



Gangplank Creative Thinking Session

September 3, 2013

The process used to address the issue, originally “What is an Anchor?”, is called Creative Strategic Thinking. Participants were reminded that all work done must be grounded in the Gangplank Manifesto. The session started with a discussion of the current situation, followed by a review of growth, change and creativity, including a pre and post test for Imaginative (Divergent) Thinking. Discussion around what has changed for Gangplank led to an agreement that the Goal should focus on a “Backwards from Perfect” approach considering the success of Gangplank three years out. The creative question explored was “*It is three years in the future, Gangplank is a phenomenal success, what did we do to make it successful?*” “Backwards from Perfect” involves a series of segments using divergent thinking only to identify many possible ideas. The divergent segments are then followed by segments of convergence, where opportunities are rated as to impact, importance and performance. Participants explored the Realities (Obstacles and Resources) surrounding Gangplank and the Options available for success. The Willingness to proceed resulted in a 5 day plan for what needs to be accomplished immediately to start moving the selected Opportunities into realities was quickly developed. Given the time limit of the session, 30 and 90 day plans were not completed.

Recommendations: Discuss the outcomes of the session with the Community at the next Community meeting.

- ▶ Focus on the Opportunities identified as Short term, requiring work first: *Shared Leadership that works, Living and Messaging the Manifesto, Gangplanker’s working together across locations and leveraging all their facets, Be Dangerous, really, for real, and focusing on Kids Programs to break the cycle.*
- ▶ Discuss the actions from the 5 day plan--discussing Community Builders and Key Holders, what they are and the possibilities for role fulfillment.
- ▶ Outline how this plan will cause the role of Anchor to no longer be needed for the Community’s success.
- ▶ Include an explanation of how Gangplank and the environment it operates in has changed, so the Community understands that the new model is a result of change and not anything any one person or group has done.
- ▶ Set a plan, with 30 and 90 day outputs, to get the Community’s input into the model. Input about the change will help ensure the change occurs. Use the remaining Opportunities as checkpoints to be sure the model is not just a repeat of Anchor with a new name. Continually question “Is this role contributing to the success of the new model?”
- ▶ Also, review the lists of all Realities (Obstacles and Resources) and Ideas collected during the session for further help in creating this new model, they are in the Appendix.

Clarifying the situation

Topics discussed regarding “What is an Anchor?”:

Culture fit	Willingness to participate
What are benefits and responsibilities	Personality has to resonate
Is the anchor stratification necessary?	Things have changed
“Anchor” connotes?	Diverse community--people are here for different reasons
Resident--desk	Is a business a required component
There is a list	Influential Gangplankers that are not anchors
Implied (only) that you will do more	Action versus residency
How far does the title/responsibility go?	Multiple people in the organization

