Bachelor of Creative Intelligence and Innovation
81531 Industry Innovation Project

Assessment Task One

Innovation Discovery Journey Checkpoint

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Introduction

Complex Challenge:

How might we embrace a national identity and a story that is honest, inclusive, inspiring, and values the contributions of all people? One which broadens our understanding of Australia, that does not omit or hide from the past, but is also capable of celebrating our successes and differences.

Project Summary:

This complex challenge proposed by Next25 is one of four leverage points identified by the organisation as key areas for the future of Australia. These leverage points were drawn from a wide variety of interviews conducted by Next25 in the course of developing the Recoded Report. The report summarises solutions focused research with emerging and experienced systems leaders from Australia to examine the future-making system within the country, and see if it has what it takes to create a desired future.

Partnered with Next25 our Industry Innovation Project team has engaged in various research and solution development methodologies in order to dissect the extremely complex issue of Australian identity.

Report Contents:

This report will provide a comprehensive overview of our journey into this wicked problem space so far and a summary of the solution space the team will be working in. Furthermore, this report will contextualise our solution space within Australia and provide the key insights that were gained through the discussions which occurred during the mid-project check-in presentation. The structure of the report will be as follows:

> RESEARCH & METHODOLOGIES:
> - Methodologies.
> - Key Research Insights.
> - Reframing The Brief.
>
> MID-PROJECT CHECK-IN:
> - Special Guests.
> - Key Discussion Insights.
>
> SOLUTION:
> - Solution Space.
> - Initial Proposition.
>
> APPENDIX:

Research & Methodologies
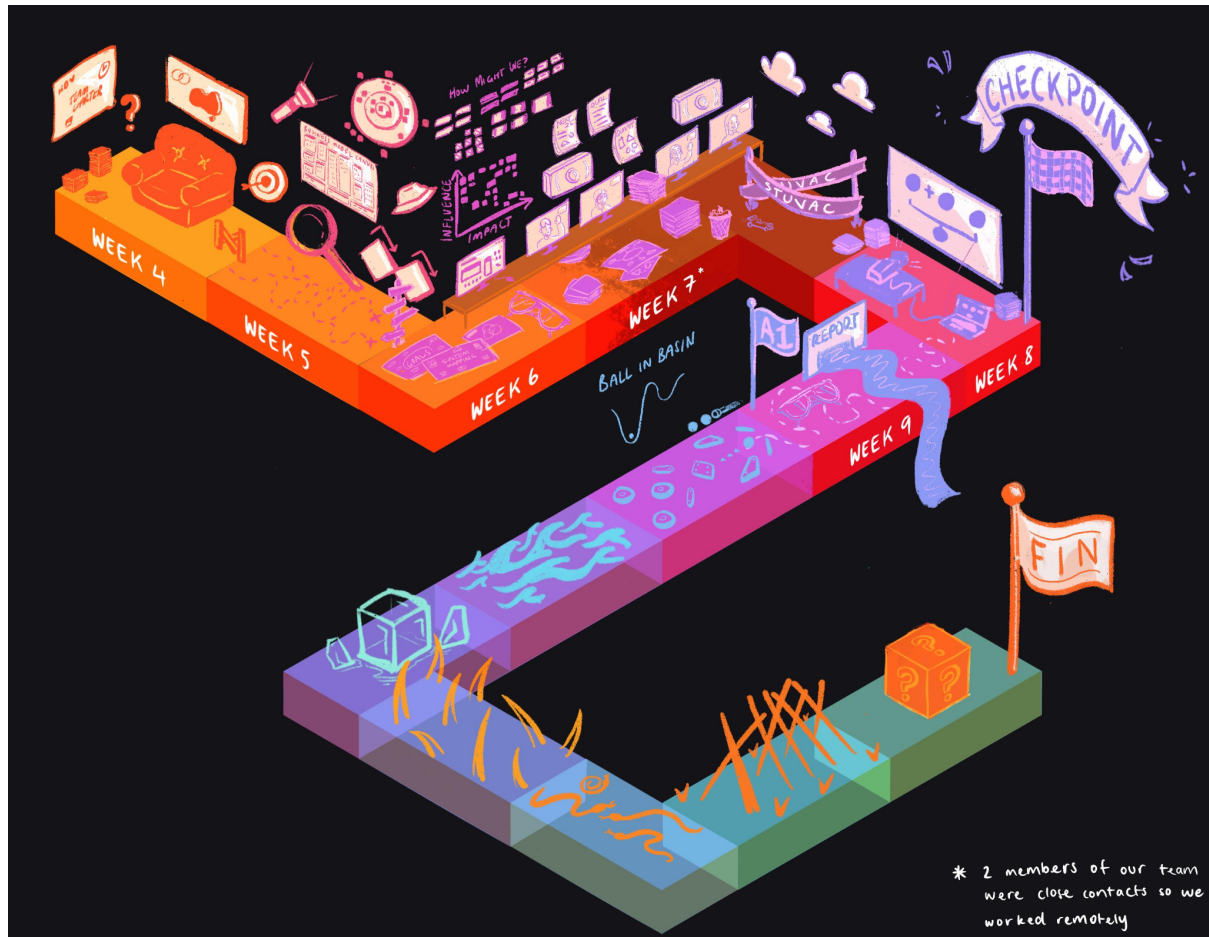
Methodologies:

<u>Journey Map.</u>

Figure 01. *Journey Map.*

<u>Key Methodologies.</u>

Double Diamond.	The double diamond method enabled us to track our progress throughout the duration of the project until the midpoint check in. We identified the initial challenge space of identity to be multilayered due to the complex perceptions of national identity contextualising the different worldviews between the majority vs minority group and the political agendas influencing the Australian Future Making System. Using the double diamond successfully helped guide our research in framing the space through interviews and desktop research that assisted in progressing within the solution framing.

