



ETORKIZUNA
ERAIKIZ
think tank

NEW POLITICAL CULTURE
REPORT OF THE 18th MEETING

23/03/2022

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SPACE FOR DELIBERATION ON THE NEW POLITICAL CULTURE

23 March 2022, 3:00 pm – 5:00 pm

1. Programme

Theme	Person responsible
Welcome	Eider Mendoza. Provincial Government of Gipuzkoa
Presentation of the working document and relationship with the previous session	Miren Larrea. Orkestra - Basque Institute of Competitiveness
Presentation by Hilary Bradbury	Hilary Bradbury. Ar + Action Research Plus
Experience of self-assessment	Miren Larrea. Orkestra - Basque Institute of Competitiveness
Group dynamic	Miren Larrea. Orkestra - Basque Institute of Competitiveness
End of session	Xabier Barandiaran. Provincial Government of Gipuzkoa

2. List of attendees

1. Eider Mendoza. **Provincial Government of Gipuzkoa**
2. Xabier Barandiaran. **Provincial Government of Gipuzkoa**
3. Ander Arzelus. **Provincial Government of Gipuzkoa**
4. Sebastian Zurutuza. **Provincial Government of Gipuzkoa**
5. Ion Muñoa. **Provincial Government of Gipuzkoa**
6. Itziar Eizagirre, **Provincial Government of Gipuzkoa**
7. Julen Cocho. **Provincial Government of Gipuzkoa**
8. Fernando Tapia. **University of the Basque Country (UPV)**
9. Mikel Irizar. **Eusko Ikaskuntza**
10. Asier Lakidain. **Sinnergiak**
11. Naiara Goia. **Arantzazu Social Innovation Laboratory**
12. Miren Larrea. **Orkestra - Basque Institute of Competitiveness**
13. Eva Sánchez. **Orkestra - Basque Institute of Competitiveness**

14. Mikel Gaztañaga. **Orkestra - Basque Institute of Competitiveness**

3. Welcome

The Deputy (Provincial Minister) for Governance opened the session. *'Good afternoon, everyone. Thank you for coming to today's session. First of all, I would like to thank you for the effort you are making as a team. We should make use of the mapping exercise conducted by the director of the Arantzazu Social Innovation Lab to recruit more people for this deliberation group. The map has identified new actors, who we could recruit to this group. I would also like to welcome María Virginia Bras-Gomes. María Virginia Bras-Gomes is Special Advisor for International Affairs at the Portuguese Ministry of Labour, Solidarity and Social Affairs. She will be taking part this evening in the Etorkizuna Eraikiz forum at the Kursaal. So we welcome her here today. She won't be staying for the whole session. But she wanted to learn something about the dynamics of the session, so we invited her along.*

'In today's session we will be discussing several topics. We will start by setting out the topics discussed at the last session. As you know, we try to incorporate the knowledge that has been generated at any one session in subsequent sessions. However, the star of this session is Hilary Bradbury. At today's session, Hilary will be giving a presentation on the transformation of people. It is people who change organisations and institutions. So we need to talk about the transformation of people. At the previous session we stressed the enormous importance of people in processes of transformation. Several people from this group have taken a test that Hilary proposed and we will be sharing our experiences with the rest of the group. That will be after Hilary's presentation. To end the session, as always, we will have a group dynamic. I will have to leave before the end of the session, so I won't be here through to the end.

'We are very satisfied with the project we presented at the previous session. It has worked well. This was a very important project; as we told you, the purpose was to solve a problem that the Provincial Government had been dealing with for some time. Nerea Urcola helped us implement the project and it is solving some of the problems historically faced by the Provincial Government. As we said in the previous session, the role of people

has been of key importance. We had the right people and facilitators to drive this process. Following our presentation, you made some contributions of your own. For example, you mentioned that this change was important, but that it was a one-time change and needed to be rolled out to the system in general. You said it was difficult to implement. You also said that in this case we had had the right people and facilitators. But what happens if there are no people who match that profile? Or when other people join these departments; what happens then? You commented that it has been good as a pilot experience, but that this process needs to be rolled out further. To do that, we need to try to transform people. People need to seek their own transformation. But we often talk about transformation in other people. And the priority is personal transformation. In other words, we need to talk about our own transformation. Today's session is going to focus on that topic: personal transformation'.



DFG1 took the floor. 'Hi. Sorry, but I just wanted to welcome María Virginia Bras-Gomes. We will not be here for the entire session. But, as the Deputy for Governance said, María Virginia is interested in learning more about the dynamics of this session. So we invited her to join us. Because this think tank is special; we recruit different stakeholders from

the province to join us in the deliberation. It's a new way of approaching politics. The Etorkizuna Eraikiz forum will be held at the Kursaal tomorrow. We will explain everything more clearly at the forum. But the possibility came up of María Virginia Bras-Gomes's attending this session and she was eager to take the opportunity. I just want to explain to her that this group includes several stakeholders from the province: several universities, politicians, etc. For us it is a tailor-made think tank. Thank you very much'.

