



FLIP THE SCRIPT

JACO MARAIS

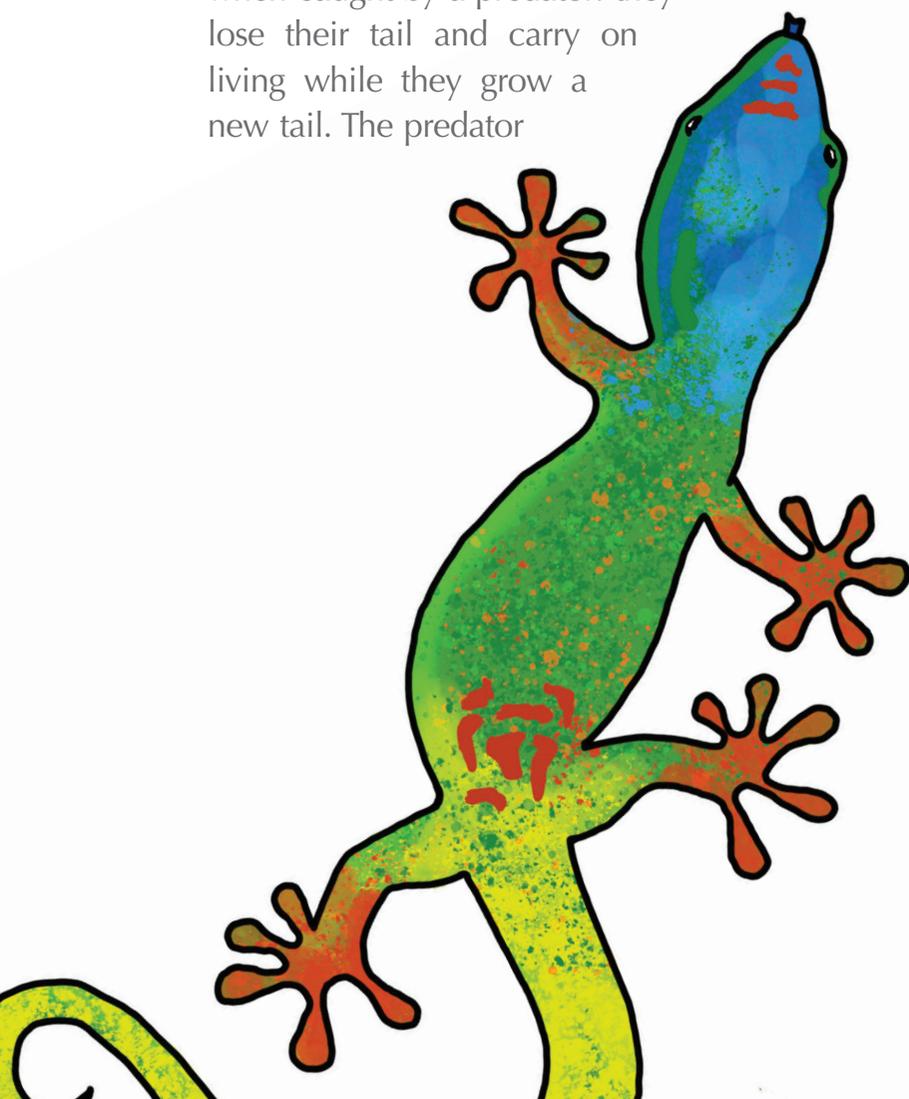
**Festival of
Governance**  2021

Author: **Jaco Marais**

Flip the script

The privilege and opportunity to communicate should not be taken for granted. Thank you for reading. It is an immense pleasure to bring together talent, experience, music, art, knowledge and culture to collaborate on a project that promises to flip the script.

Flip the script means to reverse the usual or existing positions in a situation and to do something unexpected or revolutionary. The gecko has the ability to flip the script when caught by a predator: they lose their tail and carry on living while they grow a new tail. The predator



still gets fed, and so I suppose they are both happy to adapt and sustain their lives.

But first: **What is good governance and who are we?**

“The aim of good governance is for board leaderships to achieve an ethical culture, organisational control, increasing value and legitimacy for the decisions they take. The Good Governance Institute has been working independently for more than a decade now to help UK public and third sector organisations achieve these aims.

“GGI believes that by applying the principles of good governance boards move beyond and above a ‘grudge compliance’ approach to their work, and will achieve impact. Good governance is about what Professor Mervyn King terms ‘intellectual honesty’, and working for meaningful outcomes from governance. The purpose of organisations should always be to create value.

“Much of GGI’s work is around raising awareness of the real mission for governing bodies,

and their wider responsibility within society to be effective stewards of the organisations they are accountable for, and the opportunities and wellbeing of all those the organisation affects: the stakeholders.”

Andrew Corbett-Nolan, professor of governance and chief executive of the Good Governance Institute

The human imagination is our biggest achievement. Yuval Noah Harari wrote in, *Sapiens: A Brief History of Humankind*: “Fiction has enabled us not merely to imagine things, but to do so collectively. We can weave common myths such as the biblical creation story, the dreamtime myths of the Aboriginal Australians and the nationalist myths of modern states. Such myths give Sapiens (our species), the unprecedented ability cooperate flexibly in large numbers.

“Ants and bees can also work together in huge numbers, but they do so in a very rigid manner and only with close relatives. Wolves and chimpanzees cooperate far more flexibly than ants, but they can do so only in small numbers of individuals they know intimately.