Identity Scan.	Our challenge space prompted us to identify our own perceptions of our national identity to help contextualise our worldviews. In doing this, we reflected on our lived experiences and analysed how these have influenced our perceptions on Australian politics. This scan turned into an engaging activity that we performed with our industry partners and external stakeholders.
Rich Pictures.	Using a rich picture to contextualise our challenge space revealed the lack of meaningful symbols and metaphors available to represent Australia's national identity. Whilst our discussions and research were quite negative (what Australia is doing poorly), our visuals leaned more positive (generic stereotypes of Australian identity). This presented a disconnect between our perception of Australia's national identity and the perceived lived experiences of groups.
Business Model Canvas.	Producing a Business Model Canvas helped us understand our industry partner, their organisational value, and the social initiatives integrated in their program. This enabled us to understand the problem and the scope of our research, context and areas of interventions that will be likely established within Next25's business model. With this model allowed to contextualise the problem space in smaller areas and focus on issues that matter the most.
Stakeholder Mapping.	Our stakeholder mapping and impact x influence activity revealed a barrier within our networks which limited our reach and influence. We've found that most high influence x high impact stakeholders were individuals in positions of power (politicians, media reporters) that would be hard for us to contact within the context of our research. Similarly, those that we have direct contact with had high influence and low impact in our current context (First Nations). The activity hence highlighted the limitations we'd need to consider when designing interventions.
Interviews.	As our problem space is highly subjective, and Next 25 had a plethora of research for us to sort through, interviews were our main source of data (qualitative). Each interview was with an industry professional and provided rich insights that helped us reframe our challenge space. The specific insights from each interview are listed below.
How Might We Questions.	The use of How Might We Statements guided our research in reframing our challenge space which catalysed big prompting questions exploring the possibilities of identity through the narrative of First Nations and differing political agendas. Each of our How might we statements focused on a problem area prompting further discussions with the current culture of Australia and its understandings.
Causal Loop Analysis	Our causal loop analysis explored the possibilities for change between politicians and citizens, particularly First Nations people and migrant communities. It explores a shift of language from passive to active when discussing the experience of Indigenous Australians in parliament. Active language being language that incites change, takes responsibility for the past, and avoids tokenistic displays of reconciliation, such as an unenthusiastic "welcome to country". This has the potential to have a knock on effect and also encourage unity and empathy for migrant communities.

Key Research Insights:

<u>Next25 Metrics.</u>

Recoded Interviews Qualitative Data: *Current State*
01. Australian society must re-articulate a modern national story that promotes a clear identity that is honest and inclusive, developing a vision of where we want to go as a nation that appeals to a sufficiently large and diverse group of people that will come on the journey.
02. Australians lack a sense of agency and belonging. They are disconnected from a national identity that fails to represent them or their needs.
03. The power of narrative in creating a collective identity cannot be underestimated, and nor can the power and responsibility of the media in the matter of national identity.

Recoded Interviews Qualitative Data: *Success*
01. It is not the responsibility of oppressed or marginalised groups to educate the majority. The history taught in schools and the dominant narrative in society is white; we need to be more actionable and learn to challenge our biases, assumptions, and privilege.
02. Ideas of civic reason, relating to exchange, tolerance, conversations, debates, and discussions, are important when considering Australia's future. It would be beneficial to build an adaptable and cooperative social structure, motivating people to act on political issues and collectively overcome social and political challenges to build resilience.
03. Action requires bravery, engaging in the idea of 'spending privilege through taking risks.' This concept requires a deep reflective capacity and the building of meaningful relationships with marginalised communities. Australia needs to create spaces for voices that aren't being heard, and act in the public interest based on what they say.

<u>Expert Interviews.</u>

Dr Clayton Chin: *Senior Lecturer in Political Theory - University of Melbourne*
01. Acknowledging the social makeup of Australia and evaluating the use and meaning of symbols will enable us to create a future narrative for the political community, a community that is representative of the nation.
02. What is the willingness of communities to address the issues of our time, and the willingness of contemporary institutions (however problematic and imperfect) to address inequalities stemming from positive values within themselves?

03. "One thing I think [Canada] does really well is retelling the story of the Canadian Anglo majority to be one where multiculturalism is obligatory and uncontroversial." Australia must endeavour to attain a similar level of understanding, where our history is accepted rather than denied and multiculturalism is not only celebrated but is also a core part of everyday life.

Michi Marosszeky: *Founder of Woven Threads and Film Director*
01. Woven Threads was founded after Michi Marosszeky felt a great frustration with the way in which refugees were being discussed in the Australian media. Michi struggles to connect with the Australian identity because of the disparity between how different groups of people are treated.
02. It is important to write and tell stories that everyone can relate to and humanise the subjects. The media has desensitised and clouded the refugee narrative, as well as other narratives such as that of the First Nations peoples.
03. Truth is essential when utilising storytelling. People are resilient and nothing is untouched by challenge. However, if you incorporate an element of hope in the story being told it becomes more palatable.

Amanda Armstrong: *Retired Journalist for the ABC, Current History Student*
01. Recently, society has seen a shift in civil discussions. A shift away from valuing academic experience and towards valuing lived experience. However, most often a combination of both allows for the deepest understanding and most effective solutions.
02. Effective change arises from a united political position. However, there is growing discontent amongst Australians regarding poor leadership. In order to achieve political unity and enact change you require courageous leaders capable of persuading others to support a clear vision for the future.
03. Several of the core concepts of the Australian identity are merely human nature that is no more evident here than anywhere else. In fact, often they are lacking in everyday life and only present themselves in times of crisis.

Rubee McManus: *Educator in Aboriginal (Indigenous) Studies*
01. The current multicultural narrative that is being propagated within Australia can be confronting for First Nations peoples because migrants have been benefiting from stolen Indigenous land and are often more privileged than the First Nations peoples whose land they live on.

02. White Australia values land as a commodity and political debates on land management and environmental policy are frustrating for First Nations communities who have been managing the land for more than 60,000 years.
03. It is important to reframe the brief from passive statements such as 'embracing' and 'broadening our understanding,' and engage in phrasing that promotes action. For example, 'How do we (White Australia) take responsibility for the past?'