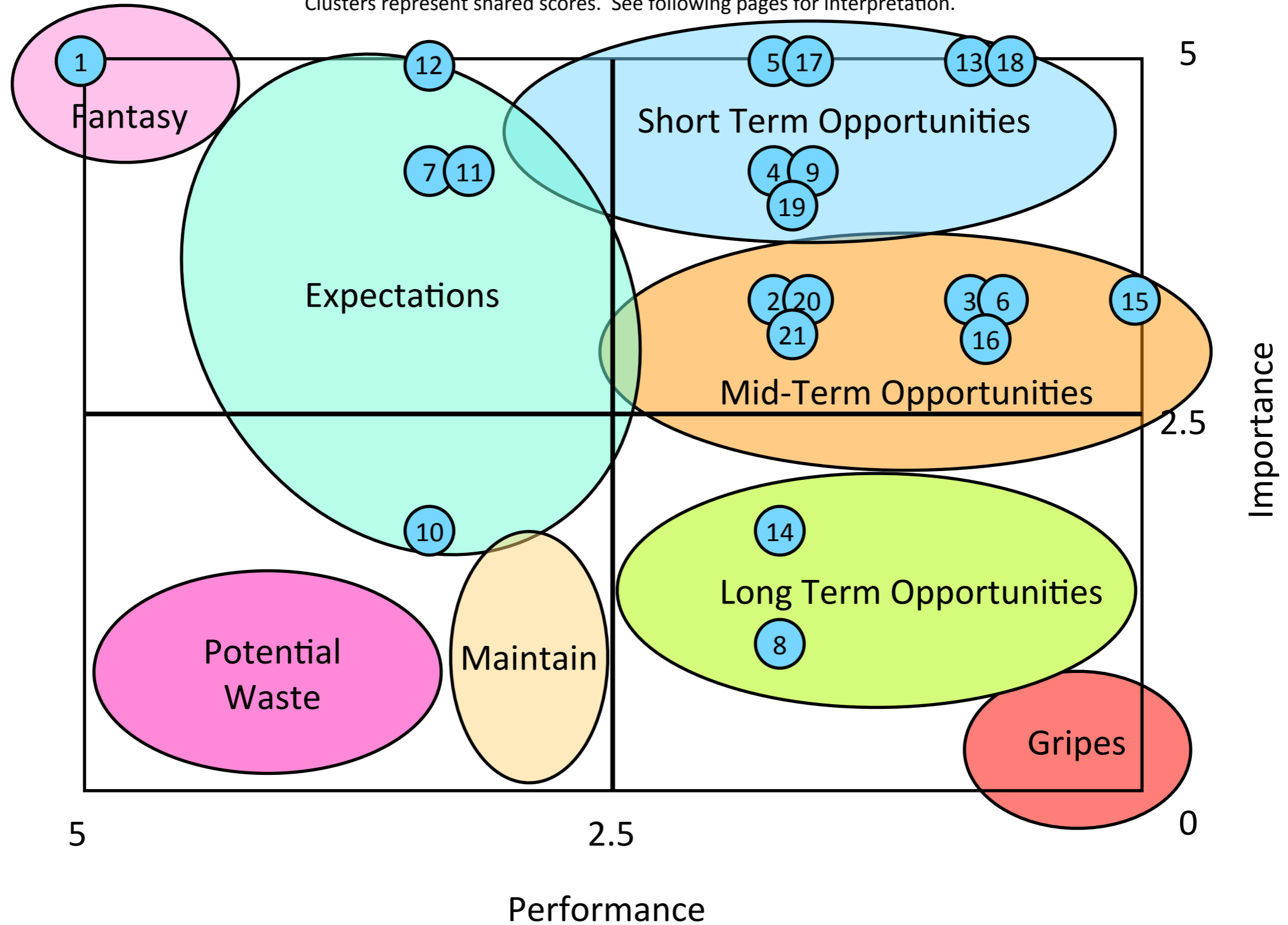
What has changed since Anchors started?


Change topics discussed

Long time anchors have left	Looking for success/not the commitment
New anchors with diversity	Not exclusive now--there's room
Derek and Jade not here	Not so tech centric
Focus switched to pattern building	People come wanting to be an anchor
Gangplank's global impact	Facilities versus meaningful things
Desirability-being "cool" introduces new complexity	Katie left

Gangplank: Profile of an Early Phase 3 Organization

Using a "quick and dirty" evaluation system, 1 is low, 5 is high, with no paired comparison of strategies
 Clusters represent shared scores. See following pages for interpretation.





Short Term Opportunities-immediately work on these most important strategies that are low in performance

5 Leaderless organization that worked-shared leadership

17 Living the manifesto in the community

13 Message the manifesto

18 GPers work together regardless of location

4 Leveraged facets of the GP community

9 Be dangerous really, for real

19 Emphasis on kids programming to break the cycle



Mid-Term Term Opportunities

-start planning to work on these, as they will move up in importance as the Short term Opportunities increase in performance and shift into the Expectations area

15 Can create a new GP in 30 days

3 Created a better website/finished


6 Guiding organization within GP-Council of Elders

16 Promote the arts

2 The building is a community in a building it has everything

20 Initiative hybridization

21 Stop worrying about titles



Long Term Opportunities

-lower importance and current performance. These may move up in importance as the Short and Mid-Term Opportunities are accomplished

14 Tech incubator

8 No permanently designated space

Expectations

-highly important, well performed, must continue

12 Created kickass stuff

7 Listened to the community

11 Changed how people view work

Fantasy

-is the performance really at its peak? How often is consensus accepted when it is not the best solution?

1 Never satisfied



5 day plan

1. Community Builders

Open discussion--here are the steps: Meet and discuss -- Trish

2. Google group feedback -- Derek

3. Recommend Anchors are gone -- Derek/Trish

Have Community Builders, Key holders/Operations and Newsletter as three networks to keep people connected



Appendix

Imaginative thinking

Realities-Wrongs, Obstacles, Resources, Rights

Options-Ideation on what you did to make Gangplank successful

Imaginative Thinking--it pays to be crazy

Increase in number of ideas generated by following good practices for divergent thinking	Test A	Test B
Total	142	385
Average	7.8	24.06

Good practices: Be safe, defy your critic, have fun, use key words, keep writing grow hybrids!

Realities -- Obstacles, what went wrong, what got in our way?

Elitist	Auto Club of failed startups
Theft	Loss of focus/vision
Control	Pissed everyone off
Watered down	No new people
Dies	Steal ideas
Rules	Someone else did it better
Leeches/MLM	People died
Hurt relationships	Internal turmoil
Do nothing	Pissed off city
Play it safe	Ruined idea of GP
Public embarrassment	Power vacuum
Contract not renewed	Lost our goal

Realities -- Obstacles, what went wrong, what got in our way?

