



From top down to bottom up -a somersault?

including

Organisation & management tools to guide bottom up processes

HELENACHAJA HEYNING
WILMA VAN DER BRUGGEN

From top down to bottom up – a somersault?

HelenaChaja Heyning, Wilma van der Bruggen, The Netherlands¹

*Faced with the aftermath of the financial and economic crisis in The Netherlands and the financial repercussions of the ongoing decentralisation process, many municipal authorities have great difficulties to cope with the demands, needs and expectations of citizens. Land development (houses, offices) a major source of municipal income, has come to an almost complete standstill and so do the much needed revenues: the 'old' money has gone and no new profits are in view. 'Future today is not what is has been in the past.'*²

What came to flourish is civic action in all shapes and sizes, from community to single stakeholder's engagement, from energy corporation and care trust to a build-your-own-home movement. The Dutch Big Society and Civic Economy are in the centre of 'let's do it ourselves'. A paradigm shift or a temporary revival of old bygone good neighbourliness and citizenship never really forgotten?

How do authorities, used to top down governance, handle the message of the bottom up movement: con amore or grumbling, is it a tiny step or a somersault, how does it affect their position of power, do they trust citizens?

And how about the city planner? Is he/she dancing and pitching along with the waves of power, is he/she fully engaging the stakeholders in our communities, what tools does he/she need to assist citizens in their self organisation processes? What techniques and strategies exist to address competing interests and reduce conflict? Key question: is a turnaround in planner's education and/or specific training needed?

1. The Times They Are a-Changing³

Until recently spatial development in The Netherlands was for the major part the prerogative of the government (state, provinces) or the local authorities (municipalities), in their slipstream the well-known housing corporations and the almighty private property and real estate companies/contractors. Buying farmland and selling plots for houses, offices etc. was an important component of the municipalities budget revenues, needed for expensive urban renewal elsewhere, parking garages, village library etc. The crisis put these revenues at serious risk: the 'fleshpots of Egypt' are empty and many municipalities groan under heavy financial losses of land bought but not developed as the house and office market collapsed. The 'old' money has gone, the 'new' generation of value is not yet clear. We are in the middle of the downward Kondratiev wave.⁴



Fig. 1: Property and Real Estate companies want to get out but are told 'the next bus stop takes another 7 or 8 years...' (FD)

2. Dutch Big Society and Civic Economy

In the wake of the financial crisis and ailing economy a mixture of the UK's 'Big Society'⁵ and 'Civic Economy'⁶ began to flourish in The Netherlands. The Government's Policy Scientist Council (WRR) occupied centre stage with the report 'Trust in Civilians' asking for more trust between democratic institutions and citizens 'because they need one another to accomplish shared goals'.⁷ Central government started to push the idea of the *sustainable society* taking care of itself 'as 'the state can't take care of everybody and everything anymore'.⁸ It is said that 'citizens are expected to display more self-sufficiency and responsibility and less reliance on subsidies and state-paid care'.

In the past years the Civic Economy became a steady under-current of societal initiatives and business cases based on the mostly local economy. Some city Platforms of Creativity & Innovation were set up and attracted a wide range of 'change-makers' finding ways to a new economy and a new bottom up city planning. Something similar can be said of the Eo Wijers Foundation⁹ promoting residents initiatives and new modes of profit in their 9th and upcoming 10th planning competition.

The old warehouse 'The Taciturn' ('De Zwijger', the nickname of prince William of Orange [1533-1584], the progenitor of the Dutch royal family) is the hotspot of community and stakeholder engagement in Amsterdam: the Platform of Creativity and Innovation's credo is 'what inspires you and how do you get there'. Inspiration cross-pollinates: the Platform is multifaceted and embraces all kinds of professionals. Some deal with city planning or photography, some with design or gaming, some are analogue some go digital, some are entrepreneurial housewives and others Gyro Geerlose.¹⁰ Well known scientists and politicians are regular visitors and/or keynote speakers. The Platform is a forum and also a beehive for professionals from entirely different backgrounds and many, many eager youngsters who meet and discuss, perform pitches, consult, explain, inspire each other, explore the 'in between spaces' and rising the occasion to team up. An increasing number and great diversity of these change-makers are getting on with the job of re-making the local economy and places.