Desktop Research.

The Uluru Statement From The Heart: *(2017)*
01. If Australia can enact substantial constitutional change and structural reform then the sovereignty of Australia and the sovereignty First Nations peoples can co-exist. Only in honest and respectful co-existence can Australia forge a future and a national identity to be proud of.

Stan Grant, 'The Australian Dream' Speech: *IQ2 Racism Debate (2015)*
01. The Australian dream is rooted in racism, and racism is killing the dream. It was present at the foundation of the nation just as it is present today.
02. "We are better."

'The Australian Dream' Documentary: *(2019)*
01. The Indigenous story is a story of struggle, survival, dispossesion, discrimination, pain, and perseverence. The Australian Dream is a refuge from this history. However, it is only by acknowledging this history that we can chart a course from the worst of Australia to the best of Australia.
02. Only through education and the sharing of experience can we accept and understand Australia's history. Only through understanding and acknowledgement can we develop an honest and inclusive vision for the future.
03. Standing up to racism and inequality is hard and painful, but it is only by demanding the conversation take place that we can achieve change.

Multiculturalism & Nationalism: *Models of Belonging to Diverse Political Communities*
01. Ethnic national identity (inherited traits) versus civic national identities (chosen traits). The purpose of distinction concerns diversity and inclusion within a national identity.

02. Success will be when newcomers are able to take on and understand the political community in a way that accepts them within the shared identity and community, without sacrificing their values, norms, and practices. This will require an examination of the symbols of national identity,
03. Civic nationalism requires only limited ideational and institutional commitments to a broad set of civic values. How can cultural difference become a positive resource for national identity?
04. The relationship between national and other social identities is a key tension within nationalist theory. Cultural diversity needs to be integrated into political belonging to achieve plurality within our shared political identity and community. Symbols of this plurality need to be woven into the national narrative and image.
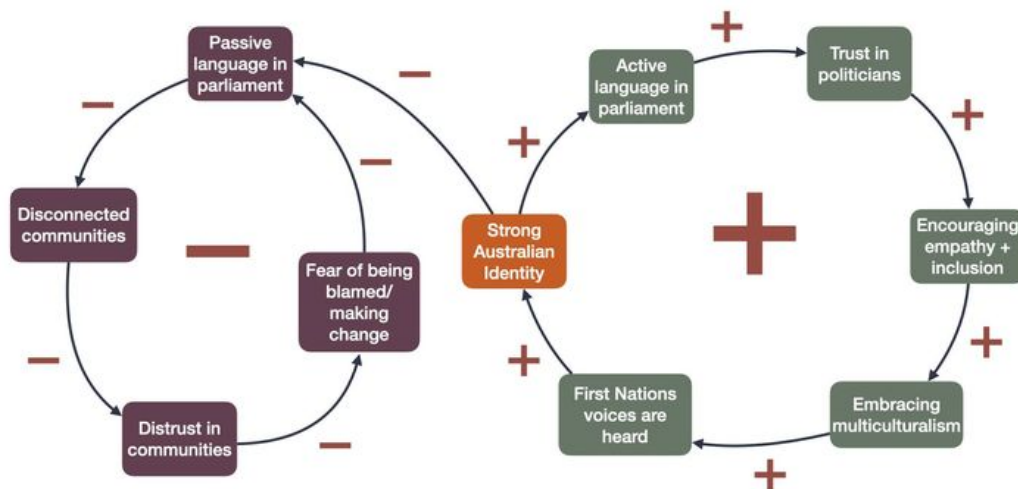
Reframing The Brief:

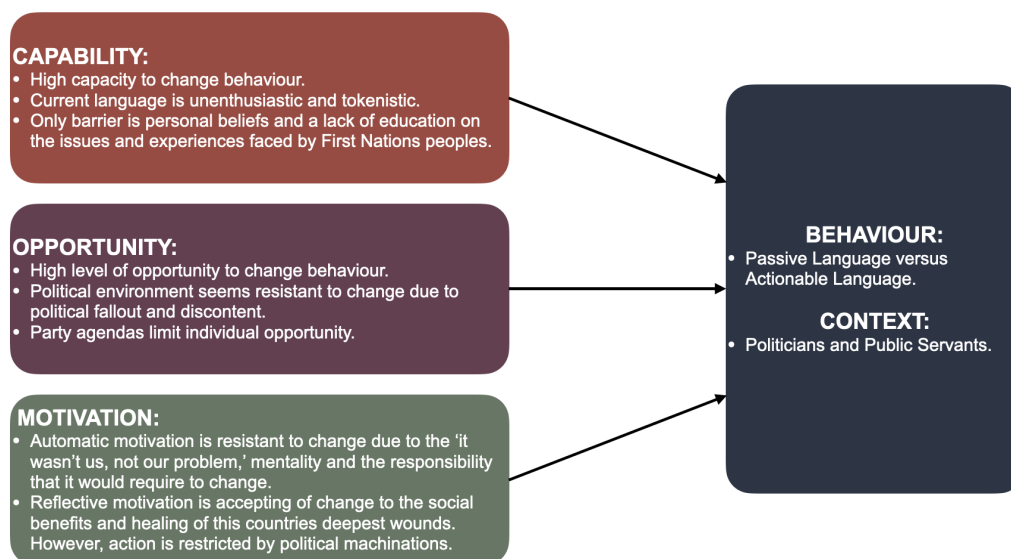Figure 02. *Causal Loop Analysis - Reframing The Brief Through An Examination Of Language In Politics.*

CAPABILITY:
- High capacity to change behaviour.
- Current language is unenthusiastic and tokenistic.
- Only barrier is personal beliefs and a lack of education on the issues and experiences faced by First Nations peoples.

OPPORTUNITY:
- High level of opportunity to change behaviour.
- Political environment seems resistant to change due to political fallout and discontent.
- Party agendas limit individual opportunity.

