europeana

IMPACT PLAYBOOK

For Museums, Libraries, Archives and Galleries

PHASE I: Impact Design

Colophon

Credits

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Contents

About This Playbook

Impact assessment is a fast-growing field that generates a lot of interest. But it can come across as a daunting and complex topic. We have developed this playbook to take you by the hand, introduce you to the language, and help you make some strategic choices.

As a museum, library, archive or other type of memory institution, you want your audiences to learn, participate, delight and enjoy. This comes naturally to you. But when it comes to the digital realm, you have entered an arena of experimentation in which it becomes harder to assess whether you are doing the right thing, and if you are, whether you're doing it well.

The question is this: what is your critical contribution to society? Knowing this will help you make decisions about where you are doing well and where you can do better. So that you can increase your impact, iteration after iteration. Importantly, this will also provide the transparency that your funders need to see.

This playbook will help you to articulate your motivations for impact and show you one way to conduct your impact assessment. But it is not set in stone - it's a playbook, not an ISO standard. Our ideas are based on some sound academic research, but the aim of this book is to help you in a very practical sense, so that you can have

more meaningful conversations with your teams and stakeholders about the value and relevance of the things you do. *We like to think of it as a modern cookbook: don't follow every instruction meticulously but let the recipes and pictures inspire you to create a great dish.*

Even if you're taking the role of head chef, you may not be able to do a full impact assessment A-Z all by yourself. That's ok. It is a complex task and you shouldn't shy away from working with a specialist to help you with certain aspects. But we think everyone should be able to master the basic logic of it and if you have some fundamental group facilitation skills, you should be able to do the strategic part yourself. We believe that if you approach it from a co-creation perspective, that is, see it as a team game, then you and your organization will be all the more invested in it.

Where we can, we have avoided difficult phrasing and lingo. We want everything here to be simple, clear and easy to follow. But just in case, we have

included a glossary to help. By the time you get to that, you should have been able to map out what kind of impact you expect your activities to lead to, and how you are going to find out if they did. That will be the end of this first part which we call the design phase.

In part 2 of this playbook (under development), we will go deeper into the impact assessment itself (how to survey your stakeholders), the narration of the results (what kind of story your survey reveals) and what you can do with what you've learned.

As always, we'd love to hear what we can improve on in the next version. Send us a line at **impact@europeana.eu** *or join our community - more info at* **impkt.tools**.

With regards,

The Europeana Impact Team

Visit
Impkt.tools

Impact Manifesto

Towards an acceleration of cultural impact

In the cultural heritage sector, we work for a great cause, for the good of society as a whole, and we have ambitious goals. But it's not always easy to see whether we're achieving them. The fact of the matter is that - as a cultural institution - we have very few instruments at our disposal to assess the results of our actions. Of course, we count the direct outputs of our work fanatically - visitor numbers, Facebook likes, ticket sales. But we don't dig into the deep outcomes that result from our work - changes to attitudes, new friendships, new ideas and values.

"Not everything that counts can be counted, and not everything that can be counted counts"
William Bruce Cameron

By developing a shared language about impact, as proposed in this methodology, we believe that we can not only show our value, but speed up innovation and increase our relevance to society. Any museum, library or archive wanting to think about their impact needs access to relevant tools and instruments. The Impact Playbook provides them. It combines well-known quantitative methods with new qualitative ways of investigation and packages them in a simple and understandable way.

What is the value of heritage?
The lack of a deeper understanding of the impact of our work leaves us in a very unsatisfying and vulnerable position: the work we do comes at a significant cost to society but we can't

systematically assess if it was worth it. The cultural and creative industries are leading sectors for growth and employment in the EU, numerous studies have shown. But these studies consistently underestimate the effects of the underlying behaviours that cause these economic effects.

We also contribute significantly and uniquely to the development and well-being of society and individuals. Does our work improve the way our children are educated? Does it result in a stronger, more cohesive society? Does it enable artists to create groundbreaking new creative works? What positive change in society have we contributed to? In one word: did we have 'impact'? Unless we become more systematic at assessing and narrating our direct and indirect value to society, our sector is at risk of remaining seriously under-recognized as a major contributor to the knowledge-based economy.

The impact of digitization
The digitization of cultural heritage collections has been going on for several decades now, promising unprecedented potential for libraries, museums and archives to fulfil their public mission of spreading knowledge and culture to the benefit and enjoyment of all citizens. Over the years, we've digitized millions of books, paintings and (audiovisual) archives to preserve them for future generations, develop new insights and allow others to create new works using all the advantages of new (digital) technologies.

We have seen some impressive examples of how this changed the way people engage with their heritage. Think about how Rijksstudio enabled people to curate and create with 17th century paintings in high resolution. Think about how Wikipedia illustrates historical subjects with trusted, authentic material

from memory institutions. Think about the 'personal enlightenment' the Māori community experienced from use of the digitized **'te reo' collections**.

Staying relevant in a changing environment

The world in which we operate is changing fast, blurring the boundaries between producers and consumers and challenging the value of culture and its impact. Adapting to this new environment of active cultural participation is key to the success of our sector in the years to come. And impact assessments can play a crucial role in this process.

'The active character of cultural participation implies that individuals do not limit themselves to absorb passively cultural stimuli... but challenge themselves to expand their capacity of expression, to re-negotiate their expectations and beliefs, to reshape their own identity... '
Pier-Luigi Sacco - Culture 3.0

A great deal of cultural heritage material is now available to the world in digital form. We're doing well at working out how to use it. But we can make it work a lot harder and do a lot more good if we understand how our activities relate to what people want, need and feel.

Supported by the digital heritage networks of Europe, America, Brazil, New Zealand and Australia we invite you to assess your impact and to create more of it.

Interview Lily Knibbler
Director, Dutch Royal Library

Measuring impact matters!
'At the National Library of the Netherlands we believe in the power of the written word. If people interact with the written word, by reading or doing research, people change. And changing people has impact on society. Impact measurements help us to clearly express what the work of the National Library contributes at a local, national and international level.

We now know we reach 18% of the adult Dutch population with our digital services (over two million people). Having reach is an important prerequisite for impact. As a next step we are looking at the Sustainable Development Goals, 'the to-do list of humanity', to see how we can connect our activities to a global agenda.'

Open Culture
Does open culture have more impact? Short answer: yes. It enables more people to access their heritage and use it. On Wikipedia, on social media, in creative applications. It is the mindset that counts, the willingness to cultivate a culture of impact. Applying reusable licences where you can is only the first step. Make it available through an open API? Kudos to you. Direct links to high-quality material? Even better. Adding great meaningful metadata and geotagging? Fab. Making it fit-for-purpose for specific audiences? You're going platinum.

'We do this because it is all too easy to overlook the very real economic and social benefits of cultural activity. At a time of diminishing public funding it is crucial that these benefits are spelled out clearly.'

Dr David Fleming OBE
Director, **National Museums Liverpool**

Tip: *Watch this video to learn more about Open Culture.*

Video
Open Culture

National Museums
Liverpool

Case Study: Europeana 1914-1918

In September 2011, Europeana started a collaboration with Oxford University to expand their 1914-1918 family history roadshow project throughout the continent of Europe. An assessment highlighted areas of high impact and areas with high impact potential. This led to a new project: Transcribathon.eu

Crowdsourcing the Great War

The concept was simple: invite people to their local libraries to share their family stories and memorabilia about the Great War. The stories were then collected and the artefacts, very often diaries, letters and photographs, were digitized and supplied with metadata.

Since then, we have worked with over 180 libraries in 24 European countries and close to 10,000 people shared their stories and memorabilia about the war. The crowdsourcing campaign felt like an overwhelming success, especially as it connected us with people who would ordinarily not make use of a service like Europeana.

From emotion to impact

We witnessed firsthand that sharing these stories was important to people. In some cases, they were very emotional, as the stories had been part of their family histories for so long. We usually had little problem getting press attention, indicating that there was a real interest in the human interest side of the war. But the evidence we had was anecdotal and we felt it did not provide us with enough structured information to conclude if and where we had 'impact'.

So, in 2016, we undertook our first systematic impact assessment. We conducted an online survey amongst 1,576 contributors and users of the Europeana 1914-1918 service and interviewed a couple of dozen people on location in Poland and the Czech Republic. This helped us to assess and narrate our impact (see 'Workers Underground'). We uncovered some intriguing conclusions.

In our design phase, we identified that a crucial aim of the project was to contribute to an increased sense of community amongst citizens in Europe ('Unity in Diversity'). To our delight, our data showed we did it. Take a look at this graph - close to 70% of the respondents agreed that participating in these roadshows increased their feelings of understanding, awareness and sense of community (which we lumped together under the heading 'identity').

Shared Identity

8+ Rating

70%
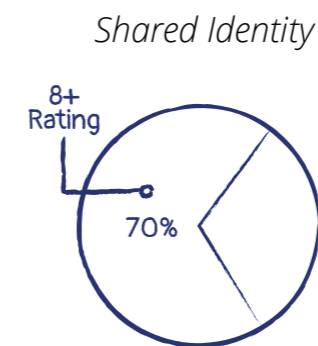
Answers to the question "Did this project contribute to the feeling of a shared identity?"
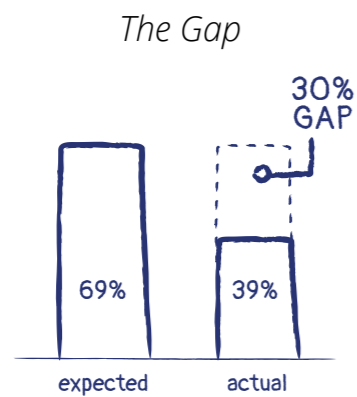
Europeana 1914-1918 Website

Europeana 1914-1918 Video

What we learned

That was great news. But perhaps more interestingly, the study also revealed an important weakness: people did not learn nearly as much from the service as they expected they would.

The potential was to be able to view the war from all its different perspectives; was there any difference in how Germans, Poles, the Irish or Italians had experienced the trenches? What were the similarities? You wouldn't be able to find out unless you mastered 24 European languages and were able to decipher handwritten texts. These limitations

were of course not altogether news to us, but seeing this reflected in the impact study made a powerful case to take these learning points to heart and do something about it.

This led us to the development of a new project, Transcribathon.eu. This project took the best elements of the Europeana 1914-1918 family history roadshows but applied them to a different task: to crowdsource transcriptions of at least half of the 100,000 written documents in our database.
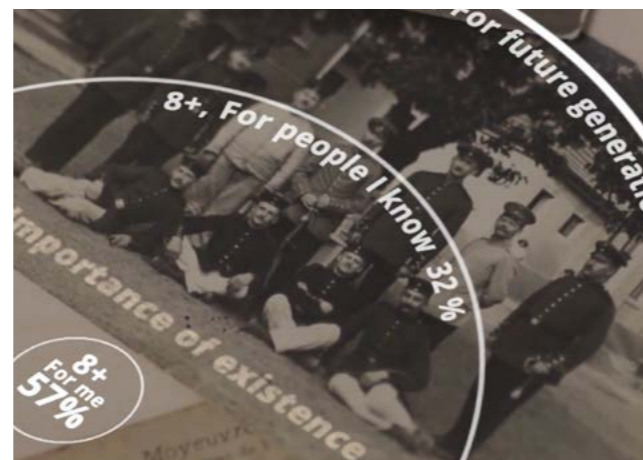
The results so far have been very promising. Transcribathons in Romania, the Netherlands

and Germany have already resulted in 8,000 completed machine-readable texts.

Unexpected impact

What's more, we are uncovering an unexpected impact along the way: the transcribaton format proves highly attractive to secondary school teachers. Apparently, the game element combined with the sense of purpose is an attractive way to engage young people in an otherwise rather boring task.

Next challenge: how do we make it easier for teachers and libraries to run their own events?

The Gap

30% GAP

69% expected

39% actual

Answers to the questions "What did you expect to learn?" versus "What did you actually learn?"

Europeana
1914-1918
impact study

How To Use This Playbook

Jump to the section that catches your eye. Flick backwards and forwards through the pages following your instinct. When you decide to do an impact assessment, read it cover to cover. The playbook has a clear and simple structure, designed to help you every step of the way.

Type of activity

Homework
Guide to what you need to do to get the most out of the data.

Tools
Templates and resources to help you do the job.

Theory
Introduction to the ideas behind each step of your impact assessment.

Workshop
A step-by-step approach to running your workshops.

What you need

just you   core team   entire team

Who?
Who do you need for this exercise?

Why?
What is the goal of this exercise?

Time
How much time do you need?

Sanne

The 'Sanne' story is based on experiences we have had at Europeana.

Resources

Downloads
Direct links to slide decks and tools

Links
Links to external resources

Phase I: Design > Step 2, Kick-off Workshop

I.2

Kick-off Workshop

The big idea behind this step is to make sure your group of internal stakeholders is on board with your impact assessment. You will need their support along the way. So you've got to inspire them, make sure they understand their role, and make them confident and involved in the process.

During the Kick-off Workshop, you will introduce your stakeholders to impact assessment and show them how other organizations have benefitted from it. You will introduce some key concepts, such as the Change Pathway, that you will use to explore your impact in the workshops that follow. The design slide deck and animation will guide you through each step.

While you won't have to go too 'deep' during the workshop, you need to be confident enough to field any questions that may come up. So it is important to be familiar with all the main concepts from the very start.

The playbook gives you pointers on how to get started as well as a detailed step-by-step workshop walkthrough to help you run each session and get the most out of the exercises.

The slide deck lays out the essential points you need to make but of course you have the freedom to run the workshop in the way that best suits you and your audience.

Before you start

○ Download the slide deck and adapt the screenplay and agenda to your needs.

○ Create an inventory of personas if you have them. They are a good starting point.

○ Collect example activities that you feel have impact. This will give you a taste for the direction you want to go in.

Who?
You, your team, and a larger team of stakeholders

Why?
To inform and inspire, and motivate stakeholders

Time needed
1.5 hours

Your results:
☐ Buy-in from your stakeholders
☐ Agreement on the process you will follow
☐ Understanding of the Strategic Perspectives
☐ Draft version of the stakeholder list

23

Who Should Use This Playbook?

You've read this far, so this playbook is probably for you. Here are some skills and personality attributes we think will come in handy on your impact journey.