“Sapiens can cooperate in extremely flexible ways with countless numbers of strangers.”

I can't help but also consider that imagination, collaboration, progress and endeavour is what is leading to our collective downfall. Imagining that we could outwit nature and disease could be our most epic failure. Our ingenuity, which has allowed us so much privilege, progress and success, is now threatening our continued survival on this planet.

Stop and observe the world exactly as it is. You will notice that it keeps moving, keeps changing and that even if you had all the imagination in the world, nothing will ever be as it once was, or as it is now.

This movement and reverence for nature is what makes photographer Tim Nathan's work profound. He captures both the angst and mourning that passes with each moment and shares this with us at a time when we have all experienced a sense of collective drama. We have had to resign ourselves to some hard facts, especially when they were brought home in such dramatic way in 2020 and 2021.

What will we imagine next? Should we think again, or is it time to consider the evidence? Can we make the world better? Can we share and make it fairer without destroying the basis of what is sustaining our lives? Where do we go from here?



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About the author

Jaco Marais

Editor

Festival Director and Partner, GGI

When it comes to flipping the script, there is very little that Jaco would like to change. Jaco enjoys the flex and flow of a world in constant change. The only corrupting thought to this perfect bliss is the knowledge that the world is a terribly unfair place. It's therefore Jaco's mission both to share in the appreciation for the world as it is and to collaborate with others to make it better and fairer.

Jaco is GGI's festival director and editor of the Review. They have been a director with GGI since its formation in 2009.

Constantly observing, thinking and imagining, as an artist does, Jaco is able to visually represent their thoughts through drawings, writing ideas, paintings, photography and digital designs. We appreciate their fresh perspectives and new ways of talking and thinking about complex subjects without complicating them. Their talent lies in taking a lot of information, summarising and translating it into language that is concise and simple.

The point of using both art and language is to emotionally connect people to the subject we want them to engage with.

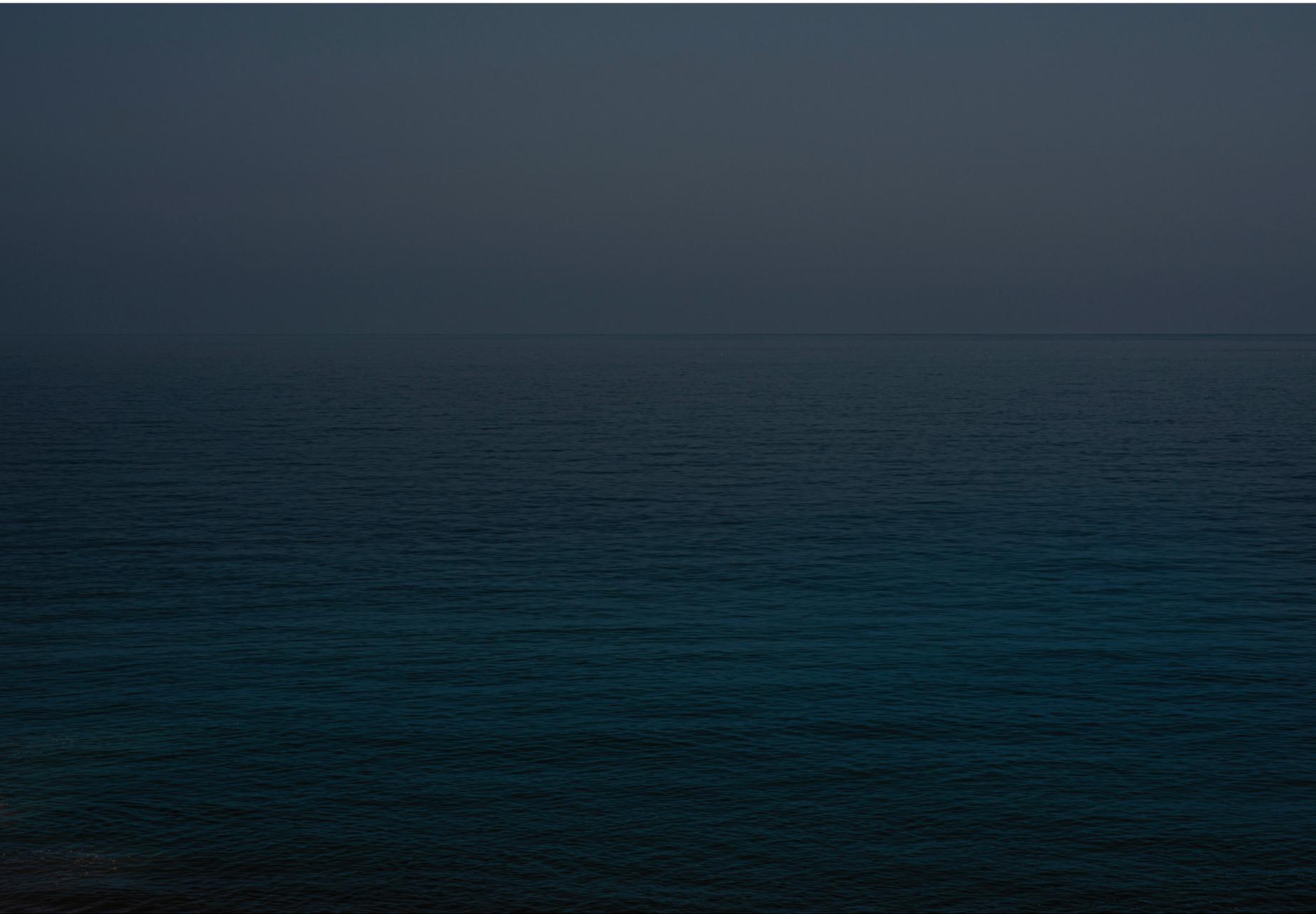
I would like to make the world a better and fairer place, where everything is interconnected rather than classifying people and their activities as separate from each other.