MOTIVATION:
- Automatic motivation is resistant to change due to the 'it wasn't us, not our problem,' mentality and the responsibility that it would require to change.
- Reflective motivation is accepting of change to the social benefits and healing of this countries deepest wounds. However, action is restricted by political machinations.

BEHAVIOUR:
- Passive Language versus Actionable Language.

CONTEXT:
- Politicians and Public Servants.

Figure 03. *COM-B Framework - An Examination Of The Factors Involved In A Behavioural Shift.*

Through the reframing process we moved from the wide lens of national identity to the more specific focus of the behaviour of politicians regarding the First Nations experience.

Mid-Project Check-In

Special Guests:

Jessica Fuller:
> Research Manager *(Direct Point of Contact).*

Hollie Cheung:
> Research Officer *(Direct Point of Contact).*

Ralph Ashton:
> Executive Director.

Marcel Svatos:
> Philanthropy Manager.

Safia Rowland:
> Program Officer.

Sophie Stockman:
> Communications Officer.

Key Discussion Insights:

Our mid-project check-in provided a valuable opportunity to receive feedback on our research and current direction so far. The key insights from the discussion that took place following the presentation are:

01. Positive response towards the reframing and iterative processes which were undertaken.
02. Positive response regarding the key insights we identified not only from desktop research but also from our own dissection of raw data provided by Next25.
03. Positive response regarding the key insights from our expert interviews and expressed interest in possible partnerships with some of the organisations they worked at.
04. Provided additional avenues of solution experimentation such as, Donello Meadows Leverage Points and other countries currently in a post-colonial era.
05. Reminded us to avoid trying to solve everything. Rather, to focus on a small achievable intervention that could have knock on effects.

Ralph Ashton, the executive director of Next25, asked us several prompting questions to reflect on as a group.

01. Where's the dominant culture/community within Australia?
02. How does this relate/fit with postmodernism, post-capitalism, post-materialism?
03. How has the Russian invasion of Ukraine ignited a sense of identity and citizenship and belonging?

Additional insights included:

01. Research seems to conclude that the 'individual has no agency' and that agency is something that needs to be given to us, is this true?
02. Does the First Nations identity allow them to veto policy, proposals, etc. Where does everyone else stand in relation to that?
03. There was a missing link in our presentation between our research and solution space - they could see the work had been done but could not understand the connection.
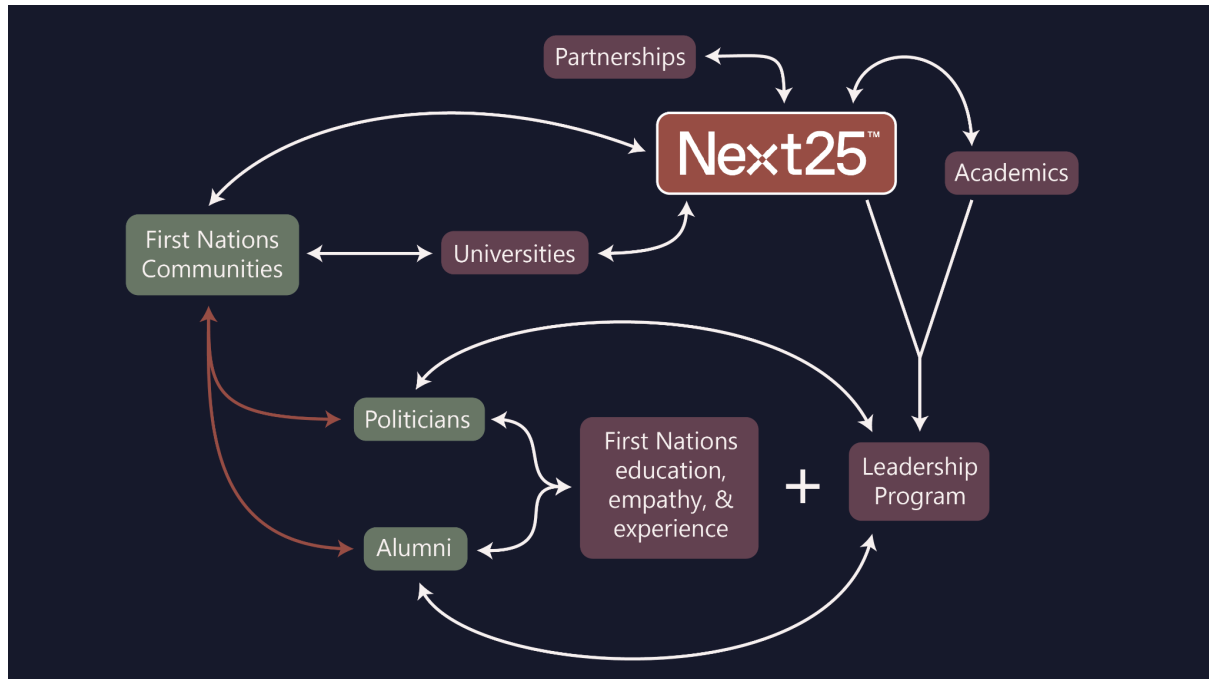
Solution

Solution Space:

Figure 04. *Solution Space Map*

Initial Proposition:

National identity is an extremely complex and layered issue that cannot be resolved by a single solution. Rather, developing a national identity to be proud of will require a series of interventions aimed at creating political, social, and structural change. Our proposition is to leverage the Leadership program developed by Next25 to include educating on and sharing the experiences of First Nations peoples. The Leadership program is a program run for politicians and is value based. By intervening here we intend to promote empathy and understanding within parliament and generate a shift between tokenistic and passive language towards more actionable language which is supported with policy and effective communication with First Nations communities regarding their own needs and goals.