Facts & figures Pakhuis: Visitors: ca 35.000/year; Meetings: ca 250-300/year

3. Paradigm shift or major transition?

'There is nothing new under the Dutch sun' one could say as practical neighbourly help has always existed in some way; farmers had their own cooperative bank and the country's present 5,5 million volunteers are a big asset (2011, 44% of the Dutch population). However the present bottom up movement looks like leading more than before, rumour has it that it asks for more power for people to take decisions.¹¹ Scientists and Advisory Councils talk about a paradigm shift and a major transition. The fundamental drivers of this shift might be 1) a growing recognition that we need a different economic development model and 2) a fundamental transformation in how people and organisations can communicate and collaborate.¹² The great thing is that it shows the type of 'entrepreneurship' that generates civic action and what it can achieve measured by profit and social progress. Prudence is called especially in situations where initiatives are new born and fragile –it is one thing to be willing but quite another to be able. This is even more critical as many authorities clearly extol and overestimate the virtue of their residents and their potentials to address the upcoming social and cultural issues (e.g. taking over the care of the elderly or handicapped).

There are many civic actions and ventures in The Netherlands: from the single resident's 'build your own house' to co-productions and social enterprises like the community energy corporation (wind

farm, bio-burner), urban agriculture on empty building plots, babies-and-mothers-meeting places, 'care' trusts and neighbourhood-banks and the innovating 'daring designs' or social designs (e.g. container) or the gaming industry (look for the game-tool-for-pigs). Some initiatives go regional like the farmers nature associations¹³ treasuring their property and identity and alongside preserving the local landscape and nature. The notion of the 'circular city' and 'circular economy' pops up and outlines the bigger picture. Some initiatives are shared (public-private), others are 100% private using modern co-investment and co-information techniques: crowd funding, crowd sourcing, open source, serious gaming, etc.

4. Shift of power: a somersault?

Quite a few Dutch authorities are confused and daunted. They don't know how to handle the situation: stay in the familiar top down position or join the bottom up movement? Can we trust the citizens? How about their abilities? How to stay in control and powerful enough to pull a lot of strings? These policymakers often 'oppose', resist, grumble and cling to their 'pocket veto' driven by self-interest –plenty of idea-killers. They are in the middle of a 'perfect storm'. However some authorities count themselves fortunate to share the power and energy with their residents. E.g. the experiment in the Amsterdam East borough (112.000 residents)¹⁴ where the yearly budget in a preliminary draft including the imperative policy, projects and actions, is made transparent, and in a collaborative approach shared with the local residents and entrepreneurs. Next, borough council and residents agree upon what residents/entrepreneurs pick up and what authorities accomplish. The process is two-way: facilitating (↓) and boosting (↑). Another example is Almere New Town where thousands of families (even low income) can buy a plot of land and build their own house to their own taste¹⁵ –an example of large-scale micro-entrepreneurship unprecedented in The Netherlands (fig. 2).



Fig. 2: Almere New Town – Almere Poort: small scale entrepreneurship

5. From state domination to joint business case: win – win

The present financial situation in Holland is an impetus for a new planning approach.¹⁶ Municipalities might be poor however some private parties, e.g. local entrepreneurs or a (group of) resident(s), are often quite willing to invest in their property if it augments the value or is otherwise rewarding. Local authorities must put this kind of citizens' action/private initiative into the perspective of e.g. urban renewal (regeneration) and place-shaping.

Changing a private run down industrial site in the middle of a town into a green residential area upgrades the surrounding neighbourhood socially, physically and financially (raising value of nearby estates). Previously, the municipality would have bought the premises and redeveloped them, but money lacking the initiative of a private owner should be cheered. The return on capital and investment is for the private owner(s), in due time the municipality will receive the benefits of local tax levying (property tax etc.). In a period of a weak economy this is a window of opportunity with a mutually beneficial outcome and added value. The private investment might even create much spin off and undo an unprecedented multiplier effect.¹⁷

We have seen that the local investors want to control the process, after all it's their property, their money and effort (and risk!). Much asked questions are: is it financially rewarding, how long does it take to get a building permit, how to keep out endless bureaucracy, can I do it on an individual basis or is collective action needed (with neighbouring landowners), will local authorities help, how about other landowners and local action groups? Policy makers in turn should trust the private investors and provide them with scope for involvement: authorities' greater vision and message (framing) should be one of a steadfast ally and facilitator as well as a partner of local society -thus sharing the traditional one-sided power. 'To recognize when they are needed and to stay away when they are not' is a precondition for success.

6. Must the city planner reinvent him-/herself?

'The Times They Are a-Changing': how about the city planner? Many will work on both sides including the interface of institutions¹⁸: the traditional 'indoor-world' of the well known 'old client' e.g. the authorities/property & real estate companies, and the new 'outdoor-world' e.g. the civic stakeholders who take the initiative. What skills, tools and expertise does the planner need to work on that interface and/or to assist citizens in their bottom up actions and self organisation?

In 'old' times (upward Kondratieff wave) planning the city was the exclusive property of the authorities, proficient in policy, procedures, etc.; there was some obligatory 'citizens participation' (most lowest steps Arnstein ladder¹⁹). Most developments, e.g. new housing and industrial estates, proceeded on a pragmatic project-based approach: one client, phases clearly cut/described and an ever narrowing fish-trapped/fyke approach > it's the result that counts within a short well defined period minimising the risks (fig. 3+4).