Jaco's role is to embrace their full range of tools, skills and attributes to engage clients, staff and the wider community. These include GGI's YouTube channel, Good Governance TV, social media channels, the printed Review, events, daily publications and international study tours. Most recently, we collaborated on Jaco's invention of the *Flip the Script* board game.

Together with the GGI communications team, they have successfully designed and directed engagement programmes for a wide range of organisations looking to improve the way they connect with clients, staff, public and community groups.

Jaco's background is in healthcare journalism. Past roles include being the press officer of the Institute of Healthcare Management (IHM) and editing CARE magazine, a members' journal for the Health and Social Care Quality Commission (HSCQC).





Tim Nathan
Gallery item 112 display size 60x40



Tim Nathan
Gallery item 89 display size 60x40

The exhibition

Architect, Elizabeth Adams:

“Each photograph in this series is both a meditation on our relationship with the natural world, and a celebration of its dramatic beauty. Popular psychology recommends engaging with something bigger than ourselves in order to heal a fragile mind and Tim has described his personal journey in relation to the work as a transformative journey from despair to high spirits.

“Stepping away from the dubious business of ‘self-expression,’ he has instead deployed persistence and quiet discipline to record the daily phenomena of the sea.

“The result is a rich and complex narrative of the undisciplined behaviour of air and water; one in which dark clouds release a veil of rain far from the shore anticipating a storm, a whisp of cloud hovers in an almost clear sky, above a tranquil sea, or a full moon casts a nicotine hue across the dark water.

“We recognise each scene individually, but the dramatic sensuality that that emerges from the powerful body of work seen together is less familiar.

“In her famous love letter to the Cairngorms, *The Living Mountain*, Nan Shepherd describes moments in her relationship to the landscape when: ‘something moves between me and it. Place and mind may interpretate until the nature of both are altered.’

“Something has altered here.”

The exhibition

31 AUG 2021 - 4 SEPT 2021 | 11:00 - 18:00

Tim Nathan’s photographs will be exhibited for the first week of the festival at Bermondsey Project Space. We will host a number of events including the launch of our Flip the Script board game and this year’s printed Review. It will be a week when we fuse photography with knowledge, art, music and culture. Make sure to book your place now as spaces are limited.

The launch event

1 SEPT 2021 | 18:45 - 21:00

Join us for canapés and wine at the launch of the Festival of Governance 2021. Original thinking and the sharing of ideas is what our festival is all about. This year’s theme is ‘because we can flip the script’.

Meet the leaders

2 SEPT 2021 | 18:30 - 19:30 (WINE TIL 21:00)

This is your opportunity to be in conversation with some key thought leaders in society. We are inviting the kind of people who chair the biggest NHS trust in London, lead on our response to climate change, innovate to bring education to the most hard-to-reach groups and mentor the leaders of some of the world’s biggest organisations.

Writers' Q&A

3 SEPT 2021 | 18:30 - 19:30

For this year's festival, eight articles were commissioned to explore a number of key issues and opportunities of our times. This year's articles are: Flip the Script, Change the System, The Green Dragon, The Severed Head, Anarchy Within, Leadership Styles, Grassroots Tribalism, and Governance Basics in Place. This is an opportunity to speak with the writers of the Review, ask questions about the articles and enter into thought-provoking discussions.

Meet Tim Nathan

4 SEPT 2021 | 15:00 - 18:00

On Saturday 4 September, Tim Nathan himself will be at the gallery for a live meet the artist session between 15:00-18:00. It is a great opportunity to meet the man behind the exhibition and find out more about what inspired him.

The Review

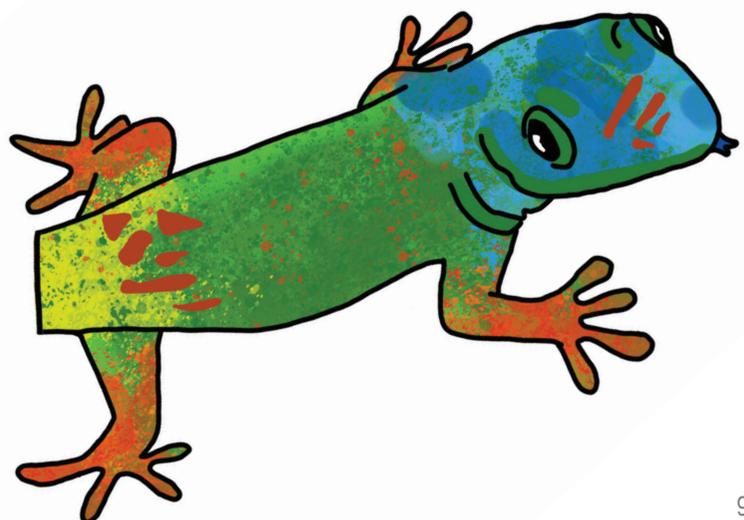
Both the Festival of Governance and the Review of which it is a part are both unexpected and revolutionary. You may expect to find a report of our business as a management consultancy as well as the activity of events and knowledge sharing over the past year. This is different to that.