Looks dumb to outsiders	Chandler is worse off
Moved to SF	Business day care
Never fixed internet	Growth stops
Destroyed trust in self-organization	For profit incubator
Laws change	Personalities over people
Cubicles!	Forum
Leaders left	Stopped innovating
Another small biz network	Meaningless initiatives
Loose the space	Strong biz flight
Not enough room	Dogmatic
Unsuccessful biz	No helpfulism
Too many fuck-ups	Wrote, not innov.
No collaboration	Rub nose in it

Realities -- Obstacles, what went wrong, what got in our way?

Funkytown	Controlling assholes
Indifference	Back to offices
No Community	Crime
LCD "kids club"	Dt. Chandler gets nasty
Self-interest	Manifesto dies
Agendas	Lack of evangelism
Bureaucracy	Too little today-thinking
Wrong people	Ignoring non 9 - 5
Assumptions all GPs are similar	Too diverse
City pulled funding/no\$	Leaving vs fixing
Non-GP segregate	Too many rules
Too Derek/Jade focus	Perfect - focus
Status - value	Part = desk/vs/rs

Realities -- Obstacles, what went wrong, what got in our way?

Size, scale, company = value	Kids (day care)
Too much high in the sky	Loss of vision
Too many cooks	Safe
Politics	Loss of "hacker" mindset
Burnout	Leaders want
Too much talk/slow innovation	"Leaderless" fails/too chaotic
Stagnation/complacency	Lack of msg control
Permit cancerous ppl	Elitist
Failure to welcome introverts	No rules - "How do I fit in"
No contribution	No leadership
Ego	Over-defined roles creates stagnation/ Bureaucracy
Fiefdoms emerge	Environmental issues
Competition	Unfriendly image

Realities -- Obstacles, what went wrong, what got in our way?

Lost brand	Moochers/Pitchers/Profiteers
Too many single points of failure	No rules/liabilities
Failure to meet city commitments	Money
Too much tech	Overextend resources
Lack of communication/connections	Stealing ideas

Realities -- Resources, what was right, what helped us?

Collaborate with other incubators	Collaborate with ASU
Remain flexible/open place to work	People that didn't fit mold
Grants	Internships
Trust fund babies	Academy/expertise of community
Press coverage	Creatives
Social connections	Legal
Diveristy	Smart people
City	Educations
State	Media
Community lynchpins	Graduates
Wider startup community	Smart People
Bigger Company support	Leveraging tech/social
CORE protocols	Word of mouth

Realities -- Resources, what was right, what helped us?

Op'er\$ network	Space (facility)
Events	People's energy
Balance	Full-time philosophies
Pizza printers	Mt. Dew on tap
Maker spaces	Federal support
Smart and friendly people	Local government
Grants galore	Anarchy
Local First	Culture focus
Internal experts	GP company IPO
Spirit of self guidance	Socail media
Small and large municipalities	Remote connections
Fortune 500 backers	Large donations
Efficient processes	Thriving franchises worldwide

Realities -- Resources, what was right, what helped us?

City of Chandler	Initiatives
Thriving children's program (jr.)	Board (Kim)
Cultural leadership	Leading tech companies
ASU (universities)	Shared knowledge
Media	Local businesses
City engagement	Coffee shop next door
Drop ins	More parking
Spirit of innovation	Local politics
Creative, united and collaborative social network	Jeremie's art
Growth platform (conference rooms)	Stability
Forty	Vuurrr
Local schools	

Gangplank: 3 Years in the Future, looking back from great success, what did you do?

Note: Importance and Performance ratings are quick and dirty hand held voting

Strategy Number	Strategy	Importance 5=high, 1=low	Current Performance 5=high, 1=low
1	Never satisfied	5	5
2	The building is a community in a building it has everything	3	2
3	Created a better website/finished	3	1
4	Leveraged facets of the GP community	4	2
5	Leaderless organization that worked-shared leadership	5	2
6	Guiding organization within GP-Council of Elders	3	1
7	Listened to the community	4	3
8	No permanently designated space	2	1
9	Be dangerous really, for real	4	2
10	Innovative solution to social problem	2	3

Gangplank: 3 Years in the Future, looking back from great success, what did you do?