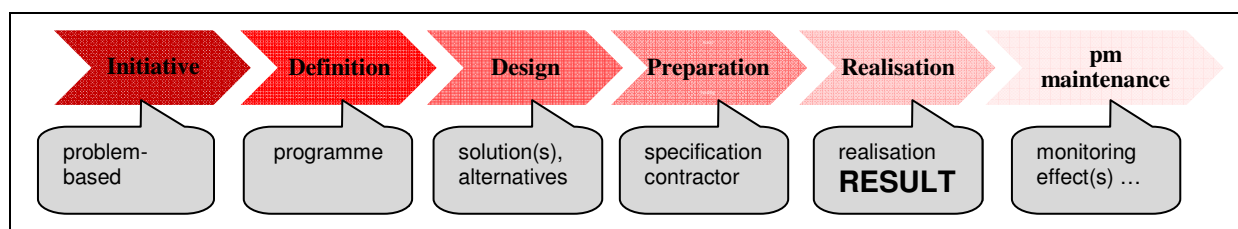


Fig. 3: Phases project-based development



Fig. 4 The pyramid builder (Kor, R. Werken aan projecten)

However as the planning and redevelopment of the city becomes increasingly the serious playground of a variety of civic actors the processes in the initial stages will be more open (diffuse), more complex (maybe even chaotic) and subject to the 'coincidental occasion of respective citizen(s)/entrepreneur(s)'. Thus more probing, maybe beginning at the end (product), looking for new solutions and a joint business case as well as the ultimate acceptance of an answer. Other types of competing interests will arise as well as conflicts – both ask for befitting approaches and processes. Most likely the 'grand design' or the 'blueprint' won't work anymore, the results will be more erratic -some call it 'organic'- and dependant on which actor(s) takes real action.²⁰ The aforementioned project-based approach is useful only when the views of the civic parties converge on all points.

Given the present situation (financial crisis, ailing economy) the best strategy for the authorities might be 'small is the new big'.²¹ I.e. 'start small' (single, readily understood civic initiatives) and when possible or needed 'assemble' (several initiatives). The governance of these processes will be different and more complex (chaotic) compared to the past. Nevertheless local authorities might want to explain their 'dream' or greater scope (vision of the future) to 'seduce' initiators to invest in the most wanted areas (urgency, strategic zones) or to explain the room for civic manoeuvring. The city planner has to be proficient in this strategy and be able to develop a framework made to measure to seduce, assemble and agglomerate.

Being in the position to overview all private initiatives the local authorities and the city planner can stimulate the exchange of the initiatives and experiences in a COP (community of practice) or City Lab as part of a Platform of Creativity & Innovation.

7. Professional reference framework (process management)

What techniques and strategies exist to address competing interests and reduce conflicts in these bottom up activities? Is a turnaround in education needed as well as specific training - is the city planner to be reinvented? The answer is 'yes'!

Proficiency to support bottom up or 'organic' processes is essential. For most planners skilful in the beta professions the 'gamma' humanities dealing with individual and group-related processes, self-help groups and (civic driven) change, is a *terra incognita*. It would be a good thing if the planner knew that sociology, cultural anthropology, social-psychology, change management, communication, organisational change, governance etc. offer a rich variety of process-oriented and ready-to-use instruments that can be a big help in supporting the very varied bottom up participants and shaping their processes.



Fig. 5: Pakhuis de Zwijger

Given the nature of this case study only a fraction of the several dozens ready-to-use process-oriented instruments can be described briefly. Of course this doesn't do justice to their scientific background, their consistency and comprehensiveness –an apology is appropriate. Do note: some instruments are simple to handle, some tools need the assistance of experts to implement them properly.

8. Ready-to-use process-oriented tools

We start with (1) the Mutual Gains Approach (MGA) being the philosophical basis how to deal with the stakeholders and the cooperation/partnership between the stakeholders in a change process. We will move forward from there to the other tools: (2) Story-telling as a valuable component in really understanding each other, (3) Communication Skills as a prerequisite to make headway with the process, complemented with (4) the Colours of Change to get insight into the different ways of thinking (and acting) in processes of change, (5) Mediation Skills for those – inevitably- moments the process is brought to a boil, and (6) Belbin to check the balance in the team: is it adequately balanced to tackle the problems. Digital techniques (7) might be very convenient to accelerate the process of generating and prioritizing ideas and to create a certain amount of anonymity helpful in (the beginning of) the process so everybody involved gets his/her fair share in the brainstorm.