Conceptual/
strategic thinker
(logos)

Passionate about
culture (ethos)

Collaborative
worker (pathos)

Project
management
skills

Basic
facilitation
skills

Attributes

Team
player

Skills

Empathic

Library

Museum

Archive

Context

Gallery

**External
stakeholders**

Space

A place where you
and your team
can work visually

Core team

Your trusted
colleagues

Larger team

The larger team in
your organization

**Internal
stakeholders**

Your most
important
stakeholders

YOU

Mandated by
management

Impact Playbook Methodology

Behind our approach for assessing impact is a solid academic model.
Understanding how to think about impact is your first step to measuring it.
Take it a bit at a time - we'll guide you through.

A theory of impact

The impact playbook method is designed for cultural heritage organizations to assess the impact of digital resources. It is founded on the principles laid out in the **Balanced Value Impact Model** developed by Professor Simon Tanner, King's College London.

Let's start with what we mean by impact:

Definition: Impact
Changes that occur for stakeholders or in society as a result of activities (for which the organization is accountable)

How this playbook helps

What an impact assessment aims to do is to provide you with information about how your work relates to issues and opportunities in the environment in which you operate.

The impact assessment helps you to answer questions relating to the impact of your work, such as, for instance:

☐ *Has the quality of education for 12 to 16-year-olds in your country changed as a result of the digital cultural resources you have published?*

☐ *Has the mental well-being of people in your locality improved because of the Alzheimer's project you are running?*

☐ *How has your organization contributed, directly and indirectly, to the local economy?*

☐ *Do people feel more connected with their national or European identity as a consequence of discovering or using your digital content?*

The activities you undertake have impact in society and an assessment helps you uncover what that is.
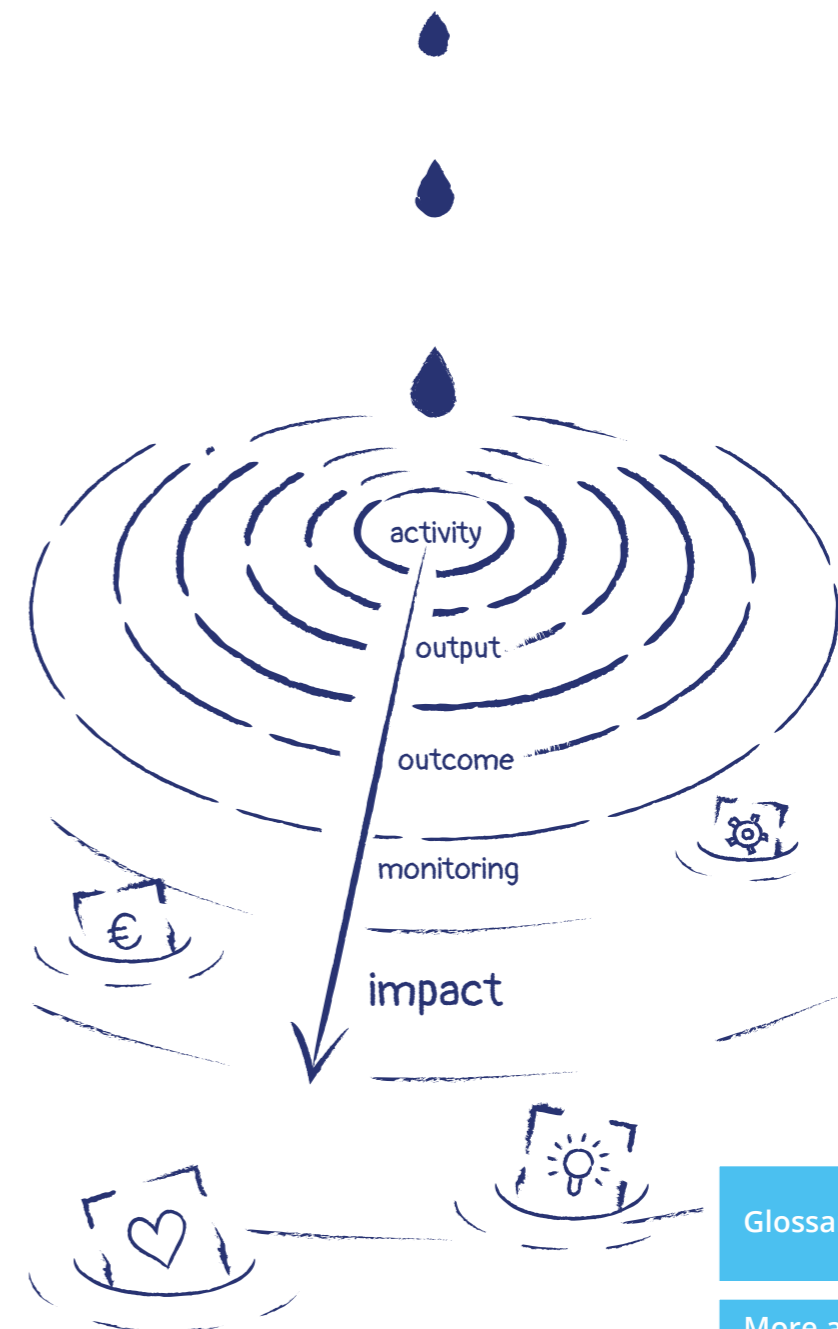
Glossary of terms →

More about the Balanced Value Impact Model ↗

Why do we need a method specifically for cultural heritage institutions?

There are as many different ways to assess impact as there are definitions of what impact is. What is important is that we start speaking the same language as a sector.

'The Balanced Value Impact Model draws evidence from a wide range of sources to provide a compelling account of the means of measuring the impact of digital resources and using evidence to advocate how change benefits people.' - Professor Simon Tanner

The Balanced Value Impact Model brings together aspects from different impact assessment communities into a cohesive and logical process that is specific to libraries, galleries, museums and archives.

What makes the impact playbook so good for cultural heritage institutions?

We have reworked the theoretical model into an actionable playbook. We did this by working closely with people who do impact assessments for a living (Sinzer) and some great designers from 30X, all the while being guided and assisted by Professor Tanner and our team of GLAM practitioners.

We applied this methodology on our **own projects** and tested it out until it felt right.

What are the building blocks of the impact playbook method?

We defined the following building blocks:
> **A four-phased approach**
> **The Change Pathway Canvas**
> **The Strategic Perspectives**
> **The Value Lenses**

> A four-phased approach

We think of impact assessment not as a one-off exercise but as a continuous cycle of design, assessment, narration and evaluation.

This aligns with ideas drawn from software development (Agile), business (lean start-up) , open innovation, and design thinking in general. We look at our services and open innovations as works-in-progress that we can continuously
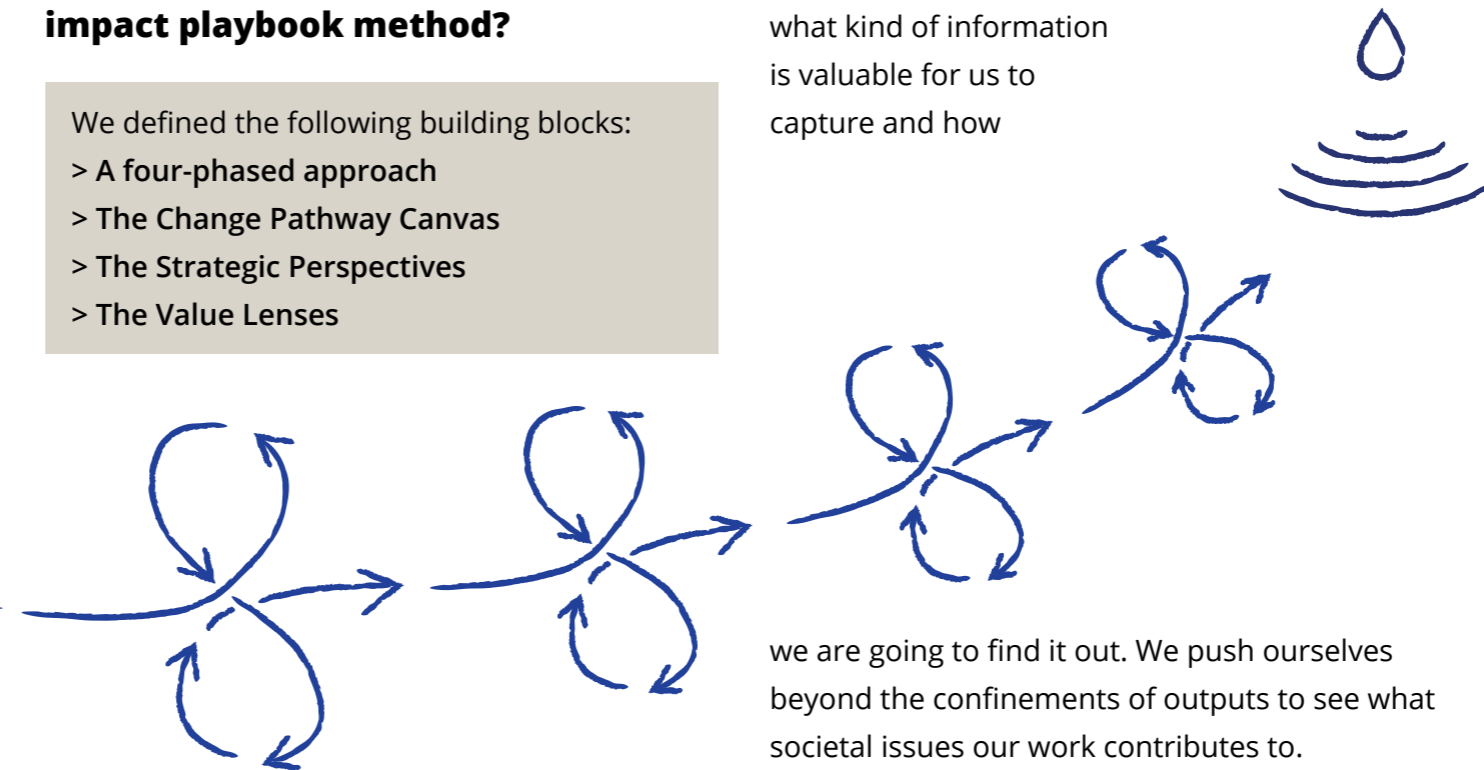
refine and improve based on stakeholder feedback.

During **Phase I**, we figure out what kind of information is valuable for us to capture and how

we are going to find it out. We push ourselves beyond the confinements of outputs to see what societal issues our work contributes to.

During **Phase II**, we do the actual data collection.

In **Phase III**, we crunch that data in order to find relevant narratives which will help us to learn and develop new ideas for improvements in **Phase IV**.
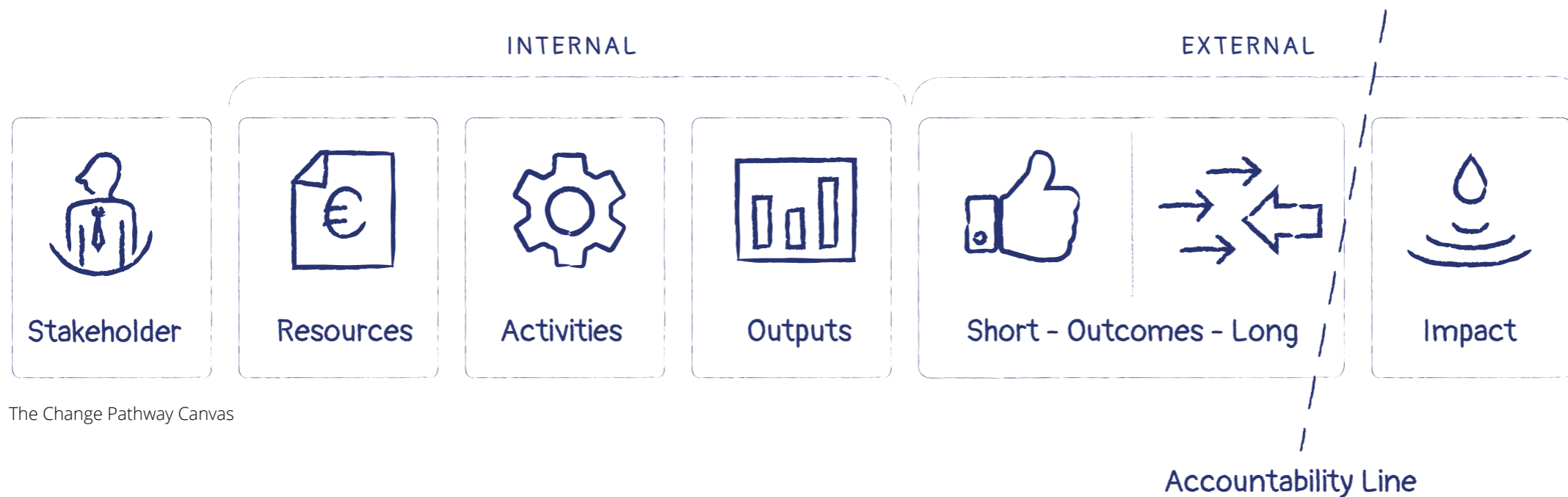
Phase I →

More Europeana case studies ↗

INTERNAL

EXTERNAL

Stakeholder · Resources · Activities · Outputs · Short - Outcomes - Long · Impact

The Change Pathway Canvas

Accountability Line

> The Change Pathway Canvas

Let's break our definition of impact down into more manageable chunks:

'Changes that occur for stakeholders or in society as a result of activities (for which the organization is accountable)'

To better understand the causality of this relationship, we are using what we call the Change Pathway Canvas. The Change Pathway Canvas helps you to understand the relationship between the internal investments you are making and the external effects that you contribute to.

Internal investments
Your activities require a certain level of investment and will have measurable 'outputs'. These are the things we're used to measuring: the number of digitized objects, the amount of traffic on our website.

Tracking outputs leads to valuable information. But what we need to do in an impact assessment is to look beyond these numbers, towards the effects of your work on the lives of real people in the external world.

External effects
We call these external effects 'outcomes' - you can break these down into short and long term. This is what we want to collect evidence for to complete our picture.