Appendix

The following appendix contains additional evidence of activities and discussions that were undertaken in relation to the complex challenge proposed by Next25.
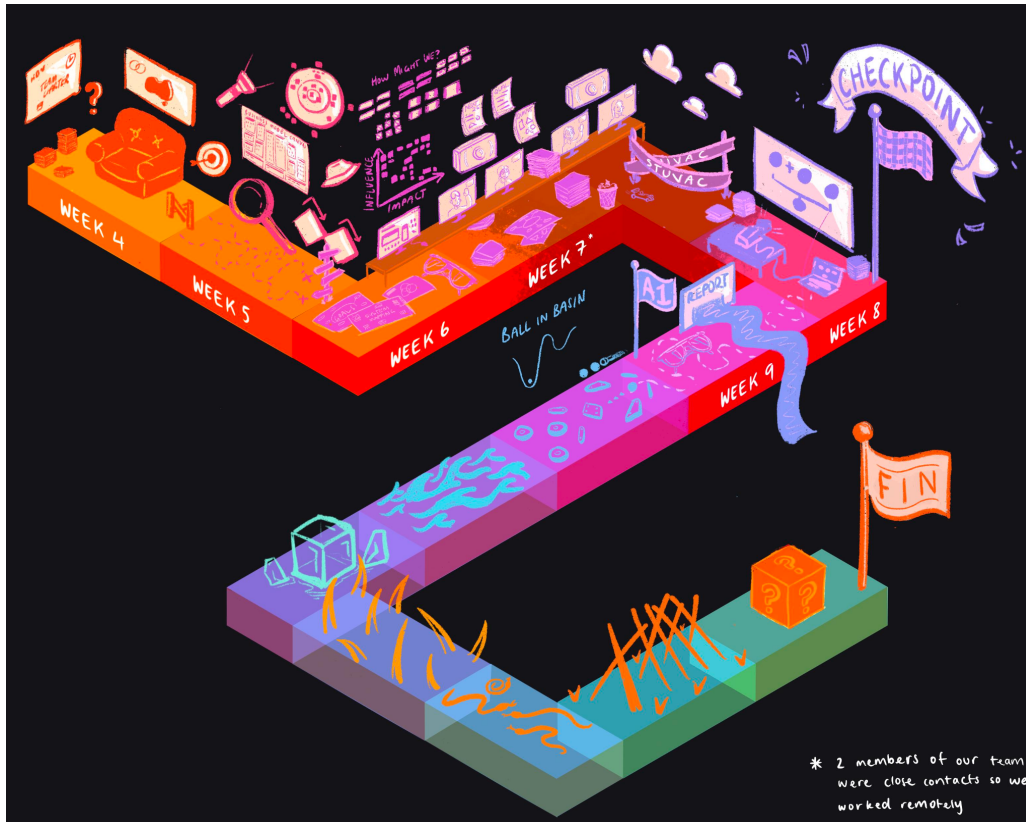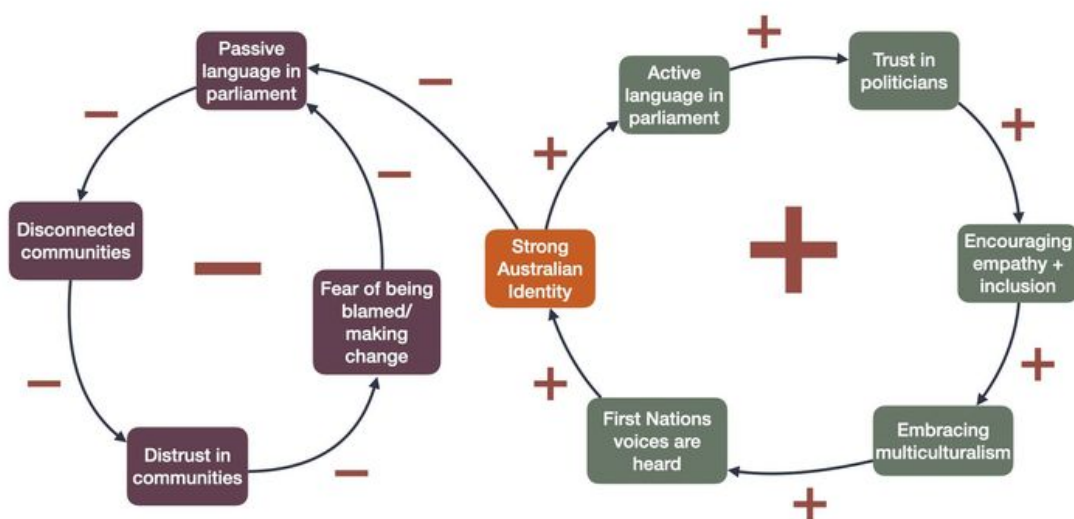