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Strategy Number	Strategy	Importance 5=high, 1=low	Current Performance 5=high, 1=low
11	Changed how people view work	4	3
12	Created kickass stuff	5	3
13	Message the manifesto	5	1
14	Tech incubator	2	2
15	Can create a new GP in 30 days	3	0
16	Promote the arts	3	1
17	Living the manifesto in the community	5	2
18	GPer work together regardless of location	5	1
19	Emphasis on kids programming to break the cycle	4	2
20	Initiative hybridization	3	2
21	Stop worrying about titles	3	2

Options--3 years out, Gangplank is a great success, what did we do? (dots=impact)

Never satisfied (2 dots)	1,000 locations
Changed the world	Invented teleported
Criticized and improved	1,000,000 members
Became open resource	0% unemployment
Didn't stop believing	Infiltrated UN
Free pizza!	Led a new American revolution
Could create a new GP in 30 days (1 dot)	Usurped co-working
International home for dangerball	A world-known philosophy
Revolutionized "leadership"	Free working wifi for all (1 dot)
Killed Taylorism	Killed "too far"
Became ubiquitous	Learned what people are good at
Shared opening	Self-Organized
Changed education	Threw out conventions

Options--3 years out, Gangplank is a great success, what did we do? (dots=impact)

Innovated	Inspired good qualities
Remembered skills/connected people	Raised stupid money
Got alignment (1 dot)	Became the norm
Community resource	Listened to all ideas
Built useful and fun installations	Created leaderless organization that worked (2 dots)
Stopped worrying about titles (1 dot)	Revolutionized "the workplace" (1 dot)
Hub for small biz	Not afraid to make people mad/sad (1 dot)
Documented a ton	Model of the future of work
Be Dangerous! (really, for real) (2 dots)	Became required for MBA
Ban Strebel	Fix problems quickly and efficiently
Help ppl. learn and grow	Love one another (1 dot)
Worked together	New Silicon Valley
About ppl. not companies	Invented the pizza printer

Options--3 years out, Gangplank is a great success, what did we do? (dots=impact)

Expanded space, clean, Deli, Healthy, Safe, Secure (260?) -- Open spaces, conf. room, lounge space, jam space, stage, maker space (4 dots)

Tech incubator (2 dots)

Create kickass stuff (2 dots)

Teach creativity back to masses (1 dot)

Matched GP to non-profits (1 dot)

Solved social problem (2 dots)

Became known for more than cowork

Outward evangelism

Admin staff (1 dot)

Stopped arguing, resolved anchor/
resident

Social hub

Let go of the past (1 dot)

Council of Elders, BDLs, some sort of
guiding org (3 dots)

Finished magicking the interwebs

Improved local opps

Recruited diverse smart people (1 dot)

Promote arts (1 dot)

Helped newbies (1 dot)

Collaborated

Manifesto is truly lived out by
community (1 dot)

Help pass biz laws

Interface with press (1 dot)

Created a better website (finished) (2
dots)

Options--3 years out, Gangplank is a great success, what did we do? (dots=impact)

We are no longer primarily sedentary	Became a go to place for referrals for biz
Teach anchor companies success (1 dot)	Listened to community (2 dots)
Shared the job of marketing/spreading the word	Community feels safe asking for help
Permanent school district partner in ed (1 dot)	Specify expectations (1 dot)
Encouraged new people	Each person gave excellence
Support farmers markets	Connected people to each other
Each community member offered skillsets generously	National ask an anchor hotline
Developed a cultural center	Encourage initiative comingling (breakdown silos)
Community embraces chaos	Community helps each other
Initiated a Chandler Science Center	Create more Gangplanks
Community does accept agendas	A Gangplanker runs for and wins office (1 dot)
Encourage communal innovation	3rd world locations have GP (1 dot)
Community is self-reinforcing (1 dot)	Host events

Options--3 years out, Gangplank is a great success, what did we do? (dots=impact)

Community is open to those who want to learn and do (1 dot)	Host events
Fortune 50 companies are graduates of GP	Listened to community (2 dots)
Physical space awesome and welcoming (1 dot)	Shook things up
Leverage community (2 dots)	Phone booth
Reinforce Econ Dev Focus (1 dot)	Message the manifest (2 dots)
Build networks with...	Ask for \$ anonymous
Amazing events	Give 20% (1 dot)
Leadership through "do"-ocracy	Intern internally
Discourage and remove ppl as necessary	Massive mentoring
Easy space availability	Get better, share yourself
Space not permanent/no perm desks (2 dots)	Kids program to break cycle (1 dot)
More training	On line participation software (1 dot)
Build a NP foundation - get cash	Align w/values--train

Options--3 years out, Gangplank is a great success, what did we do? (dots=impact)

No anchors

Changed how people view work (2 dots)

Helped people love themselves and
rediscover ability to create

Helped build vibrant cities

Showed the world how to evolve shared
leadership>magnificent results (2 dots)

Infected the world for a hunger to do
more than they thought was possible