You will be happy to know that you don't have to feel personally responsible for, say, increasing literacy in the world: that is where the 'accountability line' comes in. This marks the dividing line between the 'impact' you contribute to (e.g. increased literacy) and the outcomes that are directly attributable to you (e.g. open access to information).

So far, what we described works well for any impact assessment. However, the following two building blocks, the Strategic Perspectives and Value Lenses, are designed specifically for our sector and are to do with the value that digital culture can bring to the table.
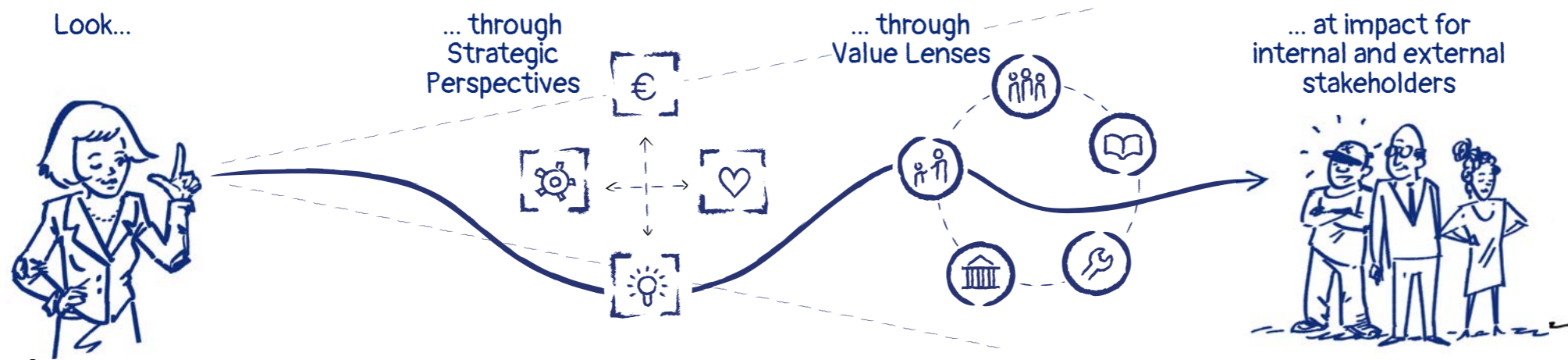
> The Strategic Perspectives

The Strategic Perspectives define the point of view of the impact you want to assess, the composition of your picture if you like.

The impact can be 'social', like contributing to social cohesion in a community, or 'economic', like the creation of jobs through cultural tourism. They can even be both: your social impact can have an 'economic' value. Or, perhaps your activities have made you more 'innovative' and better equipped to handle the challenges of the digital future. And don't forget that investments in yourself and in your colleagues are crucial if you want to create value for others (operational).

We think our investments in digital cultural heritage have a balanced return - that's why we call it the Balanced Value Impact Model.

Choose your perspective

You are operating in a spectrum and it is important to decide for yourself which perspective will be dominant during your assessment. This choice will influence what kind of questions you are going to pose and how you will express the answers, particularly if you are interested in the economic impact of your work.

> The Value Lenses

The Value Lenses allow you to focus on a particular value that may be derived from the experience you are providing. The five Value Lenses, a unique feature of the Balanced Value Impact Model, are based on the types of value that are most commonly connected with the experience of interacting with digital cultural heritage. But how do they help you better understand and assess your impact?

The essence of the Value Lenses

So, you are asking yourself: what is the value of what I do for a specific person or group of people? Did it make their job easier? That would classify as 'utility' value. Did they learn something from it or did it make them feel more connected to a certain community? That's 'learning' and 'community' value.

The 'legacy' and 'existence' lenses are special in the sense that they describe value that people can derive from your work without even personally using your services. The fact that we preserve our heritage for future generations is incredibly valuable to society and is valued by people who never set foot in an archive.

Similarly, the mere fact that your project or institution exists so that others, like researchers, can use it can be of tremendous value to people. Ask a British person how they

would feel if the British Library would cease to exist.

We find that the Value Lenses are most useful in the design phase to help open your thinking to different kinds of value that you may not have considered before.

Multi-functional tool
The lenses are a multi-functional tool that can be used whenever you want to focus on exploring how one of the five values relate to your work.

During the design phase, you might use them to stimulate conversation, or to take a fresh perspective on your work. Take the learning lens and explore how your cultural data hackathon leads to an opportunity for the participants to benefit from an increase in knowledge or education. Now, apply the utility lens to the same hackathon - was it useful to participants? How did it make things easier for them?

That's all you need to know for now. You will work with these building blocks throughout the playbook to help you shape the conversations around impact and collect evidence of it in a strategic manner.

Behavioural psychology
By extending our focus beyond output measures to outcomes, we have succinctly stepped into the people business - less about numbers and more about attitudes and feelings. And as we have argued that we are not merely doing assessments for reporting's sake but to learn how to increase our impact, this quickly brings us into the realm of the behavioural sciences: what makes people tick?

In an age in which we are overloaded with information but craving for meaning, how do we engage and activate people with culture? How do we make them receptive to our message and energize them into action? What is becoming evident is that just providing access to culture without enabling interaction leads to low engagement - think of visiting a wonderful exhibition but you're not allowed to take pictures.

Understanding the anatomy of behavioural change will become increasingly important as we strive to maximize impact.

Example
We use Sanne's story to give you examples

What Sanne did

Sanne read through the theory. She was happy to see that it was founded in sound academic research and checked out the Balanced Value Impact paper. The Change Pathway was a revelation, it was so good to see how actions are related to impact!

She could see how the Strategic Perspectives and the Value Lenses could be useful in order to think differently about value. She hadn't really thought about the difference between social and economic impact. Nor about community or utility value.

Because the relationship between the perspectives and the lenses wasn't quite clear yet, she started doodling until she combined the two into one picture that made sense.

Read the British Library impact study

ⓘ The Process

Phase I
Design

I →

Phase I is strategic. It defines the conceptual framework for your project. You'll work out what the relationship is between the things that you do and the impact you expect to achieve. It is a highly collaborative exercise that will align you as a team.

Result:
Impact design brief

Phase II   (coming soon)
Assess

II →

Working from the design brief put together in Phase I, you'll collect the data that you need to evaluate your impact. This means data from your own organization as well as data from the stakeholder you want to have impact on.

Result:
Data collected

Phase III   (coming soon)
Narrate

III →

When all the data is collected, you will be guided through techniques you can use to assess and interpret them. You'll also be turning your attention to how you can package these findings into a compelling story that your stakeholders can relate to.

Result:
Data assessed & narrated

Phase IV   (coming soon)
Evaluate

IV →

In Phase IV, you'll analyse the results with your team and determine what actions you can take next. It may be that you need to learn more about specific things so you'll decide to gather more data.

Result:
Plans for increasing impact

PHASE I:
DESIGN

In this phase, you will collaboratively define the relationship between the things that you do and the impact you expect to achieve. What activities are you deploying? Who do these benefit? How does this make a difference? How can you measure that?

'Retrospective: préparatifs de l'exposition de 1889: la Tour Eiffel en construction'
National Library of France
Public Domain

ⓘ Overview

Phase I is divided into six steps, alternating between group exercises that allow you to collect data, and moments for reflection and planning. It's time to take the first one!

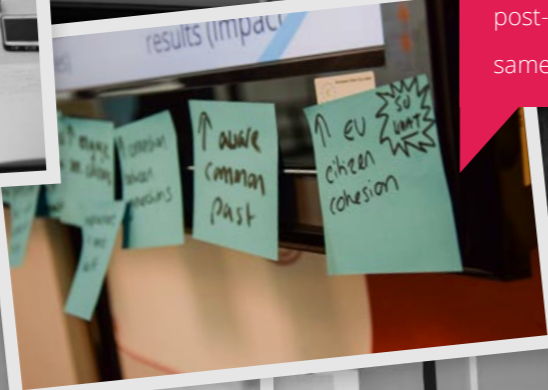| Steps	What you do	Result
I.1 Preparation	Get into the flow, collect information and set up the team.	You feel secure in your role, you have a clear vision for the project. →
I.2 Kick-off Workshop	Get your team and larger group of stakeholders together and tell them about impact assessment.	Your stakeholders are motivated and you have buy-in for the project. →
I.3 Change Pathway Workshop	Develop a Change Pathway that connects activities to the impact for your audiences.	You get insight into where the group sees impact potential. →
I.4 Your Homework	You refine and structure the input and prepare for the final workshop.	You have a structured overview of activities and impact areas. →
I.5 Measurements Workshop	With your team, you define the impact indicators and how you can assess them.	You know which impact indicators are relevant and how you can collect the data. →
I.6 Tie up the ends	Review progress, fill any gaps, then share results to get stakeholder agreement and prepare for Phase II: Assessment.	You know your impact pathways and indicators, understand the potential impact and know how to collect the data. →

What It Looks Like
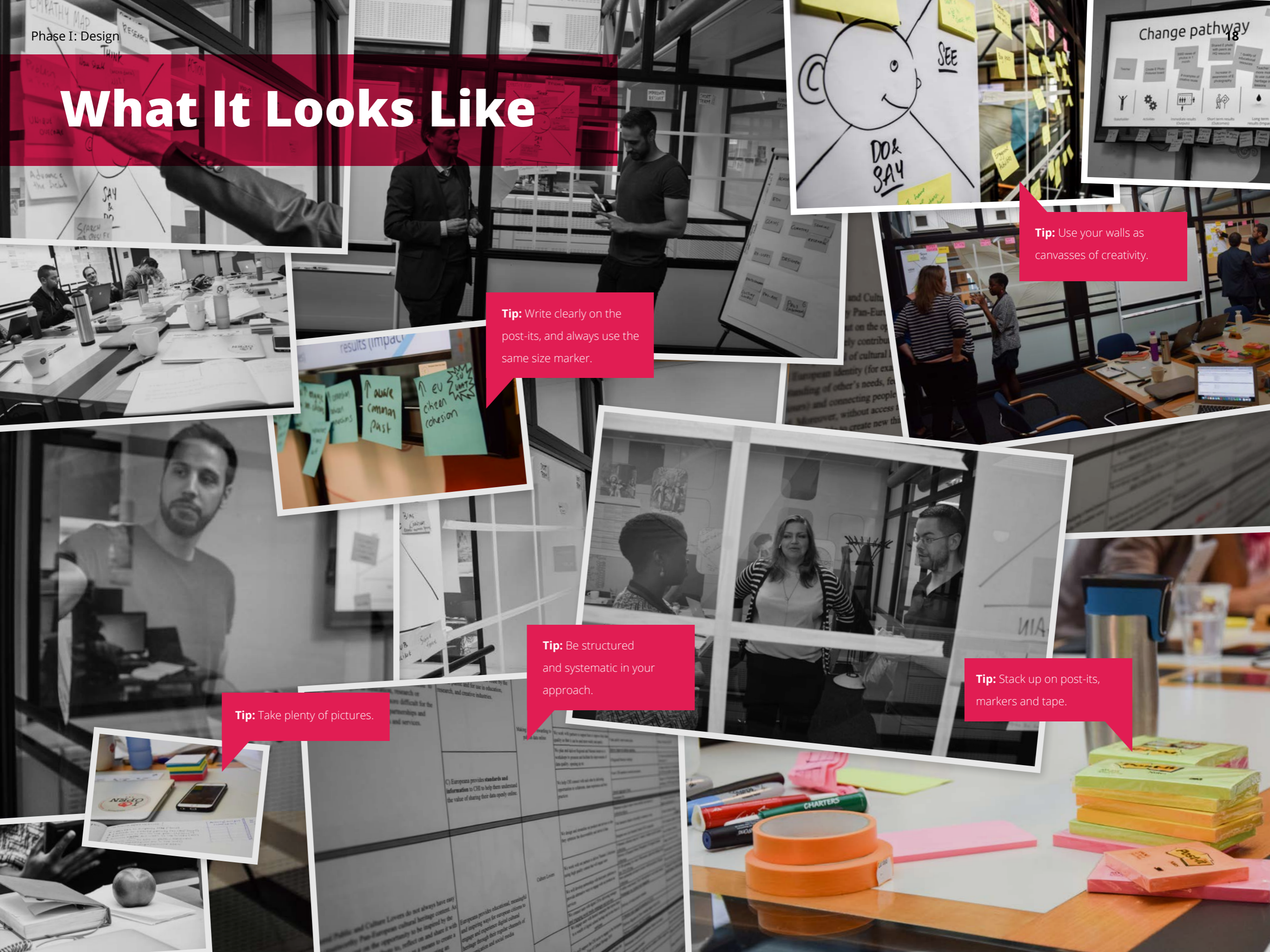
Tip: Use your walls as canvasses of creativity.

Tip: Write clearly on the post-its, and always use the same size marker.

Tip: Be structured and systematic in your approach.

Tip: Stack up on post-its, markers and tape.

Tip: Take plenty of pictures.

I.1

Preparation

Good preparation is at least half the job. So before you can jump into any workshops, let's get your team set up, let's get the people who call the shots to agree to the general idea (get their 'buy-in'), and let's get your tools and materials in order.

Before you start

○ Check what indicators you already collect. From visitor numbers through to social media metrics, it's all useful here.

○ You've booked your meeting room

○ You've read a couple of case studies on **impkt.tools**

○ You've stocked up on pens, post-its and sticky tape

Who?
You

Why?
To get familiar with the content and the process

Time needed
Approximately 6 hours

Your results:

☐ A team

☐ Buy-in from the management

☐ Overview of everything you need

Case studies on impkt.tools ↗

Walkthrough

Before you can start the first workshop, you need to build your team and get to know your tools. Here's where your passion and organizational skills are put to good use.

1	2	3
Introduction	**Define impact**	**The process**
presentation	*present / clarify*	*presentation*

First things first - build your team

So, you are motivated to help your organization understand its impact and you're prepared to put in some work to make this happen? That's great. You should take the lead, but don't do this alone as it's much more effective as a collaborative effort. Your first task is to identify who you want to join you on this journey. Your collaborators will bring different skills, experience and knowledge with them.

What makes a great team?

A great team should not be too big (five to seven is about right) and should complement you in terms of skills and perspectives.

Skills needed
Group facilitation, planning, conceptual thinking, design, storytelling, survey developing, data crunching. (Don't worry, even small doses of these will get you a long way).