8.1. Mutual Gains Approach (MGA)²²

The aim of the Mutual Gains Approach is to look to maximise opportunities through consensus building between all the participants in a process. How? By focusing above all on the interests (needs) instead of the positions and by separating the people (stakeholders) from the problem (what's at stake). And in addition to invent options for mutual gain as it can make all the difference between deadlock, i.e. failure, or convergence of views, i.e. success.²³ Furthermore MGA takes care of an early dialogue in the process in order to detect right from the beginning the 'pain' in the proposals for a changing environment and to assure that all parties take their share and responsibility throughout the process (fig. 6).

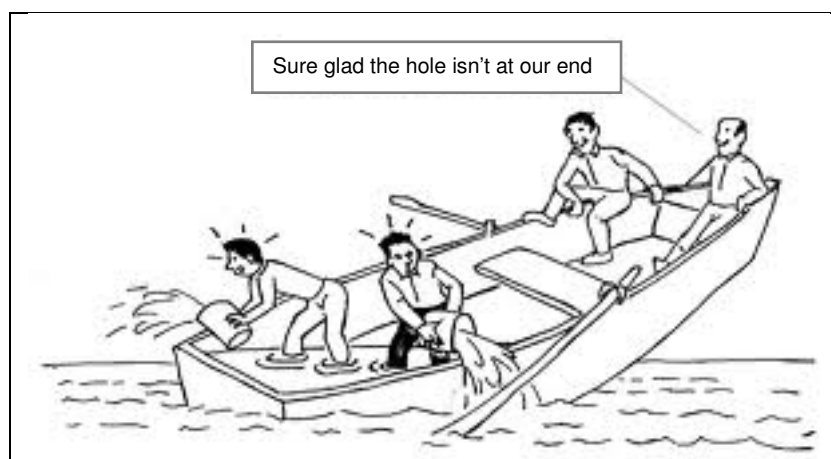


Fig. 6: You're More Connected Than You Think²⁴

The approach should not be mistaken for the Dutch 'polderen' or mediation.

MGA is running (operational) in many Dutch mega-projects difficult to handle due to complex techniques and/or bureaucratic government. It can accordingly be applied in complex situations with many and various stakeholders.

MGA's four steps are:

1. Analysing issues and stakeholders (instrument: matrix);
2. Bringing order in issues and stakeholders: which issues are outstanding, which need

- more attention (instrument e.g. participation ladder);
3. Dialogue with the parties involved: problems and possible solutions ('negotiations');
 4. Monitoring the agreements, evaluation and communication in order to create sustainable relations (monitor).

Together they form the well known 'Plan-Do-Check-Act' circle (fig. 7). Its cyclical character guarantees continuous improvement.



Fig. 7

The method developed by advisors of Twynstra Gudde is very successful to structure a bulk of information and to keep it up-to-date. The instruments are helpful to assure the much needed transparency and reliability (key elements of MGA) towards the stakeholders and the decision-makers involved in the change process. However never underestimate how much effort is needed to arrange for the necessary preparations in order to enter a valid dialogue, nor how many effort is needed to keep the information relevant/up-to-date during the MGA process. It highly depends on the skills, ability and personality of the advisor (or urban planner) how effective the MGA process is.

8.2. Story-telling (cultural anthropology, social psychology)

Stories or narratives are being shared in every culture as a means of cultural preservation (history), to instil moral values (Bible, Qur'an, Torá), education and entertainment. Homer is a famous storyteller, so are the Aborigines who navigate through the outback by their Tom-Tom-like 'song lines' and the Kung San, the Kalahari Bushmen (fig.8).

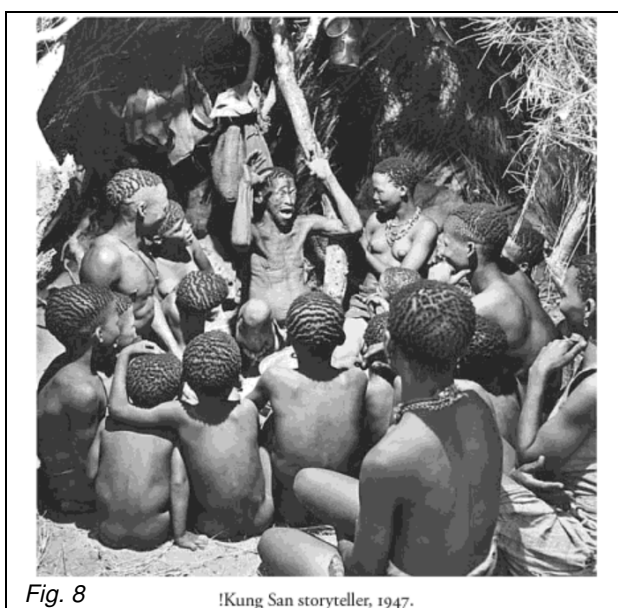


Fig. 8

!Kung San storyteller, 1947.

