framework relates to your values and the reason why you want to do the work you are creating. This section is about reflecting on your personal values and how this impacts the work you want to do. You could also use it to consider what you value most when working with others or to generate collective values with your collaborators; you can adapt the activities to make them useful to your situation.

Activities

1. Explore your values - Reflect on your personal or collective values and place these at the centre of your approach framework.
2. State your Intention - Make an intention statement for your project or initiative which places your values at the centre.



1. Explore your values

Instruction Sheet

You will need:

- The 'Explore your values' canvas & 'Explore your values' note sheet
- A pen or pencil
- Sticky notes are useful if working in a group
- Some quiet space to reflect and up to 60 mins of time



Step 1:

Gather the things you need and find a quiet space where you won't be disturbed.

Step 2:

Take 5-10 mins to write down the ten things in your life that you value the most, one in each space at the bottom of the canvas (or use sticky notes if you have them). Write these in the form of a value. For example, if you are thinking of a person you value in your life, you could write "friendship," "family", or "honesty" - something you value in the relationship with that person rather than the person themselves. (There are some example values to help if you need them.)

Step 3:

When you have your ten values, spread them out in front of you if they are on sticky notes or stick up your canvas so you can see them clearly and have a good overview.

Step 4:

You now have 1 min to pick the three least important values to you and throw them away or cross them out. Set a timer and time yourself. Be strict with the timings and don't give yourself more time even if needed. Use your gut feelings!



Step 5:

Repeat the last step; now give yourself 30 seconds to throw away two more. Don't worry if this feels difficult. The time pressure helps you to be guided by your intuition; don't overthink it.

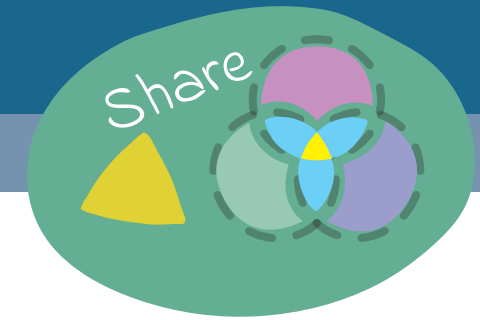
Step 6:

And finally, repeat the last step, giving yourself 30 seconds to throw away two more. You should now be left with three values. Now, add these three values to the centre of your approach framework.

Step 7:

Take 15 minutes to reflect on the questions below individually; then, if you are in a group or with another person, take a further 30 minutes to discuss them together and share your thoughts.

- What do I feel about the values I ended up with?
- Were they expected or did they surprise me?
- How do these values show themselves in my everyday life?
- What actions do I already take to live by them?
- How do they relate to my project or initiative?



Top Tip!
Come back to this activity from time to time and see what changes for you.

1. Explore your values

Canvas

Name.....



A large dashed-line circle containing a 3x4 grid of horizontal lines for writing. The lines are arranged in three rows and four columns, providing space for the user to explore their values.

Date.....



1. Explore your values

Note sheet



Name.....

Wisdom	Challenge	Compassion	Teamwork	Respect	Gratitude	Harmony	Impact	Trust
Adaptability	Care	Courage	Excellence	Forgiveness	Goodwill	Punctuality	Intuition	Learning
Adventure	Commitment	Discipline	Efficiency	Friendship	Hard work	Idealism	Innovation	Love
Authenticity	Collaboration	Democracy	Empathy	Fun	Honesty	Imagination	harmony	Loyalty
Balance	Community	Discovery	Fairness	Freedom	Humour	Independence	Justice	Openness
Beauty	Competence	Equality	Faith	Generosity	Hope	Integrity	Joy	Patience

• What do I feel about the values I ended up with?

• Were they expected or did they surprise me?

• How do these values show themselves in my everyday life?

• What actions do I already take to live by them?

• How do they relate to my project/initiative?



2. State your intention

Instruction Sheet

You will need:

- Some paper or the 'Intention statement' canvas
- Some scrap paper or the 'Intention statement notes sheet'
- A pen or pencil
- Some quiet space to reflect and up to 30 mins of time



Step 1:

Gather the things you need and find a quiet space where you won't be disturbed.

Step 2:

Look at the values you have selected and write them at the top of your piece of paper or on the top of the canvas.

Step 3:

Read your values, then take a couple of mins to reflect. Close your eyes if needed and ask yourself, 'what is it that I really want to do?'

Step 4:

On your scrap paper or the 'Intention statement notes sheet', jot down the first thing which comes to mind. Don't worry if it doesn't make sense yet; this is just for you, and you can polish it up later; this is just about getting a starting point. Be honest and write what comes to mind.

Step 5:

Repeat step 3, and this time, ask yourself the question - 'Who do I want to do it for or with?' Repeat step 4 by jotting down what comes to mind.

Step 6:

Again, repeat step 3, and this time, ask yourself the question - 'What is it that I want to achieve?' repeat step 4 and jot down what occurs to you.



Step 7:

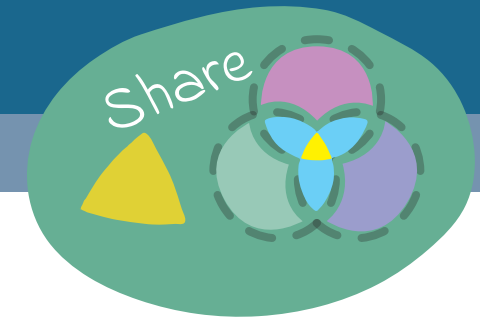
Step away for 5 mins, go and make a cup of tea, then come back and read what you have written with fresh eyes. Does anything need to change?