What will your team do?

Together, you will run three workshops that take you on a journey from a vague notion about impact as a concept, to a structured framework that defines the relationship between the things you do and the impact you expect, and how you can measure that. This impact design phase will take you anywhere between one and three months from start to finish.

What do you need?

You can find all the tools you need for your impact journey in this playbook. From canvasses that explain core concepts, to slide decks for your workshops and a spreadsheet template to act as your Pathway Builder in which you'll document the Change Pathway and the data you collect. Once you've got your manager(s) to buy-in to the process, you'll just need to provide the time, energy, space, the people and, of course, the coffee.

What will the result be?

You'll have done all the preparation you need to build the team that you will lead into the Kick-off Workshop. You will have set up the space and put in place the materials and equipment you need.

Sanne hits the ground running!

Sanne had a great idea for a digital project for her museum. She wanted 'Museums without walls' to get more people to see and be inspired by her organization's collections. But how would she know it had really done that?

Sanne blocked a couple of hours to get familiar with the project plan for 'Museums without walls' and how it related to the overall company mission and vision. It made her think about how the goals of this project related to the overall strategy.

She had a pretty good idea what kind of people the physical museum attracted. Would 'Museums without walls' as a digital project reach different kinds of people in a different way? What would that mean for the impact of the project?

She talked to her Director and it did not take her long to convince him that an impact assessment would be a good idea. His funders had asked for this kind of information for the annual report and besides that, he thought this would be a good way to align his team again.

With this mandate, she booked one of the meeting rooms (the one with the amazing view of the park and the lab atmosphere) and got cracking.

I.2

Kick-Off Workshop

The big idea behind this step is to make sure your group of internal stakeholders is on board with your impact assessment. You will need their support along the way. So you've got to inspire them, make sure they understand their role, and make them confident and involved in the process.

Who?
You, your team, and a larger team of stakeholders

Why?
To inform and inspire, and motivate stakeholders

Time needed
1.5 hours

Your results:

☐ Buy-in from your stakeholders

☐ Agreement on the process you will follow

☐ Understanding of the Strategic Perspectives

☐ Draft version of the stakeholder list

During the Kick-off Workshop, you will introduce your stakeholders to impact assessment and show them how other organizations have benefitted from it. You will introduce some key concepts, such as the Change Pathway, that you will use to explore your impact in the workshops that follow. The design slide deck and animation will guide you through each step.

While you won't have to go too 'deep' during the workshop, you need to be confident enough to field any questions that may come up. So it is important to be familiar with all the main concepts from the very start.

The playbook gives you pointers on how to get started as well as a detailed step-by-step workshop walkthrough to help you run each session and get the most out of the exercises.

The slide deck lays out the essential points you need to make but of course you have the freedom to run the workshop in the way that best suits you and your audience.
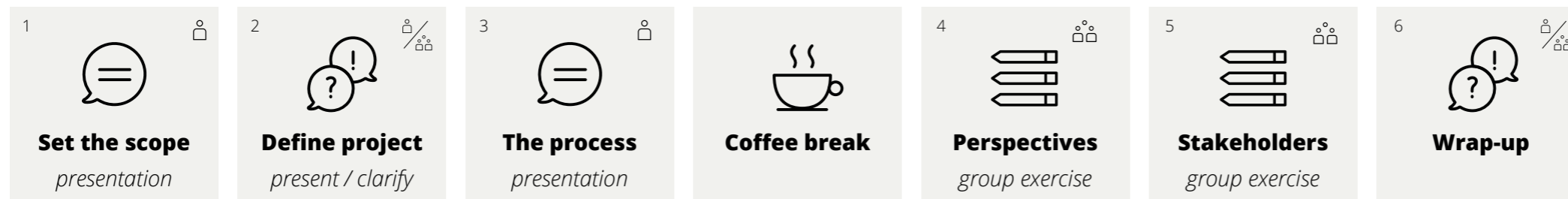
Before you start

◯ Download the slide deck and adapt the screenplay and agenda to your needs.

◯ Create an inventory of personas if you have them. They are a good starting point.

◯ Collect example activities that you feel have impact. This will give you a taste for the direction you want to go in.

Download Slide Deck

Walkthrough

Now we really get going, it's time for your first workshop. Do your preparation, think it all through and have a plan - but keep some room to be flexible too. Here goes!

1 Set the scope *presentation*	2 Define project *present / clarify*	3 The process *presentation*	Coffee break	4 Perspectives *group exercise*	5 Stakeholders *group exercise*	6 Wrap-up

Preparing the workshop
Make sure everyone you invited has received an agenda so they know what they are getting into. And prepare your meeting room in advance - you don't want to run into surprises with wifi, furniture layout, or dealing with someone else's mess!

Facilitating the workshop
Take notes in a clear, comprehensible style and take pictures of flip charts and participants that you can share later.

Opening the workshop
Make sure everyone in the room knows each other and start with a quick round of expectations. It gets people in an active mode and gives you an idea of the temperature in the room.

Tip: *A great facilitator brings out the best in the group. So the more you know about their work the more effective you will be.*

Block 1. Set the scope
Introduce the project that you are going to assess and refresh the group's mind about the components of the project. What is the goal of the project? Who is involved? Why is it important to do an impact assessment?

Understand your team
Use the interactive sessions to help you understand your team. At the start of the kick-off, you're not just making a list of expectations, you're seeing how well your audience already grasp the concept of impact assessment. Who is already an enthusiastic supporter, and who still needs to be convinced? Each interactive session can tell you more about the people in your team, which can help you better

understand how each of them can contribute to the process and what you need to do to facilitate that.

Tip: *Write the agenda on a flip chart and hang it in a visible spot so that everyone knows where you are in the process.*

Block 2. Define the project
Now turn attention to your organization, or the project that is the focus of the impact design brief. What is it about, what problem is it supposed to solve and who is involved? No need to whip out the whole project plan, what you are looking for is why an impact assessment will benefit the project.

This is where you introduce your definition of impact. What is it (and what is it not)? This means explaining a bit of theory. Introduce the impact pathway and provide a filled-in example

from your own organization that everyone will understand.

Are we talking about the same thing?
The meaning of the word 'impact' often changes according to the context it is used in. The 'impact' that you might refer to in a passing conversation may not have the same definition that we use in this playbook. In the workshop, when you hear your team talk about impact, are they really talking about the same impact as you? The playbook establishes a common language to use to help people have conversations using the same terminology.

Tip: *Keep the content light in this session and use plenty of appealing examples to give the group a taste of what a good impact assessment can lead to.*

Block 3. The process

Introduce the playbook (show them the video) and show the group what the process will look like, when they will get involved and what you hope the end result will be.

Tip: *Make sure your team understands that the structured approach you are following is developed specifically for the needs of cultural heritage organizations who share their collections online. Allow time for some questions at this stage.*

Let the playbook be your friend
The playbook probably can't answer all of your questions. But it will be there for you when you need it. From the tools through to the glossary, there is

something that can help you at each step. If you lose your way, read Sanne's story of the journey she went on to explore her impact.

Block 4. Strategic Perspectives

At this stage, you need to tease out which perspective is most important for your group during this assessment, as it will influence the end result you are striving for. Are you most interested in the social aspects of your activities? Or do your stakeholders demand to know what you contributed to the economy? You will find that it is usually a mix.

You can show the Strategic Perspectives slide on the screen (see the step-by-step guide to 🗄 *Strategic Perspectives*) and initiate a discussion that you record in keywords on a flip chart. Note that you probably won't finish this exercise during this workshop - you'll get back to it next time.

Tip: *Don't let this discussion go on for too long. Take the temperature of the water and come up with a suggested approach later on.*

Block 5. Define your stakeholders

To get the group into the right mindset, let them think about the intended beneficiaries of your activities, the ones you expect to have impact on. Give everyone a stack of post-its and ask them to write for themselves who the stakeholders are. After a couple of minutes, ask people to share what they wrote down.

*Definition: **Stakeholders***
People/organizations who you expect to experience a change as a result of (using) your products and services.

Stakeholders
Why are stakeholders important (to the pathway/ impact assessment)? Your stakeholders are the people/organizations you do things for, so they are the starting point in understanding how the things you do link with the impact you have.

Tip: *All you need right now is input, so don't worry if the result looks really messy! If you have time, cluster the input visibly before you end the meeting. If not, thank them for their contribution and cluster it later.*

Block 6. Wrap-up

If all went well, the group should now be properly engaged. But chances are that you now have plenty of post-its on your flip charts that will look pretty messy and disorganized. That's all right! You will fix this. Thank your participants for their time and tell them when they will hear from you next.

Tip: *Keep your workshops interactive. Take steps to ensure that your team have the opportunity to interact with you and each other throughout the workshop.*

View Playbook Video ▷

Strategic Perspectives

The Strategic Perspectives help you understand where you think you can have most impact.

Some projects are explicitly geared to contribute positively to society, like the **House of Memories** project, which aims to help people diagnosed with Alzheimer's. Others are designed to evaluate economic effects, like the **British Library impact assessment**. Most will have a bit of both and also contribute to the internal organization and its ability to be innovative in the future. Don't get locked into one of the boxes, but try to get a feel from the room for what seems to be the dominant perspective in this assessment.

Social impact

Social impact occurs when people (our stakeholders), their communities and wider society experience a positive change in their behaviour, attitude or belief because of the things that we do for them.

Example of social impact:
Citizens feel strongly connected to their identity as an EU citizen through access to digital cultural heritage.

Economic impact

Economic impact occurs when our activities deliver economic benefits to stakeholders or to the organization.

Example of economic impact:
Public funding authorities are able to show that through investing in digitizing cultural heritage, there is a return on their investment.

Economic

Operational

Social

Innovation

Innovation impact

Innovation impact occurs when our work to provide access to digital cultural heritage enables innovations which lead to a positive change, economic benefits or operational efficiency in our stakeholders.

Example of innovation impact:
Access to digital cultural heritage is viewed by creatives as an important influence in designing their product or service.

Operational impact

Operational impact occurs when the process of providing access to digital cultural heritage leads to innovations which in turn lead to an improvement or refinement of internal processes.

Example of operational impact:
The process of digitizing their collection results in a museum recording richer metadata per item due to improved data collection and capture methods.
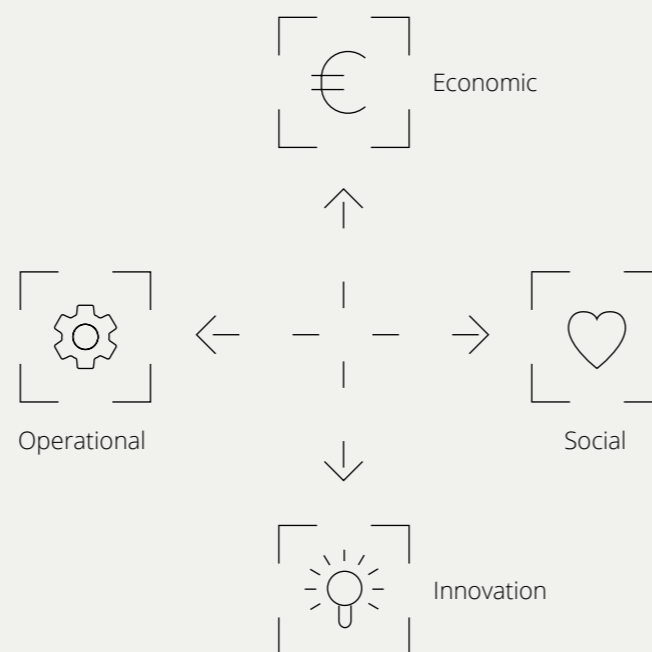
Example: House of Memories

Example: British Library & Impact

Organizing a Kick-off

Sanne was excited but also a little nervous for this first meeting. She was getting more and more familiar with the key concepts of impact but would she also be able to transmit that to the rest of the group? She had prepared the meeting well with the members of her team. Presentation slides ready? Check. Flip chart, post-its and pens? Check.

It felt good to know that her Director stood squarely behind the project so she could get into it with full energy. The first part of the workshop went really well, she could see that the concepts and examples landed well in the group.

Constructive questions started to be asked about the concepts and the process. This gave her confidence to tackle the second part which was about the problem statement.

Funny, writing the project plan for 'Museums without walls' had been quite easy but they had never really discussed what problem they were addressing with the project, as a group. Some voiced the importance of making the museum's collections available for creatives as they did not have access to trusted authentic imagery in high resolution.

Others expressed the needs of educators to use this material in their classrooms. The product manager said he agreed but that the scope of the project was to create an Application Programming Interface (API) to enable all of that.

She did not reach consensus on who the key stakeholders were. But she was happy with the results and felt confident that she could shape the input from the team into a more cohesive problem statement later on.

I.3

Change Pathway Workshop

Connect the things that you do with the impact you want to have using the Change Pathway.

Who?
You and your core team

Why?
To define the Change Pathways

Time needed
3 hours workshop +
6 hours preparation

Your results:

☐ Agreement on the wider group of stakeholders

☐ Understanding of the stakeholder issues

☐ Draft Change Pathways for each stakeholder

During this workshop, you'll create several Change Pathways for the wider group of stakeholders of your project.

This is really the heart of the impact design phase. Do this well and you will have a solid foundation to work on.
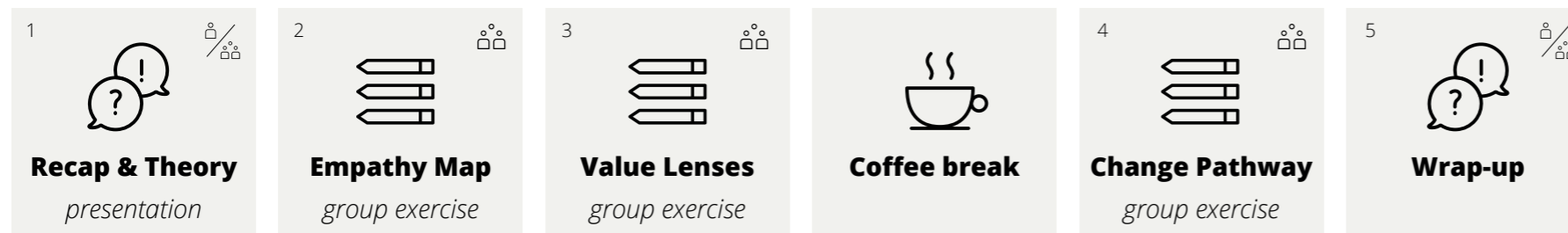
You will refine these pathways later yourself. The most important thing about this workshop is to get you and your team thinking the same way, and to collect the most promising impact pathways.