Modern-day storytelling can be applied as a stimulating intervention, as a means for sharing and interpreting experiences and possibilities of change and development. The local authorities might want to share their 'corporate' vision on the wanted development in a narrative way with the local residents using a metaphor - bold and imaginative like 'garden city' - or a vision (greater scope story). Local realities e.g. the stories and experiences of the residents and users, can be very informative as well as surprising and delightful –creating places that tell stories.

The planner assisting a group of residents would be well advised to invite them to discuss the *genius loci* of the place: its history, its identity, why they are proud of or devoted to the place ('meaning-making'), the people that were important, the impact of future development and what kind of development fits best. Knowledge and pride are a perfect basis for the development strategy. It is imagination creating a reality, using the narrative to interpret the past, shape the future and solve maybe existing or future problems.

Storytelling can also be a means to explicit ones personal or business-like dreams and longings –'I want a big family so I need a five bedroom house' or 'I want to give my hotel business a boost so I need room for extension'. It is then used as a bridge for knowledge and understanding of future projects and programmes.

Storytelling can also help in mediating conflicts and values (*viz.* 8.3. *Communication* and 8.5. *Mediation*).

8.3. Communication (*group behaviour, coalition planning*)

Civilians-civilians and civilians-authorities often have different views or speak a different language. That might create misunderstandings and irritation, even clashes -emotions can run very high. The tensions between both parties often arise from too little or no communication at all and a different view of roles, contribution and influence and of what is important for whom, what has to have priority etc. E.g. authorities often think and act in 'policies' (meta level), residents in terms of 'when do I get my permit so I can start to build my house' (micro level). The tensions might endanger the partnership or coalition and bring the position of the city planner in jeopardy.

In bottom up processes a good communication strategy is of utmost importance: who communicates when with whom and about what (do note the aspect of 'deliverance' [Belbin] and 'Rose of Leary'²⁵). Next: is the communication about decisions or about creating a wider support, the timing to implement measures, etc.

The experience shows that the irritation mostly regards (confusion over) the position of the parties involved: 'who is in power', the planning: 'too tight/loose time schedule', the communication (see above), the policy: 'too much policy/procedures, too little implementing/realisation', the finances: 'who pays what, how to share the profit', the organisation on both sides: 'separate, partly merged, point of contact etc.', and the decision making: 'who, when, what'.

In a partnership/coalition good communication is essential for:

- *mutual trust/confidence;*
- *partnership/respect/responsibility and prudence;*
- *win – win (mutual gain);*
- *preventing to be played off against one another.*

Don't forget the communication with the residents not directly involved in the change process. Do inform them on a regular base, create a wider support in order to avoid pressure from unexpected (and unwanted) 'action groups'.

8.4. Colours of change (*change management, action-learning-theories, characters of organisational life, X/Y- theory/ management and motivation, theory of human motivation etc.*)²⁶

Urban (re)development can be looked upon as a 'change process'. People's notion of change and how to get there varies. The way people express themselves talking about change and the words they use 'betray' their way of thinking and their preferences of the change process. Abstracting: some people believe change can be guided/induced best by general consensus and coalitions, others advocate to plan it in a SMART²⁷ way, some say that incentives and rewards are essential to bring about a process of change, others think change can best be dealt with in a (joint) learning action, others still say 'let's go with the flow'. Depending on the various notions five patterns (stereotypes) can be distinguished. Each stereotype is given a colour: yellow, blue, red green or white (fig. 9). Note that nobody is a 100% 'red' or 'blue' person, nevertheless everybody has a (dominating) mainstream colour –although it might change during one's lifetime. Every colour has its strength, e.g. talents ... and its weaknesses (pitfalls).