4. Presentation of the working document and its relationship to the previous session

The Orkestra Facilitator then took the floor. 'Good Afternoon. Thank you, as always. I would like to summarise the process. I would like to explain how we got here. So, I would like to link today's session with the other sessions. I sent you a working document. The Deputy for Governance has explained it briefly. I would like to refer to what is contained in this working document. One clear lesson emerged from this presentation by the Deputy of Governance: people change institutions. So people are vitally important. For transformations to occur in organisations, people must transform themselves.

'The Deputy for Governance said that the role of specific individuals had been essential for their process. I was struck by something that Nerea Urcola said: we always say that people have to change, but we tend to be referring to other people. We always leave ourselves out of the transformation equation. Transforming people is essential if we want to transform organisations. But we have to start with ourselves. Each person needs to start with his or her own transformation. So at this session, we want to reflect on this. It will be next to impossible to change the new political culture if people do not change. In this session we need to talk about the transformation of people. What I am saying may be the subject of debate. But in this session we will talk about the transformation of people.



'We want a transformation. We want a cultural change. We are committed to a new political culture. But, right now, we lack the necessary characteristics to carry out that transformation. These characteristics, skills and abilities would facilitate collective transformation. But we don't have them. So we need to start here. Each person has to generate his or her own action logic. But how can we develop these logics? How can we develop characteristics or skills that will foster a new political culture? These are the topics we are going to discuss at today's session. And to that end, at today's session we will be hearing from Hilary Bradbury.

'I'm going to introduce you to Hilary Bradbury. Some people in this group already know her, but some of you may not. The methodology used by this group is action research, at least that is what we agreed at the beginning. We use action research to create transformation. Hilary Bradbury is a world-renowned researcher in the field of action research and a leader in the field. She works mainly in primary action research. She explores the area of the individual. Changing the world starts with changing oneself. Orkestra, the organisation where I work, has had an important influence on this approach. Hilary is also the editor of Action Research Journal. She has written several

books and she runs and facilitates the AR+ platform, in which Orkestra participates. There are several researchers taking part in this platform. Dialogue between researchers is encouraged. And that is all I have to say. Thank you. I will now hand over to Hilary'.

5. Presentation by Hilary Bradbury

Hilary Bradbury took the floor. *'Thank you. Thank you very much for inviting me to address this session. First, I want to say that I really love Donostia. The food is excellent. I'm really looking forward to coming back. At today's session I am going to make a presentation. As you said, the presentation will centre on personal transformation. I'm going to start with a phrase I often use: When I was younger, I wanted to change the world; now that I'm getting older and more experienced, I want to change myself. I believe what we need is a combination of external change and internal change. And that, more or less, is my message.*

'One key concept is action logic. Each individuals has different patterns for making sense of the world. When we are young, we see the world as being black and white. As we get older and more experienced, we realise that it is much more grey. It is more nuanced. The world is currently facing some complex problems, which the authorities need to address. We've seen this with the pandemic. The post-pandemic world is a complex one. There is the issue of climate change, for example. We face global and local challenges. So we need to learn to work with this complexity. In other words, we shouldn't try to simplify these problems. Instead, we need to learn to accept and work with this complexity. We need to look for new ways of working. As an example, I'm going to show you a photo (Appendix A; Slide 8). If I ask what you can see, you probably won't get it right. But if we widen the focus, we get the bigger picture. Now we can see the picture better. That is a metaphor. Our heads actually work the same way. We can focus our attention on something very small and lose the big-picture perspective. That doesn't mean that the small focus is wrong. But we need to combine the big picture and the small picture. The large focus provides an overall picture. And the small focus gives us details.



'People talk about the need for a new political culture. We need a new political culture that accepts complexity and works with it. It takes intelligence. But intelligence is not just an individual thing. It is also a collective product. People don't become intelligent on their own. Intelligent people are formed with the help of others. The challenges of the twenty-first century are complex. They are simultaneously systemic, global and local. These challenges will require vertical and horizontal learning. We need people who can bring about transformations, but there aren't many of them. We need more people. We need people who know how to listen, but who can act at the same time. As I said before, we are living in a complex world. And to face complex challenges we need those kinds of people. However, most people do not reach the transformational stage. We often try to tackle complex challenges through the mindset of the expert. And there are plenty of experts. However, these challenges will not be solved by experts alone.

'In politics, it is common to work with the mindset of an expert. But that won't solve complex challenges or problems. I used to be involved in politics, specifically in Los Angeles. And I realised that politicians have no space or time to think properly and reflect critically on things. That's why I think what you're doing in this think tank is so special. It is essential to ensure that there is space and time for critical reflection. It is also very positive to receive feedback on the reflection. It is necessary to co-generate knowledge

in the group. It's actually very difficult. But I think it has to be done. We need to create real spaces where we create the conditions for people to say what they really think. That is very important, but it is very difficult in politics. We need to reinforce all the different spaces: the conceptual space, the relational space and the experimental space. Each space has its own function.