Together with eight of my colleagues, we started with a blank slate. We knew nothing

except that we wanted to fill 200 beautifully designed pages that read as one document. Our source material would come from our work with public sector organisations to integrate local community services to provide better health and wellbeing outcomes for a defined population or place. I also had my own theory that we could flip the script if we could integrate intent with mindset, systems and culture.

We met weekly throughout the year to discuss themes, events, knowledge, evidence and each other's articles. Together we decided we needed to depict aspects of eight distinct mindsets, systems and cultures. I was reminded of the work of Clare W. Graves, who was a professor of psychology and the originator of the emergent cyclical theory of adult human development, aspects of which were later popularised as Spiral Dynamics.

"Clare Graves asked his students to write what they thought was the best type of psychology. Over a period of 40 years, he noticed eight distinct categories and, rather than construct a hypothesis about how the conflicting systems could be resolved, Graves posed several open-ended questions and looked to see what patterns would emerge from his data." Marilyn Hamilton, author of *Integral Cities*.



These people...

Bring order and stability to all things, enforce principles, values, rules, frameworks and structure and assign people to their places.

These people...

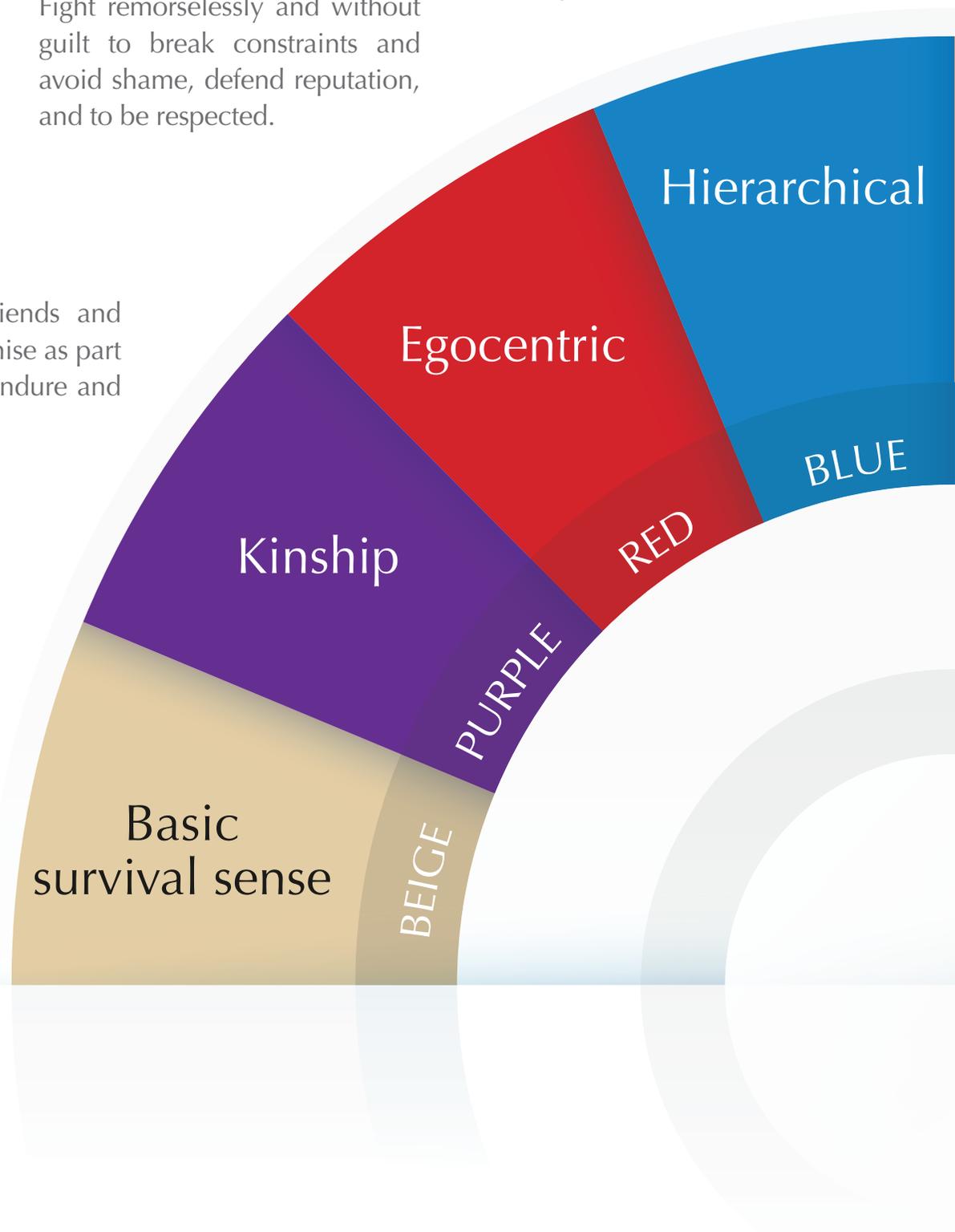
Fight remorselessly and without guilt to break constraints and avoid shame, defend reputation, and to be respected.

These people...

Bond with family, friends and with those they recognise as part of their clan/tribe to endure and find safety.

These people...

Have minimal impact on or control over their environment, but have an instinctive need to satisfy basic needs for food, water, warmth and comfort.



These people...