Before you start

○ Download the slide deck and customize your screenplay and agenda.

○ Group the stakeholders into clusters based on where you think there is common ground.

○ Make yourself familiar with the Empathy Map, the Change Pathway and the Value Lenses theory.

○ Work through at least one Change Pathway for your organization yourself.

○ Prepare some sample outcomes for the stakeholders that you identified in the Kick-off Workshop.

○ Prepare the room itself - you'll need your Empathy Maps and Change Pathways.

Walkthrough

Time for the second workshop. A bit more theory, then straight into discussion, using the Empathy Map tool, the Value Lenses and Change Pathway Canvas to work out what value you deliver to your stakeholders.

| 1 **Recap & Theory** *presentation* | 2 **Empathy Map** *group exercise* | 3 **Value Lenses** *group exercise* | **Coffee break** | 4 **Change Pathway** *group exercise* | 5 **Wrap-up** |

Preparing the workshop

You will be working with several tools this time, so think about how you want to use them during this workshop and how you want to divide the room so that every group can work freely.

Facilitating the workshop

Facilitating the use of the different tools requires some experience. If you can, ask a team member to help you run this workshop. This will free you up to be more adaptable to the needs of the group.

Opening the workshop

Ease into the workshop with a recap of the last meeting and make sure everyone understands from the start where you want to take them today.

During the first part, you'll go a bit deeper into the theory so that everyone 'gets' it. In the second half of the workshop, you'll identify and understand the stakeholders you expect to have an impact on, using the Empathy Map to understand their issues and what motivates them.

When you are done with that, you'll spend a bit of time with the group talking about the kinds of value your work can have for your stakeholders (using the Value Lenses). With that fresh on your minds, you'll work iteratively through the elements of the Change Pathway - small teams are best here.

Block 1. Recap and Theory

For starters, recap what happened during the Kick-off Workshop. Do you feel the internal stakeholders are on board? What were the main

Strategic Perspectives you decided on? What were the key take-aways? After outlining the agenda for the day, refresh everyone's mind about the impact theory, but this time allow yourself to probe a little deeper. Make sure everyone understands the difference between an output, an outcome and impact.

Tip: *The accountability line is a great metaphor to make people understand the difference between the big, lofty goal you want to contribute to (impact) and the changes that can be directly attributable to you (outcomes).*

Encourage discussion on why you want to do an impact assessment. Creating a report may be important for reasons of transparency. But is the group also committed to incorporating the learning points into their future work?
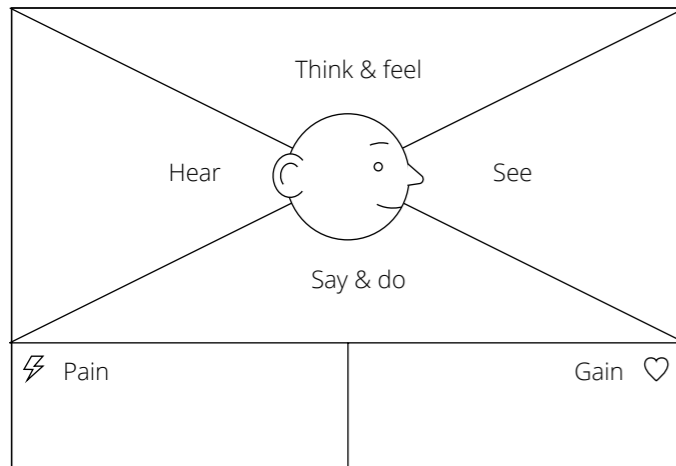
Block 2. The Empathy Map

It's time to activate the group. Pull up the clustered version of the list of stakeholders that was discussed during the Kick-off Workshop. Ask the group if they agree with the clustering and make final changes. You will probably end up with a list too long to handle in any depth during the workshop, so you will need to prioritize with your team.

Tip: *A good way to prioritize is to give everyone three stickers and ask them to add them to the stakeholder groups they feel are most important.*

Now divide the group into smaller teams who will each work on one of the three or four stakeholder groups that came out on top during the prioritization. For each group to understand their stakeholders' pains and gains, you will need

to get under their skin. Ask your teams to use the Empathy Maps to think about, organize and record what they know about the stakeholders. See the detailed step-by-step guide for the 💼 *Empathy Map*.

When every group has finished filling out the Empathy Map, let each one quickly recap what they recorded. Ask them about their main take-aways.

Block 3. Value Lenses

Now you need to inject just a little more theory into the group so that they are better equipped to handle the next part of the workshop.

This is where the Value Lenses come in. Each of them gives a specific perspective on the value of digital heritage resources, based on the Balanced Value Impact. See the theory page on 👓 *Value Lenses* for more information.

The lenses provide focused perspectives that allow you to think differently about value, but they can seem difficult to use in a workshop format.

What we often do is to show the lenses on the screen with a bit of explanation and an example, but we don't make too big a deal of them during

the workshop. They are here to open up people's minds about the different kinds of value digital resources can have.

You will see that people will talk about it during the break and if they do, you've got them in just the right mindset!

Tip: *Use the Value Lenses to spur on discussions by asking targeted questions about them.*

Stakeholder	Resources	Activities	Outputs	Short - Outcomes - Long		Impact
		Internal		External		
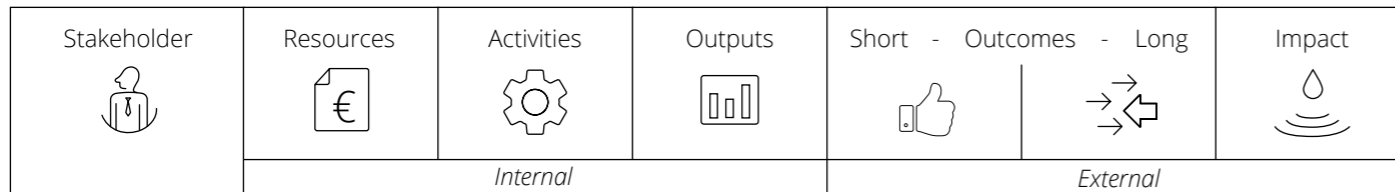
Block 4. Change Pathway

You've now reached the heart of the matter - designing the Change Pathways.

First get back to the theory and explain the exercise. In the same groups that developed the Empathy Maps, you will now develop several Change Pathways that follow a logical path between the problem that you have identified for a stakeholder group and the activities that you are deploying. See the detailed step-by-step guide to the 🗃 *Change Pathway*.

At the end of the exercise, let people pitch their strongest pathway, the one that feels most logical to them in relation to your project. Then you can reflect on it together. This should feel like a breakthrough and spur on the teams.

What you are really looking for is how you can collect evidence for how well your project is doing against the impact areas that you define here so make sure you collect all the pathways, you'll need them in the next step.

Tip: *Make the pitch playful. Encourage participants to make a strong case about why their Change Pathway creates the most impact.*

Block 5. Wrap-up

You've worked through a lot and hopefully made at least one breakthrough. You should now have a much clearer understanding about how your activities connect with your impact, and how they relate to your stakeholders. The picture that emerges is still a bit blurry but it is a good start. How does everyone feel about what they have developed?

"

Interview Mikkel Bogh

Director, Statens Museum for Kunst (SMK), Denmark

'In the world we live in today, facing fierce competition for funding and for the public's attention alike, it is increasingly important to be knowledgeable and articulate about the contribution our museum is making to society. It is crucial that our limited resources are placed on something truly worthwhile. In reporting to our public and private funders we need to be able to express who benefited from our work, and how. That's why we are very excited to be using the impact tools developed by Europeana.

SMK is working out a new four year strategic framework in close dialogue with the Danish Ministry of Culture. Our ambition is to become a museum that is relevant for more people, an SMK for All. Impact assessment is going to be key in this strategy, as we endeavour to move beyond measuring visits, clicks, or numbers of peer reviewed publications.'

Empathy Map

An Empathy Map is a collaborative tool that you can use to gain a deeper insight into your stakeholders. Much like a user persona, an Empathy Map can represent a group of users, such as a customer segment.

The Empathy Map is typically developed collaboratively by a diverse team by placing sticky notes on a wall. The Canvas is divided into several sections, each meant to help you empathize with your stakeholder.

Tip: *Make sure the groups do not get too specific and spend too much time imagining what the stakeholder likes and doesn't like. Your primary job is to find out what this stakeholder experiences as pains and how your work can help relieve that pain (gains).*

An Empathy Map is used to help in the discussion about the needs a person has. Using it allows you to focus on what was observed, and what can be inferred about your different stakeholder groups' beliefs, habits and emotions. Developing a better understanding of the person for whom you are designing your activities helps you synthesize observations and draw out unexpected insights.

Empathy Map

Part of the Europeana Playbook Impact – 2017

Think & feel

Hear

See

Say & do

⚡ Pain

Gain ♡
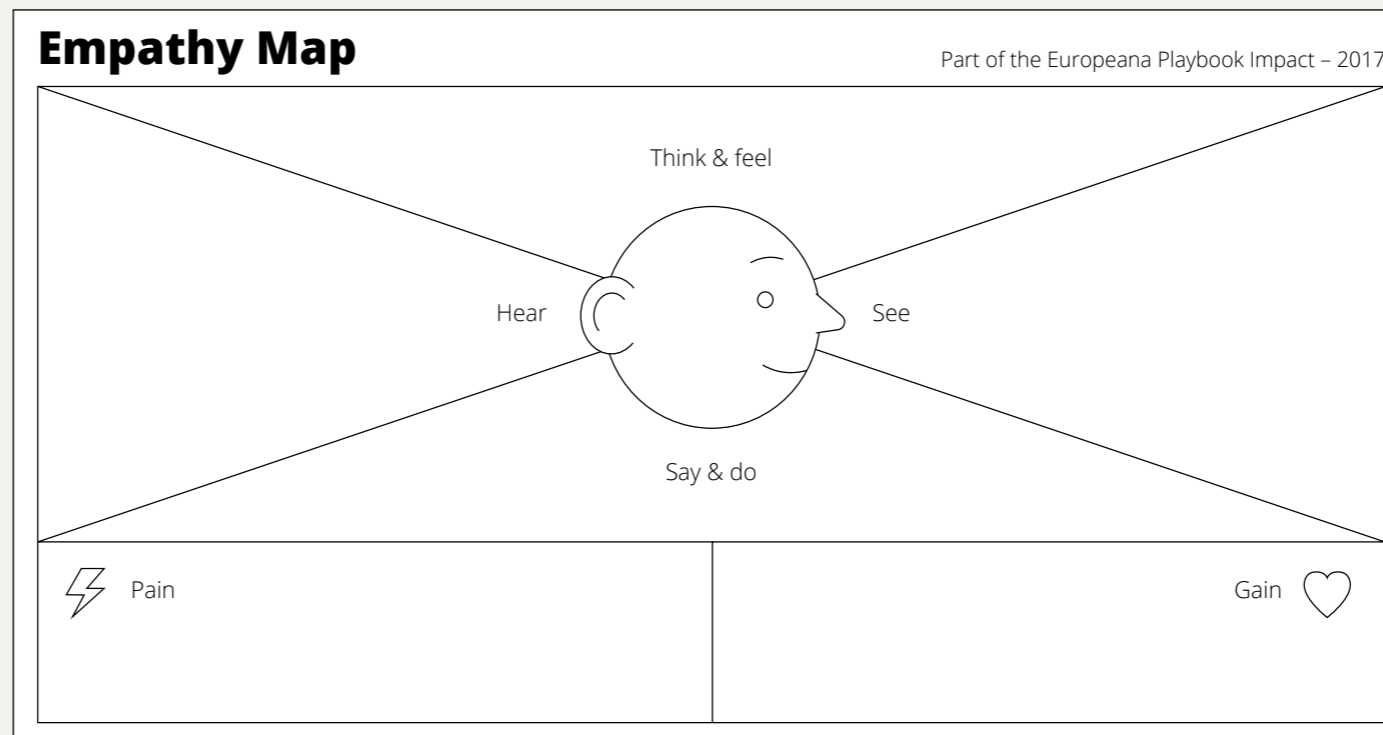
Hear
What is the stakeholder hearing from friends, colleagues or others during these activities?

Think & feel
What is the stakeholder thinking and feeling?

Say & do
What is the stakeholder saying and doing whilst engaging in the activities you deliver?

See
What does the stakeholder see in the marketplace or their own environment?