'Feedback is very important. We also talk about communication. But often the distance is too great to allow any feedback or real communication. There is often a lack of empathy. We need more curiosity. People receive feedback in different ways. People often receive feedback that does not transform things. There tends to be a distance between people that hinders the possibility of real feedback. I don't know if you have seen a photo that has been doing the rounds in the last few days. It is a photo of Putin and Macron (Appendix A; Slide 14). The two men are having a conversation. But there is vast distance between them. I think the photo says a lot. I really like it. So to in order to have real dialogue, to have real feedback, you need to reduce the distance.

'I'll go back to the metaphor I used earlier. At first I will only see myself. Like in the photograph, the focus will be very small. I won't see the big picture. But, as I widen the focus, I see other actors. We start dialogues with these people. However, that is easier said than done. You need to widen the focus. As I said before, you have to combine the narrow focus with the wide focus. And how do you do that? It's not easy. But we must try to encourage it'. As I mentioned before, feedback is very important. You might say it lies at the heart of our work. Feedback and real dialogue opens people's minds. You need to avoid vicious circles. I'd like to end with these final thoughts. Thank you very much'.

6. Experience of self-assessment

The Orkestra Facilitator then took the floor. *'Thank you Hilary. If anyone has any questions or thoughts, please raise them now. This is your moment. If there are no questions, we will move on to the next section. As I mentioned earlier, five of us took Hilary's test. So, those of us who took the test are now going to tell you about our experience. The test explained the different action logics Hilary talks about and the various stages involved. How do we act in different situations? What stage are we at? And, above all, how should we evolve?*

'I'll start. First of all, I really enjoyed this exercise. It helped me to put names on things. Because it is often difficult for me to know what stage we are at. We tend to do it intuitively; we act without really knowing where we are. So this test or exercise helped me clarify a few things. As I say, it helped me to put names on things: situations, attitudes, etc. I want to evolve. Thank you very much'.

The Deputy for Governance took the floor. *'I realise that I used to live in a state of constant evaluation. I was punishing myself. At another moment in my life I took a test of this kind and I liked it. In this exercise I realised that many of the characteristics that I thought of as being positive were not actually that positive. It helped me to clarify things. I believe that people are key. We all have different characteristics. And we have good days and bad days. Although we are the same every day, we act differently every day.*

The day conditions us. We need to bear this in mind. That is why I found the test so interesting. It helps to identify different moments, situations and stages. I really like it. Thank you very much'.

The Director of the of Arantzazu Social Innovation Laboratory took the floor. *'I liked it very much. Because it helped me think about other things. I found it very interesting. It helped me to evaluate myself. Also, the test sets out a series of recommendations, exercises and transformations. It can help you transform and evolve. So I think it is very valuable. Over my career I have done a number of tests like this. However, I think this one is different. So, thank you'.*

The Head of Strategy and Research took the floor. *'First of all, thank you Hilary. For your presentation and for giving us the chance to take this test. In my case, there were two feelings I had when I was doing the exercise. First of all, I saw a contradiction between what I am and what I would like to be. In other words, between what I am reflecting, what I am and what I would like to be. So, that was one of my thoughts. And on the other hand, the development is not linear; it is more fractal. We tend to have different attitudes. We are not always the same. Sometimes our democratic side comes out. And at other times it is our dictatorial side that comes out. It is an exercise that drives learning. I saw myself at different points. We are in the process of redefinition. Thank you very much'.*

The Orkestra researcher took the floor. *'I really liked the test too. I think in our day-to-day lives, we don't think about our actions. We don't reflect much on ourselves. We don't look at it critically. In most cases we have neither the conditions nor the time to make a reflection like that. I believe that this test offers the necessary conditions and time. It helps us to reflect on the actions we take and the attitudes we adopt. It has helped me, anyway. So, thank you'.*

Hilary Bradbury took the floor again to give the participants some brief feedback. *'For me it has been an honour. This is an important issue. I would like to share one final thought. These types of changes should not be seen as being linear. It is more complex*

than that. It is more difficult. The purpose of these reflections is to transform us. But to transform us for the better. Thank you very much'.