Strive for autonomy and independence, seek out 'the good life' and material abundance, progress through searching out the best solutions while enhancing the lives of many through science and technology. They play to win and enjoy competition and learn through tried-and-true experience.

These people...

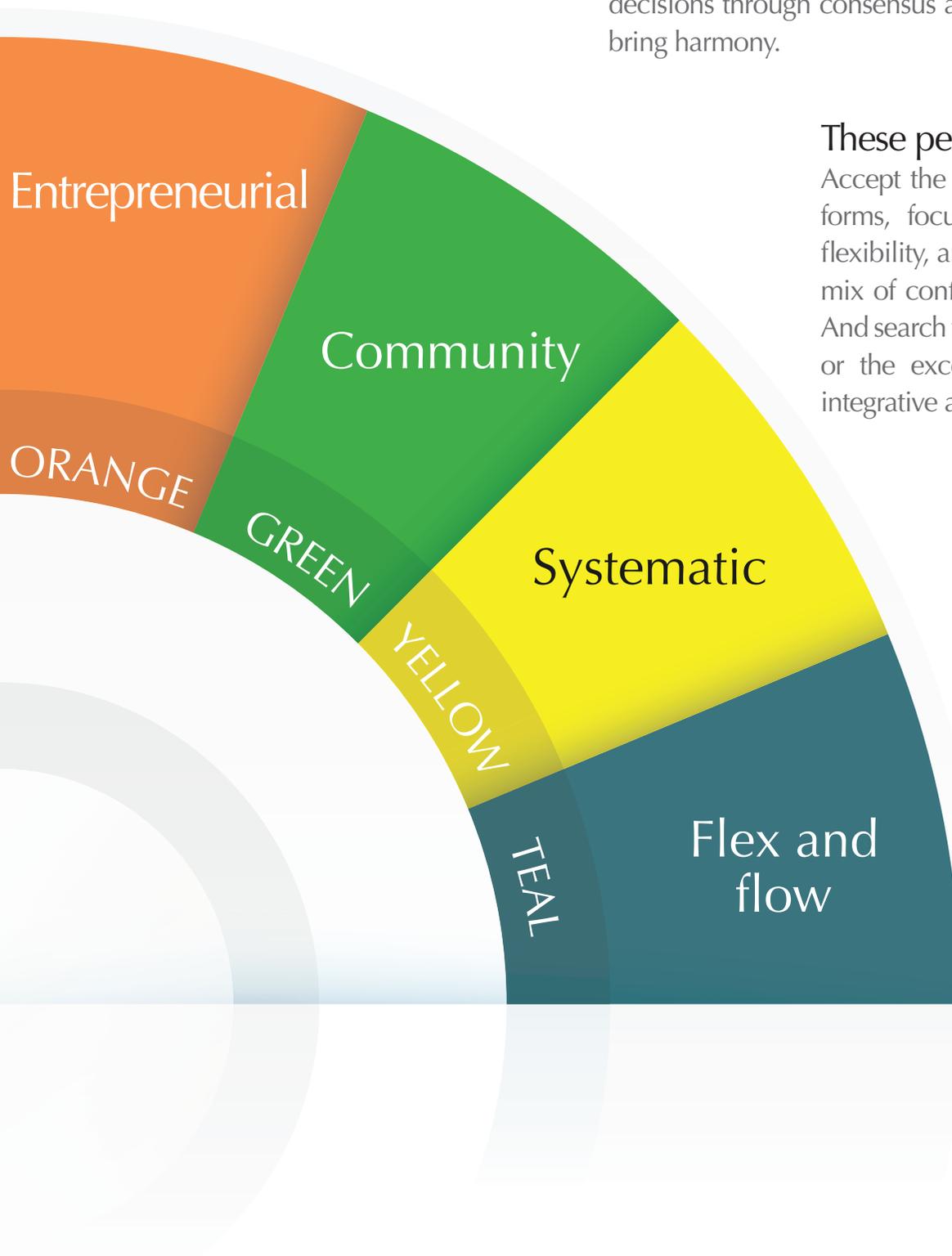
Explore the inner beings of self and others, promote a sense of community and unity, share society's resources among all, and strive to liberate humans from greed and dogma. They endeavour to reach decisions through consensus and want above all to bring harmony.

These people...

Accept the inevitability of nature's flows and forms, focus on functionality, competence, flexibility, and spontaneity. They find a natural mix of conflicting 'truths' and 'uncertainties'. And search for freedom without harm to others or the excesses of self-interest, demanding integrative and open systems.

These people...

See the self as part of a larger, conscious, spiritual whole that also serves themselves. They blend and harmonise with a strong collective of individuals. Their focus is on the good of all living entities as integrated systems. They have renewed and expanded abilities to use their minds, tools and competencies to think in holistic ways. They see global networking as routine and act for minimalist living; for them, less is actually more.



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Whether or not you agree that some people, systems or cultures are on one level or another – for the record I don't – it is the work of good governance and the leaders of public sector organisations to consider the full complexity of what it means to be human. There exists a number of separate paradigms. It is the responsibility of community leaders to draw them together into a mutually enriching, interrelated network.

For myself and for every able adult I know, I could say that we veer and alter through all of the above mindsets, systems and cultures on a daily basis and approach each of those with renewed opportunity each day.