Pain
What are the difficulties – fears, frustrations and anxieties – the stakeholder wants to overcome?
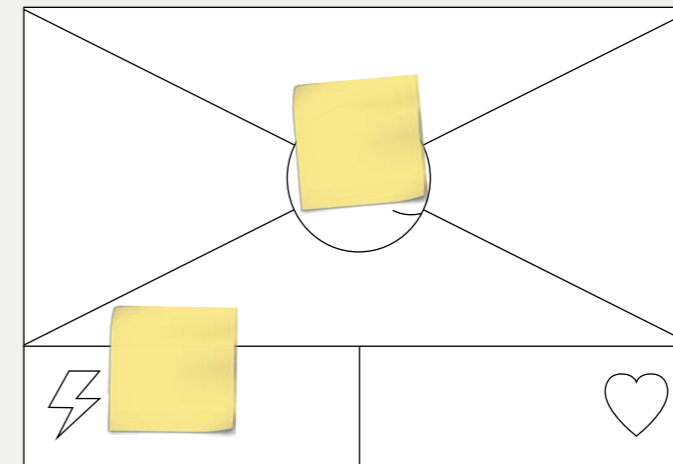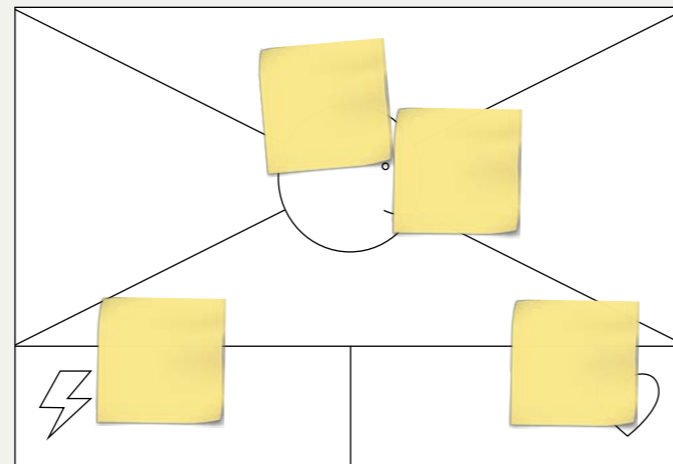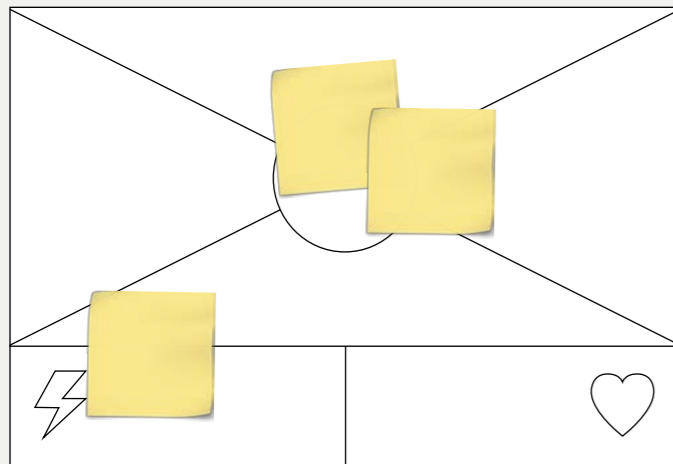
Gain
What are the stakeholders trying to achieve? What are their wants, needs, hopes and dreams?

Download this tool ↓

Empathy Map: How To

Step 1. Empathize

Brainstorm on what this person would typically see/hear/do every day. This will help you 'empathize' with them. Stay high level though so that this does not become one very specific person but stays representative for a group of stakeholders.

Questions to ask:

- What behaviours do they have in common?

- What influences them?

- What kind of environment do they operate in?

Step 2. Pains and gains

Once you have a clear picture, it is time to make the connection to the things you do.

Figuring this out will be key to working out what impact you may aspire to. How can you make stakeholders' lives a little better?

Questions to ask:

- What hinders them in their job that you could play a role in?

- Or, turn the question around and ask what things you offer that can make their lives easier, or better?

Step 3. Clean-up

Use the last five to ten minutes to clean it up. Ask the group to keep the most relevant characteristics but to take off what is less relevant.

If you have time, ask a representative from each group to give a brief summary of their findings.

Tip: *The Empathy Map is designed to help you understand what your typical stakeholder's life looks and feels like. Participants tend to dive too deep so encourage them to keep the pains and gains in focus.*

The Value Lenses

Just like the Hubble Space Telescope, assessing your impact is more effective when you use different lenses to collect and interpret data. Each lens enables us to zoom in on the perceived value of what you are measuring, from a specific perspective, without being distracted by the bigger picture. The five lenses each give us the ability to gather insights we need to design for and assess impact.

The Utility lens

The focus on the value or benefit gained by people through engaging with the activities during a specific time period.

The Utility lens enables us to look for evidence that people developed a new resource, changed their perspective or outlook, or used more of a resource or service.

The Existence lens

The focus on the value gained from knowing that activities exist and are cherished, whether they are being used or not.

We use the Existence lens to reveal evidence of how important people find the conceptual value and prestige derived from the existence of a resource or service.

The Learning lens

The focus on the value derived by a person from their ability to formally or informally learn from activities and the difference that this makes to a person's sense of culture, education, knowledge, and heritage.

We want to use the Learning lens to reveal if an increase in opportunity for both formal and informal learning has been enabled, and whether it is beneficial on a personal and communal level.

The Community lens

The focus on the value derived from the experience of being part of a community that engages with the activities.

We want to use the Community lens to reveal people feeling better connected to their community and the subject.

The Legacy lens

The focus on the value derived from the ability to pass forward or receive activities between generations and communities.

The Legacy lens shows us that people who exchange resources derive a benefit from inheriting and bequeathing (passing on) these and understand there is a benefit to be gained.
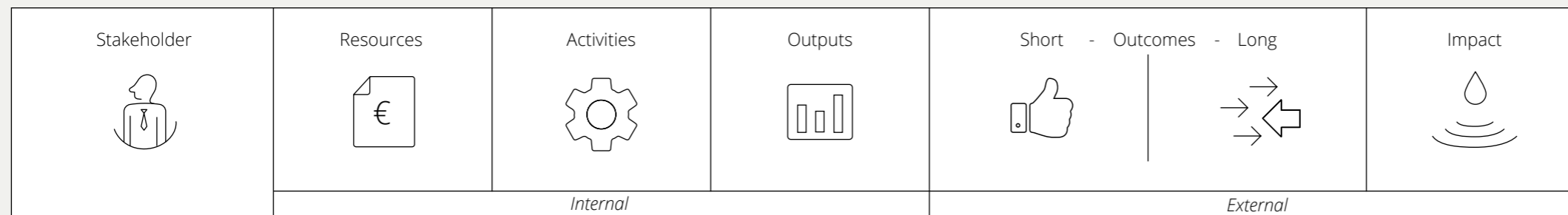
The Change Pathway

The Change Pathway is a tool to ideate, document and present the relationship between the things that you do and the impact that you have. It helps you to understand the relationship between the investments you are making (resources) and the impact you contribute to.

Tip: *Impact can be seen as the answer to a problem that a stakeholder group might have. Go back to the problem statements you created in the first workshop. What changes are necessary to solve the problem you defined?*

Tip: *Distinguishing between short and long term outcomes makes this a bit easier to comprehend. Sharing on social media for example may be thought of as a short term (or 'thin') outcome. A change in behaviour as a more long term (or deep) outcome.*

Tip: *Your activity may be relevant to more than one stakeholder and may have several outcomes.*

Stakeholder	Resources	Activities	Outputs	Short - Outcomes - Long	Impact
	Internal			*External*	

Stakeholder

The stakeholder you are designing the Change Pathway for.

Activities

The things that you are doing in your project or organization (e.g. digitizing books or organizing hackathons). Defining your activities in the Change Pathway helps you identify the link between what you do and the impact that you have.

Resources

The investments you are making in time and money to realize your activities. At the end of the day, we will need to see what the return (measured in impact) on our investment was.

Outputs

Outputs are the direct results of your activities. In general, outputs are easy to quantify and can be measured (e.g. digitized materials or number of visitors). Outputs are a prerequisite for outcomes and therefore for impact.

Outcomes

Outcomes are the changes that have occurred in (or for) your stakeholders that can be attributed directly to your activities (e.g. knowledge gain, increased interest and motivation, improved skills, changed behaviours). Outcomes describe the changes you expect to occur over a period of time, they are what you will try to measure and they will ultimately help you determine if you have impact.

Accountability Line

The accountability line marks the place where outcomes are not fully attributable to your activities anymore.

Impact

Impact is the change that has occurred in (or for) a stakeholder that your activities have contributed to (e.g. social cohesion, economic growth, increased sense of belonging). The impact is the overall goal you are working towards - all the Change Pathways lead to impact.

Download this tool

The Change Pathway: How To

Starting the exercise

Ask the groups to develop a number of Change Pathways for their stakeholder groups. The easiest way to do this is to start from impact and work your way back to activities, but you will see that you will often iterate back and forth until you get it right.

Tip: Leave a worked out Change Pathway visible on the screen.

Tip: If you want to open up the conversation to new possibilities, ask your collaborators to identify which activities they would like to be doing for their stakeholders.
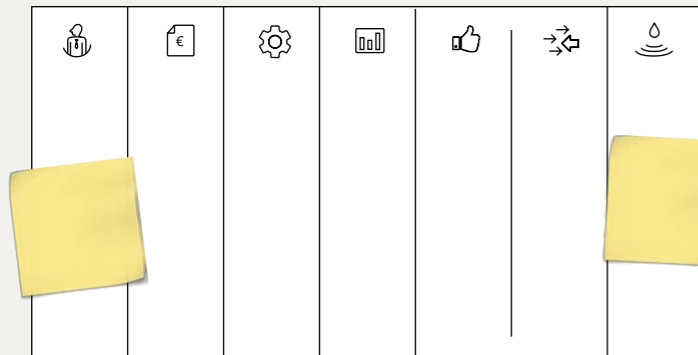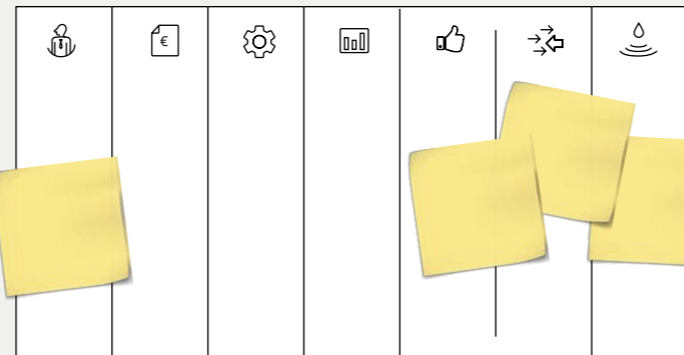

Step 1: Define stakeholder impact

First, define the impact on your stakeholders.

| Ask:	What are the big picture or higher level changes you expect to see in your stakeholders?
Do:	Ideate » Review » Refine
Example:	Students are more engaged

Step 2: Break down your impact

Next, break down your impact into outcomes.

Ask:	What specific and measurable changes do you expect to see in your stakeholders that can be attributable to your actions? Do some outcomes only occur in the short term, or will they develop over a period of time?
Do:	Ideate » Review » Refine
Example:	Teachers make their courses more attractive
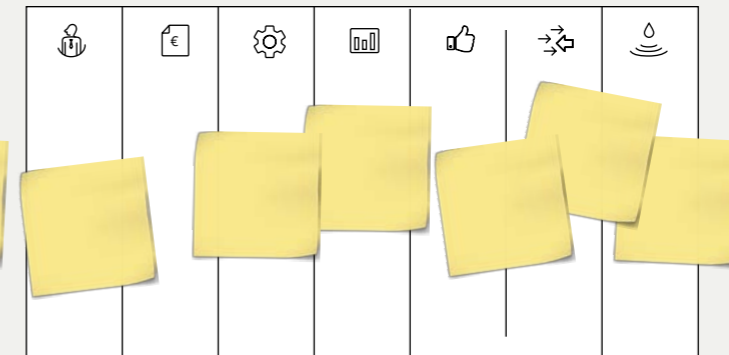
Step 3: Activities

Determine which activities and outputs relate to outcomes.

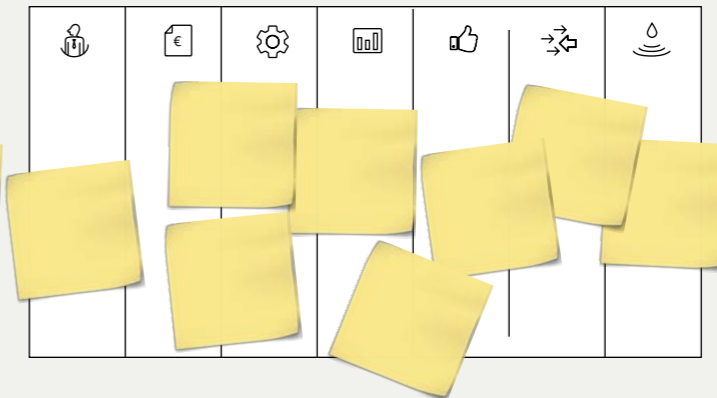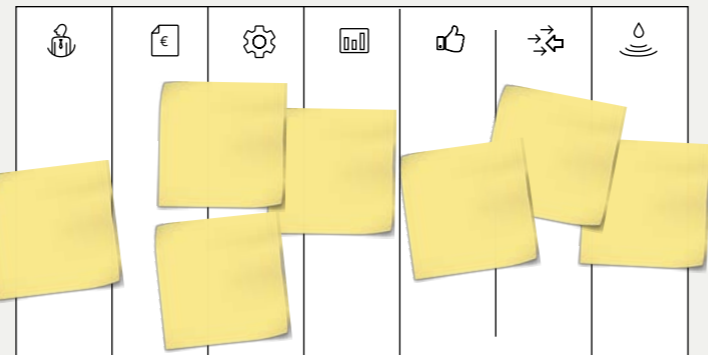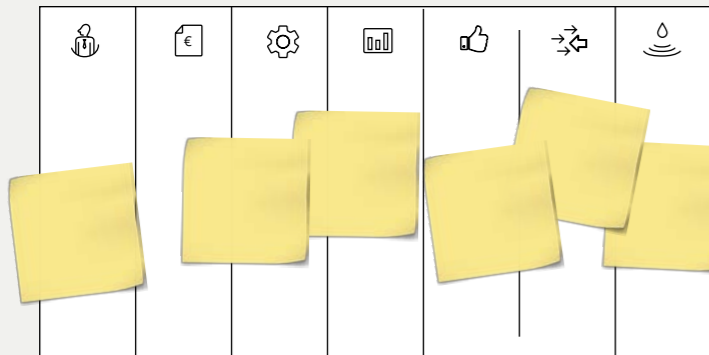| Ask:	What products or services do you develop and deliver for the benefit of your stakeholders?
Do:	Ideate » Review » Refine
Example:	Develop partnerships with smartboard publishers

Tip: *Don't worry about whether you can measure or prove the outcomes at this stage. You will explore that in more detail later.*

Step 4: Outputs

Detail the progress of your activities.

Step 5: Step back

You have now completed the Change Pathway. It's time to check and refine your result.

Share your result

Ask the group to identify what is missing to help you identify gaps in the pathways that have been developed.

Ask: How do you measure your activities? What information do you collect to show your progress?

Do: Ideate » Review » Refine

Example: Number of suitable primary sources available through smartboards

Check: Does the pathway show a logical flow of activities, outputs and changes? Is it complete - are all of the important changes shown on the pathway?

