

AUGUST 2021



12thLevel
imagine better

THE GLOBAL FOUNDATION 2021

Canberra Roundtable Visual Analysis

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Dialogue Theme Mapping, Visual Analysis and Case Studies

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Introduction

The Global Foundation is a not-for-profit and non-partisan membership organisation with a focus on Co-Operative Globalisation, sustained by the private sector and universities and influential people from around the world.

On the 14 May 2021, the Global Foundation held its Canberra Roundtable at Government House, Yarralumla ACT. In attendance were 40 representatives from the business, public and academic sectors, including First Nations and the Faith Community, who had been invited to participate in an open discussion on the theme '**Australia's longer-term strategy in a global context**'. As the meeting was conducted according to Chatham House Rules any statements recorded in this report will not be attributed to individual participants unless specific permission has been granted.

Our 12thLevel team was asked to participate on the day to analyse and map the day's discussion and the themes that arose. The following report showcases outputs of this analysis.

Acknowledgements

12thlevel would like to thank the Global Foundation for the opportunity to participate in the Canberra Roundtable and the fascinating discussion that ensued. We strongly believe in the Global Foundation tenet that '**together we strive for the global common good**'.

We acknowledge the traditional custodians of the land on which the meeting took place, the Ngunnawal and Ngambri peoples. We pay our respects to the Elders, past, present and future and sincerely thank Girrawah, Mr Paul House, for Welcoming us all to country.

We also echo the Global Foundation's sincere gratitude to Their Excellencies, General the Honourable David Hurley AC DSC (Retd) Governor-General of the Commonwealth of Australia and Mrs Hurley, for graciously hosting the Canberra Roundtable at Government House, Yarralumla.

Visual Analysis

Our Approach: Human Centred Design

Dialogue theme mapping begins with people's voices, and results in a visual representation of the themes expressed.

Our brains are wired to respond to visual stimuli and viewing images can allow us to absorb information more rapidly than simply reading text. We are also strongly attracted to images and visualisations and are more likely to connect emotionally with their content.

Transforming a meeting from spoken word into analysed visuals allows those who were not present, and attendees, to easily access the information shared, and to connect cognitively and emotionally to the content.

At 12thLevel we utilise a wide range of social research methods to examine complex problems and provide powerful information through visualisation.

Below we expand upon our process and the resulting visualisations for:

- Stakeholder mapping and analysis
- Strategic focus: how do all contributions inform the bigger picture?
- Case studies
- Visualising our voices
- Where to next?

Stakeholder mapping: Canberra Roundtable Participants


To initiate our analysis, we reviewed the professional and gender distribution of attendees. We began by looking at the different sectors represented on the day and the various participants within each sector. We included a First Nations category in the analysis to reflect the importance of the First Nations Voice in the discussion. Secondly, gender distribution and speaking time of participants was recorded and analysed.

Standouts from these analyses were:

Almost 50% of participants were from the business sector.

Less than 40% of overall participants were women.

The primary sector represented by each participant is represented by the colour of their circle. For example,