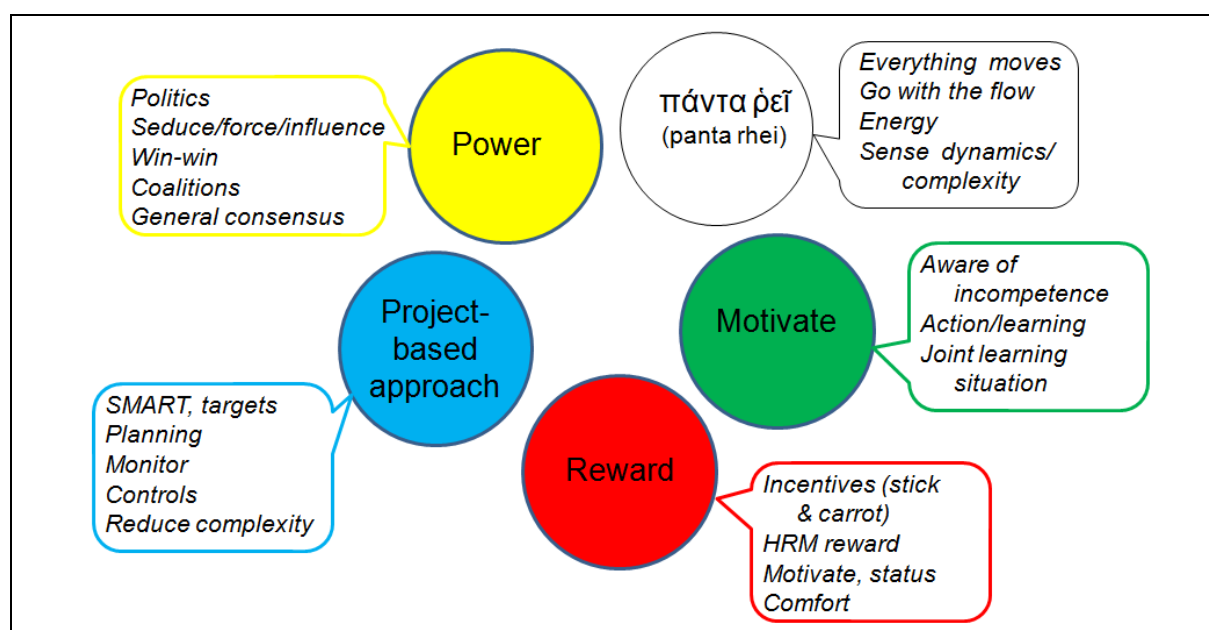


Fig. 9: Colours of change

An example: depending a person's colour he/she describes the wanted 'result' of a change process at best as: a complicated game of power politics –this is obviously a yellow person; a blue person will say that the 'result' is clear and can be predicted, a red person can definitely outline the 'result' but can't guarantee it, the green person will sketch it but neither can guarantee the outcome, and the white person won't predict the result (it's irrelevant) as 'the present is important for the next step'.

There are some small tests available to give a person a first insight in his/her 'colour', i.e. how he/she thinks and acts in a change process. As in the Belbin test knowing your partner in a joint process might be convenient and speed the process.

The colour theory provides a tool to identify individuals, how they think, act and react in a group during the ongoing process of urban change ([re]development). His or her 'colour' also gives a cue how to respond/advise the person concerned. During negotiations every 'colour' needs its specific approach.

8.5. Mediation (*group behaviour, coalition planning*)

Talking about irritations (viz. 8.3. *Communication*): if tensions arise and the process risks to be brought to a boil the planner must asap consider two mediation-like steps:

1. Take stock of:

- What is the irritation, why and where does it come from;
- What is really behind the reproach and irritation ('the question behind the question')
- What is going well and why.

This must be done by personal interviews.

2. Draw upon a mediation-trajectory:

- Depersonalise/translate reproaches/irritations in notions of 'policy', 'organisation' etc.;
- inform parties in a combined meeting about their reciprocal understandings and misunderstandings;
- ask parties to discuss an agenda of 'how to continue the development' and 'how to share the tasks' the next 3 or 6 months.

Depending the situation the city planner can be the mediator, provided all parties trust him/her as a neutral person; sometimes (heavy case) it is better to appoint an independent mediator. If needed the mediation can be repeated several times; in a *light mediation* version it can be part of an iterated 'tuning of the reciprocal expectations for the next period'.

8.6. *Belbin (group behaviour/social psychology)*²⁸

Helping a group of citizens to help themselves get's easier when the participants know each other so they can rely on the other person's contribution and also better understand the 'deliverance' of that contribution. The Belbin Team Role Model is designed to use the talents and personalities of team members to their full potential (fig. 10) and to judge whether a team is sufficiently balanced to fulfill all necessary roles in the process. Filling in a simple questionnaire is enough to identify people's (behavioural) strength in the workplace and to bring the psychological diversity in the group in sharp focus. The nine Belbin roles are complementary, every role has its talent e.g. strengths (and weaknesses). Different roles in a group complete each other and the group thus achieves the maximum performance!

<i>Action Oriented Roles</i>	<i>Shaper</i>	<i>Challenges the team to improve</i>
	<i>Implementer</i>	<i>Puts ideas into action.</i>
	<i>Completer Finisher</i>	<i>Ensures thorough, timely completion</i>
<i>People Oriented Roles</i>	<i>Coordinator</i>	<i>Acts as a chairperson.</i>
	<i>Team Worker</i>	<i>Encourages cooperation</i>
	<i>Resource Investigator</i>	<i>Explores outside opportunities.</i>
<i>Thought Oriented Roles</i>	<i>Plant ('generator')</i>	<i>Presents new ideas and approaches</i>
	<i>Monitor-Evaluator</i>	<i>Analyzes the options</i>
	<i>Specialist</i>	<i>Provides specialized skills.</i>