7. Group dynamic

The Orkestra Facilitator took the floor. *'Thank you. Now we are going to move on to the group dynamic. As usual, we will get into four groups. You have 45 minutes to answer the questions posed. Then you will have to choose a spokesperson for the plenary. The question is: Is this idea suitable for understanding the transformation to be analysed by this deliberation group? You should discuss this question. Remember to fill in the templates. There are two templates. One is individual and the other is to be filled in by the group. You have five minutes to fill in the individual template. Thank you very much'.*

First group:

Spokesperson for the first group: ECO9. *'Our group was the most critical about this issue. We believe that the diagnosis is good and we partly share it. However, we think the important thing is to go further in developing a new political culture. We are talking about transformations. The important thing is to change ways of doing things. So we do not think it is of fundamental importance, It is essential to ensure that there are structures in place to drive cultural change and collaborative governance'.*

Second group:

Spokesperson for the second group: ECO12. *'Our group discussed this task. Individual change needs to be addressed from the position of collective change. And vice versa. Individual change has to be promoted and facilitated from the position of collective change. There are no atomised or unidimensional changes. Individual change is related to collective change and vice versa. Not everyone has the same characteristics and abilities. We are all different. Management 2.0 can be an opportunity for a new culture, for transforming people, etc. We discussed continuous assessment. If you want transformation, you need ongoing evaluation. You have to ensure spaces for reflection*

and practice. It is essential to promote these spaces. If these types of transformations are promoted within a market logic, or if it is appropriate to promote these ideas, then it is also possible to promote them in the administration. Continuous evaluation should be encouraged. Evaluation should be more frequent than every four years, as at present'.

Third group:

Spokesperson for the third group: ECO13. *'In our group we talked about the balance between the individual and the group. This exercise was important, But there were some reservations. We need to be aware of the influence of personal transformation on collective transformation. At the previous session, we mentioned that in order to change organisations, you need to change people. So personal transformation is linked to collective transformation. The challenge is to connect the two transformations. How do you do that? You have to go beyond a linear form. Actually, people do not automatically change organisations. It is not as linear as that. But it is related. We also talked about the legitimisation of political discourse. It is very important for political policy makers to give legitimacy to such transformations. It is essential to guarantee space and time.*

'When we talk about the two projects that are currently underway, we often speak from a distance. In other words, both the change in the Provincial Government and the mapping of the territory are viewed from a distance. But these two transformations also involve us. We need to break that distance. At the previous session, we commented that we often say that people have to change. But we always talk about other people. That is, we speak from that position of distance. That has to be changed. At the previous session we also discussed the importance of people as drivers and facilitators of transformation. So our transformation is also important. But, as we mentioned earlier, individual transformation is linked to collective transformation. So this transformation is important. But it is not everything. We also talked about carrying out some experiment. It would be something simple, but that remains to be decided upon. Thank you very much'.

Fourth group:

Spokesperson for the fourth group: DFG7. *'In our group we discussed the importance of awareness. It is necessary to raise awareness. That's very important. Spaces of trust must be guaranteed. Different profiles are usually found in organisations. Some people are facilitators. Others hinder change. We need to identify those different profiles. There should be some sort of classification of the different profiles. Personal reflection needs to be linked to collective intelligence. We talked about intangible elements: confidence, courage, etc. These forms of politics must be rolled out across society. This way we will attract more people. More people will want to participate. But that has to be demonstrated in action'.*

The Orkestra Facilitator then took the floor. *'Thank you. I will now hand over to Hilary, in case there are any last remarks she wants to make'.*

Hilary Bradbury took the floor. *'Thank you. Initially, I was a bit worried about how you were going to take the ideas I presented. There was a chance you might view this proposal as being too individualistic. However, as someone said, the individual and the collective are two sides of the same coin. They are related and that is how we should view it. Each person is made up of individual and collective characteristics: cultural, family, social, etc. I should also mention the importance of conducting experiments. It would be interesting to carry out some pilot projects. Thank you. It has been a pleasure'.*

The Orkestra Facilitator then took the floor. *'In my opinion there is a tension between the individual and the collective. We come from the collective. So, it has been quite provocative to hear a proposal for individual transformation. In this culture it is not common to talk about individuals and individual change. Initially I felt a twinge of fear. And indeed, in other experiences, people have considered that talking about issues like this is too individualistic. But the logic that Hilary set out here is new. It is not the usual approach and we should not view it as being part of a colonialist logic. I mean, this individual logic is often considered to be a feature of American colonialism. But we should not view it like that. If we want to change the collective, we have to change*

individual. This is a subject we dealt with at the last session. Individual transformation is very important. So, we agreed to discuss this issue at this meeting. We also discussed experiments and pilot projects. We will talk about this. We will gather your input from this session and work on the issues that arise. Given that the Deputy for Governance is not here, I will now hand over to the head of Strategy and Research to close the session. Thank you very much'.