 = a participant from the Business Sector

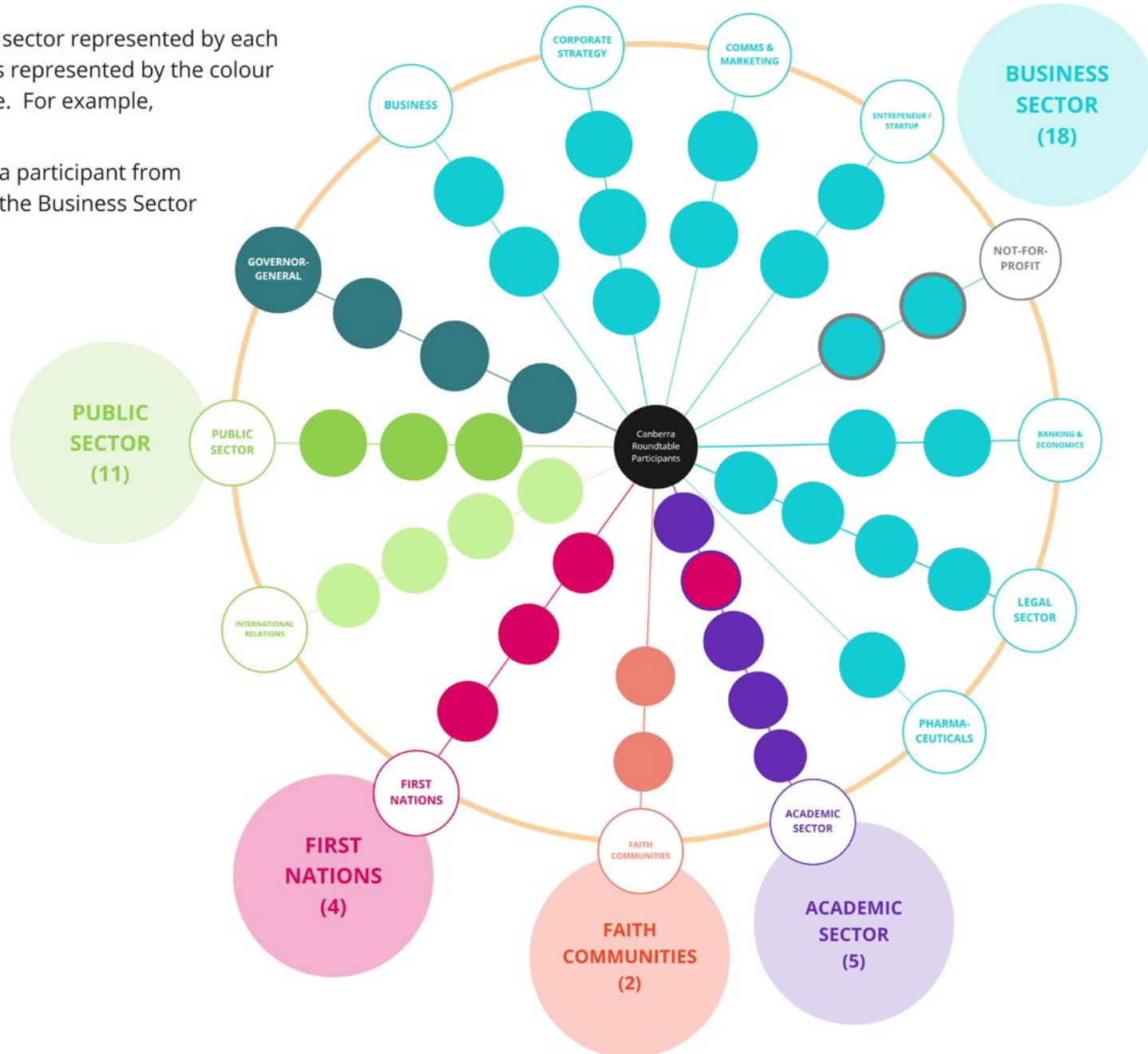


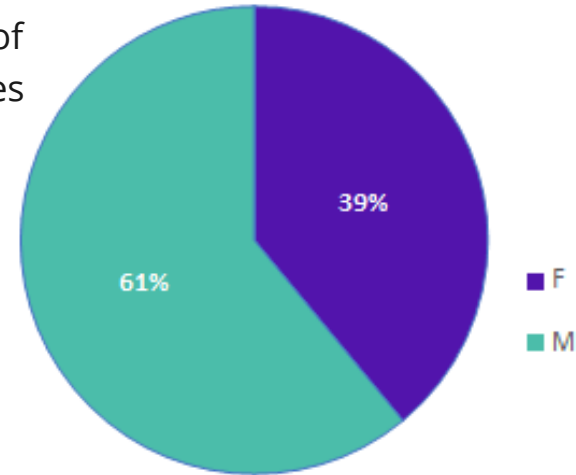
Figure 1 – Canberra Roundtable Participants



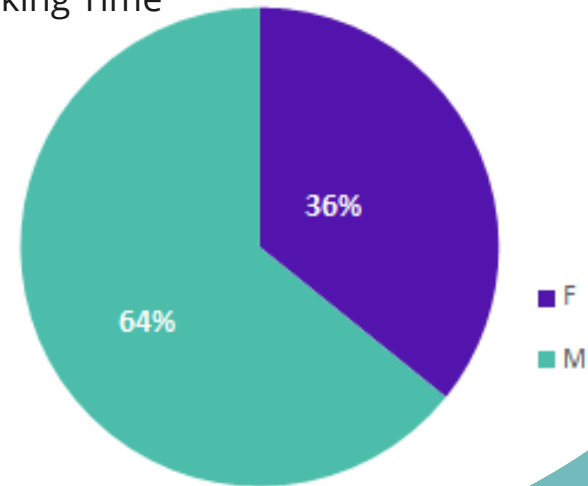
- In the interests of **gender equality** and **civic representation** we analysed the gender breakdown of the Global Foundation's Canberra Roundtable.
- There were **more men than women** in attendance.
- The overall **speaking time by women** on the day was **less than men**.
- However, individual women and men spoke for similar times.

An equal gender representation in attendance would more than likely have been mirrored by an equal gender representation in the day's speaking time.

Gender of Attendees



Speaking Time



Strategic focus: Articulating National Strategy

The specific questions that headed the three sections of discussion on the day were:

- Who are we?
- How do we transform to a sustainable economy?
- Where in the world do we belong?

By mapping the dialogue around these '**wicked questions**' we identified a framework that captured participants' narratives:

Where we are now

Factors and considerations

Potential strategies and Actions

Where we want to be

Australia's longer-term national strategy in a global context

“Strategy is about looking where you are and choosing where you want to be.

Putting together the coordinated actions that will take you to that point.”



Figure 3 — The building blocks for National Strategy

We then created a visual representation of this framework, in the form of concentric circles, on which we could map the dialogue from the roundtable discussion.

Each emerging theme was added to one of the framework layers, allowing a bigger picture of the day's discussion to emerge. It is necessarily a high-level view belying the complexity of the 'wicked problems' it encompasses. This dialogue theme map provided us with a powerful representation of the discussion, highlighting pathways to facilitate the realisation of

“A transformative, inclusive, fair and prosperous Australia.”

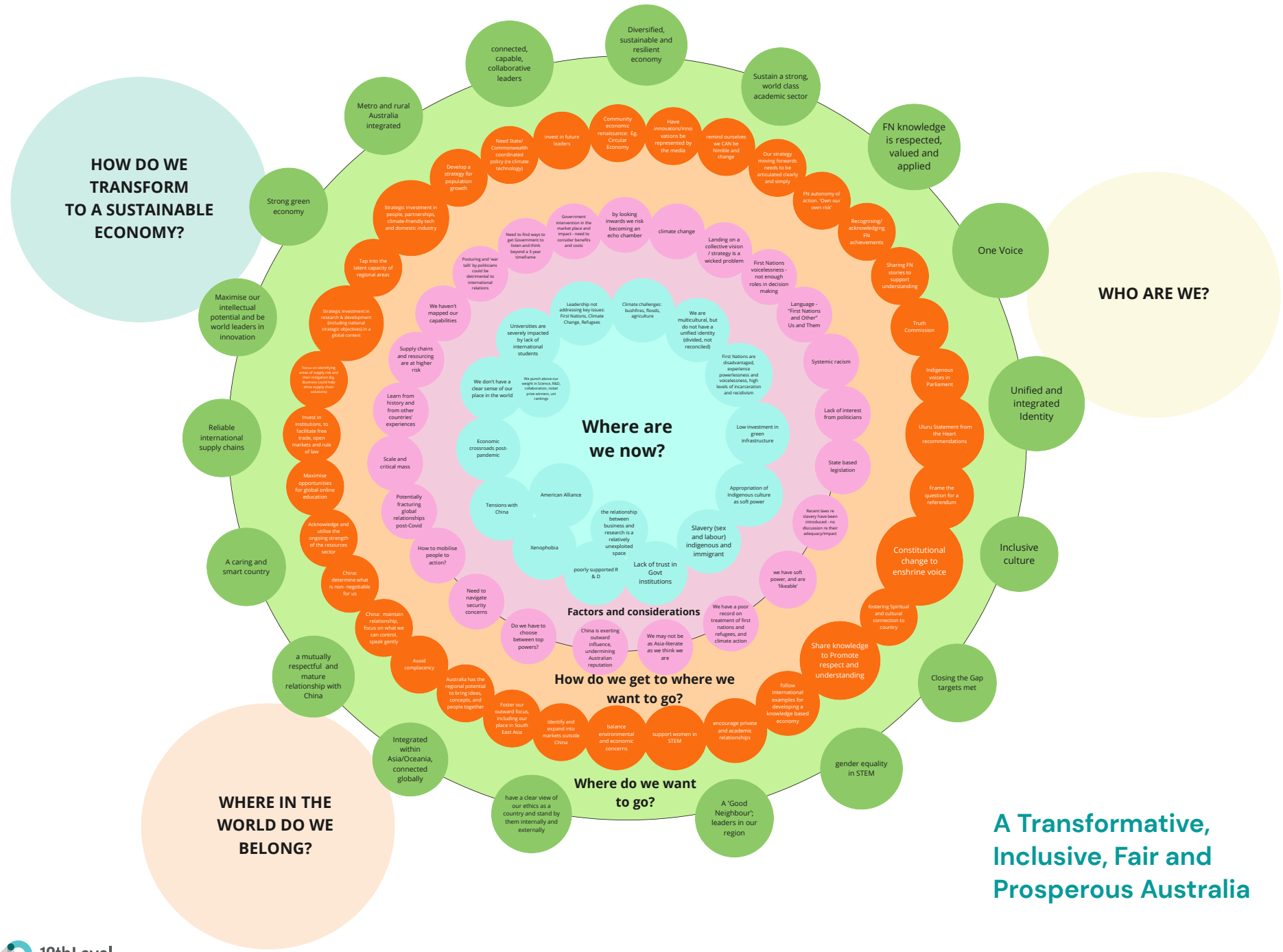


Figure 4 — High Level Theme Roadmap

Following on from the initial framework mapping we utilised the dialogue theme map to examine the main issues arising in the discussion for each of the three sessions. These diagrams flow from the left (where we are now), to the right of the page (where we want to be) and encompass the discussion of issues within each session.