Step 8:

Now try condensing your notes into three sentences using the prompts, I/we want to...with/for...in order to...
If you are working in a group, this may take more time. Try working individually first, each putting forward a suggested sentence, then discussing together to decide.

Step 9:

When you are happy with your statement, write it out on your intention statement canvas or a sheet of paper. Also, don't forget to add it to your approach framework on page 5. Stick your intention statement up so you can see it while you work on your project. Keep checking in with yourself. Is it still true? Does it still inspire you? or do you need to change it?



Top Tip!
You might want to come back to this activity after the 'Make' section. Does anything need to change?

2. Intention Statement

Note sheet



Name.....

Top 3 values

1 _____

2 _____

3 _____

• What is it that I really want to do?

• Who do I want to do it with or for?

• What is it that I want to achieve?

I/we want to _____

With/for..... _____

In order to..... _____

2. Intention Statement

Canvas

Name.....



My top 3 values are.....

1 _____

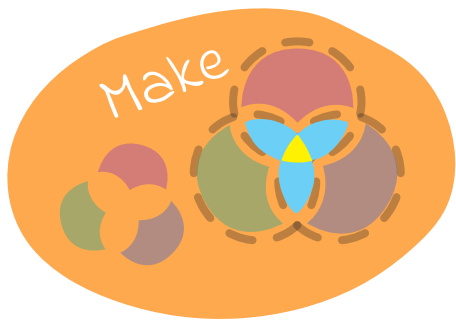
2 _____

3 _____

My intention for this project/initiative is to....

Date.....





Culture, Structure and Growth

Exploring the nature of your approach and creating a value led ethos



Visualise your approach

Explore the unique nature of your approach

This section uses visual metaphors and 'thinking through making' to explore three core aspects or 'natures' of your approach. This section builds on the values which underpin your work and gives you time and creative space to think about in more depth about some of the core elements which support the work you do

It is an opportunity to work intuitively and let your hands do the thinking!

Making something challenges us to resolve competing elements into a single image or artefact and encourages holistic thinking - Don't worry if it feels uncomfortable at first; it is about accessing different ways of thinking, not making great art. Give it a try!

If you are working with others, this can be a fun group activity to help you co-create an approach framework to help you align around the core elements of your work together - The culture you want to create, the work you want to grow together and the structures which will support that.

Activities

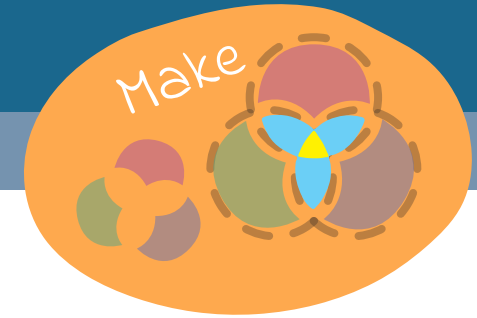
3. Visualise your approach - Think through making and have fun exploring the different natures of your project using visual metaphors, taking inspiration from the natural world.

4. Manifesto maker - Communicate your unique approach and ethos.



Visualise your approach

Instruction Sheet



You will need:

- The image prompt sheet or your own collage materials
- Pens, pencils, scissors, glue stick and any other art materials you might want to try
- The three 'natures' canvases
- A willingness to have fun and let your hands do the thinking!
- Sticky dots for voting if working in a group



Step 1:

Gather the things you need and find a quiet space where you won't be disturbed

Step 2:

Refer back to page 2 of the toolkit introduction and look at the approach framework. Read the descriptions of each nature; during this activity, you will be exploring your own approach to your work or project using visual metaphors and imagery to access new ways of thinking.

Step 3:

Spend around 10 mins on each template (use larger paper if you want). Fill the space using images, drawings, shapes, marks or words, which, for you, visually describe the 'nature' you are working on. You can use the image prompt sheet or your own materials.

Step 4:

When you have covered each of the three templates with images, go and have a cup of tea or a short break so that you can come back and see them with fresh eyes.

Step 5:

After a break, pin each image up on the wall or lay them out in front of you so you can see all three.

Step 6:

Circle, highlight, or simply notice the most relevant areas within each canvas you have created. Feel free to make notes or add to the images in anyway which feels useful.

Step 7:

Take a moment to choose three words or phrases for each canvas that best describe the qualities your images are trying to convey.

Step 8:

If you are working with others, find a wall and create a gallery to present your canvases. Group them in the three themes of culture, structure and growth.

Step 9:

Take it in turn to share your canvases and the three keywords you have chosen. Allow time to discuss together and find the points of alignment and difference within the three areas.

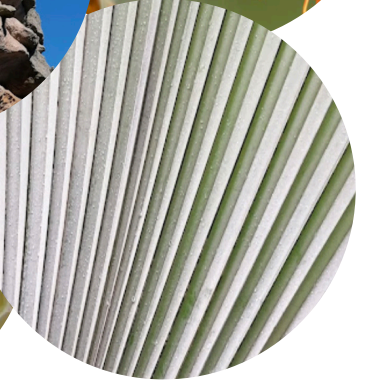
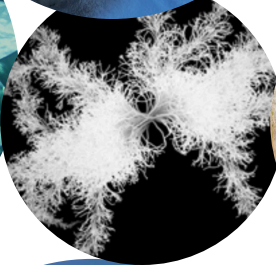
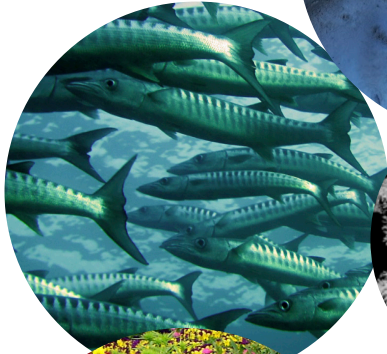
Step 10:

Go to the approach canvas on Page 5 and fill in each area with the words or symbols you have chosen for each area.