Fig. 10: Belbin Roles

8.7. *Group Decision Room (GDR) (group behavior , action-learning-theories + ICT)*

A Group Decision Room supports the different steps of a problem solving or decision making process such as the generation of new ideas (brainstorming), the convergence of ideas, the organizing and structuring of ideas, the evaluation of ideas on different criteria, and consensus building. GDR is a digital technique that enables to assess the answers from all participants parallel and anonymous thus saving a considerable amount of time (app. 50%) giving the communication a boost. The anonymity supports a free exchange of thoughts and positive criticism, ideas are only valued on content, independent of who contributed them. In the Decision Room all participants have a computer connected to the central facilitators' one who assembles the (anonymous) information instantly, projects it on a screen for all to see and if necessary collates the data e.g. on priority and make the differences clear in order

to guide the discussion and eventually the voting. In this way a massive proportionate input is assembled in a very short time²⁹ to be discussed and if needed elaborated and/or voted upon in the next tranches.



Fig. 11

The GBR inspires, is effective (one day or half day suffices) and a great way of exchanging opinions, sharing positions and generating ideas and solutions. The GDR is also useful to create an overview of opinions and relations within a group which outcome can help to focus on the evaluation of a product or take stock of the guidelines for the future (consensus, strategic vision).

9. Step into the future!

To sum up: the heart of the matter is the expertise and ability of the urban planner to team up with citizens in the ultimate processes of public participation, i.e. the highest step(s) of the Arnstein ladder, and to create the context wherein real win-win situations won't be a dream. Engaging citizens and actively supporting them in their task requires new standards of planning education, above all process skills in order to be effective in the process of co-creation next to the well-known 'technical' urban toolkit – there can't be a bigger contrast. The gamma sciences like social psychology, sociology, change management etc. offer a wealth of ready-to-use instruments – the new toolkit of the city planner.

Notes, citations and resources

¹ Both Wilma van der Bruggen en Helena Chaja Heyning work for quite some time as ad-interim managers in many organisations, private as well as public, and are proficient in change management, organisational issues, etc.

² Clemens, S.L. (pen name Mark Twain) (1884), The Adventures of Huckleberry Finn.

³ 'The Times They Are a-Changin': a song written (1963) by Bob Dylan and released as the title track of his 1964 album. Dylan appears to have written the song as a deliberate attempt to create an anthem of change for the moment.

⁴ http://en.wikipedia.org/wiki/Kondratiev_wave

⁵ The notion of Dutch Big Society can be misinterpreted as the explanation of Dutch Big Society – or 'Do-Democracy' as it is called nowadays in Holland, is ambiguous. Some relate it to the UK Big Society (Blond, 2010; flagship policy idea of the 2010 UK Conservative Party general election manifesto), others focus strongly on the local social sector i.e. welfare system and social security (care, amenities, etc.). In the UK the concept Big Society has received criticism from all sides of the political spectrum (too much related to financial cuts, rhetoric) and in practice seems to have gone out of the window. Dutch politicians try to evade this criticism/negative connotation but can't ignore that many people connect their message of self-help and self-reliance to the financial cuts and reduced budget expenditures due to the financial crisis.

In the context of this case study we hold on to the international well known notion of 'Big Society' with the added important 'Dutch' in the sense of civic initiatives and involvement (residents as well as entrepreneurs) in both the local or regional social sector and other societal sectors like the economy, recreation etc. Citizens are not only involved when policymakers invite them to do so, but increasingly on their own initiative. The change-over to the Civic Economy is a small step.

⁷ Scientific Council for Government Policy (WRR), (2012), Vertrouwen in burgers.

http://www.wrr.nl/fileadmin/en/publicaties/PDF-samenvattingen/Confidence_in_Citizens.pdf

⁸ Civic initiatives have a long history in The Netherlands. E.g. the very first housing corporations in the 19th century, the church from the Middle Ages on taking care of education (schools) and poor people (caritas). In the 20th century many of these initiatives were institutionalised and taken over by government – the much praised but nowadays unaffordable Dutch welfare state. Some of the tasks were marketed.

⁹ www.eowijers.nl

¹⁰ Gyro Gearloose is a figure in Donald Duck strips: the inventor ('Archimedes') or innovating nerd. In The Netherlands Gyro is called 'Willie Wortel'.

¹¹ Dutch legislation to hand over the power and the budget to civilians, trusts etc. is not yet available (see e.g. UK's public trust, right to challenge, right to bid); Government is rather reluctant (Doe-democratie [2013], page 57).



© Flyer Pakhuis



¹² Publication partners Nesta, Cabe, 00:/ (2011), Compendium of the civic economy.

¹³ ANV: Agrarische NatuurVereniging: Farmers Nature Association.