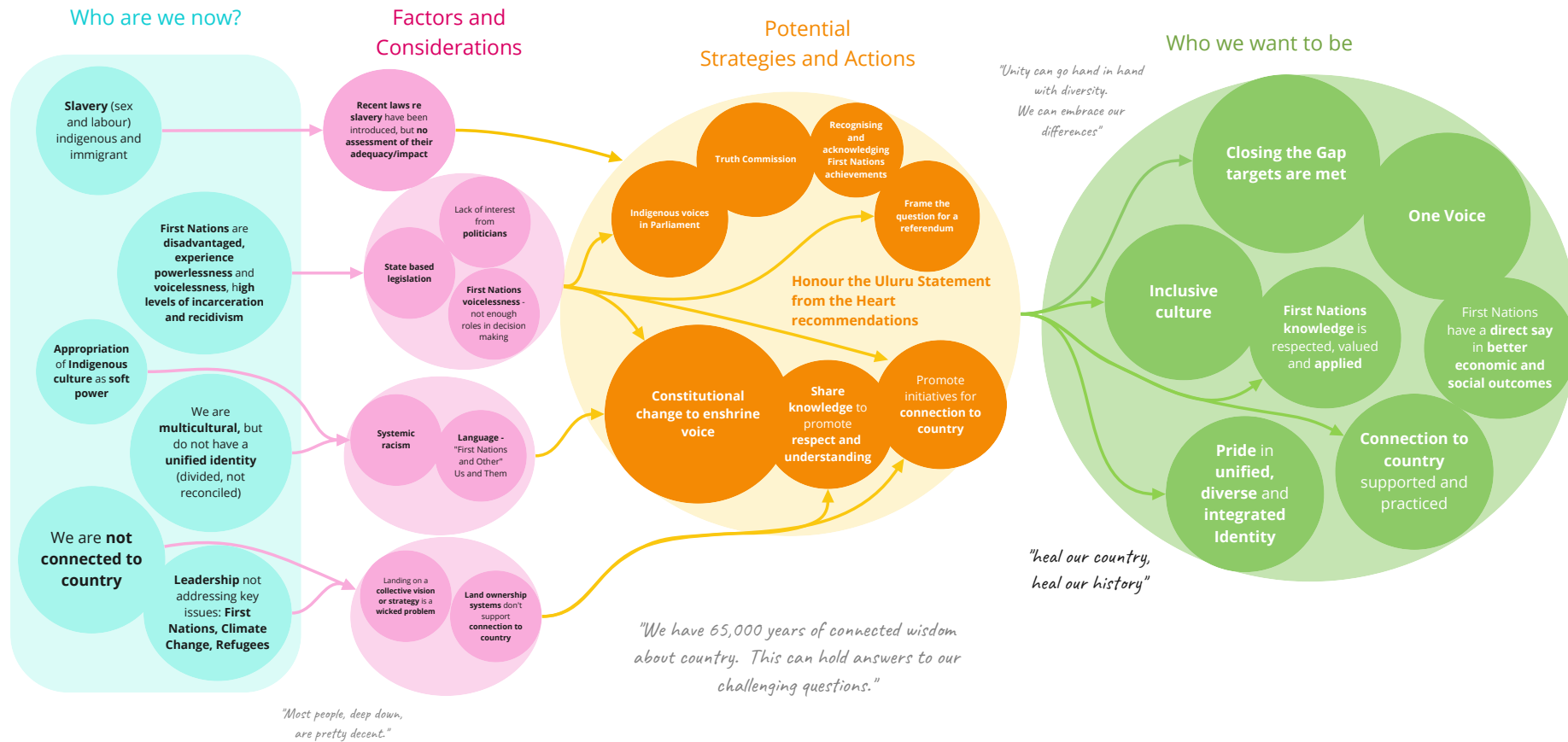


Figure 5 — Who are we overview

Who are we?

This session focussed heavily on Indigenous voice, identifying the Uluru Statement from the Heart as a key document for forward strategy. Enshrining Indigenous Voice to Parliament in the constitution was flagged as a pivotal action to aid in reconciliation and healing of country and community. In conjunction with political action, grass roots initiatives were discussed, inviting personal action and accountability.

How do we transition to a sustainable economy?

This is an extremely complex topic and COVID 19 has brought greater levels of complexity to the issue. A strong theme shining through this session was that we need to maintain our global connections and not be inwardly focused at this challenging time. There was acknowledgement of Australia's skills and strengths on the world stage and a recognition that we need forward strategy and decisiveness to maintain these strengths and to develop new ones.