Top Tip!

If working in a group, use a mix of sticky dot voting and discussion to choose words for each area.

Some image prompts!



Culture

What types of relationships do you want to build, and how do you want to relate?



What three words best describe the images you have created?

Growth

How do you want your work to grow?
Is it explosive, incremental, networked, linear, circular, multi-directional?



What three words best describe the images you have created?

Structure

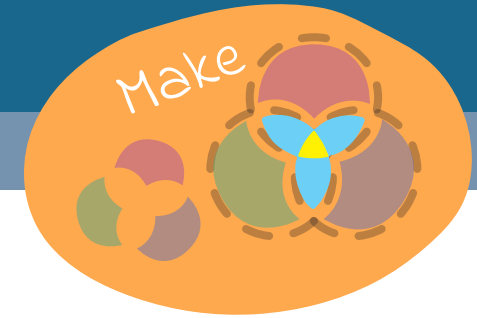
How would you visualise the kinds of structures which would support your work?
Is it closed and contained? Open & loose? Is it networked or linear?



What three words best describe the images you have created?

Manifesto Maker

Instruction Sheet



You will need:

- Your completed approach framework
- The 'Manifesto Maker' canvas
- A pen or pencil and a highlighter pen
- Sticky voting dots if working in a group



Step 1:

Place your completed approach framework where you can see it. It may also be helpful to have your completed culture, structure and growth canvases where you can see them too.

Step 2:

Write your chosen values at the top of the manifesto canvas as a reminder while you work.

Step 3:

Fill in the spaces on the manifesto canvas with the words you chose when visualising your approach.

Step 4:

Take 10 mins to write one or two sentences for each word to flesh out their meaning, then take a short tea break.

Step 5:

Re-read what you have written, then go through each section with a highlighter pen and highlight the words or phrases that stand out to you.

Step 6:

Now, have a go at writing a summary sentence or paragraph at the bottom of each of the three sections, which sums up the sentences you have written above.

Step 7:

Use this as a resource to create a manifesto or verbal summary of your individual or group ethos. This will help communicate your approach to others and remind you of your values and ethos when embarking on evaluation or planning in the future.



Example manifesto

Top Tip!
Consider including visual elements when communicating your ethos and approach.

4. Manifesto Maker

Canvas



name.....



Culture

1. _____

2. _____

3. _____

✓we want to create a culture which supports/is....

Structure

1. _____

2. _____

3. _____

✓we want to create a structure which supports/is....

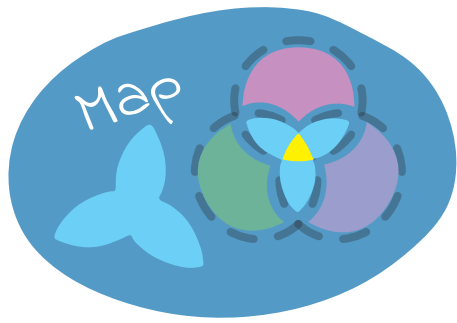
Growth

1. _____

2. _____

3. _____

✓we want to create growth which supports/is....



Identifying & Prioritising

Mapping out the work to be done!



Identifying & Prioritising Work

Mapping the work to be done!

This section is about moving from theory to practice and mapping out an overview of the working topics involved in your project or initiative.

The aim is to support you to zoom in and out of the working topics you are managing, moving from a broad overview to a prioritised list. We will then zoom in again to create an expanded view of the priority topic you have selected to work with first.

In the next section, 'Move', we will work on your chosen topic, creating a goal and testing out a structured process for problem-solving and idea generation.

At the end of this section, you should have a holistic view of all the work relevant to moving forward with your project or initiative, a clear sense of your top priority working topic and an expanded view of the topic to help with your next steps.

Notice the working topics you are identifying sit within the framework you have created, which includes your values and the nature of your approach - keep this to hand and in your mind as you work on the more practical aspects of your project as it underpins all the work you do!

Activities

5. Identify working topics - Create a map of all the working topics related to your project
6. Prioritise working topics - turn your map into a list of categorised and prioritised working topics and select your top priority
7. Expanded view - Expand on your priority topic and reflect on how things are now and how you want them to be in the future

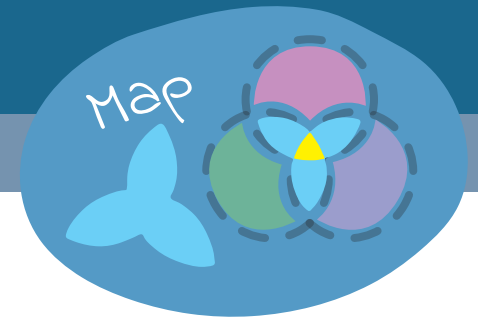


Top Tip!

These activities are about working spatially. Work on a wall or large sheet of paper, if possible, using the A4 canvases as a guide.

Identifying & Prioritising Work

Instruction Sheet for activities 5, 6 & 7



You will need:

- Your completed approach framework in view
- Canvases 5, 6 & 7- Identifying working topics, Prioritising working topics & Expanded view
- Pen or pencil and small sticky notes (sticky notes are important for this one!)
- Space on a table, wall or large sheet of paper will be useful
- Sticky voting dots if working in a group

Step 1:

Gather the things you need and find a space to work. You will work through three canvases as you map your working topics; a wall is the ideal space for this!