The Head of Strategy and Research took the floor. *'Thank you everyone, and especially you, Hilary. Today we addressed another perspective on transformation, which was very interesting. We need to reflect on this view and take it into account. Perhaps we should do some experiment; for example, we could carry out a pilot project. I found today's reflection personally rewarding. I hope we can meet again some other time. Thank you'*

8. Appendices

a. Presentation used during the session

New Political Culture

23/03/2022

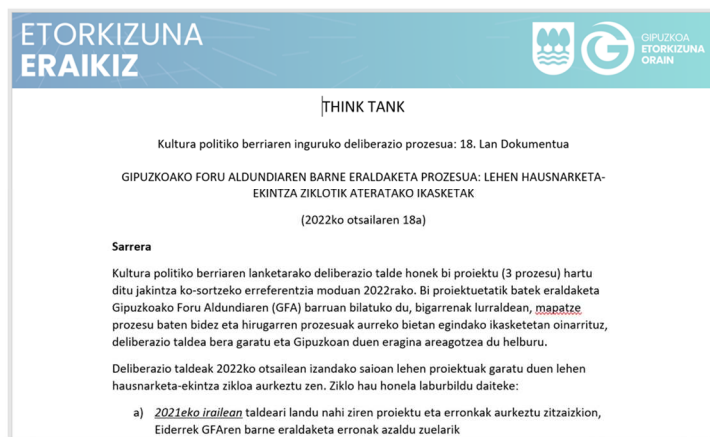
Structure of the session

- Introduction
- Development itineraries in the construction of a new political culture.
By Hilary Bradbury
- Experience with different action logics: Eider, Xabier, Naiara, Mikel,
Miren
- Teamwork
- Close

In the evaluations, in the section on things to be changed, one participant said: from the outset, based on the principle of self-reflection the specific experiences should encourage people to ask 'What now?' and give possible answers to this question in the exhibition.

At the previous meeting, the group made its contributions, which we have included in the working document. What now?

Working Document No. 18:



<https://www.gipuzkoa.eus/es/web/etorkizunaeraikiz/-/nueva-cultura-politica>

KEYS TO THE INTERNAL TRANSFORMATION PROCESS THAT WE ANALYSED IN THE FEBRUARY SESSION:

- Taking courageous decisions
- Consistency
- Having a clear goal
- Defining the problem properly
- Looking forward without looking back
- Stop apportioning blame
- **Individuals**
- Seize the right moment
- Analyse the problem on a differentiated basis with each of the parties
- Commitment and willingness of all parties
- Trust
- Help from the rest

The discussion at the previous session emphasised the importance of people.

Today we will talk about the role that we, each of the members of the deliberative group, play in promoting a new political culture.

'We talk about special people. But the special people are always others. We all believe that changes need to be made. But, we always believe that it is the other people who have to change. But I believe that everyone has to start to make that change. We have to start changing'.

Nerea Urcola, at the February 2022 session

The central idea for today's session: transforming the political culture in the context of the complexity of the world and our own territory is a great challenge. If we do not keep up our own transformation, we won't be able to transform the political culture around us. **Transformation of the environment requires skills and attitudes that we do not have today.**



Camino of Development New political culture



Key concept: Action Logic
A pattern of sense making
in what we notice and act on.

First measured by
Jane Loevinger, U. Washington in 1970
Who measured adult ego development.
e.g., black and white vs. grey

Now used a lot in executive coaching.

Transforming Redefining Achiever

Expert
Diplomat



Development is a journey over time. What was too close up becomes visible
What was "subject" becomes "object." - Kegan
We can help one another with this!

Adult "vertical" development
is more than "horizontal" difference



Unlike a baby's growth we do not have
Societal understanding of the existence of adult development.

Horizontal learning increases *what*
we know, e.g., technical expertise,
functional skills.

Vertical learning improves
how we interpret and act
Within a situation.



21st Century problems are systemic, global AND
local

Requires **Vertical** + Horizontal Learning

adapted from Barrett Brown



Bill Torbert, Elaine Barker GLA Associates

The Shift

Early		Later
Follows	→	Path finder
Parts	→	Systems
Defensive	→	Open
Right Way	→	Autonomous
Absolute	→	Generalises
Certainty	→	Doubt
Short term	→	Longer term
Conforms	→	Self authors
	→	

GURE IBILBIDEA / OUR PATH



2020 ekaina /june

Self-protective
Diplomat

**Norbere babeslea
Diplomatikoa**

- "Proiektua ambizio handikoa da, ez dakit ekarpena egiteko gai izango naizen"
- "Aldundiarekin dugun harremana zaintzeko parte hartzen dugu"
- This is an ambitious project; I am anxious about contributing
- I want to do the right thing



2020 ekaina/june - 2021 apirila/april

Expert
Achiever

**Aditua
Emaizten lortzailea**

- "Saio bakoitzean aditu bat gonbidatuko dugu gaiaren inguruko oinarriak jartzeko"
- "Hau ezin da hausnarketa soila izan, hausnarketa ondoren ekintza egon behar du"
- In each session an expert will be invited to share the framework on the specific issue
- There is a right way and a wrong way – we must figure that out soon.



2021 maiatza/may ...