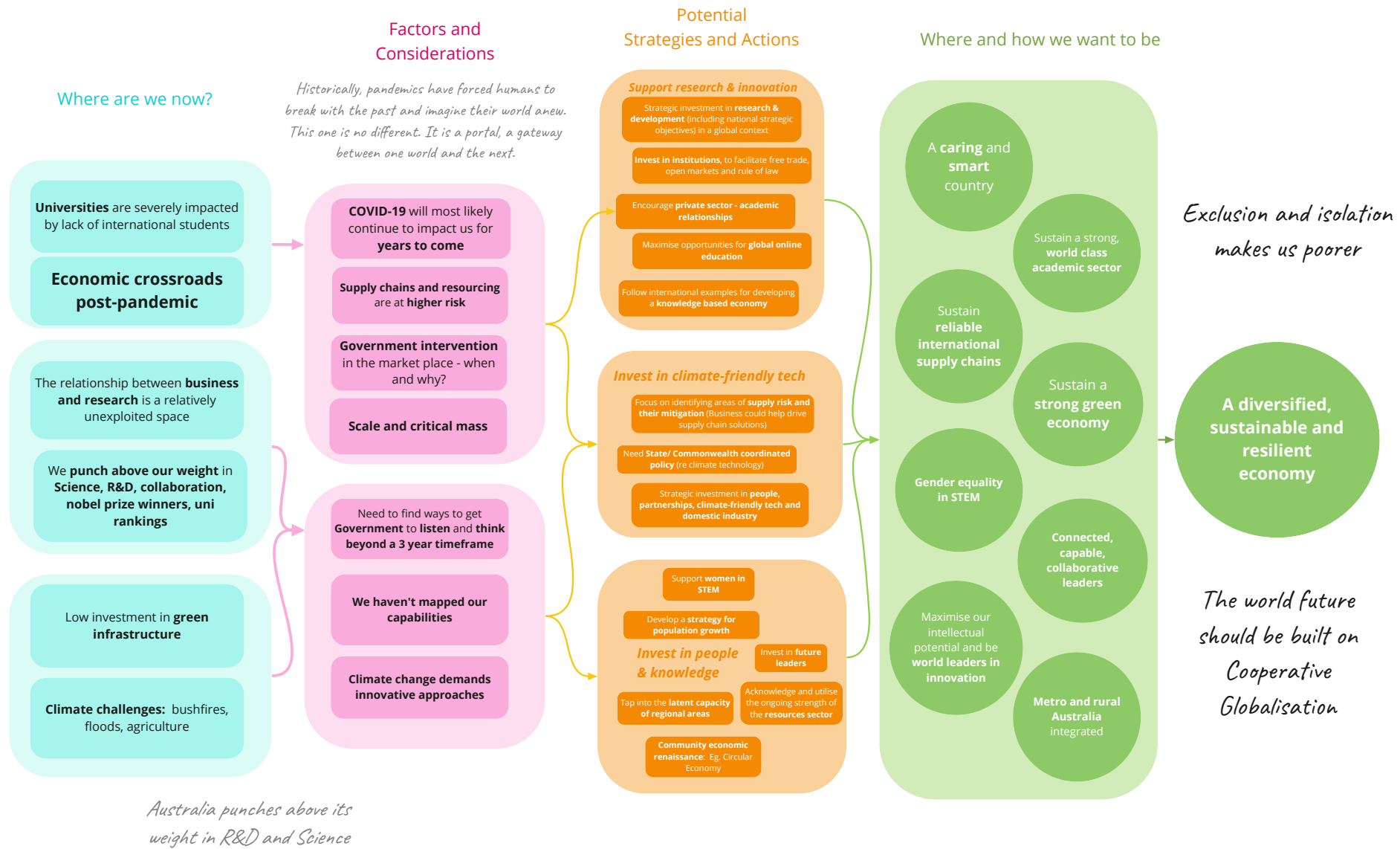


Figure 6 — Transitioning to a Sustainable Economy

Where in the world are we?

Themes arising from this session fell within two key transitional areas:

Our sense of place in the world, and

Our relationship with China.

There was consensus that forward looking national strategy focussing on both these areas was necessary. Our potential to benefit ourselves and neighbouring countries by further integrating into our local region and diversifying trading partners was addressed. The gravity of our current relationship with China and China's position in global affairs was emphasised, with a caution to 'speak gently' and address key humanitarian issues on our home front.



it's what we can give that will be the most powerful, not what we receive.

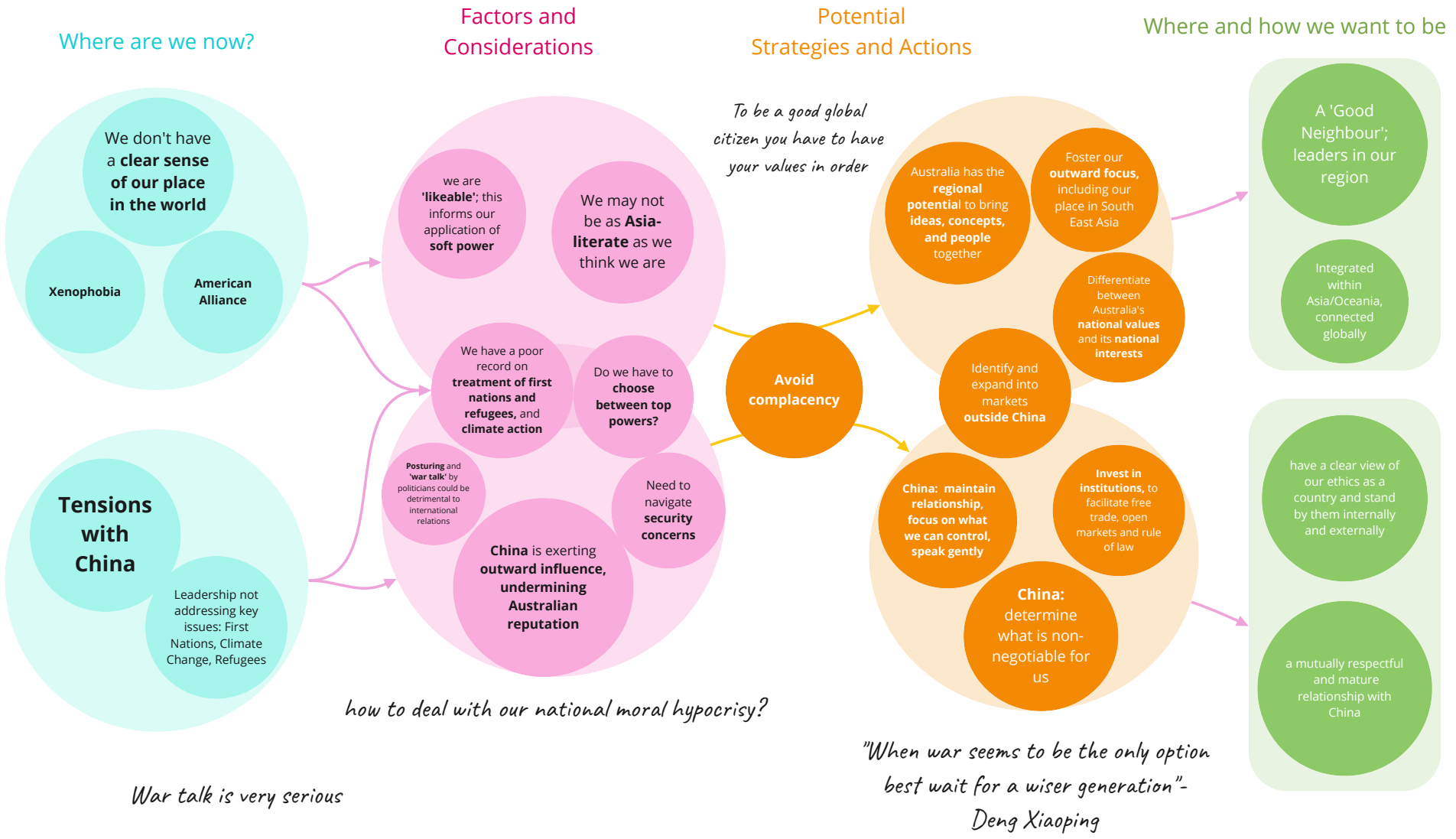


Figure 7 — Where in the World Are We Overview

Case Studies: Problems and Solutions

From the broad range of themes and inspiring examples touched on in the Canberra Roundtable discussion, we focussed on three topics to highlight as case studies.