The table above is not in its original format or in its original expression of the original memes. They have been altered to relate to the contemporary reader. So have the articles in this Review and I am confident that you will find them insightful. I hope you will agree that we need to integrate all of them in our thinking when we consider the wellbeing of the people we are responsible to.

The Review is filled with art and stimulating thought and is meant to be treasured and shared as a document that serves as a time capsule of our collective knowledge on good governance. It is a view on the world we live in, through the lens of the people who support us in our work.

Our clients on the boards of public sector organisations have been working on a place-based agenda. As we follow the World Health Organisation's framework to integrate health, social care and wellbeing, we focus on place. Public services are starting to work together to

provide better health and wellbeing outcomes for their local area. You may think that it should always have been this way, but it was complicated when the Andrew Lansley reforms accelerated the element of competition in the NHS.

This year the festival is flipping the script on the kind of public discourse that results in two polarised groups refusing to consider alternative points of view. Review 2021 includes eight very distinct sets of mindsets, systems and cultures but we argue that if we can integrate complexity into our collaborative decision-making processes, we can all get exactly what we need and want without disadvantaging one another.

Thank you to the authors and to leaders who were interviewed for their insight to bring this subject to life.

The game

I invented and we have together developed a board game called Flip the Script. It is a game for four individuals or teams. When playing, each player or team chooses to represent themselves by inventing a mindset, a system to support that mindset and a culture within which that system and mindset exist. Each of these are written on a card and kept by the team or player. The players effectively strip themselves of the complexity of the ordinary world and instead roleplay just their chosen aspects for the duration of the game.

After sharing with the group, which mindset, system and culture they will be roleplaying, the group have five minutes, timed on a mini hourglass, to decide how they intend to flip the script. What is the problem that the group

would want to collaborate on, what is their intent? Each of the players will then roll the dice and the person who scores the highest number will start by rolling the dice again, before moving their piece along the corresponding number of squares. Each player then has five minutes to contribute to solving the problem, speaking from their 'constructed' point of view.

If the player lands on a mindset icon, for example, they need to replace their chosen or invented mindset with one that already exists in the deck of cards. The route through the game will contain many of these intersections of mindset, culture and system but to really flip the script, the player needs to be lucky enough to land on the icon in the middle.

This is when the game affords that player to completely flip the script for anyone or everyone in the game.

During one of the more fun testing exercises while developing the game, we chose to focus on this issue: why are there so many artisanal bakeries on the continent and so few found generally in the UK? It was a problem we wanted to reverse. One of the players landed in the middle and so got the power to change the topic of discussion, move everyone one player to the left, or to change any element of their own script.

He chose to change his mindset from entrepreneur to philanthropist and offered to share his knowledge of modern business and computing, which enabled the whole group to come up with several new solutions to the problem. We eventually agreed on a model where people in the UK would bake at home and share the 'batch' of their baked

goods with other bakers in the scheme. It was a revolutionary way of including people who were variously sceptical, sarcastic, anti-capitalist and entrepreneurial.

Who knows what topics more serious players would be able to collaborate on?

Play the game

31 AUG 2021 - 3 SEPT 2021 | 17:30 - 18:30

Book your spot to be one of the four *Flip the Script* players. Alternatively, watch us play the game while enjoying the art and a glass of wine.

The festival

Governance enables us to collaborate safely within a structure, allowing us to do things that are too important to fail and too big to do alone. Think of how tightly our parents or guardians would hold onto our hands until we were let free in our designated playground.

A festival brings like-minded people together to participate, imagine and connect with those who want to make the world a better, fairer place. There is freedom within a structure, but we endeavour to expand the boundaries of what can be possible. By coming together we can develop trust and share knowledge while agreeing on new boundaries.

This year's theme is: good governance because we can flip the script. It's a theme that resonates strongly in this extraordinary year, as our friends in the NHS, local authorities, the

third sector and higher education are tasked with revolutionising how public services are integrated and structured.

Outcomes is the new focus for place-based governance, but this intent is nothing without revolutionising the mindsets, systems and cultures that make them work. The Festival of Governance celebrates this work and brings together the people who flip the script on public sector governance.

Apart from gallery week, this year's festival will again be virtual. The advantage of Zoom overcoming time, cost and geography, proved invaluable during last year's festival and going virtual is an element of the pandemic that is both positive and probably lasting.

During the month of September we will host a number of free, virtual events and online workshops.

