

Organisational strategy

Edition 1 (P - v3)

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1. RSTI purposes

Recognising that the lack of a safe climate and sustainability is a global as well as a local problem, RSTI's operational purposes are:

- (a) to create, seek out and develop highly effective social and personal change strategies and techniques for initiating extremely rapid transitions in the physical economy for the purpose of driving the restoration of a safe climate and sustainability;
- (b) to rapidly convey these techniques, strategies and associated ideas and skills, through education and training, to people who can act as communicators, networkers or catalysts for the needed social and personal change;
- (c) to assist organisations and individuals with the potential to play strategically important roles in the initiation of a concerted safe climate and sustainability transition, through services such as pro bono and (where the capacity to pay exists) charged-for consulting and talent recruitment;
- (d) to take steps to see that high priority strategies for transition initiation are initiated and effectively followed through by others;
- (e) to contribute to building the effectiveness of Transition Decade Alliance (a community service alliance) through services such as research and strategy development and related education, training, consulting and talent recruitment.

2. Stimulus ideas

1. The most profound blockage to the rectification of these sustainability problems is the absence in Australia (and globally) of a widespread and deep sustainability-generating culture. This is why sustainability problems exist in the first place and it's why it is hard to undo sustainability problems.
2. The biggest threats to the initiation of the transition decade in Australia:
 - a. the election of an Abbott government with a large majority
 - b. a Global Financial Crisis #2.

3. Definition of success

1. Australia commits to a full strength transition decade as fast as can be made possible - hopefully within the next 1 to 5 years.
2. Most countries and all the big countries around the world commit to a full strength transition decade as fast as can be made possible - hopefully within the next 3 to 7 years.

(If RSTI fails to meet the timing targets despite its best efforts then that is what happens, but we should *not* avoid striving for these goals just because we fear we might fail. And we should aim to achieve the shortest initiation time within our target range.)

4. Strategic ideas

- 1 The ideas about the transition decade and how it can be initiated will develop fastest in the positive milieu of the Transition Decade Alliance (ie. within its member groups)
- 2 The *speed of implementation* of the initiation of the transition decade will be *accelerated* fastest through the work of the Transition Decade Alliance partners - because they really want to get on with the job.
- 3 The *scale of action* to initiate the transition decade will be maximised if all the big environmental NGOs (eNGOs) are brought onside. If these groups are onside early then the speed of implementation will be accelerated too.
- 4 The big eNGOs should be the first focus for RSTI's work under "organisational purpose" (d) above) - because it is highly unlikely that the idea of urgently initiating the transition decade will be seen as a mainstream thing to do for as long as most of the big eNGOs are disengaged or hostile. Also success with the eNGOs can give people a sense of achievement before they move on to harder change targets, plus success with the big eNGOs brings much more capability to the effort and shrinks the opposition.
- 5 RSTI needs to grow its capacity (human and financial resources) as fast as possible while maintaining and building its culture.
- 6 Working with difficult change-targets that "ought" to be on side and that are a high strategic priority is probably the fastest way to figure out what strategies and capabilities RSTI should be developing (using an action-research and learning-by-doing model). It might be more effective on some occasions to start with a less difficult target, develop some skills engaging with them, then move up as fast as possible to engage with a more difficult but more strategic target.
- 7 Successful action in Australia will ultimately have little global effect unless RSTI's ideas are spreading globally and RSTI is working in partnerships globally.
- 8 RSTI needs to encourage the development of information and tools to break down blockages and to spread positive memes about the transition decade.

5. Strategic directions

RSTI will:

1. promote the development of ideas about the transition decade and how it can be initiated within the Transition Decade Alliance member groups
2. work with Transition Decade Alliance partners to plan and maximise the speed of implementation of the initiation of the transition decade.
3. work to engage the big environmental NGOs (eNGOs) on the initiation of the transition decade.
4. develop the strategies and capabilities that RSTI should be developing using action-research projects that involve working with difficult but strategically significant change-targets
5. work in partnerships globally and spread RSTI's ideas globally
6. work to encourage the development of information and tools to break down blockages and to spread positive memes about the transition decade.
7. grow the capacity of RSTI (human and financial resources) as fast as possible while maintaining and building its culture.