- Nguuruu; Cultural Partnerships
- The Pandemic as a Portal
- The Governor-General's Future Leaders Program

As with images, stories allow us to connect emotionally to information. Case studies provide an effective way to deliver information about a current problem alongside a powerful solution to that problem, providing real-world examples, inspiration and a call to action.



CASE STUDY: NGUURUU

"So here's the deal. For as long as we are here at Nguuruu, we will share with Girrawah and his people a parcel of their ancestral land to manage how he wants. It could be for bush tucker, a native nursery, for agroforestry for traditional implements, a cool burn school, a place for guided tours."

Australia can rethink how we relate to land, and find ways to better connect to country, through First Nations partnerships.

Murray Prior and Girrawah Paul House are in partnership to manage and heal a parcel of land at Nguuruu, Gundaroo, through indigenous practice and custodianship.

This partnership is struck and governed under "Yinyamarra"- the Wiradjuri lore of respect for all things. It means to go slow, take responsibility and give respect.

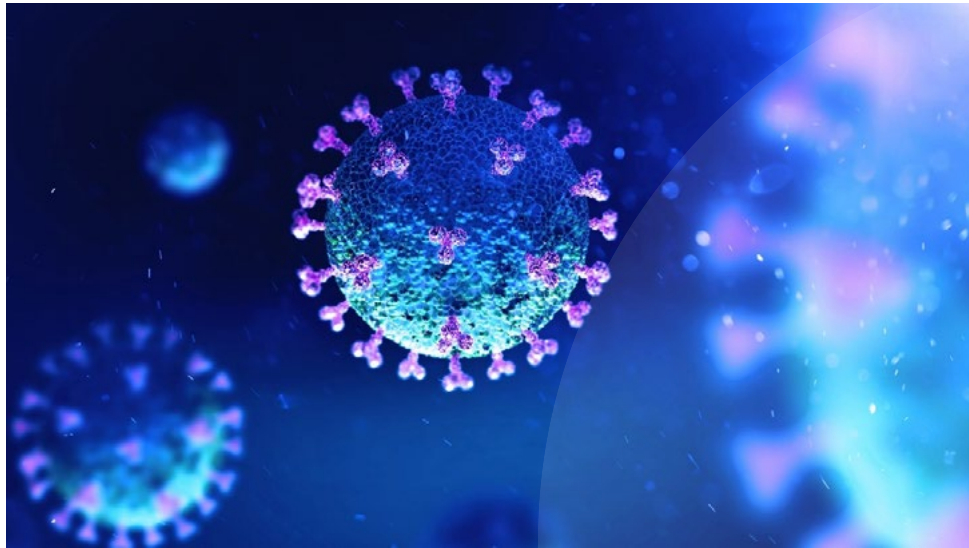


"If you **believe you own something** you will want to **lock it up for your exclusive enjoyment**. If you are the **custodian, you want to look after it and share it**. **Character of national identity** is in **how we treat our First Nations people and our landscape**.

We need to **make practical changes**. **Listen to the First Australians**. **Make things right with them and be proud of them**. **Then and only then will Australia be whole and we can walk forward together.**"

Murray Prior





FOCUS AREA:

The Pandemic as a Portal

The COVID-19 pandemic has forced a change in the way that we live, travel, and interact with the world.

Stepping through the portal requires us to decide:

- what do we leave behind?
- what do we take with us?
- what do we want to change?

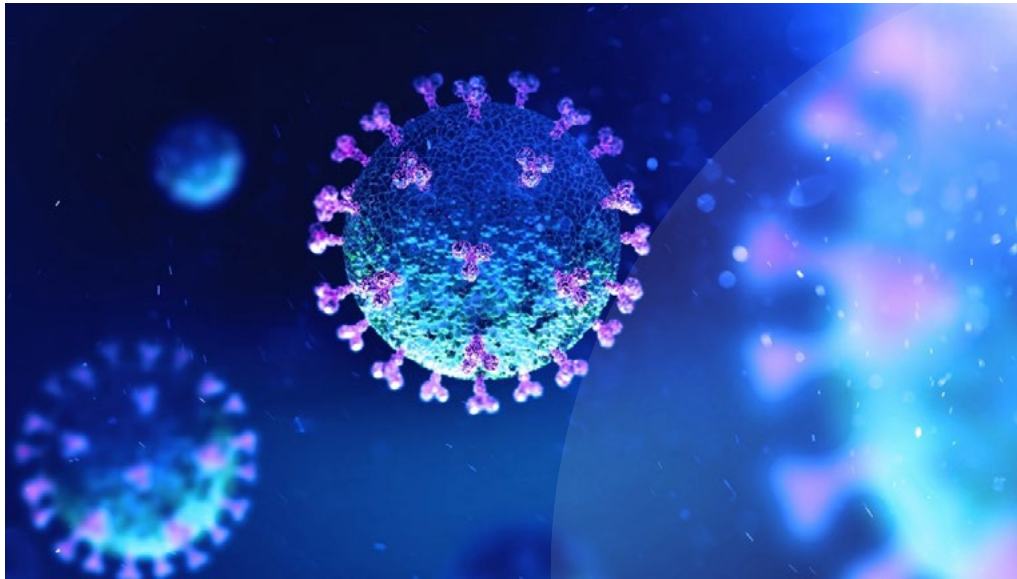
"Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next.

We can choose to walk through it, dragging the carcasses of our prejudice and hatred, our avarice, our data banks and dead ideas, our dead rivers and smoky skies behind us. Or we can walk through lightly with little luggage, ready to imagine another world. And ready to fight for it."

Arundhati Roy

"we must head forwards or back, we can't remain in mothballs."





"Are we going to jump through the portal, or get pushed by the rest of the world?"

KEY CONCERNS:

- **Supply chains and resourcing** are at higher risk
- Universities are severely impacted by **lack of international students**
- COVID-19 will most likely continue to impact us for **years to come**
- We cannot afford to become too **inward-looking**

KEY ACTIONS ARISING:

- **Focus on identifying areas of supply risk and their mitigation.** Businesses are best placed to help drive supply chain solutions, as they are agile and innovative
- Maximise opportunities for **global online education**
- We need to maintain a **global outlook**, and sustain **key international relationships** while looking to **maximise opportunities in our region**



Visualising our Voices: Words are Powerful

When listening to any dialogue it is a common experience to find that certain words, sentences, or ideas 'strike a chord' and stay with us. Throughout the day's discussion we listened for quotes that captured the essence of both participants' perspectives, and the issues at hand. As we collated these quotes we aimed to retain their resonance and amplify their impact to provide insight into our identity as Australians.

