



Together we create the future

The good owner 2040 - Nordmøre region

Nettverk Nordmøre

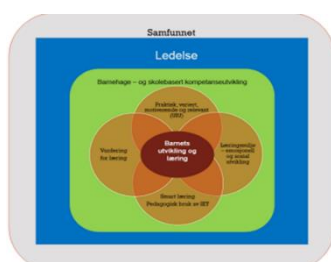
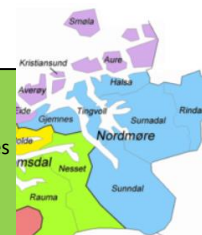
Network Nordmøre is an association of 10 municipalities in a network. Over several years, the network has collaborated on development tasks concerning childhood, learning & education, adolescence, in kindergartens and schools. In the autumn of 2015, the network wanted to create a better and closer cooperation – and to become a more learning network - for the benefit of the whole sector. A group was established to work out a preliminary project with goals aimed at:

- Focus the project towards the future
- Agree on a common development strategy for childhood and adolescence in Nordmøre
- On the basis of the future focus, prepare an application to participate in the regions development as a school and kindergarten owner.

Nordmøre in Norway

A region of 10 municipalities with 58.500 citizens:

- Aure 3590
- Averøy 5856
- Gjemnes 2611
- Halså 1571
- Kristiansund 24442
- Rindal 2026
- Smøla 2160
- Sunndal 7126
- Surnadal 5986
- Tingvoll 3109



The rose of Nordmøre show the tasks we have been collaborated on until now: assessment, developing secondary school, ICT, leadership, learning environment

Mobilization and involvement

To achieve this goal, we had to establish a broad involvement of the various stakeholders in the region;

- the political level of mayors and local politicians
- the municipal councils
- the kindergarten and school managers
- the managers of our 80 kindergartens and 50 schools
- and other actors such as educational psychology and child welfare.

In addition to involving the management of the operating units, the employees, parents and children has been involved. Other local partners, such as business and non-governmental organizations, were also target groups for the involvement in the individual municipalities. A very important partner in the development of the goals were the unions, especially the Education Union. They have been a key contributor to achieving the goals. This work has also been supported by regional and national authorities, and the municipality's interest organization KS centrally and regionally.

Creation of future images

In the preliminary project, it has been important to create 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.

In the preliminary project period from November 2015 to today, more than 4000 people in the region has participated in different processes at different levels. There has been regional, local, workplace, group and class level interactions. Our interim 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

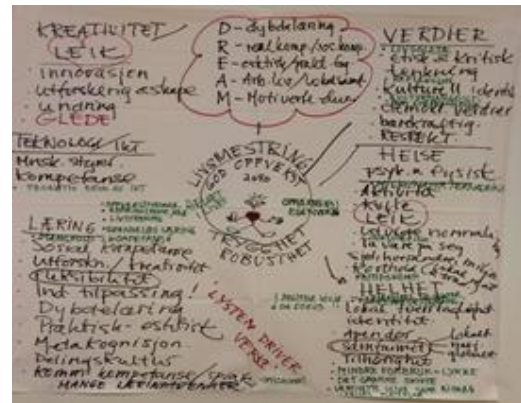


A common future image for Nordmøre

Along the way, we have created images at all levels. We 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.

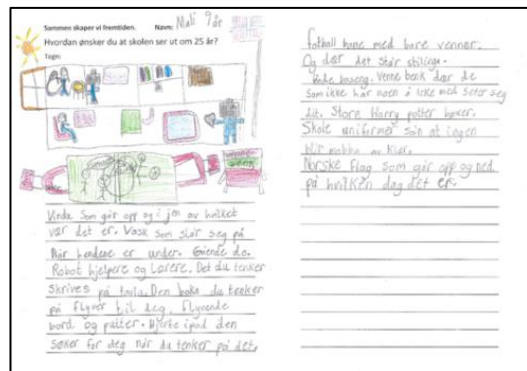
Success factors in the preliminary project

In the preliminary project we have emphasized approaches which we believe have been crucial to achieving our results and, as we also believe, are unique to this preliminary project:



Common future image 1.0 for Nordmøre 2017

- We have focused on mobilizing positive energy instead of processes that can often give energy leakage in the form of focus on objections and resistance to change. We did not start with analyzes of current situation, but with future images. These express our wishes for the future. The processes and the combination of the future images have given us faith that it is possible for us to influence the future and to be active players rather than passive pieces that are subject to change.
- We have used additive methods in the future image creation, rather than the majority contribution. Through this, the individual's contributions have been elevated and given value. This approach has given a much wider picture of the wishes for the future as a basis for further goals and strategy processes.
- One very important choice is that we have chosen to mobilize masses instead of emphasizing experts, investigations by consultants and plans.
- The foundation of the preliminary project is a co-operative effort between stakeholders, emphasizing co-creation and equality.
- Processes were conducted across geographical divisions and across functional levels.
- In the preliminary project, the focus has been on procedural development logic and working methods that have helped us become more aware of what development logic we want to use in different situations.
- Through mobilization and involvement in the various processes, we have tried to be proactive versus being reactive