Figure 01. *Journey Map.*

Figure 02. *Causal Loop Analysis - Reframing The Brief Through An Examination Of Language In Politics.*
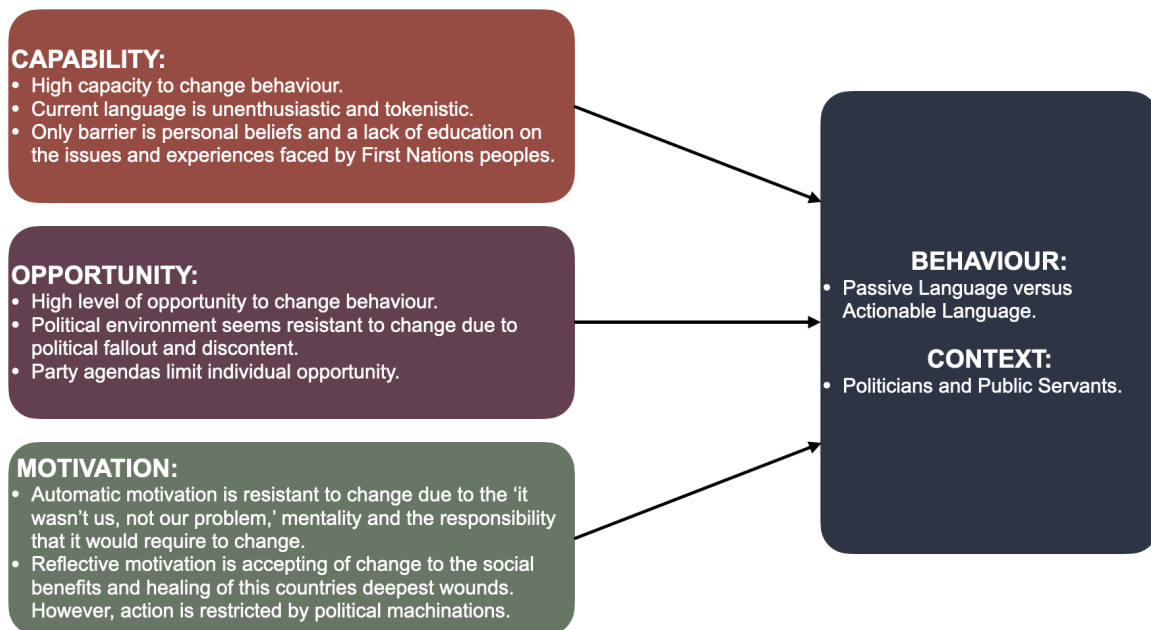
Figure 03. *COM-B Framework - An Examination Of The Factors Involved In A Behavioural Shift.*
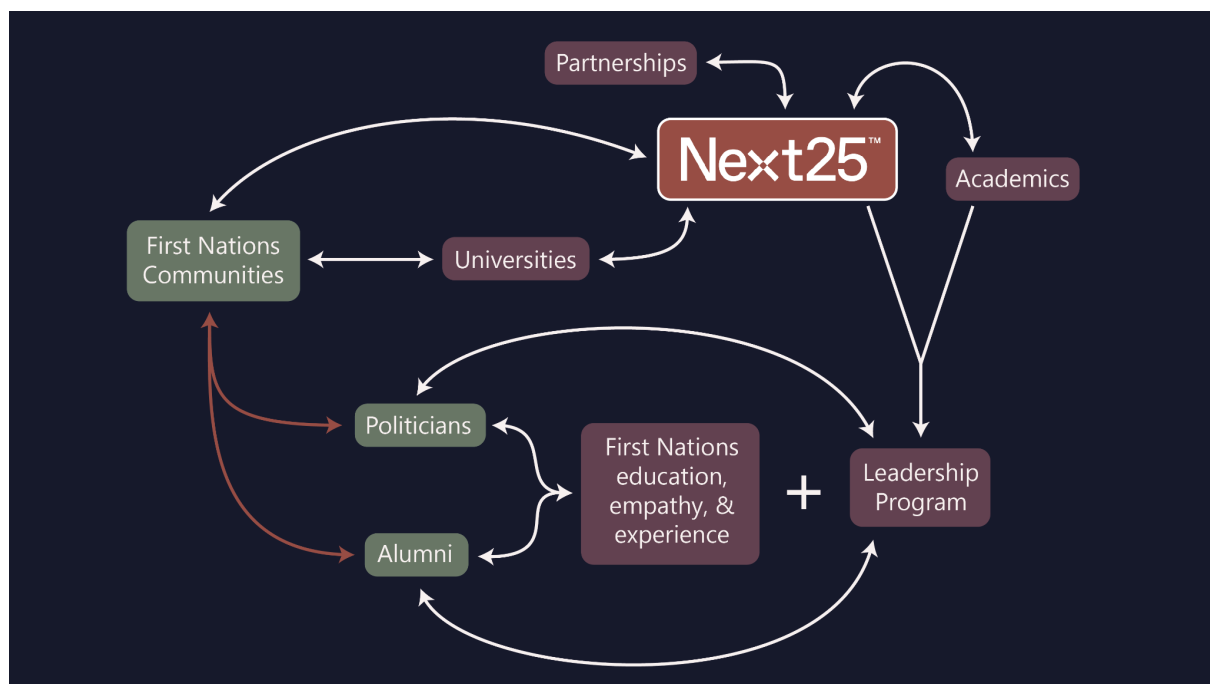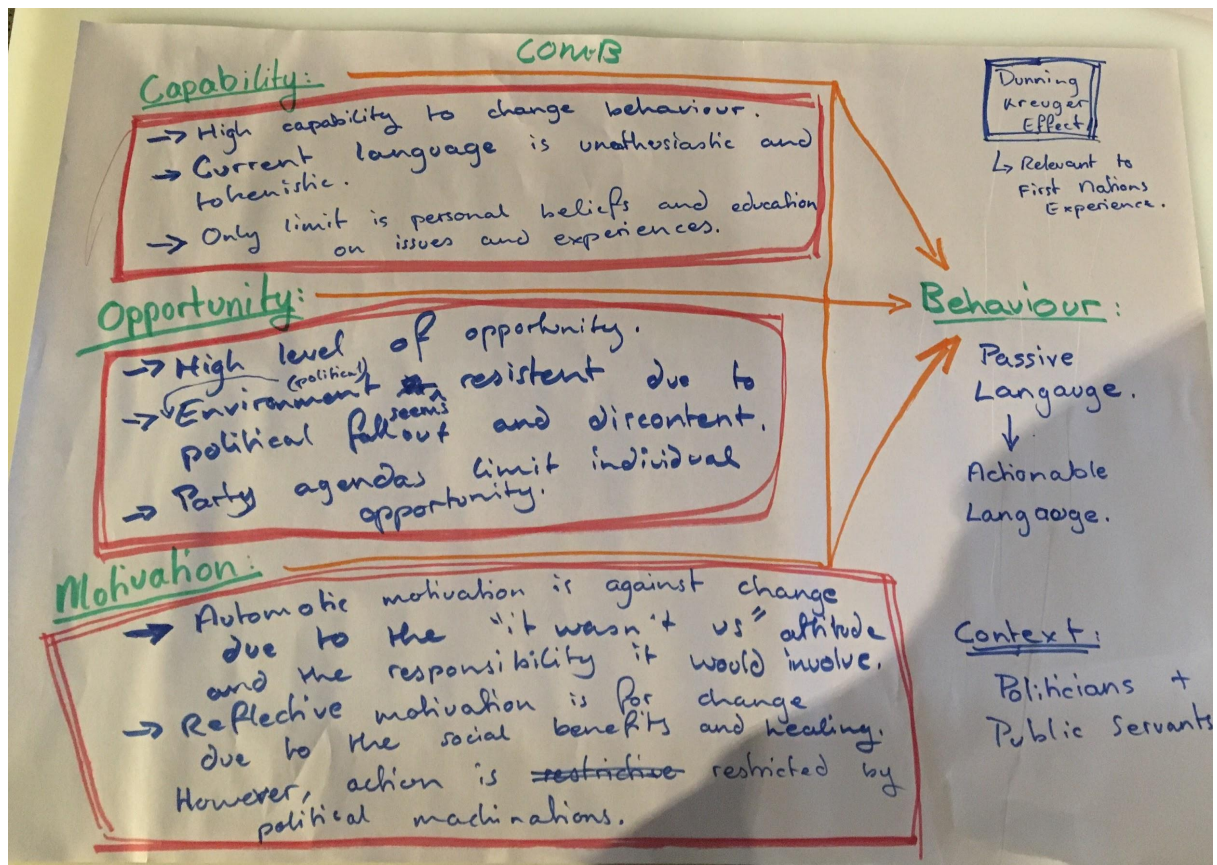