Step 2:

On the '**Identifying working topics**' canvas, spend 5 mins in each area and write down as many relevant working topics as you can. Write on sticky notes and use one sticky note per topic - expand onto the wall or table or place the A4 template in the middle of a larger sheet of paper if needed. If you are in a group, do this together. Spend 5 mins writing topics individually but at the same time. Then, spend 2 mins at the end removing duplicates. Don't overthink the categories; they are only a guide!

Step 3:

Take a few mins to read all the topics and add any that are missing, then take 2 mins to move the topics across to the '**Prioritising working topics**' canvas, prioritising as you go by moving them around from the top to the bottom of the canvas. If you are in a group, do this together. Try working spatially at first and limiting discussion.

Step 4:

Take a short break, then come back and review the positions you have selected, making any necessary adjustments. If you are in a group, this is when any discussion can happen.

Step 5:

Select a single topic to be a priority topic for each of the three areas.

Step 6:

Now rank the top three priority areas and take the one ranked no.1 over to the '**Expanded view**' canvas. If working in a group, you can do this by using sticky voting dots, each voting on which topic you think is the top priority.

Step 7:

Write your priority topic at the top of the canvas and move through the circles, answering the questions as you go. If you are in a group, spend a few mins quietly writing notes individually before sharing these with the group.

Step 8:

Spend some time reflecting on where things stand now with the particular topic, how you would like them to be in the future and what other elements feed into this topic; this might include people, situations or support needed.

Step 9:

If you are in a group, The 'expanded view' canvas can be used to expand on the chosen topic through discussion. If you are working on your own, you might find it helpful to use the canvas as a starting point for a discussion with a supportive friend or coach.

Top Tip!
Add your top priority for each area on to your approach framework!

5. Identify working topics

Canvas

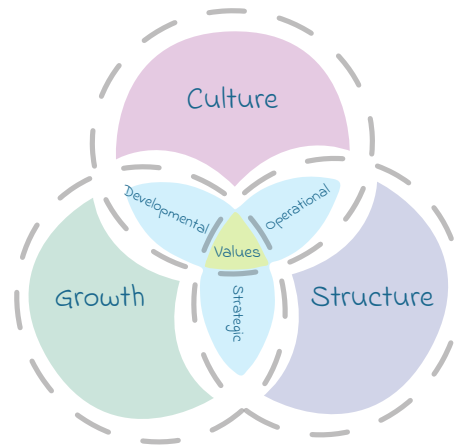
Name.....

Developmental - Medium-term

Eg. Topics related to training needs, equipment/resources, project funding, external relationships & collaborations.

Operational - Day-to-day

Eg. Topics related to staff/co-workers, roles and responsibilities, contracts, communications.



Strategic - Long-term

Eg. Topics related to larger/joint funding bids, partnerships, business plans, and long-term goals.



6. Prioritise working topics

Canvas

Name.....



Operational - Day-to-day

Developmental - Medium-term

Strategic - Long-term

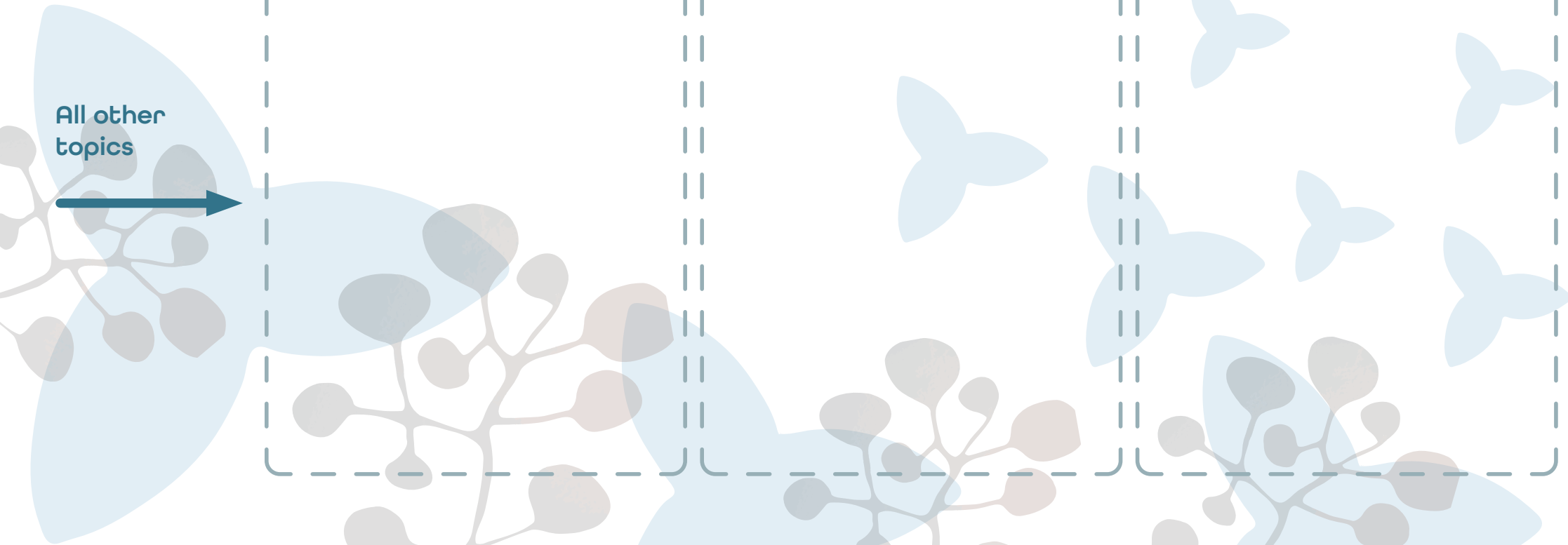
Top Priority



Medium Priority



All other topics



7. Expanded view

Canvas

Name.....



