

The Norwegian Study – “Together we create the future”

The project started with a preliminary project ultimo 2015 where the main goal were to get 10 municipalities to co-create a future project for new pedagogical practice in both kindergartens and schools. In august 2017 the 10 municipalities entered the main project, after a wide and mobilizing process of co-creating common future narratives. In the following you can read about first the preliminary project and second the following process im the main project where making common goals have been in focus of the processes.

Sammen skaper vi fremtiden
Region Nordmøre 2040

Nettverk Nordmøre



First: Creating narratives of the future we want

As the preliminary project, they created pictures that show what kind of dreams we have in the region about the future in kindergartens and schools. Future images form the foundation for long-term goals and strategies on which we can act. The process had to include many participants to join in on the image creation. As many as possible should acquire ownership to the future image and focus their will and energy towards realizing these dreams and desires. There has been regional, local, workplace, group and class level interactions. The goals to realize the main goals were:

- Create common future images of the Nordmøre 2040 region
- Create future images for the individual municipalities
- Create future pictures of the individual kindergartens and schools
- Create mutual ownership of the various goals and measurements
- Develop common methodology for increasing quality and co-operation between stakeholders.
- Change on deployment methods based on current research on leadership and learning

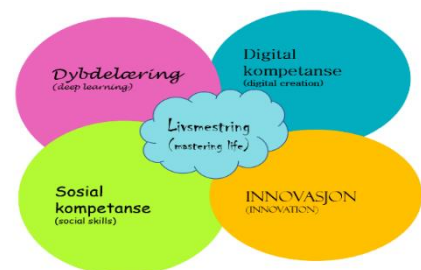
Along the way, they have created images at all levels. They started to model the image creation method at the regional level in November 2015. Afterwards the creation has taken place in different and individually adapted ways in all the municipalities. These individual pieces were re-assembled in a joint image for Nordmøre in the spring of 2017. The creation has been done through additive processes that have allowed all ideas, dreams and desires to be added no matter how many or few people were behind its inception.



Youth Council in Kristiansund



Common future image 1.0 for Nordmøre 2017



Next: Co-creating goals together



Entering the main project August 2017 until now, we have been co-creating the goals in the same way as we created the narratives. Modelling co-creating goals first at region level, with representatives from all the stakeholders. The leaders of the municipalities, kindergarten and school and the union leaders led the processes together. Then they co-created goals in the municipalities, with all the stakeholders

in the kindergartens and schools led by both municipality leaders, union leaders and principals of school and kindergartens. Some of the municipalities use the goals to make a separate strategy of the work in the sector, others use them directly for the schools and kindergartens. It depends of the size of the municipality and tradition – the local context. The goals made in the municipalities and the kindergartens and schools were lifted in to region level again and used to adjust and create common goals in the region and to make a regional strategy for changing the system and innovate new pedagogical practice to head the vision together.



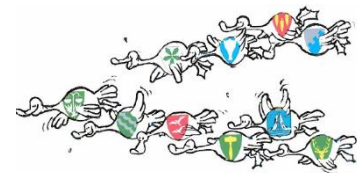
Processes co – creating pictures of the future and goal processes



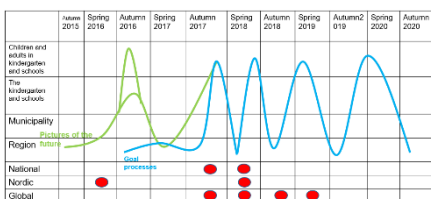
Different network - groups

The goals have been made for each group of stakeholders in the terms of “We ... are doing something...”. We have not been setting goals on behalf of other stakeholders. Example from the teachers: “We are working out new ways to use digital services to learn, together with the students”.

The work with narratives and goals have resulted in the creation of two new regional network-organisations: “process network and evaluation network” to take care of developing of these two important



competences in an organisational way and support the ongoing processes and build capacity in the project. We are also planning at least one more networked working group: “New pedagogical practice in kindergarten and schools”. Its main function will be to develop, identify, investigating and spreading ideas of new pedagogical practice as well as giving enthusiasts a meeting area. Along with the co-creating goal processes, we have been experimenting on making different analysis of the status for our goals. We have also used the value chain of Karen Seashore Louis to analyse the work of the municipality level in the sector.



Some of the latest work we are on to is producing empowerment films for OECD. The shape is a combination of our own questions from the narrative production and questions from the student agency in Education 2030. It has so long been very interesting to experience what is happening when the 15 years old students answers the questions: Wat have you done to reach this future dream already, and what can you do together with others to make it happen?