Do: Refine

The Change Pathway

Two weeks had passed since she organized the Kick-off Workshop. She had immediately booked the room again for the next two workshops she was going to run, with two-week intervals so that she had enough time to prepare and digest.

What had become clear from the first workshop was that everyone agreed that the primary impact perspective of 'Museums without Walls' was social.

What had not become entirely clear yet was who the intended audiences would be. Obviously anyone who wanted would be able to benefit from their collections. But in order to find out what impact they would have she needed to dig deeper and agree on three to five identifiable stakeholder groups that they could survey.

That's why she started the Change Pathway Workshop where they left off the previous time. This time getting to agreement was quick and easy.

She let everyone use stickers to identify who in their opinion was the most important stakeholder group and very quickly a pattern emerged. Educators were the clear #1, followed at a distance by creatives and elderly citizens.

She split the group into teams of two to scratch the surface of the problem space.

* Who are these 'educators'?
* What problems do they face?
* What kind of things could they do to help them overcome these problems?

She followed the discussions closely and stepped in only when she felt the conversations fell flat. During the break the participants commented that it felt really useful to step into the shoes of these audiences instead of just talking about them in the abstract!

After the break, the real work began. Sanne had created empty Change Pathway grids with tape on the glass walls for each group and asked them to think about how the project would impact the stakeholders.

Teachers, for example, want more engaged students (duh!) but have little time to spare. What kind of things would they need to do to support them? Reasoning backwards from impact to activities, several pathways were explored.

Some conversations flowed better than others (she had to step in once because Mark from marketing kept his group hostage to his personal hobby horse again).

She let the groups pitch their ideas to the rest which helped them to express their findings in a more coherent way.
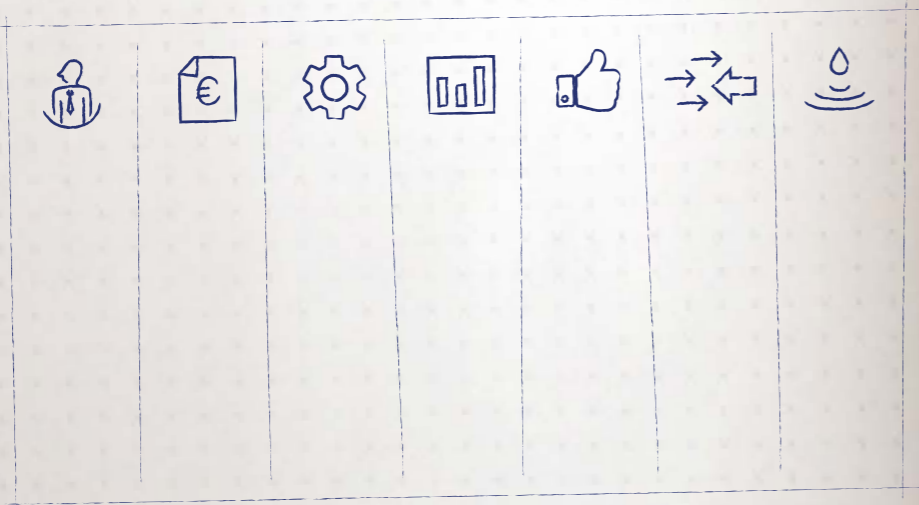
She took pictures during the session of all the grids and rounded the meeting off by asking the group how they felt about the day and what was going to happen next.
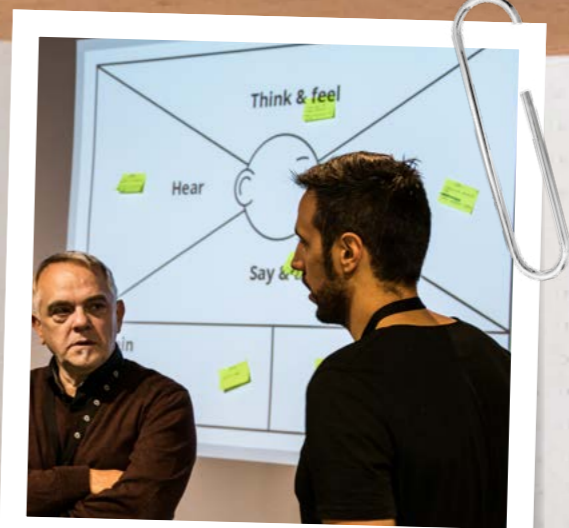
I.4

Your Homework

Great work getting this far! By now, you should feel like you are really starting to understand your impact.

Now you've completed the Change Pathway Workshop, it's time to consolidate those pathways in preparation for the next session.

Use the ⊡ *Pathway Builder* to document the Change Pathways your team developed in the last workshop.

Take the opportunity to refine the work by adding clarity where it is needed so that you have a comprehensive reference. Are there elements missing, or do some need more work? Use this process to identify issues and resolve them before the final workshop.

Tip: *You didn't get this far by yourself. Once you have finished, share the Pathway Builder with your team. Does this reflect what they contributed in the workshop? Is there something more they want to add? Is there anything missing?*

Before you start

◯ Collate your notes from the first two workshops.

◯ Make sure your flip chart sheets and post-its from the previous workshops are to hand. You'll need them.

◯ Find a spot to work free from interruption, you'll need to concentrate!

Who?
You

Why?
Record, refine and structure the pathways, prepare final workshop.
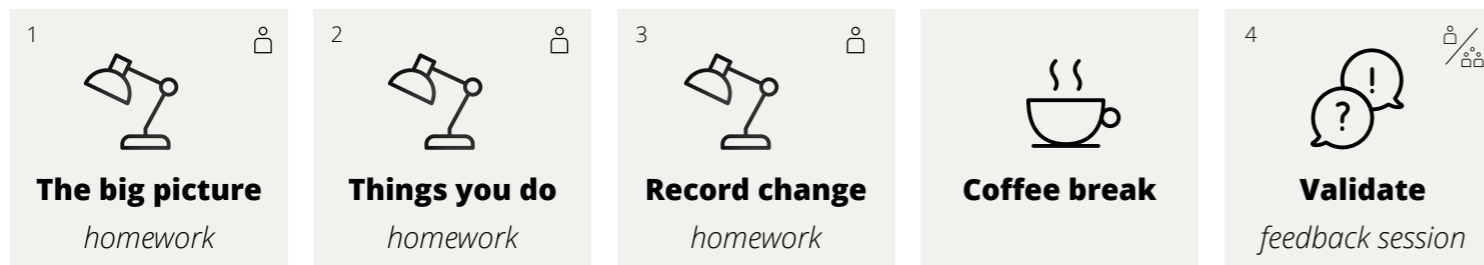
Time needed
3 - 6 hours

Your results:

☐ Documented and refined Change Pathways

Download the Pathway Builder ↓

Walkthrough

After all the hard work in the Kick-off and Change Pathway Workshops, you'll want to make sure you've documented them properly and get feedback on them. You can use the Pathway Builder to document, complete and validate the Change Pathways.

1 The big picture *homework*	2 Things you do *homework*	3 Record change *homework*	Coffee break	4 Validate *feedback session*

Preparing the Pathway Builder

Take a look at the spreadsheet and adapt it to meet your needs. You might prefer a different colour or terminology, or you might feel that you want to add a new column to reflect a development in the workshop. Remember to adjust the timescale of the outcomes to reflect what you agreed in the Change Pathway Workshop. Have a look at an **example** that we have used at Europeana.

Block 1. The big picture

Here is where you describe the big picture issues that you identified in the Kick-off Workshop. Who are your stakeholders? What is the bigger change that you want or need to see for them at a sector or even societal level? Articulating the problem you are trying to solve helps you understand the context in which you develop your activities. It can also help you shape your expectations.

Block 2. The things you do

During the Change Pathway Workshop, you asked your team to identify which activities and outputs your organization deploys in order to bring about change. Record these in the spreadsheet against the appropriate stakeholder. When you come to write this up, you might find that what is scribbled on a post-it doesn't make sense verbatim in a spreadsheet. Be confident that you can accurately interpret the words, and remember that you took pictures too in case you need to check back on the original wording.

Tip: *Don't worry about duplicating activities between stakeholders, you can address that later. The important thing here is to clearly document the activities and outputs.*

Block 3. Record stakeholder changes

Documenting the outcomes well is a work of art, and it's challenging. You may want to record them in a linear manner, or as a more general collection of outcomes. You might prefer to start with one stakeholder and work each Change Pathway through line by line. Use the Pathway Builder to find an approach that works for you.

Tip: *There is no right or wrong way to complete the Pathway Builder. Do what feels natural to you.*

Block 4. Validate Change Pathway

Now you have everything neatly documented in the Pathway Builder, throw it back to your team. What do they think? Did they expect to see something that isn't there?

Tip: *You can validate the Change Pathways with the stakeholder you are writing them for.*

Europeana Example

Pathway Builder

Two workshops down, one to go. Here, you take a look at what came out of the Change Pathway Workshop, and make it ready to take into the final Measurements Workshop.

Document

The spreadsheet allows you to document each element of the Change Pathways that were designed in the workshop, and to categorize them by stakeholder.

Review

Once you have documented the results, take another look at what was developed. What is missing? What needs refining?

Feedback

Use the spreadsheet to invite feedback from your team. Being able to see the outcome they scribbled down on a post-it, written up in a different way, might help them refine their ideas.

Tip: *It's really worth taking the time to ensure the pathways make sense. When you look back on them in a few months, you might have forgotten the details discussed in the original workshop.*

	A	B	C	D	E
1	stakeholders	impact	activities	outcomes	questions to ask
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

The big picture

This is where you set the scene for your impact model. Who are your stakeholders and what is the big problem they experience that you are motivated to solve?

The things that you do

For each stakeholder, break down the things that you are doing on a general level - these are your activities, and on a tangible level - these are your outputs.

Record stakeholder changes

Describe the changes - the outcomes - that you expect to see in your stakeholders as a consequences of your activities. They may happen only in the short term, or they may be a recurring outcome at each time interval.

Validate

Take the time to validate your Change Pathway and ask for feedback from your team and from people who were not involved in the workshop. What can they add to the Change Pathway that you have constructed in the Pathway Builder?

Download this tool ⬇
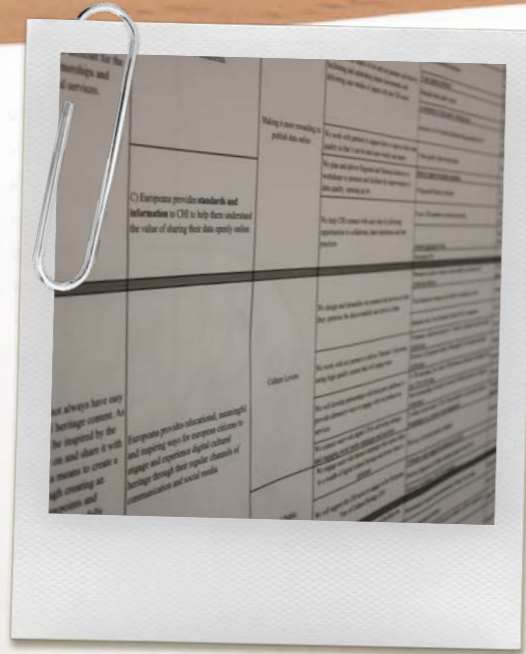
Writing it all up

Sanne cleared her agenda for the afternoon, and locked herself up in her room with coffee and the background music she likes when she needs to absorb herself in an intellectual task. To the tones of Mozart's violin concerto no. 3, she opened the spreadsheet and started going through her notes and pictures of the workshops.

The main stakeholder groups were now pretty clear to her so she entered them in the spreadsheet first, one by one. During the past couple of weeks, she'd been able to identify with these stakeholders and had developed a much clearer idea of their problem spaces and how her museum could play a role in them.

This had been a real eye-opener. She started to formulate impact areas (e.g. engaged students) and to think about what her museum could contribute to them. At first, the formulation felt a bit clumsy and not terribly actionable so she changed tack, deciding to first enter all the pathways into the spreadsheet and worry about the rest later.

With all the data entered, she started refining some of the pathways until they felt logical. Once she'd done that, she was able to redraft the problem spaces for two of the five stakeholder groups. Some of the outcomes felt a bit too far out, some not really worthwhile. She iterated this a couple of times until she found she had exhausted her brain capacity for the day.

Before she left, she sent the sheet for review to the team.

I.5

Measurements Workshop

The Measurements Workshop helps you and your team identify what you want to measure during your impact assessment. To help you do this, we've laid out some pointers.

Who?
You and your core team

Why?
Define what you want to measure and how

Time needed
3 hours workshop + 3 hours setting up

Your results:

☐ Agreement on the outcomes you want to measure

☐ Draft list of measurements

☐ Understanding of how you can take the measurements

It's back to work for you and your collaborators in this final workshop of Phase I: Design to generate meaningful measures of your impact.

Check out the ▤ *Assessment Screenplay* for a run-down of the structure of the workshop, and the role you and your team take in it. In the Measurements Workshop you will facilitate the transformation of the outcomes from the Change Pathway into meaningful measurements, and explore the practicalities of collecting the data you need.

Use the ▢ *Phase I: Design slide deck* to help you explore the essential elements of developing measurements for an impact assessment.

Start with taking a fresh look at the Change Pathways from the previous workshop to get you all back into the right frame of mind. You will run through simple exercises to rank the outcomes, assess which are most relevant to measure and then to generate the measurements for them.

Before you start

◯ Download the slide deck and adapt the screenplay and agenda to your needs.

◯ Check back through the outcomes and mark out which ones you think are most relevant.

◯ Run through the process of identifying measurements and reviewing them, following the workshop process.

◯ Remind yourself of which indicators you already collect. From visitor numbers through to social media metrics, it's all useful here.

◯ Create a new flip chart for each stakeholder. Write out the outcomes for each stakeholder on a post-it and them to the flip charts.

Assessment Screenplay

Phase I: Design slide deck

Walkthrough

To take the penultimate step in this design phase, your team needs to roll their sleeves up and get stuck in. You'll be asking them to pull apart the Change Pathways, prioritizing the outcomes and identifying how you can measure them. The final goal is within reach. Just a few more steps to take!