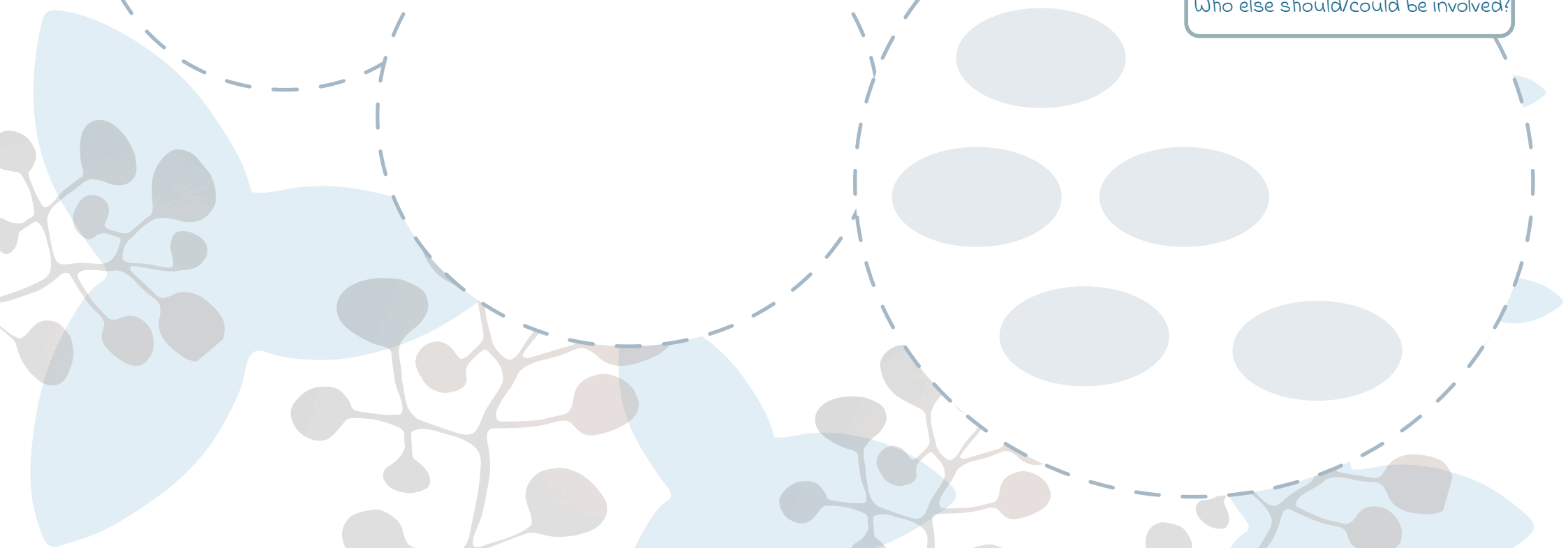
Top Priority here →

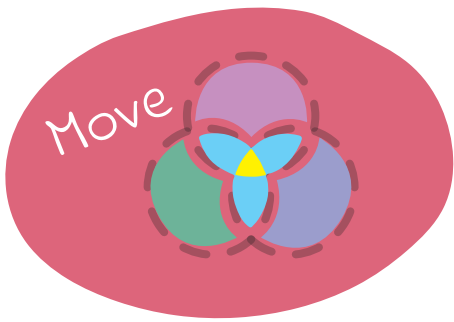
What does this topic look like now?

How would you like it to look in the future?

Which other perspectives could be useful related to this topic?

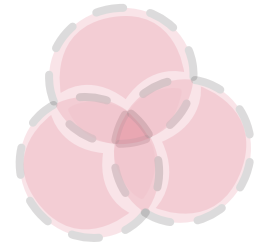
Who else should/could be involved?





Problem-Solving & Decision-Making

Move forward with your priorities



Problem-Solving & Decision-Making

Move forward with your priorities

This section aims to introduce a clear and fast process for problem-solving. A lot of the time, decision-making processes are not needed, but sometimes structured tools can be really useful, particularly when energy is being drained by lengthy discussions which are not resulting in action. The following activity is designed for groups, but you can also adapt it for working on your own.

We will work with your chosen priority topic and put it through a process known as 'The Lightning Decision Jam' or LDJ*. The LDJ exercise creates an easy way to make faster decisions and find a quick direction.

When used in a group, the LDJ is a great way to capture everyone's ideas, not just the most confident speakers. It helps with injecting some pace when things are feeling stuck and helps you consider and evaluate a wide variety of ideas quickly.

The process guides you through a way to clearly define the problem to be solved, create a variety of collaboratively generated potential solutions, assess these using an impact effort matrix and then generate an action plan to test out the chosen solution. You should allow at least an hour to work through all the steps.

Activities

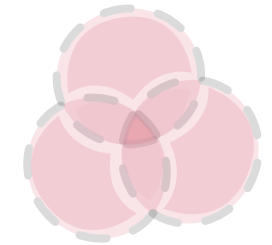
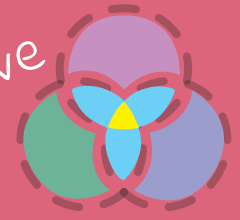
The Lightning Decision Jam

1. Sailboat
2. Reframing
3. Solutions
4. Effort impact matrix
5. Action steps



*The LDJ is an exercise created by AJ&Smart as an easy way to make faster decisions and find a quick direction. The LDJ is inspired by the core principles of the design sprint (developed by Jake Knapp during his time at Google Ventures).

