

**2016 Facing Pages Statewide Literary Arts Convening
Navigating in 3D: Disruption, Diversity & Development**

**Monday, September 26th 10 – 8pm & Tuesday, September 27th 9 – 3pm
Session Notes**

September 26, 2016

Session I: Frame-Changing Game-Changers

Jeffrey Lependorf, Facilitator

There is no solution because there's no problem. Duchamp

Asking a beautiful question shapes your life as much as getting a beautiful answer. David Whyte

We are frequently overwhelmed problems and tend to jump for answers, but frequently we will best address challenges by re-examining the question or changing the frame within which we view the challenge.

We often work hard on a problem, but we don't "get the math" because we make assumptions; we sometimes need to broaden the frame.

Re-framing the Question Exercise

List of 3 numbers:

2,3,6

105, 106, 212

14, 15, 30

Q: What would be another set of three numbers following this pattern?

Note: most assumed they saw the pattern and answered with two numbers in sequence and then a third that doubled the second number. When asked for series that would not work, answers such as "4, 10, 13" still worked, suggesting that the "obvious answer" might not actually be the answer.

A: Simply 3 whole numbers that get larger in progression.

The point: "Obvious" solutions frequently have us overlook solutions to the actual challenge at hand.

Tactics/strategies for changing the frame, for dealing with challenges:

The Kaikan Method of Questioning

Kaikan consists of 3 Qs you can apply to an issue involving a conflict with someone else. These questions turn the issue on its head and allow us the opportunity to learn from and frequently reconsider these conflicts, as well as take responsibility for things that might at first seem to be entirely the fault of the other party:

Kaikan Questions:

1. How does this issue/problem with someone else benefit me? What have I gained from it?

2. What gifts have I given?
3. What trouble have I caused?

Kaikan Exercise:

Think about an issue or personal problem you're having with someone in your life or in your organization, and write a paragraph about it.

Reframing the issue we're having with board members, colleagues, and friends can be very helpful. Writing it out is important as it better allows us see things from the other side, what we might do differently next time, what other people are capable of toward resolving a problem, and what we're capable of doing ourselves.

Opposite Thinking Exercise:

This simple method allows us to interrogate program attributes and opposites toward coming up with solutions that don't simply build on assumptions and past behaviors. We began, as an example, by looking at attributes of air travel, then listing the opposite of each attribute and then circling which of each pair would be preferable.

Attribute:	Opposite:
Time out	Engaged/occupied
Speed	Slow travel
Terrifying speed	Cruising
Fear	Trust/hope
Intimidation	Empowerment
Seeing clouds	Clear day
Compressed like sardines	Spaciousness
Don't have to drive	Driving
Take off shoes	No need to undress
Watch movies/read	No movies or reading
Lines/Waiting	Easy access
Infantilized	Respected
Confused	Clear
Meeting new people	Privacy
Layovers	Quick & easy/straight through
Earaches	No pain/comfort
Jet lag	Alertness
Turbulence	Smooth sailing
Dirty toilets	Hygienic
Surveillance	Privacy
Security	Freedom

Exercise:

Evaluate each element of your work by noticing its opposite attribute.

Which of these characteristics do you prefer?

Go through the list and circle the things you like best.

You can ultimately do this with literary programming, but we're starting with something else that you're not so personally attached to first. The example Jeffrey used for breakout groups was fast food dining. Participants were asked to come up with a concept and pitch for a fast food restaurant.

Instructions:

- Put down all attributes of fast food dining.
- Come up with opposite for each attribute, and circle the preferential parts of each pair.
- Come up with fast food restaurant concept that accomplishes most of the positives.
- Then come up with a restaurant name and catch phrase.

Also cited: Southwest Airlines Harvard Business School study

Break into eight groups – go to numbered blank white pages

Write down all attributes of fast food dining and their opposites

Come up with a fast food dining experience that embodies the preferable half of each pair

Looking at all circled things and come up with a concept, name and catch phrase for each

Sometimes the exact opposite of what we first assume is the right solution.