Redefining

Berdefinitzailea

- "Adituek jakintza ekartzeko definitu genuen modua agian ez da egokiena, jakintza teoriko/kontzeptuala beste modu batean txertatu behar dugu"
- "Ekintzara gerturatzeko modua kaotikoa izan zen, oraingoan bi proiektu argi bultzatuko ditugu, arduradun zehatzekin"
- We have new / unexpected insights; we need protected "open dialogue time" to discuss & integrate what we are learning.
- There's (natural!) chaos; what 2 clear projects exist, who is accountable for what?

Etorkizuna/ The future

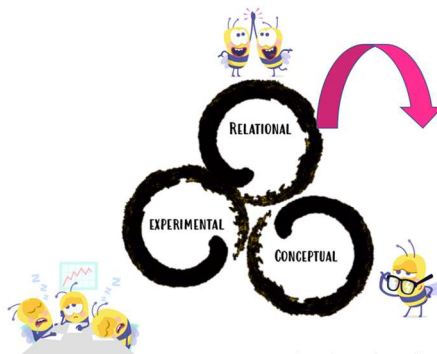
Transforming
Alchemical

**Eraldatzailea
Alkemikoa**

Feedback!

Deliberating Developmental Political Culture

We make it safe for one another!



Feedback for
Feeding forward

Learning and stretching
Together!



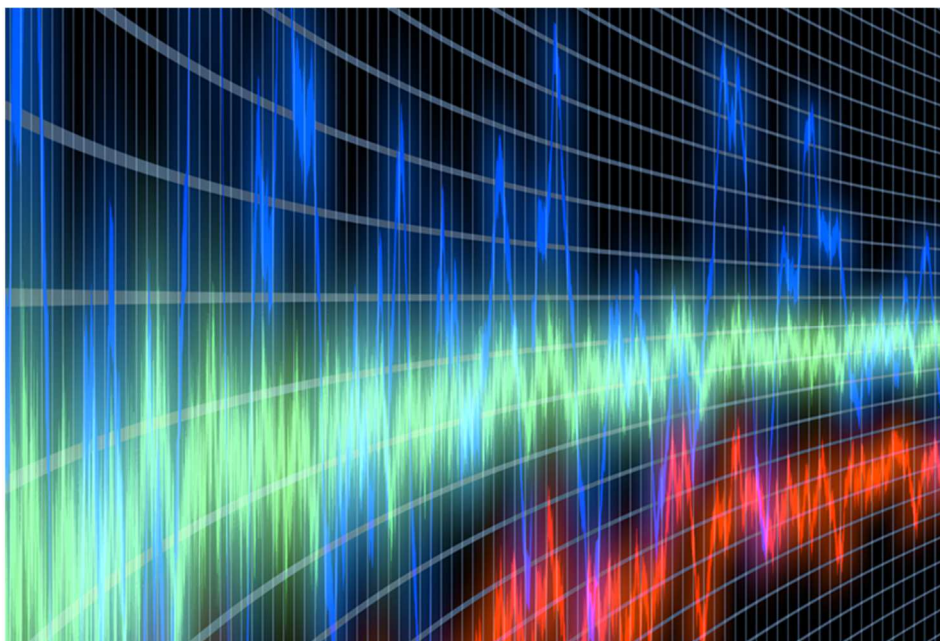
DELIBERATELY DEVELOPMENTAL
COMMUNITY... NOT SO EASY!

WHAT ARE "POTHoles" ON THE CAMINO?

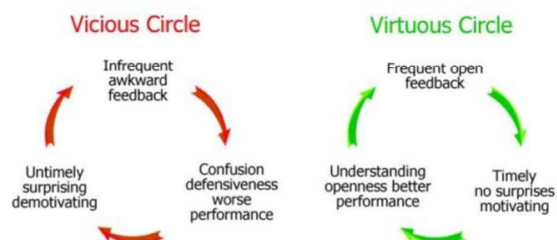
LACK OF "SAFE" SPACE;
LACK OF CURIOSITY;
LACK OF COURAGE;
BAD ROLE MODELS;
LACK OF FEEDBACK ON EXPERIMENTS.

Feedback	
Diplomat	Dreads. It's disapproval or reminder
Expert	Tolerates: Dismissed if not from an expert
Achiever	Accepts. It helps meet the goal!
Redefining	Welcomes. It uncovers the hidden
Transforming	Invites. Yay. How else will we learn?!

- Cook Greuter, 2003.



VICIOUS CYCLES & VIRTUOUS LOOPS



Dana Carman
Integral Consulting



- Eider, Xabier, Naiara, Mikel and Miren performed an exercise to learn about our action logics



Questions for the group

Today we are working based on the idea that transforming the political culture is a complex challenge. If we don't address self-transformation, we will hardly transform the political culture around us. **Actually, the transformation of our environments require capabilities and attitudes that we don't have today.**

Does this idea help understand the transformation this group is seeking?

- If the answer is yes, what can we do to develop those capabilities?
- If the answer is no, how does the group interpret we can contribute to the transformation of our environment?