¹⁴ Developed by the Brazilian Instituto Socioeconômicos INESC.

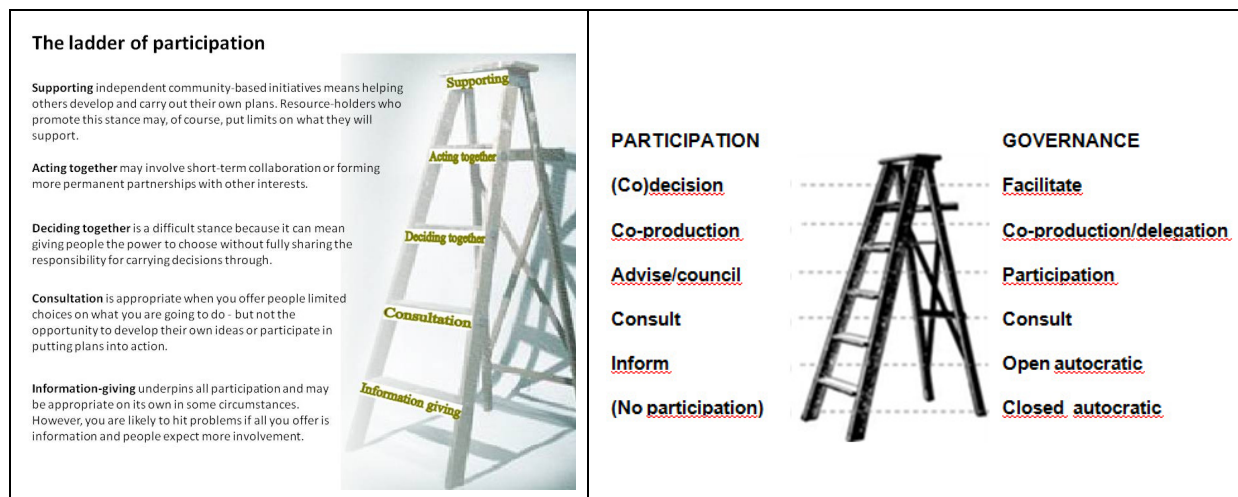
¹⁵ In Belgium e.g. this is normal, in The Netherlands an exception.

¹⁶ Heyning, HCM & VanTilborg, WAM/Ruimtelink (2012) www.ruimtelink.com Burgers maken de buurt (Citizens take over: a new investment model for small-scale developments initiated by local landowners).

¹⁷ Note the positive effect of the High Line in Manhattan NY, a 100% private investment (and maintenance). One can see the unprecedented multiplier effect in the neighbouring districts: the regeneration of premises (apartments, lofts), new restaurants (economy), etc.

¹⁸ See also the role of the 'connector' in Confidence in Citizens (WRR).

¹⁹ Arnstein, SR (1969), A Ladder of Citizen Participation.



²⁰ In the 'old/colonial' Community Development (sociology non-western countries Wageningen University & Research Centre) one always looked for the formal and informal leader as they were the key figures in civic involvement. The WRR discerns 'initiators' and 'connectors' (liaise between people and key contacts, e.g. group of people-policymakers or officials).

²¹ Marketing Triodos Bank (2012).

²² ©Twynstra Gudde (Amersfoort, The Netherlands) on the basis of Fisher, R & Ury, W. (MIT, 1981), Getting to Yes; Susskind, L. (Harvard, MIT 1996), Dealing with an Angry Public; Myers, I & Briggs, K. (1964), Myers Briggs Type Indicator > Big Five; Leary, T. (Berkeley, Harvard, 1957), The Interpersonal Diagnosis of Personality > Rose of Leary; de Caluwé, L., Vermaak H. (1999), Leren veranderen (Learning to change); Wijnen, G. & Kor, R. (1996), Het managen van unieke opgaven (Managing unique projects and programmes); Wijnen, G. et al. (1998), Projectmatig werken (Project-based working).

²³ R & Ury, W. (MIT, 1981), Getting to Yes.

²⁴ Senge P. (1994) The Fifth Discipline: Fieldbook 'Systems Thinking'.

²⁵ Leary, T. (Berkeley, Harvard, 1957) Leary developed a model to allow relationships between people to be mapped: the so-called 'Leary's Rose'. This model can be helpful in obtaining a greater insight into relationship levels.

²⁶ Caluwé, L. de; Vermaak, H. (1999), Leren veranderen (Learning to change).

²⁷ SMART: abbreviation of **S**pecific, **M**easurable, **A**ceptable, **R**ealistic, **T**ime[constrained]; much used in the project-based approach.

²⁸ Belbin, R.M. (1981), Management Teams

²⁹ For that reason the GBR is also called SpeedRoom (©Twynstra Gudde, Netherlands).