This simple method is a way to approach programming toward maximum results that don't rely on doing things the way we simply have always done them. The results of using this method are frequently surprising. It's common that the opposite of some of the things we do in programming would actually be a better solution.

Session II: Developing Cultural Equity in Your Literary Organization

Hoong Yee Lee Krakauer, Lupita Gonzalez Facilitators

Racial/cultural equity is an important topic. Let's use the time together to move the needle ahead in all our organizations. When you step outside of your comfort zone, you're going to be uncomfortable. We are comfortable in being uncomfortable – that's a key to success and to doing artwork, taking risks, doing work you're passionate about.

How can you take clues from the inside and create meaning on the outside?

By 2050, we are not going to be a minority/majority country. There won't be a dominant/sub-dominant paradigm. A lot of stuff is rolling into NYC that comes from a national perspective. We need to develop language that will help us to move into this.

- **Privilege Walk**

Self-reflective Exercise: for this exercise, privilege is access that is never questioned.

A statement is phrased. Pay attention to what comes up for you, and go to numbers 1-5 depending on how it resonates for you, with 1 being not true at all, and 5 being totally agree. People move to the number/side of the room that reflects what resonates for them.

Q1: In your childhood, you read books where the protagonists reflected you.

Q2: You have read works in translation. (You value cultures other than your own.)

Q3: You see yourself reflected in the leadership of your industry.

Q4: You are a product of privilege.

Q5: Do you want to be treated the way black people are treated in this country?

In the interest of moving this Q forward, the issue is, what are you doing about this?

Which Q in this exercise had the most meaning to you and why?

There was great objection to the way Q5 was phrased. For a person of color, this is a very painful Q. It could have been phrased as *treated like Mexicans, or people of color*. Claudia Rankine essay talks about the outsider, being segregated because you weren't considered to be valued or worthy. Black people

were legislated out. When lynching was sport in this country, fast-forwarded to Black Lives Matter today. How much does being an ally do to making our society more equal?

- **Opening Our Space**

Who's at the Helm? 89% of CEOs are White, according to BoardSource's national survey
Leading with Intent.

Pie chart from the PW Publishing Industry Salary Survey, 2016, was just the big 5 publishers, and it excluded Native Americans, Arab Americans, etc.

Comment: You're talking to a bunch of marginalized iconoclasts.

2014 was the first year most public school children were people of color.

As the population shifts, the Q is, whose story is being told and who's telling it?

The racial makeup of the new majority: mostly people of color

Windows & Mirrors – is an important concept that a lot of people in publishing are getting hit with. If children are able to see themselves reflected consistently they feel validated.

Mirroring is very powerful for children. There's hardly any diversity in children's books, 73% of which are White. There are decisions being made by seats of power in privilege that are keeping the status quo.

Windows – when you're not able to see yourself reflected, but see others' reality (via story).

Junot Diaz: *If you want to make a human being a monster, deny them at the cultural level, any reflection of themselves.* The more our stories are not told, we're invisible, and it will result in more and more discrimination. Complacency is the wingman of cultural racism.

- Practicing Interventions

Jay Smooth:

When you believe you must be perfect to be good, it's an obstacle to being what you can be. Any time we are dealing with racism, we're dealing with a social construct that wasn't designed to make sense. In America, they were developed over centuries to justify behavior. We all have unconscious thought processes that lead us to acting unkind to others without meaning to do so. The problem of the racial/prejudice binary is that it relieves you of responsibility. Being a good person is a practice that we carry out by engaging with our imperfections.

There are systemic issues and disparities around race. It's worthwhile to work on some of these issues so that we can get beyond them. We are not good despite our imperfections; it's the mindfulness and awareness of those imperfections that allows us to be kind to each other and ourselves.

We need to talk about White Privilege and racism. Because we live in an oppressive society, we all oppress. Racism is Power + Privilege. If we have internalized oppression, we need to constantly work against that. How can we get to the root of the problem?

NYC Dept of Cultural Affairs – this last decade was the highest in hiring people of color, but if you look deeper, they were all interns, p/t, hired into the lower or middle tier of employment, in every discipline but theatre. Equity and inclusion are by words.