Mali 9 years, image and thoughts of the future



Youth Council in Kristiansund's image

DGO 2040 – region Nordmøre Nettverk Nordmøre

- Participation and “everyone in” is a supportive part of the project. Throughout broad participation, we believe that our result is not just a desired intent, but an achievable fact. This applies in particular to the number of stakeholder groups and the number of students and employees who hold ownership of Nordmøre's future image. Equally, we have a clear goal to involve even more people in the target groups and from new stakeholder groups when we enter the main project.
- The execution of the preliminary project was through hands-on processes that has given a real experience of bottom-up, top-down, middle-out.



Municipal image is under creation across participant groups



The students point out what they want their school to involve in general and by the teacher in particular. They miss a more practical and physically oriented school, where they look forward to going to school – and not having to sit still for six hours

The pictures show activities from the 3rd training camp in the large network of adolescence on March 23, 2017, where the groups of stakeholders across the municipalities draw goals based on the common future. Newapaper: Trollheimsporten 24.04.17



The councilors emphasize that the region must be able to change and innovate. The youth's goals and dreams today can look completely different in 2040. How can you set the direction for future generations at regional level – and simultaneously all the generations in society?



The mayors had their attention on diversity

- Use of digital co-writing services to share experiences both during and between physical meetings. Using OneNote as a collaboration platform has resulted in the work being highly transparent. Participants, especially the owner group of municipal- and unionleaders, have gained easy access to each other's experiences, lectures and process descriptions along the way in the preliminary project.

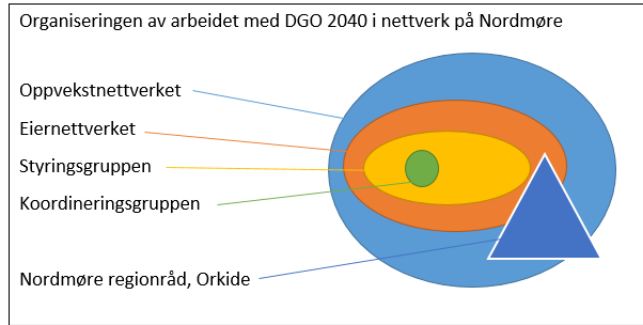
This page shows the timeline in the project, both regionally, municipally and for the kindergartens and schools

Level	Task / Milestone	Responsible	Status
Region	Regionalt DGO 2040	Region	In progress
Municipality	Municipal DGO 2040	Municipality	In progress
School/Kindergarten	School/Kindergarten DGO 2040	School/Kindergarten	In progress

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DKO 2040 – region Nordmøre Nettverk Nordmøre

- We believe that a key prerequisite for the achievement of goals in the preliminary project has been that we have had positive existing network cultures and relations. A relationship which have further developed and improved through the preliminary project. If this had not been the case, the pre-project had to put even more effort into building trust and cooperation cultures.



Contexts in the network structure of Nettverk Nordmøre

- Along the way, the network structures has developed. The old "Owner Network" (orange), has been merged with municipal managers from both kindergartens- and schooldistrict leaders. Lately it has been added with the unionleaders too, now measuring approx. 25 members. A new large "Adolescence Network" (blue), has been created with 180-200 potential participants, which includes all the headmasters of our 50 schools and 80 kindergartens, together with their groups of leadership. Into this network, we have also tried to invite student council representatives, politicians and councilors from the region, as well as collaborators from universities and local business relations. The "board group" (yellow) has been expanded from 5 people, to consist one representative member from each municipality, as well as the ICT supervisor and development supervisor. A "coordinating group" (Green) consisting of three people was created in relationship to the preliminary project. The dark blue triangle represent the board of Nordmøre region (councilors and mayors)

NYHETER

Målet er barn og unge som lever meningsfylte liv



The main goal is that children and youth will be able to live their lives with meaningfulness

The main project DKO 2040 - building up Capacity

Focus of the main project is to develop individual and shared knowledge and capacity on the owner and management level. The knowledge and capacity needed to cover the needs of achieving the main goal: Future generations will be able to master their lives and living meaningful lives in fellowship - in an unknown and different future.

Based on the experience of the preliminary project, we believe that through the various development processes we have created many small, gradually collective changes, which is to be continued in the main project. The intention is to turn this into a sustainable and lasting development, based on learning-collaboration between stakeholders. We will build a municipal capacity for the benefit of children and adults at Nordmøre.

We are well on our way to the main project DKO 2040 - Nordmøre region (2017-2021)

Overall goal for the entire venture

Children, young people and adults have the skills and mastering experiences to live meaningful lives in fellowship with others

We develop the learning and adolescence sector to a learning sector

- in interaction with society

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