We focused on a theme of 'Our Identity, Our Place', with an emerging framework of:

Indigenous Heart

Multicultural

Smart Regional Leader

Globally Connected

One constant that we share as Australians is a relationship with the land and country of Australia. With 'Country' as a starting point for our identity and place in the world, we centred Indigenous Australia (with over 65K years of connection to country) at the heart of our image.

The main Nested Circle Diagram illustrates this framework, with Indigenous Australia clearly centred as the heart. We hear of the importance of constitutional enshrinement of indigenous voice, the challenges we face as a community due to indigenous intergenerational trauma and persecution, along with the deep wisdom and healing residing in Indigenous culture and connection to country.

Surrounding this 'Indigenous Heart' we hear participants talking to our multicultural identity. Themes arising include our need for a unified identity encompassing our diversity.

Moving out another layer the focus is on our role and location in our region. Here we can see thoughts centred around Australia's national strategy, how we can develop further in R&D, and our potential to be integrated leaders in our region.

Finally in the outer circle we hear voices discussing the world at large and our place in it. The focus in this outer ring is on current world issues such as our national COVID strategy, navigating our relationship with China, and engaging with the world according to our ethics and values.

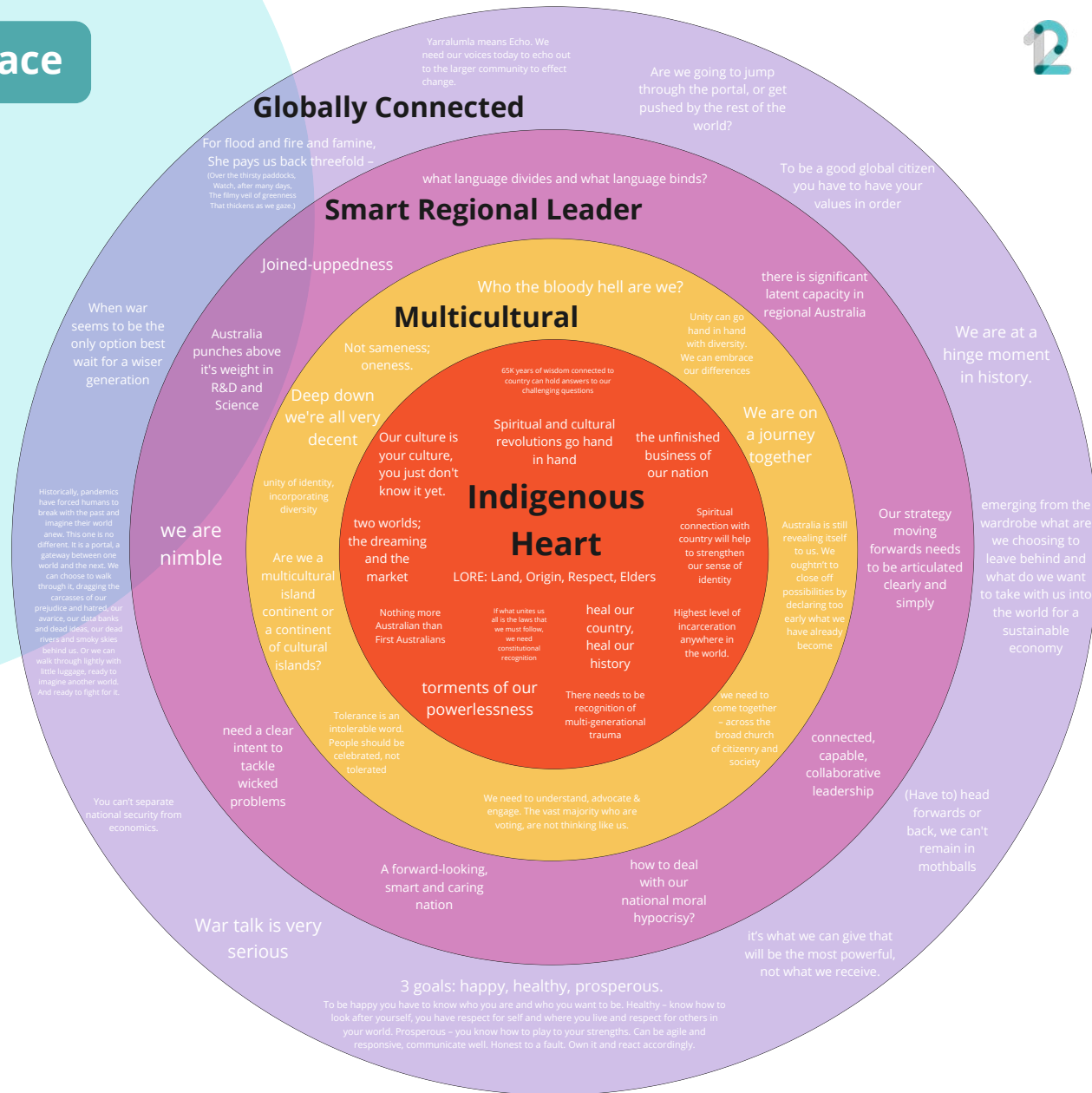
As we move from the centre to the rim we transition from an inward-looking perspective to an external focus, and yet we retain the layers within as we move outwards. The nested circle format illustrates and emphasises the importance and interconnectedness of these aspects of our Australian identity.

Our Identity, Our Place

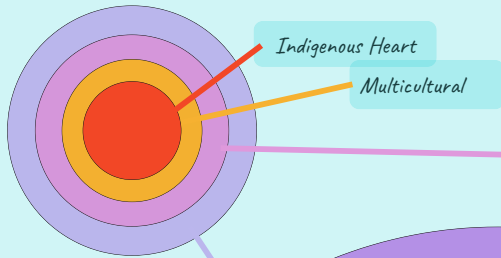
The **Global Foundation's Canberra Roundtable 2021** provided a **forum** in which to **discuss** Australia's longer term **national strategy**, in a **global context**.

A 'Transformed Australia' is represented here in nested circles, with voices from the Roundtable speaking to the layers.

The **language** we use in **written or spoken** form travels on with a force of its own, to **influence others** or **reinforce our own actions** or **prejudices**. How can we **use our words** to **form connections** and **achieve our goals**? **What needs to be spoken?** **What words need to be heard?**



Voices from the Global Foundation's Canberra Roundtable 2021



emerging from the wardrobe what are we choosing to leave behind and what do we want to take with us into the world for a sustainable economy

To be a good global citizen you have to have your values in order

it's what we can give that will be the most powerful, not what we receive

Globally Connected

You can't separate national security from economics

When war seems to be the only option best wait for a wiser generation¹

Yarralumla means Echo. We need our voices today to echo out to the larger community to effect change

head forwards or back, we can't remain in mothballs

War talk is very serious

Are we going to jump through the portal, or get pushed by the rest of the world?

Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next. We can choose to walk through it, dragging the carcasses of our prejudice and hatred, our avarice, our data banks and dead ideas, our dead rivers and smoky skies behind us. Or we can walk through lightly with little luggage, ready to imagine another world. And ready to fight for it²

3 goals: happy, healthy, prosperous.

To be happy you have to know who you are and who you want to be. Healthy – know how to look after yourself, you have respect for self and where you live and respect for others in your world. Prosperous – you know how to play to your strengths. Can be agile and responsive, communicate well. Honest to a fault. Own it and react accordingly.

We are at a hinge moment in history

1. Quoting Deng Xiaoping
2. Quoting Arundhati Roy
3. Quoting Dorothea Mackellar

Our strategy moving forwards needs to be articulated clearly and simply

connected, capable, collaborative leadership

Joined-uppedness

Smart Regional Leader

what language divides and what language binds?

For flood and fire and famine, She pays us back threefold – (Over the thirsty paddocks, Watch, after many days, The filmy veil of greenness That thickens as we gaze.)³

Australia punches above it's weight in R&D and Science

A forward-looking, smart and caring nation

we are nimble

how to deal with our national moral hypocrisy?

there is significant latent capacity in regional Australia

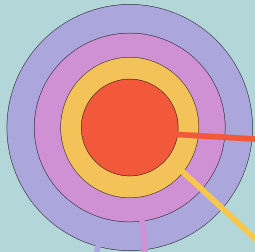
need a clear intent to tackle wicked problems

Deep down we're all very decent

Australia;
A Multicultural, Globally Connected, Regional Leader with an Indigenous Heart?



Voices from the Global Foundation's Canberra Roundtable 2021



Globally Connected
Smart Regional Leader

We need to understand, advocate & engage. The vast majority who are voting are not thinking like us

Deep down we're all very decent

Not sameness; oneness

unity of identity, incorporating diversity

Multicultural

Who the bloody hell are we?

we need to come together – across the broad church of citizenry and society

Tolerance is an intolerable word. People should be celebrated, not tolerated

Unity can go hand in hand with diversity. We can embrace our differences

Are we a multicultural continental island or a continent of cultural islands?

Australia is still revealing itself to us. We oughtn't to close off possibilities by declaring too early what we have already become

We are on a journey together

1. Quoting David Malouf

Spiritual and cultural revolutions go hand in hand

Our culture is your culture, you just don't know it yet.

Spiritual connection with country will help to strengthen our sense of identity

Nobody under 62 has voted in a referendum; nobody under 75 voted in 1967. (Attitudes have changed)

65K years of wisdom connected to country can hold answers to our challenging questions

Indigenous Heart

heal our country, heal our history

Nothing more Australian than our First Australians

LORE: Land, Origin, Respect, Elders

Highest level of incarceration anywhere in the world

If what unites us all is the law that we must follow, we need constitutional recognition

There needs to be recognition of multi-generational trauma

the unfinished business of our nation

two worlds; the dreaming and the market

TORMENTS OF OUR POWERLESSNESS

We need our voices today to echo out to the larger community to effect change

Australia;
A Multicultural, Globally Connected, Regional Leader with an Indigenous Heart?

Where to next: Action Focus (example)

Utilising the actions and strategies identified through the initial dialogue theme mapping framework we investigated linking these to the sectors needed to action them.

Taking a broad, high level view we focussed on the Public, Private and Academic sectors, as these arose most frequently in the discussion.

We have included an example of what the second session could look like when mapping with a strategy and action focus. Our example used the focus of:

'How can we realise a diversified, sustainable and resilient economy'

This type of mapping analysis can be performed to examine themes and identify future actions.