1 Assessment design *presentation*	2 Prioritizing *group exercise*	3 Measuring *group exercise*	Coffee break	4 Data collection *group exercise*	5 Wrap-up

Preparing the workshop

Find a room that enables your team to collaborate. You will need plenty of wall space again to hang up your flip charts.

Facilitating the workshop

This is the part where you can bring it all together, your team should be leaving the room with a feeling that they have accomplished something meaningful. Not only have you agreed the key impact areas, you also know where you can collect the data.

Opening the workshop

Ease into the workshop with a recap of the last meeting and make sure everyone understands from the start where you want to take them today.

Block 1. Assessment design

Introduce the session by taking a look at how much progress you have already made towards designing an impact model. Are there some changes to explore that you already feel are more important than others? How do the outcomes feel now you have had time to reflect on them?

Walk your colleagues through the steps you will take to refine the outcomes.

Tip: *You'll be working around the Change Pathways from the second workshop. Don't be afraid to mix up the groups at this stage - new combinations might lead to new insights.*

Block 2. Prioritizing

Your first action is to prioritize the outcomes. Are all of the outcomes relevant, significant and important to your organization? How do these

fit in with the bigger picture goals you want to achieve? Is there anything you can live without?

How much of the outcome is really down to your work? Which outcomes are the most relevant? Ask your teams to stand in front of their flip charts and move the post-its around according to the priority they have set for them, using the following considerations.

Materiality
Collecting data is not easy. Ask yourselves if the outcome is significant (material) enough. Why is it a valuable outcome to better understand? Is the outcome significant to the stakeholder? Is the change a large or small one? Does the outcome trigger another change in behaviour?

Accountability

If you had done nothing, how much of this change would have been realized anyway? How much of the outcome can you influence by changing your activities? Which outcomes are you responsible for? Which outcomes do you not need to be responsible for? Who else could have contributed to these outcomes? Would these changes have occurred without the work you contribute?

Block 3. Measuring

Your goal with this exercise is to start identifying which measurements you can take for each outcome. You probably won't identify all of the measurements that you can take in the workshop. You can ask your colleagues to help out and complete the list after the session.

Ask each group to write at least one measurement per outcome (on a post-it) that will help you demonstrate that outcome has occurred. Once all the groups are finished, discuss the results together. What else can be added to each other's work?

Tip: *If one group is ahead of the others, ask them to split up and help out the other groups.*

Example

Outcome: Improved didactical methods

Objective indicator: Number of teachers using new teaching methods

Subjective indicator: Perceived health by beneficiary, e.g. on a scale from one to five, how fit do you feel? How much energy do you have?

Block 4. Data collection

You now have a captive audience, with their minds set on outcomes and measurements. So, now's the time to touch on the process of collecting the data. Working as one group, your aim is to identify the basis of an approach for collecting the data to demonstrate the measures that you have identified.

Take the whole group through this discussion, starting with a look at which outcomes you can already prove/have evidence of? Perhaps you already collect certain information or you know who else does?

Tip: *If the outcomes feel fragmented, try looking at only the long term outcomes you want to measure. Ask yourself if only the long term outcome is measured, do you need to measure the shorter term outcomes that lead to it? Can you assume they have all occurred too?*

And finally, spend some time discussing which methods you can use to measure the outcomes? Surveys? Existing data points? Remember to check that you understand how you can reach your stakeholders. Do you have their contact information? Will you rely on a network to reach

them?

Tip: *Now is a good time to do a quick sanity check. Are the measures you have identified useful to show the change you want to assess? Do they provide meaningful management information? Are you measuring for the sake of measuring?*

Block 5. Wrap-up

Time to call it a day. Wrap-up the workshop by running through the progress you have made. Highlight any memorable points and ask your colleagues for their input too! Run through what happens next: you'll be documenting the workshop and adding the measurements to the Change Pathway.

Indicators and measurements

When Sanne added the content from the Change Pathway Workshop to the Excel sheet (Pathway Builder) she refined certain pathways and rephrased them in a way that made more sense to her. She stayed as close as possible to what the participants came up with but enriched the data from her own perspective.

She thought back to the thrust of the workshop. Did they still agree that these were indeed the changes they were striving for? Were they significant enough to go through the trouble of finding out? Could they really claim that these would be attributable to them and not to other circumstances that they had no influence on.

During the process, the group agreed that the teachers' 'job fulfillment' could not be attributable to them alone. That was clearly outside of the accountability line. But an increase in the teachers' ability to customize their lessons using the museum's content could definitely be seen as an outcome of the projects.

Once they'd figured that out, it became easier to think about the types of questions they could imagine asking and how to find out: Ylmaz from the educational department had access to a couple of listservers for teachers and managed the social media for the organization.

I.6

Tie Up The Loose Ends

You're on the home stretch and really close to having completed your impact design brief!

Who?
You and your core team

Why?
Document the results of Phase I into a brief, ready for Phase II

Time needed
3 hours +
3 hours setting up

Your results:

☐ Document the prioritization of the outcomes

☐ Document measurements for each outcome

☐ Refine so that they are clear

After the Measurements Workshop, it's time to document the decisions you made and the measures you generated. Update the Pathway Builder with the information you gathered - refining and clarifying as you go. Have all of the outcomes been prioritized and measurements identified for them? Use this process to identify issues and resolve them before sharing the impact brief with your team.

Tip: *Feel like a fresh pair of eyes would be useful at this stage? Share your work with people who were not part of the workshops. Do they understand the pathways you have developed? Do they fit with their understanding of the activities? Is there something more they want to add? Is there anything missing?*

Before you start

◯ Collate your notes from all three workshops.

◯ Review the Change Pathway that you have documented in the Pathway Builder.

◯ Make sure your flip chart sheets and post-its from the previous workshops are to hand. You'll need them.

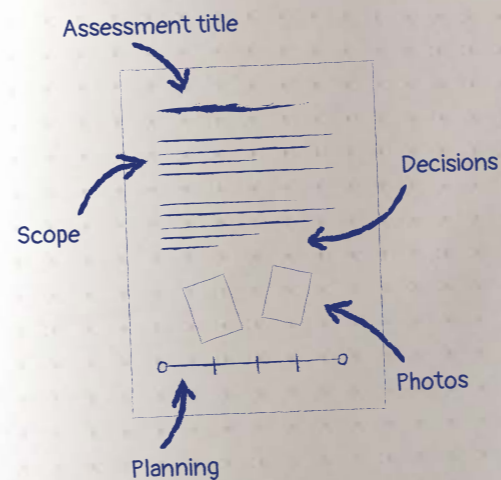◯ Find a spot to work free from interruption, you'll need to concentrate!

Now her last hurdle was to finish the design brief and get it signed off by her stakeholder group. She introduced the Pathway Builder with a short narrative including the key take-aways from the results of the last couple of months.

Problem statement? Check. Scope of the assignment? Clear. She made sure to include a couple of good pictures of the sessions they'd had and sent it off to the team for review.

Assessment title

Scope

Decisions

Photos

Planning

The home stretch!

After the Measurements Workshop, Sanne got back to her spreadsheet again to add the final pieces of the puzzle. It all made sense to her now, but she realized that she'd got so entrenched in it that she could use a fresh pair of eyes.
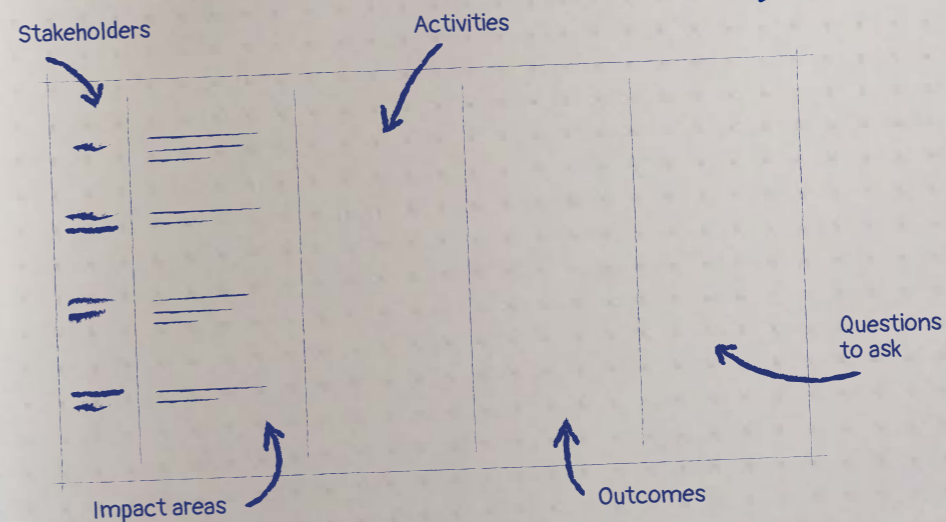
She asked Peter, a software developer that she sometimes had lunch with, to have a look. She had always admired Peter's analytical brain and eye for detail and those skills certainly came in handy now. Peter critiqued the flow of two of the pathways that didn't quite make sense to him and asked her to clarify some of the phrasing. But overall he said he 'got it' and that he was very curious as to what the results would be. Joy!

Pathway Builder

Stakeholders

Activities

Questions to ask

Impact areas

Outcomes

Conclusion

Congratulations! You have made it to the end of Phase I, and now you should be primed with knowledge about your impact.

You have collaboratively developed an understanding of the impact experienced by your organization's stakeholders, and what steps you can take to collect data to assess that impact.

Next Steps: Phase II, III & IV

This brings us to the end of Phase I: Design. In Phase II, we will translate the results from the design brief into research questions and we'll collect the data. During Phases III and IV, we'll extract meaning from the data and translate this into improvements and new products and services.

Phase I	Phase II	Phase III	Phase IV

With Phase I: Design complete, you should now be feeling confident that you have an increased understanding of your impact. You've developed an impact design brief that describes how the activities you deliver connect with the changes you want to see in your stakeholders. What happens next is up to you.

Getting this far might be enough for now. But you might want to take your impact design brief further. In the spring of 2018, we'll be delivering Phases II to IV which walk you through the process of how you can take your impact brief further.

Phase II: Data collection & assessment

All you need to know about the methods you can follow to assess the impact from your design brief. What type of data do you want to collect and how often will you collect it? How do you assess the data you have collected against the impact design brief? What if the data tells you an unexpected story?

Phase III: Narration

Presenting the results of the impact assessment in a meaningful and understandable way is an important step in the process. How can you use the data and assessment to show the connection between your activities and your impact? How does this differ - or not - from the usual business cycle of reporting? How can you make your team and your stakeholders understand the results of the assessment?

Phase IV: Evaluation & planning

What can you learn from the impact design, assessment and narration process? It's likely that through this process you will have developed some insights into your stakeholders and your own work. How can you ensure these insights are shared, and how your organization responds to them?

While you're waiting, join the **impact** conversation happening right now in the Impact for Cultural Heritage LinkedIn community.

Tip: Can't wait for Phase II? Are you ready and able to get started on turning your impact design brief into action? What can you do? You can start collecting the data that you need to measure the outcomes you have identified. This might be through a survey, or tweaking your analytics reports. You can read how Europeana collected data in 'Workers Underground: an impact assessment journey'.

#impact LinkedIn Community ↗

Read our blogs on Medium ↗

Glossary Of Terms

Term	Relates to	Playbook definition
Activities	Change Pathway	The actual or planned actions, using a digital resource, undertaken by the organization in order to achieve their organizational goals.
Change Pathway	Playbook	A method for connecting the activities and outputs of an organization, with outcomes experienced by the stakeholder.
Community Lens	Value Lens	The focus on the value derived from the experience of being part of a community that engages with the activities.
Economic Impact	Strategic Perspective	A state in which the activities deliver economic benefits to society, stakeholders or to the organization.
Existence Lens	Value Lens	The focus on the value gained from knowing that activities exist and are cherished, regardless of whether or not they're used.
Impact	Playbook	Changes that occur for stakeholders or in society as a result of activities (for which the organization is accountable). *NB: Derived from Prof Tanner's BVIM definition of impact: The measurable outcomes arising from the existence of a digital resource that demonstrate a change in the life or life opportunities of the community for which the resource is intended.*
Innovation Impact	Strategic Perspective	A state in which the activities represent or enable innovation which itself supports social, economic or operational benefits.
Impact Design Brief	Playbook	The documentation of the key elements taken from the design stage of the playbook, forming the basis of the impact model.
Impact Model	Playbook	A plan for identifying, measuring, assessing and managing impact.
Learning Lens	Value Lens	The focus on the value derived by a person from their ability to formally or informally learn from activities and the difference that this makes to a person's sense of culture, education, knowledge and heritage.

Legacy	Value Lens	The focus on the value derived by a person from the ability to pass forward or receive activities between generations and communities.
Measurements	Playbook	The way we determine the quantity, dimensions or amount of the impact of our activities.
Operational Impact	Strategic Perspective	Following an innovation impact, a state in which activities have led to an improvement or refinement of internal processes to the organization.
Outcome	Change Pathway	An actual or intended change experienced by the stakeholder through their engagement with the organization's activities.
Outputs	Change Pathway	The tangible, quantifiable and measureable products and services delivered by the activities.
Pathway Builder	Playbook	A spreadsheet that documents the Change Pathway and identifies the associated measurements.
Problem Statement	Pathway Builder	A brief description of the problem that the activities of the organization seek to address.
Screenplay	Playbook	A structured list of actions needed to deliver a workshop or complete a task described in the playbook.
Social Impact	Strategic Perspective	A state in which activities lead to stakeholders and wider society being affected and changed in a beneficial fashion.
Stakeholder	Playbook	A person, group, community, or organization who you expect to experience a change or who you design your activities around.
Strategic Perspective	Playbook	A method which provides a strategic context for decision-making on what impact is to be measured and why that measurement is needed.
Utility Lens	Value Lens	The focus on the value or benefit gained by people by engaging with the activities at or during a specific time period.
Value Lens	Playbook	A tool that enables us to zoom in on a specific type of value attributable to the activities that we are trying to understand, describe or measure, without being distracted by the bigger picture.

We appreciate your feedback!

Send us an email at impact@europeana.eu

'George Breitner en Marius Bauer in een rijtuig in Londen' Breitner, George Hendrik
Rijksmuseum, The Netherlands
Public Domain