

## CAT RESOURCES: ARTICLES

### Peace Community Center; Interviews & Data

[https://drive.google.com/file/d/11nSZ2x4C9Lic\\_qmRbDkTvqUGBmRUkO-4/view?usp=sharing](https://drive.google.com/file/d/11nSZ2x4C9Lic_qmRbDkTvqUGBmRUkO-4/view?usp=sharing)

A synopsis of several resources regarding co-leadership models and a case study of implementation.

### The Three Lenses: A Guide to Understanding Organizations by John S. Carroll

An explanation of three approaches to discussing and understanding how an organization is constructed and how it functions.

### Our Message To Audiences - Stay With Us by George Thorn

<https://racc.org/2020/05/29/our-message-to-audiences-is-please-stay-with-us-were-in-this-together/>

A discussion of post pandemic strategy focused on the will, needs and process of the artist.

### Change Organizational Systems with the Liberating Structure 'Panarchy' by Christiaan Verwijs

<https://www.scrum.org/resources/blog/change-organizational-systems-liberating-structure-panarchy>

How do you change a complex system? This is the quintessential question facing the people eager to change systems — like politicians, thought leaders, and other change agents. In this post, we explore how the Liberating Structure 'Panarchy' offers a powerful perspective and allows you to put systems thinking into practice. And even though it is perhaps the most complicated of them all, Panarchy brings together all the promises of Liberating Structures: engage everyone and unleash change on every level.

### The Big Lie of Strategic Planning by Roger L. Martin

<https://hbr.org/2014/01/the-big-lie-of-strategic-planning>

Strategy making forces executives to confront a future they can only guess at. It's not surprising, then, that they try to make the task less daunting by preparing a comprehensive plan for how the company will achieve its goal. But good strategy is not the product of endless research and modeling; it's the result of a simple process of thinking through how to hit a target and whether it's realistic to try. Discomfort is part of the process. If you are entirely comfortable, you're probably stuck in one or more of the following traps.

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**Cynefin Framework by Dave Snowden**

[https://en.wikipedia.org/wiki/Cynefin\\_framework](https://en.wikipedia.org/wiki/Cynefin_framework)

Cynefin offers five decision-making contexts or “domains”—clear, complicated, complex, chaotic, and confusion—that help managers to identify how they perceive situations and make sense of their own and other people’s behaviour.

**Liberating Strategy by Keith McCandless and Johannes Schartau**

<https://liberatingstructures.eu/wp-content/uploads/2018/12/Liberating-Strategy.pdf>

An innovative strategic planning process, an illustrated “how to” using a hypothetical business school example. The method poses six simple questions to be answered together by students, faculty, staff, administrators & alumni stakeholders using Liberating Structures. A compelling strategic narrative is authored, owned, and then operated by everyone.

**Governance Structures for Theaters, By Theaters: What I Wish Existed by Yvette Nolan**

<https://massculture.ca/2020/09/governance-structures-for-theatres-by-theatres-by-yvette-nolan/>

Yvette Nolan speaks about her experience of theatre governance structures and what changes she envisions for their future to ensure the continued success of the theatre.

**Ideas Arrangements Effects: Systems Design and Social Justice by Design Studio for Social Intervention (Lori Lobenstine, Kenneth Bailey, and Ayako Maruyama)**

<https://nonprofitquarterly.org/ideas-arrangements-effects-systems-design-and-social-justice/#>

We believe that creating new effects—ones that make a society more just and enjoyable—calls for sensing, questioning, intervening in, and reimagining our existing arrangements. Simply put, we see rearranging the social as a practical and powerful way to create social change.

**Why is Design Thinking so Bad at Radical Innovation? by Iain Kerr and Jason Frasca**

<https://emergentfutureslab.com/blog/radical-innovation>

Innovation and design are in need of radical reimagining. They need new tools that will push the boundaries; To achieve radical innovation.

**Full Circle Leadership by Alanna Irving**

<https://medium.com/enspiral-ales/beyond-dreamers-vs-doers-full-circle-leadership-869557da1248>

A framework for understanding diverse leadership and project life-cycles in collaborative groups and emergent environments.

**How to Be a Soil Keeper: Regenerative Justice and Whole Systems Care by Kiley Arroyo**

<https://www.giarts.org/article/how-be-soil-keeper>

Just societies cannot grow in toxic soil. To build regenerative communities, we should look to how life flourishes in the natural world, of which we are an inherent part.

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