To realise a diversified, sustainable and resilient economy

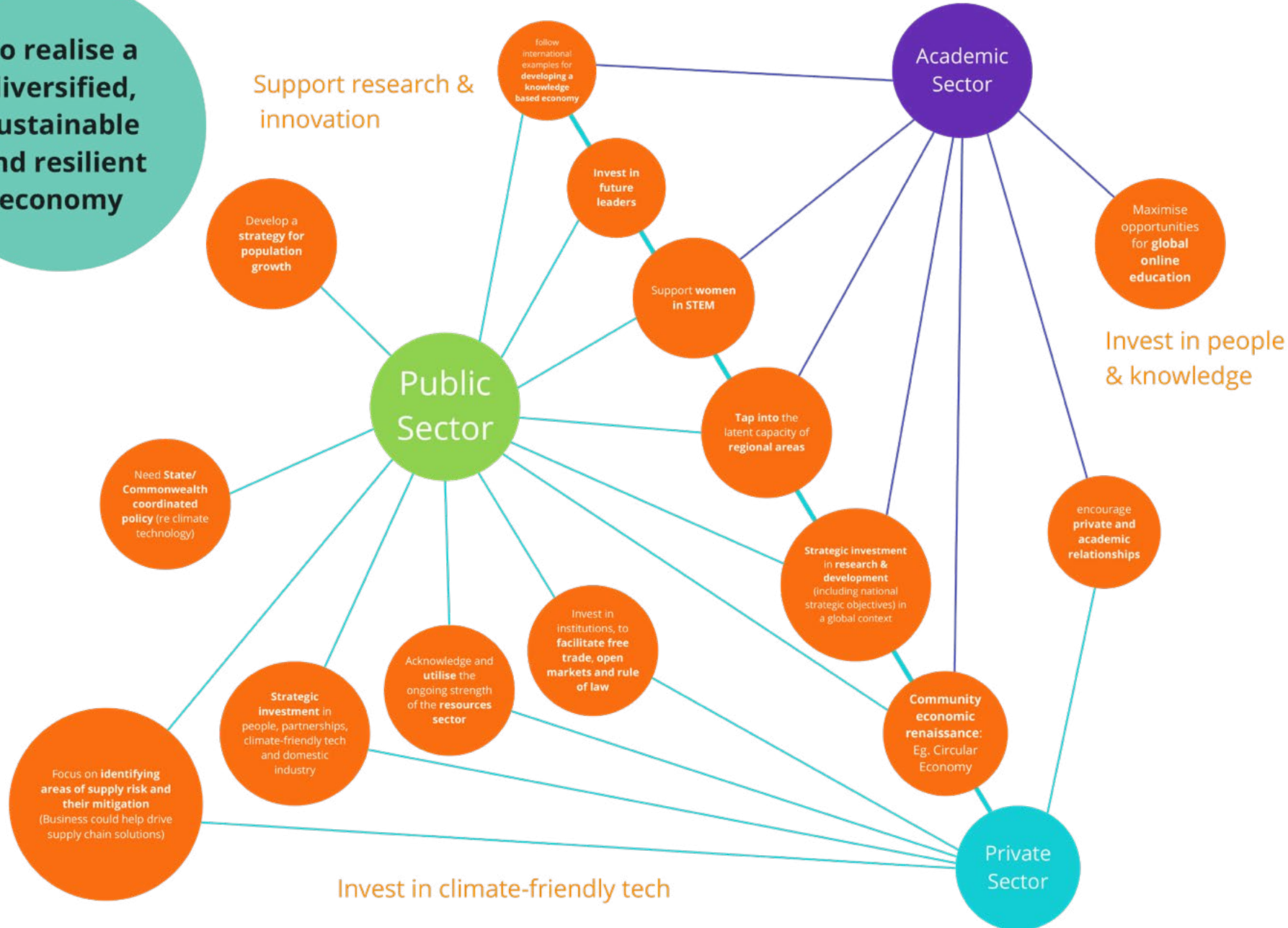


Figure 8 – Where to next: Action Focus Overview

Global Foundation Strategy: Emerging Themes

The Global Foundation's dedication to Co-operative Globalisation currently rests on four pillars 'Prosperous, Transformative, Fair, and Inclusive', and focuses on 11 national or global issues. Since the onset of the COVID pandemic the world has changed, and we believe a review of The Global Foundations' focus areas would be timely.

The Canberra Roundtable looked at Australia's National Strategy specifically. Despite this domestic focus, global themes were strong. The dialogue flagged that Australia is, and should be, rethinking its place in a changing world.

Through analyses such as this, the Global Foundation is applying innovation techniques to its own work – testing assumptions, re-scoping potential actions and objectives, and finding new ways to make a difference.

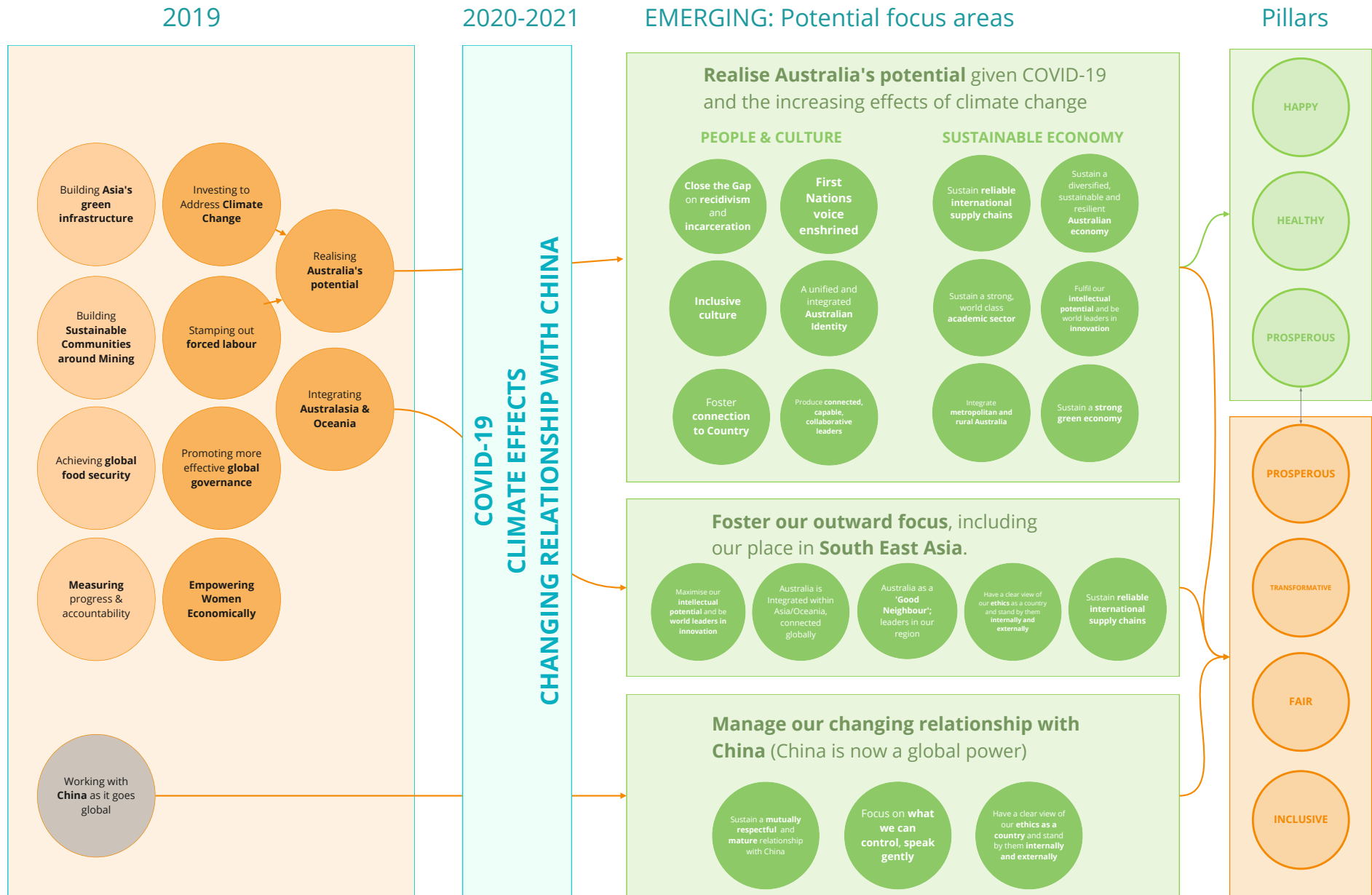


The Global Foundation
Together, we strive for the global common good

www.globalfoundation.org.au



Figure 9 — Global Foundation Pillars 2020



Recommendation

This analysis provides a rich picture of the outcomes of the Canberra Roundtable. We recommend that the Global Foundation continues to add to this picture and aggregates more data from upcoming dialogue sessions.

Recording data around attendees will allow The Global Foundation to curate future meetings in a way that reflects a continuing commitment to equality and equity. Data capture also demonstrates the success of the Canberra Roundtable meeting structure in giving equal voice to those present and providing a platform for a wide range of voices to be heard.

Yarralumla means Echo.

We need **our voices** today
to **echo out** to the larger
community to **effect change**.



"BE A VOICE FOR THE VOICE!"

"WE ARE WORKING AGAINST DIVISIVENESS."

"THERE IS AN ABSENCE OF NATIONAL DISCOURSE ON FORWARD STRATEGY. THE NATION NEEDS TO HAVE A CONVERSATION WITH ITSELF ABOUT WHERE IT'S GOING".

'NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED, CITIZENS CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS!' (M. MEAD)

"WHAT IS THE GLOBAL FOUNDATION IF NOT A GROUP OF COMMITTED CITIZENS!"





12thLevel
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