How do we bring this conversation to people that really need to hear it?

Darren Walker, of the Ford Foundation, issued an annual letter this year that was an apology. He rolled it out to a beta-group, expecting some feedback. The beta-group came back and

crucified him, because he neglected the issue of disabilities. When you do something that offends people, whether on purpose or inadvertently, remember to have:

- Humility
- Empathy
- Courage
- Integrity

Larger discussion: some confusion about the point or motive of these statements; writers period are not getting paid and so we need to include the economic issue in the conversation; in what ways as a field can we tackle racism and privilege; seats of power are in board rooms and at the acquisition level - how do we change this?

September 27, 2017

SESSION III:

Tell Them Who You Are: Articulating Your Vision, Mission & Value Proposition

Jennie Baird, Facilitator

See Jennie & George's powerpoint via Google Presentation here:

https://docs.google.com/presentation/d/1xpZT5_1MnobLiN6WRt4AygMN2uQc8eUj-V-opx6RHQ/edit#slide=id.g136905ecae_0_219

We need to take a 10,000 foot view on messaging

"A brand is not what it says about itself but what a friend tells another friend."

You can never be too big when you talk about your vision.

Marketing is about communication. Think like a marketer. Emotional appeal.

Essential to articulate your story concisely so any advocate with potential with potential access to money can connect and give some to you:

- Vision
- Mission
- Value Proposition
- Reasons to Believe

Vision Statement

Vision Statement: Big picture, sense of where the organization is going, a part of a broader idea or movement.

Example: LitTAP

Is there a way to say something about public impact, arts, and community building?

Reiterate the TAP, as in tapping in. Articulate a broader idea of helping the literary community thrive, helping literary organizations flourish, being a part of something bigger, connection between public impact, arts and community building, and sharing literature with general public.

Why should the public care?

- To create more expressive citizenship
- Speak of connection instead of saying "makes" or "helps"
- Literature helps people learn to express themselves
- Real community-building;
- LittTAP and literature stimulate imaginative thinking, empathy, the tools we'll need to survive.

What would our literary arts movement be?

- LitTAP is a wonderful and diverse coalition of organizations;
- Power of the word is underpinning of coalition/movement that is diverse;
- Collage as opposed to catchall;
- Brings together diverse aspects of community, including government, grass roots, cultures;
- Literacy to literature – adds a social component;
- Also supports readers without readers we don't have culture;
- Grow and thrive rather than survive.

Q: Survive what?

A: Speak in ways literature can change your life – life changing – creative citizen Take notes, put them together and come up with a better vision statement.

Mission Statement: The purpose and goal.

A mission statement takes your vision statement and applies it to what you actually make and do. They're good when they suggest a result/tangible goal, though they often sound joyless. How to bring joy to your mission?
Market joy.

Example: LitTAP Current Mission/Vision:

LitTAP benefits the public and the art of writing by networking organizations, providing technical assistance, and helping literary arts presenters access the tools and resources they need to succeed.

- What it is: The big picture.
- Where is this organization going?
- What's the broader idea or sense of being a movement, a part of something bigger?

Suggestion: LitTAP makes NYS stronger by helping literary arts organizations flourish.

Value Proposition

Value Proposition: what problem your organization solves, and what makes it valuable in the eyes of the customer.

If you can't show that your organization creates some value, it's going to be very hard to get people and funding behind you. What problem is your organization solving, and what makes it valuable in the eyes of the customer? How reasonable is it to try to solve a problem or say you're solving a complex problem with your work?

The value proposition can be a paragraph long. You need one for anyone you're serving, and you can have different value propositions for different customers. This is a way to think about messaging that you can take public. Until you've done this, you cannot speak to constituents.

You need to show that you're adding value.

Set up your messaging as values:

Example: National Endowment for the Art's "buckets" Learning, Creativity and Celebration

*Note NEA 50 year anniversary report

Organizations that promote reading and writing improve literacy and foster community.

LitTAP helps these organizations thrive by providing technical assistance and training to expand their reach, access, and efficacy.

Can we talk about NY as a cultural capital?

Maybe part of the value prop is about maintaining NYS as a cultural capital.