Move

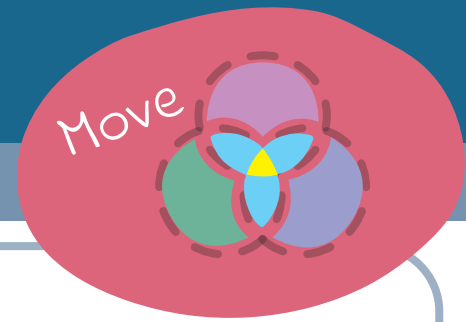


A note on the LDJ!

The LDJ works best when there is a problem to be solved, decisions to be made or challenges to be discussed or explored. It's best to begin with a broad topic. For example - Improving the working environment, increasing productivity or generating more sales or income.

LDJ Step 1 - Sailboat

Instructions



You will need:

- Around 15 mins
- The sailboat canvas or a larger sheet of paper if working in a group
- Small or medium sticky notes
- Sticky dots if working in a group
- Pens or pencils



Example Priority Topic



Day-to-day teamwork & productivity

Example Goal



To complete this project in May as a positive, energised team that looks forward to working together again.

Step 1:

Select a topic which you are going to focus on for this activity. If you have moved through the map section of the toolkit, use your selected priority topic. **Decide on a goal related to that topic**, write it at the top of the canvas or on a sticky note and post it where you can see it.

Step 2:

Working silently, without discussion, spend 5 mins writing down all the positive elements currently moving you towards the goal and post or write them on the top half of the canvas.

Step 3:

Now spend 5 mins identifying issues or elements which are currently holding you back from your goal and post them on to the bottom half of the sailboat canvas.

Step 4:

Take time to read all the notes, then circle the issues you feel are holding you back the most. Choose up to three. If you are working in a group, use sticky dots to vote and decide on the most critical issues. Use no more than three dots each.

Step 5:

Now, go and get a cup of tea; when you return, it's time to reframe things and generate some ideas!

Notes on goal setting!

Frame your goal in the positive. e.g. "I want a job that I love" rather than "I want a that I don't hate"

Keep it outcome-focused - what do you want to achieve as a result of meeting your goal?

Keep it concise - try and articulate it in a short sentence.

Time frame - this doesn't have to be a strict deadline, but deciding a timeframe is helpful.

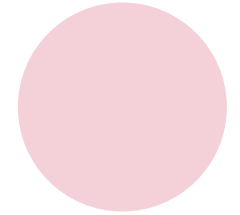
Think about the impact - a great incentive to wanting to achieve a goal is thinking about the impact. How will you feel, and what do you imagine will be different when your goal is achieved?

1. Sailboat

Canvas

The goal is...

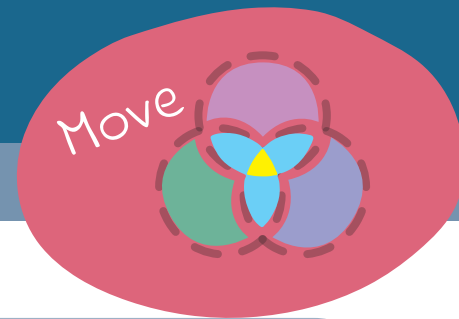
What is moving you towards your goal?



What is holding you back from achieving your goal?

LDJ Step 2 - Reframing

Instructions



You will need:

- Around 15 mins
- The reframing canvas
- Small or medium sticky notes
- Sticky dots
- Pens or pencils



Step 1:

Write the main goal at the top of the reframing canvas - it's good to keep this in mind while you work!

Step 2:

Take the top three issues you identified in the sailboat activity and stick them at the top of the reframing canvas.

Step 3:

Now, try to transform each issue into a positive challenge statement. Try this several times until you are happy with the wording. Start each challenge statement with "How Might We..." (See example opposite)

Step 4:

When you have spent a few mins creating challenge statements for each issue, select the one you feel ready to tackle today. Place it at the top of the next canvas.

Example Goal



To complete this project in May as a positive, energised team that looks forward to working together again.

Example top voted issue



The messy, disorganised work space is holding us back from our goal

Example Challenge Statement



How Might I/We...
Create a space which we all enjoy working in?

Top Tip!
Avoid providing possible solutions within the challenge statement, e.g. "H.M.W. create a clean, organised workspace." Keep the challenge as open as possible to encourage lots of potential creative solutions. Remember to focus on the main goal!

2. Reframing

Canvas

The goal is...

Top-voted issues here 

1.

How Might I/We.....?

2.

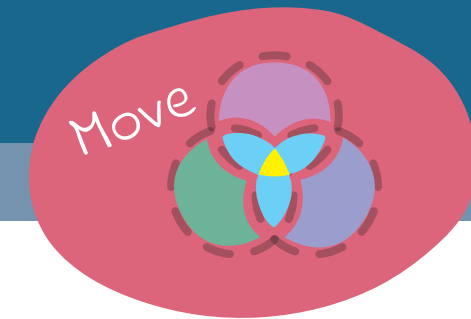
How Might I/We.....?

3.

How Might I/We.....?

LDJ Step 3 - Generating solutions

Instructions



You will need:

- Around 5-10 mins
- The generating solutions canvas or larger sheet of paper if needed
- Small or medium sticky notes
- Sticky dots
- Pens or pencils



Step 1:

Write the main goal at the top of the solutions canvas - it's good to keep this in mind while you work!

Step 2:

Take the selected top challenge statement and stick it at the top of the solutions canvas.

Step 3:

Set a timer for 5 mins - Setting a time limit will help focus your mind and generate momentum!