The Good Governance Award

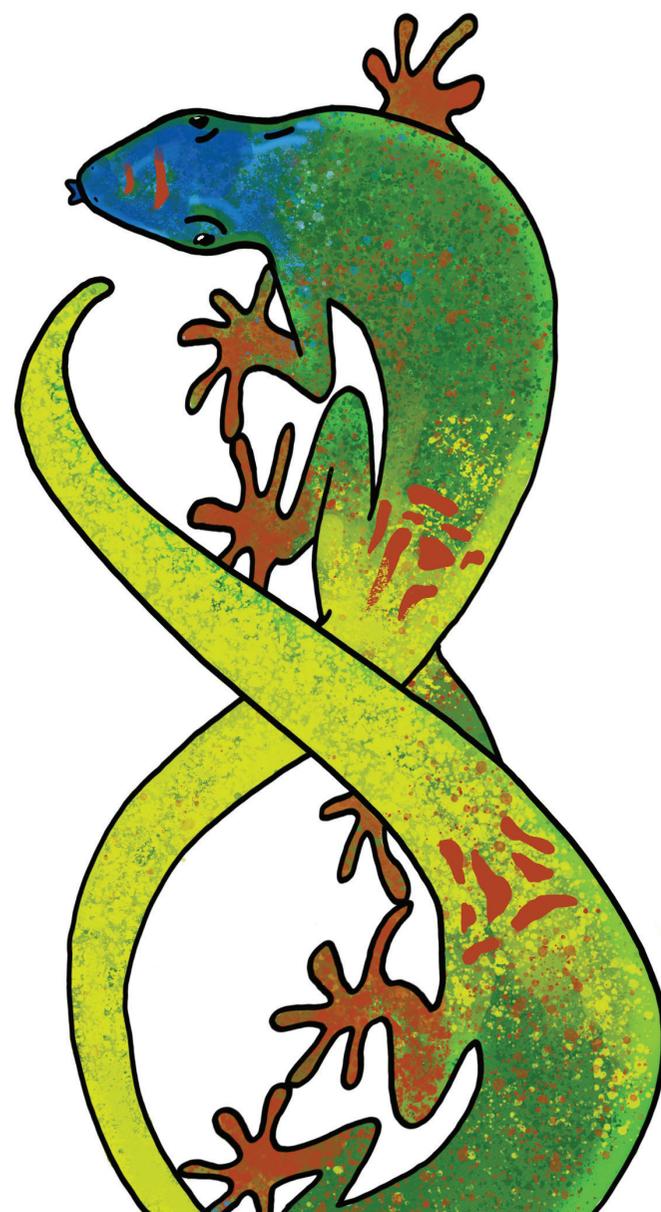
Our Good Governance Award winner this year is Sir Michael Marmot. He has graciously accepted to receive this year's award for his significant lifetime of work to provide evidence-based decision making in the public sector and his excellent work on the good governance principle of fairness through addressing inequalities in society. We also look forward to hearing a few words from him.

Conclusion

My friend, my muse and a person I trust for her wisdom, festival coordinator, Miss Isis Mera, once asked me an insightful question:

If you had the world's attention for a minute, and you were guaranteed they would listen, what would you say? The truth is, and I am sure I am not the only person to feel this way, I wouldn't say anything. I would most like to share a moment of silent reflection. I would save my breath while witnessing the moment just as it was. And so to flip the script, for just one moment, I would accept things just as they are, perfect, not just for me, but for everyone at the same time.

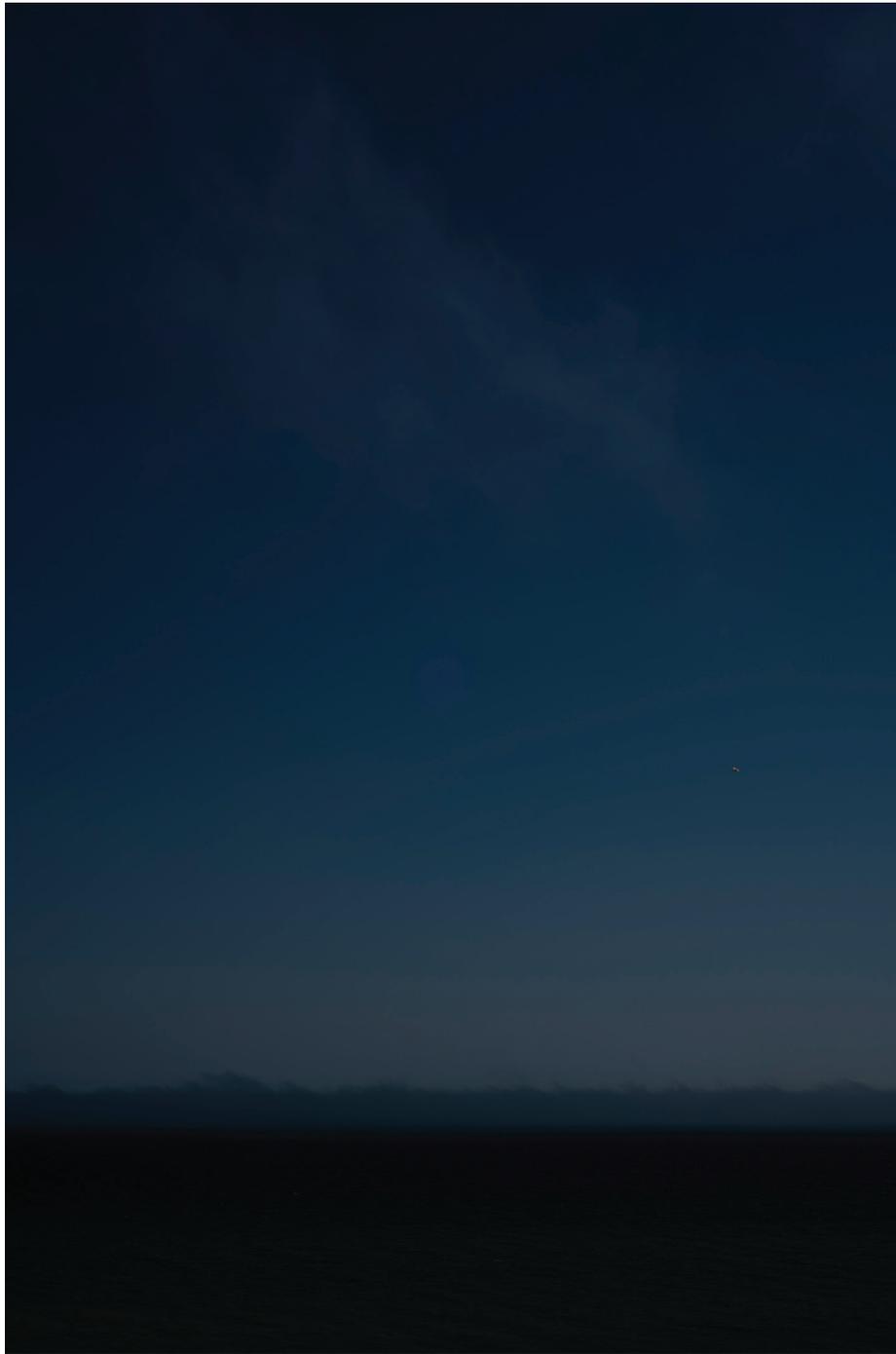
Change is our only constant and we should keep on carrying on, keep collaborating, keep imagining, build on evidence to take our next decisions. And occasionally take a minute to sit still and observe the world as it is, as it has become before imagining how it will be and take the time to appreciate how far we have come.