Evaluation and next session



Please complete the evaluation, it is of great help to us in preparing the next sessions



There will be no session in April because of the Easter holidays. The next session will be on 25 May, when we will talk about the mapping process.

b. Working Document No. 19

THINK TANK

Deliberation process on the new political culture: Working Document No. 19

PROCESS TO ADDRESS THE INFLUENCE OF THE DELIBERATIVE TEAM ON THE
ECOSYSTEM: THE ROLE OF INDIVIDUAL TRANSFORMATION IN THE TRANSFORMATION
OF POLITICAL CULTURE
(23 March 2022)

Introduction

This deliberation group for elaboration of the new political culture has taken these two projects as a reference point for the co-creation of knowledge for 2022: the territorial mapping process and the internal transformation process of the Provincial Government of Gipuzkoa (DFG). However, the group also has a third objective, *the transformation of the deliberative group*, i.e. to increase its impact on the territory and, in particular, on the ecosystem of the policies of the Provincial Government of Gipuzkoa. The March session discussed this third objective.

As a starting point, one of the studies from the previous session was presented: the importance of people. If people have been so important in internal transformation, it was proposed that they should also be seen as being important when addressing collaborative governance in the province and in the transformation of the political culture. Each participant (each individual), therefore, is important in order for the deliberative group to have an influence in the territory. Consequently, the working hypothesis for the session was as follows: 'If we do not address individual transformation, we will not be able properly to transform the political culture around us. Transforming the environment requires skills and attitudes that we do not have today'.

Lessons contributed to the group

Hilary Bradbury participated in the discussion on this topic. In her presentation she shared the concept of action logics. Our action logics are patterns that we avail of in order to understand things, and they establish the patterns we use to identify what

kind of actions we perform and what we are aware of (or not). According to the theory of adult development, which Hillary took as a reference point, people trace a path through life, internalising increasingly developed action logics. That does not mean that we never go back to the old forms of logic. Indeed, we use different forms of logic in our activities. However, current challenges (systemic approaches, complexity, etc.) require developed logics.

She described the main forms of action logic, given the proportion of population using each one, according to studies conducted in this area: Diplomat (13%), Expert (36%), Achiever (29%), Redefining (11%) and Transforming (5 %). Prior to the session, five members of the group completed a questionnaire to diagnose their action logic and to identify which logic is most prevalent in their actions.

Results of individual reflection

After sharing that vision, each group member answered the following questions: Is this idea suitable for understanding the transformation that this deliberation group should be seeking? If so, what can we do to address these competencies? And if not, how does the group think we can influence the transformation of our environment? In this section, we study the answers compiled, in order to establish prospective criteria.

Based on the individual responses, the participants can be divided into three groups: (a) those who considered this work to be suitable; (b) those who thought it suitable, but had some doubts, and (c) those who considered it not to be suitable. The following are the contributions made in each approach:

People who consider it appropriate to deal with personal development in the think tank and who consider that synergies are created naturally with collective transformation

- a) For me, yes. Because each person, as he or she transforms, 'radiates' his or her transformations and there are no changes that occur only at a macro or collective level.
- b) Individual work does not only affect the think tank. Influencing our organisations contributes to the transformation of the ecosystem.
- c) Yes. It is very appropriate to focus on people's attitudes. From the analysis of skills, it would be interesting to trace the trajectory of developments. However, not everyone is good at everything. Each person needs to do his or her part. Work structurally on people's development (training). In parallel, transforming the culture of the organisation. Provide an adequate framework for personal effort. Reward those who achieve it. Motivation is important. Use the stimulus.

- d) Yes [Adequate]
- e) Yes [Adequate]

People who, although they consider it suitable to address personal development in the think tank, note this may lead us to abandon the collective dimension, or those who consider it to be insufficient:

- a) Yes. It is essential. But while personal transformation is necessary, it is not just an individual process. Group dynamics should also be encouraged.
- b) Yes [I think it is suitable] for understanding it. Indeed, culture is developed and transmitted through interaction between individuals and is based on values and customs. So this dimension must necessarily be present in any collective transformation. Therefore, the capacity for transformation of the individual dimension differs for collective transformation in each case. In our group, I see the capacity for transformation of each person as being limited. I would not give up on establishing processes, tools and resources for achieving these types of skills. However, I have doubts as to whether this is a leading priority for the think tank (at least as I see it). So I'm a little sceptical. I have a lot of questions and few certainties.
- c) Instead of answering with a definite yes or no, I would reply 'Yes, but'. It is not as easy to transform yourself personally and I would consider incentives as a variable.
- d) I believe that as humans, we are made up of subjective and objective elements. There are also personal and social elements in the public space. I believe that there are two sources for transformation of the political culture. On the one hand, you have the collective space and, on the other, reflection and personal transformation. I agree with the personal work. But I don't think it's enough. This approach requires an additional component.
- e) I believe it is a vision that can enrich the process. But it must always take into account the reality of the system. Indeed, it is conditioned by the reality of this system to a large extent. Many people are conditioned by the system. The individual ends up growing accustomed to the system. Apart from people with very strong and special leadership, the rest end up getting acclimatised to and adapting to the system. That should be taken into account.