Figure 04. *Solution Space Map.*

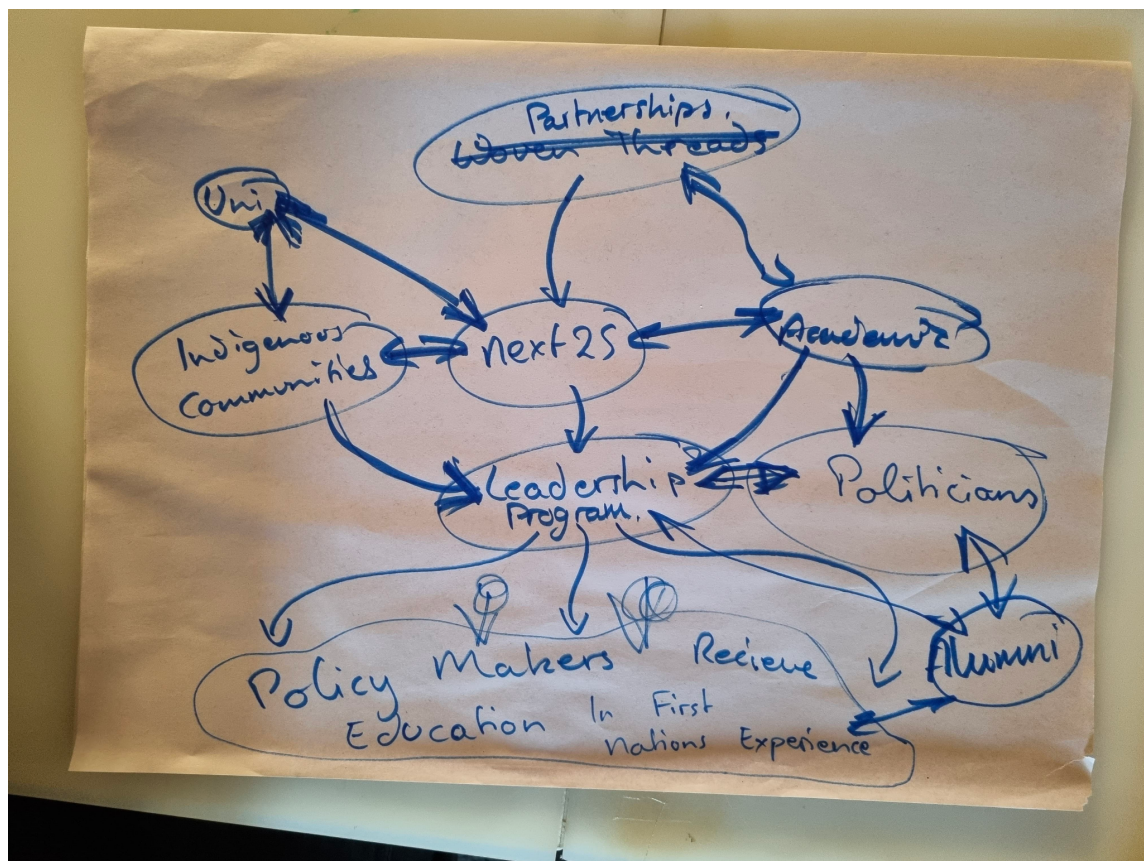Figure 05. *COM-B Framework - Working Version.*