Huge challenge – it's hard to create a real need for literature.

You need to come up with a compelling case for why you matter.

Reasons to Believe

Reasons to believe: your product or service's features and functionality that pay off the value proposition.

3 - 10 proof points - how do we prove that we do the work we say we do?

Proof points:

- Exchange of ideas and best practices at Annual Facing Pages convening
- Re-grants to literary nonprofits to support technology, strategic growth and programs
- Technical training and support services for speakers

This might be list of LitTAP's programs, and their impact and reach.

How do we articulate to agencies that might grant us money?

Have a framework so that when you are presenting, you have a clear, articulate statement that tells them why they should care and get involved.

Until you can articulate these four points - vision, mission, value proposition and reasons to believe - you can't successfully write a proposal or persuade supporters.

Session III: Data Lab – Using Data To Measure Your Impact

George Weiner, Facilitator

"We're lost, but at least we're making **great time**." – Leap of Reason

The Impact Chasm: What we're doing day to day || where we want to go

Digital logic model:

Input – What you invest

Output – What you make (predictive indicators)

Outcome – What you expect to happen

Impact Marketing Funnel: an inverted triangle that measures different levels of awareness & engagement

Awareness: Which metrics indicate a stakeholder is aware of the cause/organization?

General awareness: people are aware of your work and know you exist. Impressions, mentions, web visits

Interested: Which metrics indicate that people are "making eye contact" with your organization online?

People give you permission to communicate with them (emails, sign-ups, social followers).

Engaged: Which metrics show that stakeholders are paying attention/listening/interacting with you?

People take action to support your cause (email opens, shares, comments, votes).

Campaigns that have clear calls to action > people interact...

Committed: What does a "win" look like when a stakeholder fully converts and "buys" your product?

People donate to your organization. You can change what you're trying to achieve/goals, and metrics.

Find the metric that matters most to your organization - your North Star

- Prioritize the right metric
- Ask this question of everything you do in relation to your work, i.e. should I go to the pub? Will it make the boat go faster?

It's tricky to get down to your goals. Look at how you approximate what you actually have.

Roll up metrics lead to change

How do you increase social shares of your content? Via metrics and impact tracking.

The metrics that matter – (Your North Star)

Prioritize the right metric with a unifying metric/Q: "Will it make the boat go faster?"

Stretch goal setting

Run a marathon (over stretch: Qualify for Olympic marathon).

"Any more than 3 KPI's (Key Performing Indicators) is a circus" Peter Drucker.

High importance and easy to measure makes you happy.

Hard to measure and of low importance makes you angry.

Power Poetry – the largest teen poetry organization online, giving them a safe place to create poetry.

Born from a documentary To Be Heard.

Long-term literacy improvement (high importance; hard to measure)

Google analytics – when you configure it, track the KPI's that matter to you.

Configure inside the admin setting.

Shares only track shares within your site

The easier it is to measure, the more frequently you can measure KPI's.

What are users doing?

You can see distribution of how much time people spend on your site.

Internal vs. External speak – ask, "Would somebody Google this?"

Clever Segments

Engagement by:

- Schools
- Government – traffic from gov't. sources
- Press
- Rich Users
- Target Demo users

Set it up, learn how to use it and then it's set up effectively for 2 years

If you choose solid platforms like WordPress, you're insulated for more time.

Build Segments

Assisted Conversions – What we can actually tell in terms of a narrative path when we set up tracking.

What do the (right) data say?

2016 Facing Pages Hackathon Flip Chart Sheets

83% of young people facing the criminal justice (in US) system can't read the verdict; literacy matters

Literature opens eyes and minds to unfamiliar views & perspectives

Literature is arguably the foundational art form of a democracy

Without language, a culture will be lost

Literature stimulates the imaginative thinking and empathy we need to create a vibrant, sustainable society.

Reading, writing, remaking (or: Remembering or: Envisioning)

Imagination on the page

Stories change minds

Stories spark empathy

Writing is fundamental

Writing America's future

From literacy to literature

We are the stories we tell – tell your best story

Live a great story

No writes, no rights