Step 4:

Read the goal aloud, followed by the challenge statement, then start the timer. Spend 5 mins writing down on sticky notes as many possible solutions as you can think of. Push yourself to keep writing to the end, even if the solutions start to feel outlandish!

Step 5:

Stand back and admire your work! - If working in a group, read all the generated solutions and remove duplications.

Top Tips!

Ensure you only write one idea per sticky note - this will be important for the next step!

If in a group, work without chat to allow everyone to concentrate - feel free to select music to play if that helps people to focus.

If you have hundreds of possible ideas, choose the top 10. If working in a group, you can vote using sticky dots - limit them to 5 dots per person.



3. Solutions

Canvas

Top challenge here

The goal is...

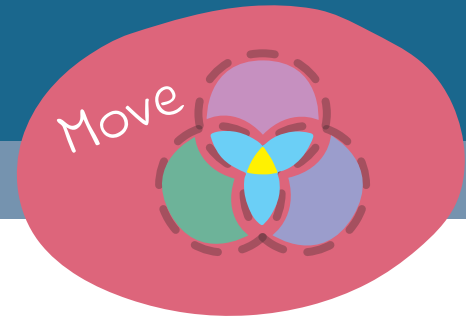
Solution ideas here!

1. How Might I/We.....?

Spread out onto more paper or the wall if you need to!

LDJ Step 4 - Effort Impact Matrix

Instructions



You will need:

- Around 10-15 mins
- The 'Effort Impact Matrix' & 'Action Steps' canvases or larger sheet of paper if needed
- All your wonderful solution ideas on sticky notes
- Sticky voting dots



Step 1:

Write the main goal at the top of the Effort Impact Matrix canvas - it's good to keep this in mind while you work!

Step 2:

Take 2 mins to read all the possible solutions to your chosen challenge, then select the ones you feel will have the most impact on solving your challenge. If you are in a group, allow more time and use sticky dots to vote for the top solutions.

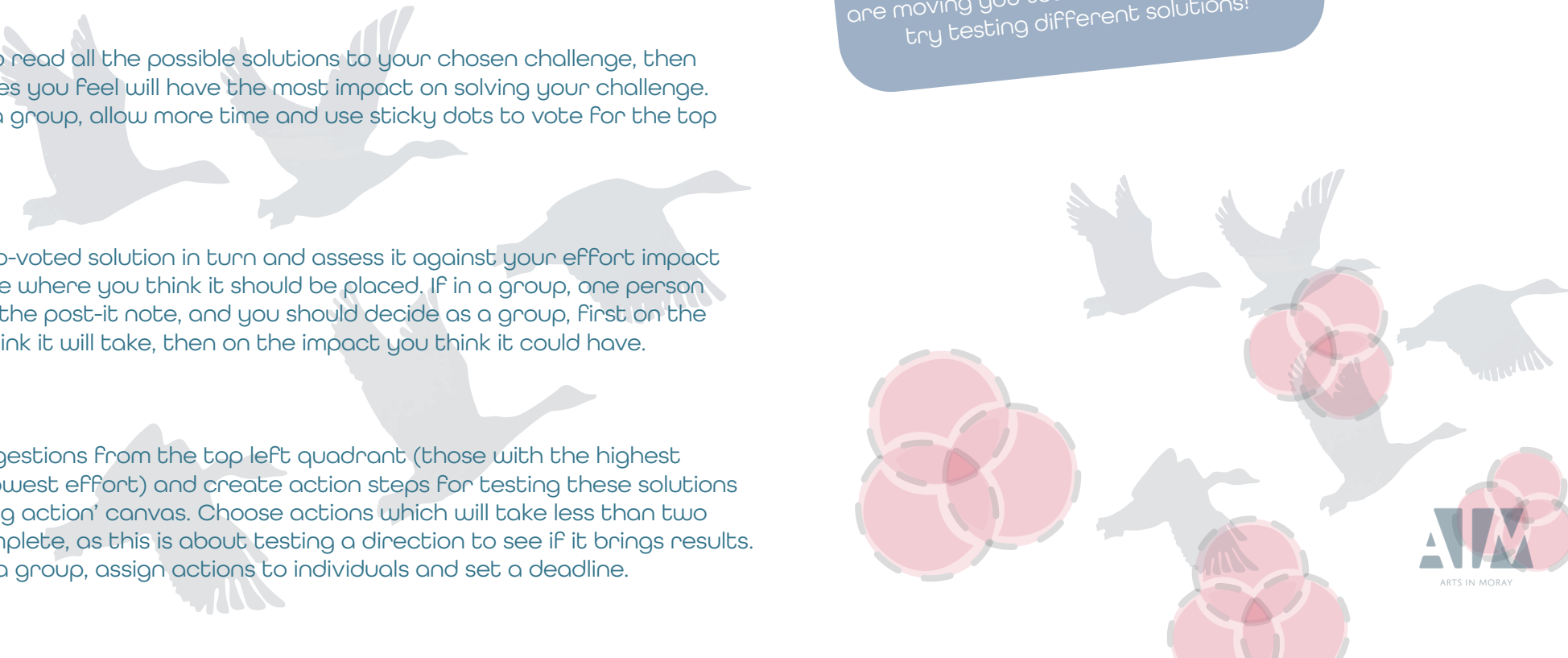
Step 3:

Take each top-voted solution in turn and assess it against your effort impact matrix. Decide where you think it should be placed. If in a group, one person should hover the post-it note, and you should decide as a group, first on the effort you think it will take, then on the impact you think it could have.

Step 4:

Take the suggestions from the top left quadrant (those with the highest impact and lowest effort) and create action steps for testing these solutions on the 'testing action' canvas. Choose actions which will take less than two weeks to complete, as this is about testing a direction to see if it brings results. If working in a group, assign actions to individuals and set a deadline.