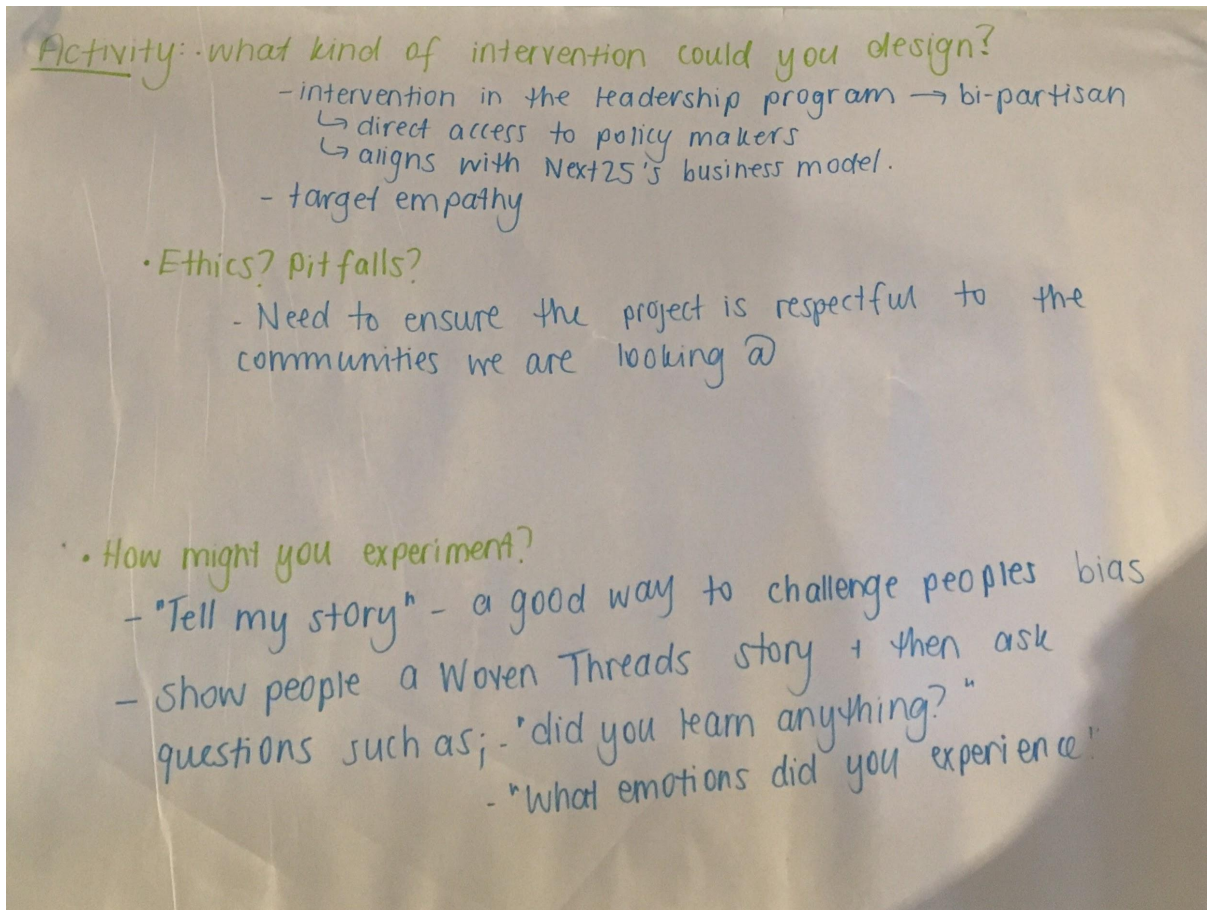Figure 06. *Solution Space Map - Working Version.*

Figure 07. *Intervention Design - Widening The Lens Of National Identity In Focusing On The Behaviour Of Politicians For First Nations People.*
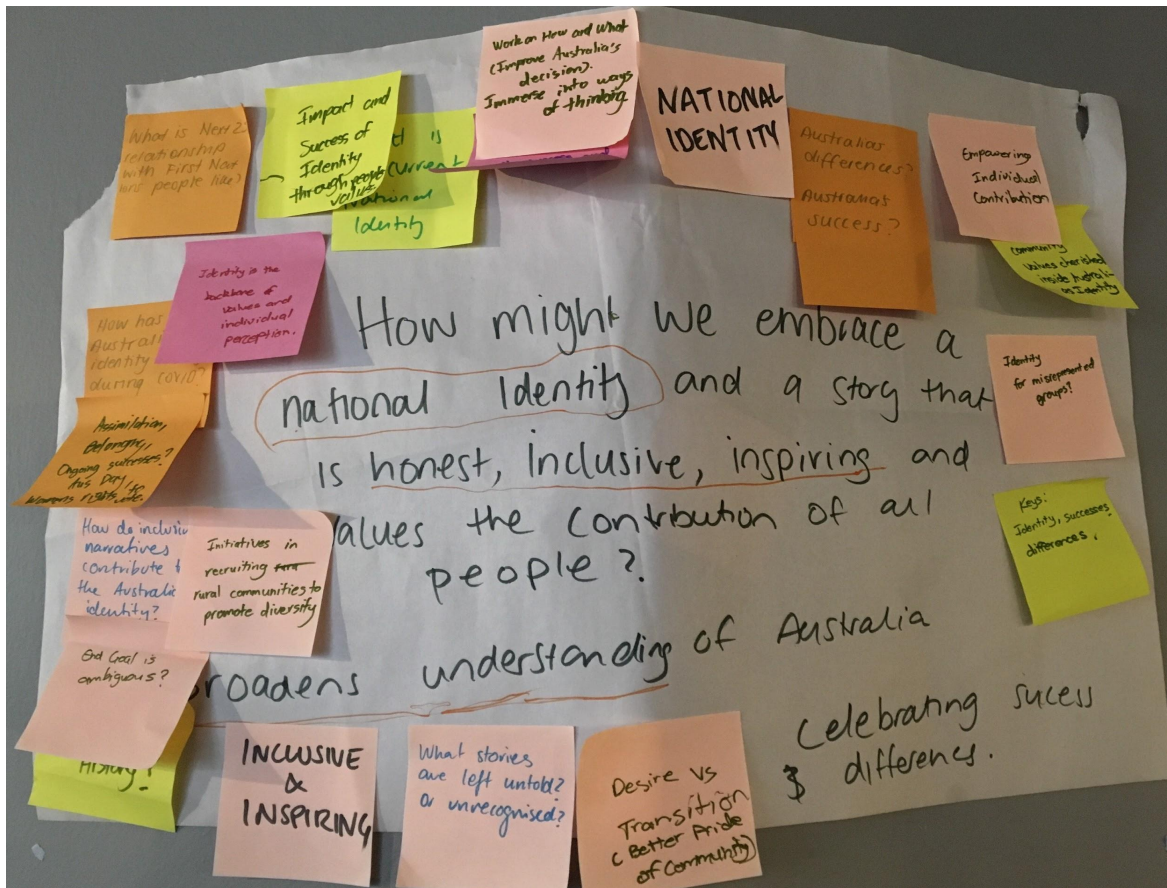

Figure 08. *Initial Brainstorm Of Possible Methods.*

Figure 09. *Initial Breakdown Of The Complex Challenge.*