What we witness in the evening
is gone by morning and so too,
the morning skies and horizons
are long gone by nightfall.









Systems week

Clinical innovation

7 SEPT 2021 | 10:00 - 11:00

Virtual event where participants will explore innovative approaches to running both NHS and private hospitals. Hosted by University Hospitals Birmingham and the Cleveland Clinic.

Good governance on the front line - EDI

8 SEPT 2021 | 08:30 - 09:00

During systems week we will be exploring how engaging new approaches to diversity and inclusion can shift the way an NHS Trust works and thinks. Hosted by University Hospitals of Morecambe Bay NHS Foundation Trust.

An approach to mental health in the new health and social care system

9 SEPT 2021 | 14:00 - 15:00

This panel session with a Q&A will explore the governance and accountability to people and communities in the restructured health and care system – taking lessons and learning from the voluntary, community and social enterprise sector.



Mindset week

Unleashing the digital premium

14 SEPT 2021 | 15:00 - 16:30

GGI is working with Legrand, specialists in assisted living and healthcare, to understand what really matters to citizens and patients in 2021.

Thinking for yourself is a radical act

15 SEPT 2021 | 16:00 - 17:30

Find out how you can ignite fresh, independent thinking in your organisation in this personal development session, presented by Mitzi Wyman.

Good governance is powered by difference

16 SEPT 2021 | 17:00 - 18:30

Join GGI and Simon Fanshawe, Diversity by Design, and a distinguished panel of experts as we explore the mindset needed to flip the script and think about diversity and inclusion in a different way.

EHMA event: WHO framework and partnership working

17 SEPT 2021 | 12:30 - 13:45

During this session we will be exploring the mindset of change, led by Jacque Mallender, Economics by Design, who will talk through the WHO standards and principles and how these can be applied in the UK and across Europe.



Culture week

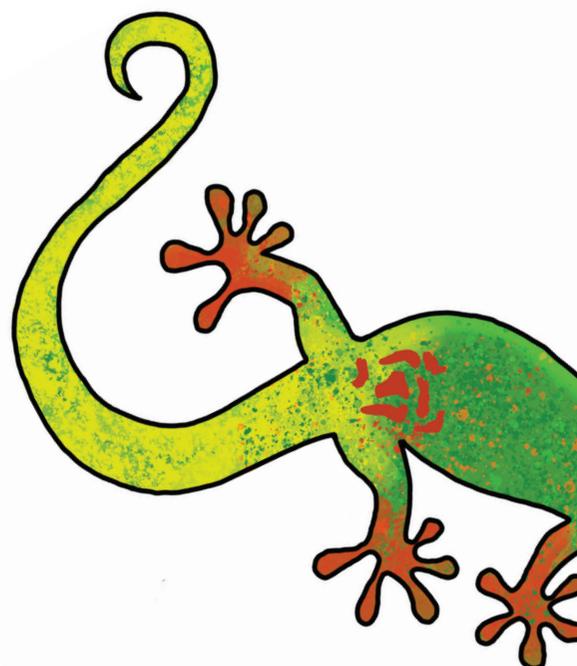
**GGI annual lecture
because it's time to flip the script**
22 SEPT 2021 | 17:00 - 18:30

Professor Jaideep Prabhu will speak to his new book *How should a government be - the new levers of state power*. Prof. Prabhu is a senior lecturer at Cambridge Business School and a director of the Centre of India and Global Business.



**Perfect Ward – quality assurance
whitepaper launch**
23 SEPT 2021 | 15:00 - 16:00

GGI has been working with Perfect Ward to look at these questions post-covid – this event is the launch of a white paper outlining our findings.





Intentions week

The One Planet Standard launch

28 SEPT 2021 | 15:00 - 16:00

GGI will be working with The One Planet Centre to launch their new standard for transforming an organisation into an eco-friendly operation.

Having conversations about mental health at work

30 SEPT 2021 | 14:00 - 15:30

Join us in an interactive workshop looking at how to ask that key question of 'Are you Ok?', and how to have effective and honest conversations with our colleagues about mental health at work.

- Register and find out more -
festivalofgovernance.org



For Tim Nathan this recent work is a marked end point in what seems to have been a personal journey. What went before were fleeting abstractions and diverse figurative sketches, in which the artist is playing with form and pathos with bold yet delicate strokes of the ink pen.



**Festival of
Governance** 2021 

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