6. Strategic actions

1. Building RSTI	
1. Gather together a community of strategists, innovators, system designers, change managers, political scientists, sociologists, social psychologists, researchers, etc. (Just commenced.)	The idea behind this is to build up a skilled volunteer base in a similar way to BZE but focusing on the skills that RSTI needs as opposed to BZE's focus on engineers etc..
2. Build RSTI's funding base (commencing now)	We need to build up a solid funding base. Having an organisational strategy will give us something to describe the value of donating to RSTI.
3. RSTI volunteer training (to commence in 2012)	What RSTI is trying to do is operating in a very different strategic paradigm to what most people are used to, so newly recruited volunteers are likely to bring with them a lot of old paradigm ideas. So a training program will be needed to help volunteers to pick up quickly on RSTI's approach.
2. Building RSTI's transition initiation strategy (research and strategy development)	
1. RSTI strategy book (1/2 written)	We need to get RSTI's basic ideas out there fast to help with recruitment/meme spreading.
2. Develop a comprehensive research program on the urgent initiation of a safe climate/sustainability transition. (Need to wait on the writing of the first draft of the RSTI book and the development of a wide community of researchers)	
3. Building the Transition Decade Alliance	
1. Facilitate the production of the first Transition Decade Alliance Shared Plan (Committed, but not commenced).	The development of the Transition Decade Alliance depends to a significant extent on having a shared plan.

2.	Helping to organise the (not yet officially adopted!) Transition Decade Alliance Conference in June 2012 (Under discussion).	There is a desire amongst a number of people associated with the Transition Decade Alliance Guiding Team and Support Group to hold a very participatory/work oriented conference.
3.	Help Groundswell to develop. (Commenced.)	The RSTI Manager already is providing inputs to the development of Groundswell.
4. Organisation reform program (eNGOs, business, government, anything!)		
1.	Defining a sustainability-generating culture (Much of the initial work has been done over the last 40 years!. A short paper needs to be written up.)	This lies at the core of everything else we do.
2.	ACF reform program (Been running for 2 years)	A major milestone has just been reached - with the Australian Conservation Foundation adopting a commitment to drive an urgent transformation of Australia to be an ecologically sustainable nation and to pursue the restoration of a safe climate. But the key next step is to help ACF to implement the new strategy effectively.
3.	Large NGO reform program / Green group leadership program) (Proposed to Groundswell)	This idea is an extension of the ACF project to apply it to all the big eNGOs.
4.	Program for organisation reform (Proposed)	This idea is an extension of the big eNGOs reform project to apply it to any type of organisation (including businesses and governments).
5. Blockage removal/Driver creation program		
1.	How fast project (for Safe Climate Australia) (Contribution underway since beginning of the year)	The first report for the SCA project should complete during December. This will give Safe Climate Australia a tool/product that enables it to grow rapidly and that has a decisive impact on the climate issue.
2.	Empowerment through leadership program (for Psychology for a Safe Climate) (Commenced)	The work with ACF and Groundswell would benefit greatly from having information to spread around that explains how effective leadership of the right sort can empower large numbers of people to take the initiative on restoring a safe climate and creating a ecologically-sustainable economy.
3.	Mobilising people on the 'right' for a safe climate and sustainability. (Proposed to start through Groundswell then bud off as independent program.)	The 'right' of politics seems to have been abandoned to Tony Abbott and the Murdoch press etc. There is no logical reason why full strength action on climate and sustainability should be the preserve of the 'left'.
4.	Safe Climate Bill (for Safe Climate Australia) (Underway)	Safe Climate Australia has adopted the Safe Climate Bill project. The RSTI Manager is acting as an adviser to the project officer.
5.	Economic security strategy (Not yet commenced)	We need to be pushing an economic security strategy to deal with people's concern about the state of the economy / the Global Financial Crisis #2 / jobs etc. - otherwise the transition will never happen in time.
6.	100% decoupling of economy. (Early stage intellectual work has been done, but not an active project yet).	With the growth of interest in "transformative change" there is a revival of interest in "stopping economic growth". This approach to creating an ecologically-sustainable economy will scare conservatives and will help to mobilise people against the transition decade goals. But there is a way to pursue the creation of an ecologically-sustainable economy that can communicate effectively with conservatives and that is to go for 100% decoupling of economic growth from physical growth. We need to develop a tool (report) that can put this idea into people's hands.

7. Methodology

1. For a summary of the methodology drawn on to guide the drafting of this organisational strategy see:
<http://www.green-innovations.asn.au/Strategy/Strategy-method-for-practical-idealism.doc>

8. Mode of development of the organisational strategy

1. This organisational strategy will be treated as a work-in-progress and it will be refined or heavily revised whenever this will add value to the document.
2. It is recommended that this organisational strategy is systematically reviewed and revised by the end of March 2012.
3. The Oversight Committee is responsible for preparing and approving the higher-level elements of RSTI's organisational strategy (all sections other than section 6 in this edition). The RSTI Manager is responsible for preparing the rest of the organisational strategy (section 6 in this edition) and this is adopted when the Oversight Committee gives its approval.

Approved as a whole by the RSTI Oversight Committee on 10/12/2011.