People who do not consider it suitable to work on personal development in the think tank:

- f) Personal transformation is important. But I think it would be a mistake to include individual transformation within the responsibilities of collaborative governance. Collaborative governance is fundamentally a way of carrying out collaborative structures and political work. It is an instrument for coping with complex problems. But it is voluntary. If you believe in what can be achieved through collaborative governance, that should be enough to get things going.

The input on things that can be done to promote development can be summarised as follows.

Awareness:

- a) Awareness. There are often difficulties and cultural scepticism in working on these 'soft' skills and attitudes. However, the means and positions that are put forward should be debated. How can we make a difference? How can we make these positive transformations?
- b) Achieve the level of awareness. Feel it is necessary and reason it out. A level of awareness must be reached not only at a personal level but also at a group level.
- c) We have to look at the aggregate to see how we can transform ourselves personally. We need to reflect on how to guide our individual change. What guides us? Usefulness? Hedonism? What should we do about contradictions?
- d) Encourage high levels of self-awareness. In order to get to know each other personally, it is necessary to reflect on the action logics. That would make it easier to see whether we have the capabilities and attitudes required for transformation.
- e) Each person must learn to analyse and explain his or her own learning. By offering spaces for internal reflection and developing resources.

Creating appropriate spaces and strengthening the group:

- a) We should seek mechanisms for each person to become a member of the group. The real involvement of the individual in the group will make it easier to achieve.
- b) We need the 'real' spaces'. In other words, we need a space where we can tell the truth calmly. If we want to tell the truth to ourselves and thereby drive change, this space must guarantee certain conditions.
- c) Arranging/creating spaces for developing personal independence.
- d) Dynamics and spaces must be created.
- e) It is important to apply the latest logics of group management. Institutional engineering would also be helpful.
- f) Structure learning processes by working together. Getting to know each other better. Going further in areas of cross-cutting competences (situated learning).

Training and development of competencies:

- a) Skills must be generated for developing these competencies and attitudes.
- b) Identify what the competencies are.
- c) Training workshops might be considered, but taking into account the profile of the individual. Indeed, there are very different individual profiles. For this reason, it would be useful to classify individual profiles. The classification should be based on the type of person and his or her capabilities. The system itself should facilitate these exercises. The system should trigger these exercises. Or at least, it should not neutralise them.

Link to the think tank's actions:

- a) These competencies are worked on more in practice than in theory. Currently, some members of the deliberation group are carrying out an action directly linked to the think tank, but not all of them. Two steps can be taken: 1) All of us could join the action. 2) These issues could be addressed through reflection on actions.
- b) Implementing processes, projects, actions, etc. to carry out the aforementioned modifications.

Others:

- c) It is also important for us to take our time. The individual and the environment do not change from one day to the next.
- d) People's commitment is also important.

If the personal development is not considered adequate, we asked what other tools the group has to influence their environment. That question went unanswered.

Group reflection.

When the work done in groups was shared, individual opinions were partly repeated. However, there were some contributions that we consider important in defining the future path of the group:

- a) 'Our group was the most critical about this issue [...] we think it is not something fundamental'.
- b) 'Individual change is related to collective change and vice versa'.
- c) 'This exercise has been important. But there has been some reluctance'
- d) 'We also talked about some experiments. It would be something simple'.

Future developments

The participants' input show that the door has been opened to this issue, but some doubts and concerns have also been raised about what its priorities should be. At the same time, although some participants said that the individual and collective dimensions are indivisible, other participants felt that the two parts should be differentiated and were concerned that the time given over to individual aspects detracts from that given to the collective.

Consequently, in the process of strengthening the deliberative group, this individual work could be incorporated through a small experiment, but, taking into account the doubts that exist, it should not be the focus of the deliberative group's activity.

c. Session programme

THINK TANK

DELIBERATION GROUP ON NEW POLITICAL CULTURE

Gunea, 23 March 2022

CHALLENGE TO BE ANALYSED IN THE SESSION

After the last session on the internal transformation of the DFG, the focus group will address the effort involved in viewing ourselves as an ecosystem. We will try to understand how the individual development of each one of us is related to the development of the ecosystem, taking as our basis methodologies *for adult development*, and discussing how our forms of relationship and leadership influence, for example, the development of cooperation in the ecosystem.

In this, we will have assistance from Hilary Bradbury. In addition to presenting her framework, she will help us reflect on our process.

AGENDA FOR THE SESSION

- Introduction
- Transfer based on the latest contributions
- Adult development and its importance in transforming ecosystems
- Group dynamic
- Close