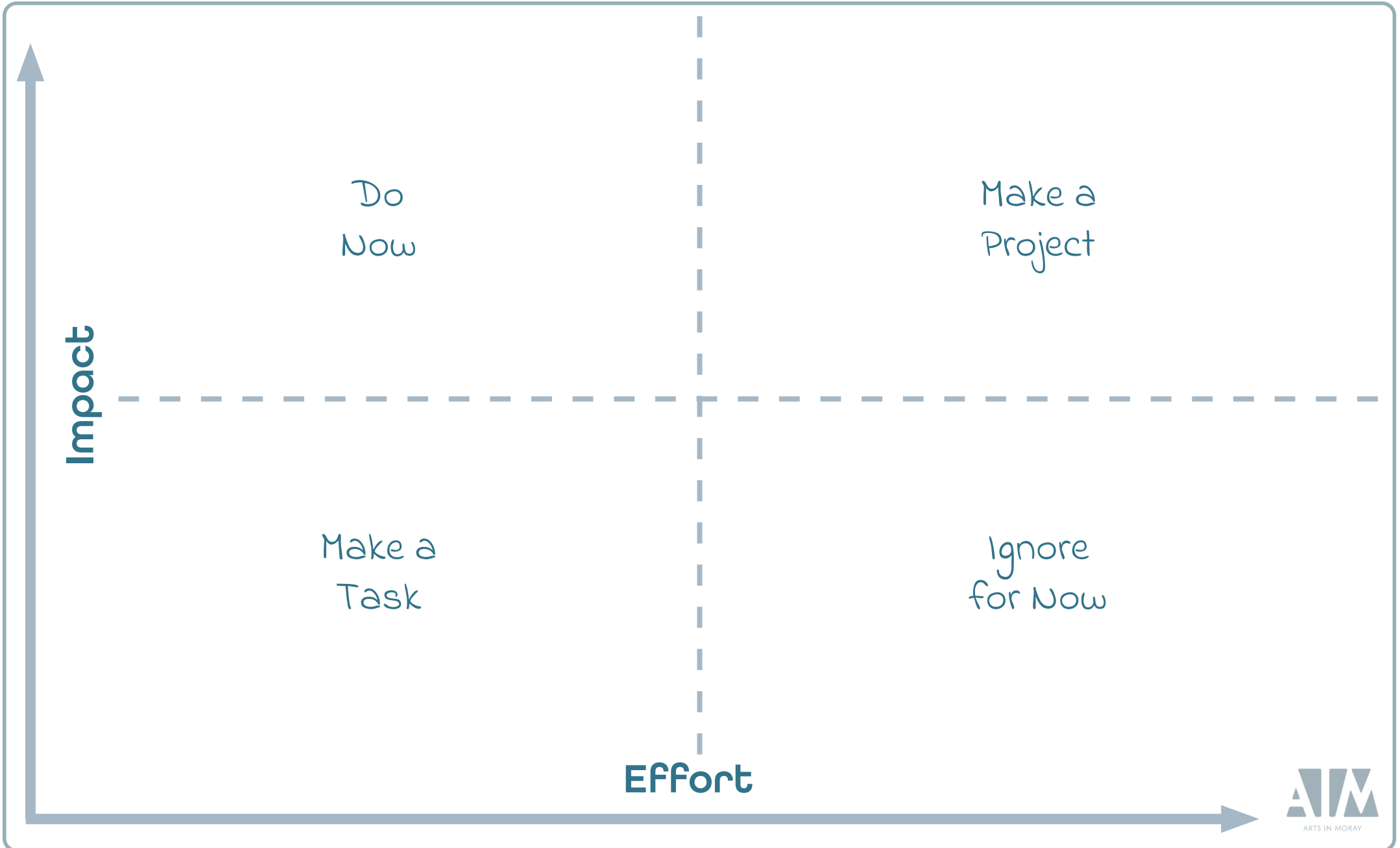
Top Tip!
Remember, this process is for tricky issues you may be stuck with or have been holding you back for a while, so schedule a time to check your progress and see if the actions you are testing are moving you toward your goal. If not, try testing different solutions!



4. Effort Impact Matrix

Canvas

The goal is...



4. Action Steps

Canvas

The goal is...

Actions

1.

What _____

How _____

Who _____

When _____

2.

What _____

How _____

Who _____

When _____

3.

What _____

How _____

Who _____

When _____

And Finally...

Well Done!

You have completed the collaboration toolkit.

We hope that you have found it useful!

Keep experimenting with it and adapting activities to suit your needs.

You should now have some useful elements to help you take your project or initiative forward with confidence!

- A set of individual or shared values
- An approach framework showing your ethos around culture, structure and growth
- The beginning of a manifesto to share your values and ethos
- A set of priorities to move forward with
- A clear goal related to your priority topic
- A set of actions to test related to your goal

Now, go forth and get good stuff done!

If you are interested in a facilitated session using any part of the toolkit, please contact:

Stacey Toner at: stacey@morayartsdevelopmentengagement.org

Or Caroline Inckle at caroline@studioconstella.co.uk

The AIM Collective is a collective of Moray-based art organisations (Dance North, M:ADE, wildbird and The Moray Way Association) working in collaboration with artists and communities. AIM was part of the National Culture Collective from 2021 - 2023. The Toolkit was developed as part of an Arts in Moray (AIM) collaborative research residency between Stacey Toner of M:ADE and Caroline Inckle of Studio Constella.

Access the toolkit on digital white board via this link!

[Miro Board](#)

