

COURAGEOUS
CHANGE
GUIDEBOOK



64 Million
artists

Choose your own adventure

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Each section is accompanied by some short audio snippets (which includes subtitles) recorded by Jo Hunter. These are to gently kickstart each chapter and offer up some perspective and encouragement along the way.

You can find the playlist [here](#).

Introduction

We are living in a time that calls for courage. Climate breakdown, political polarisation and growing social disconnection are shaping the world around us, while many people and organisations are being asked to do more with less, often at pace and under pressure. It can feel hard to know how to respond or where to begin.

*“I felt **stuck, lacking confidence** in my intuition, and not sure where I wanted to go next.”* – Creative Courage participant

This guidebook is a reflection on what we have learned through delivering programmes with others, as well as through our own internal ways of working during times of uncertainty and change. We don't have all the answers, but instead share some of the creative approaches that have helped us — and those we've worked with — to build courage, navigate complexity and take small but meaningful steps forward through creativity.



2.34 mins

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

Context

March 2026 will mark the end of the 64 Million Artists public programme. Over the past 12 years, we have delivered free online creative programmes, training, and networking opportunities to over 1 million people, and we hope to leave a lasting legacy with the organisations and individuals who have participated with us. Whilst we are still delivering our creative facilitation and training work for clients, we want to bring some intentionality to closing our public programme and leave behind a set of free resources that could help people cultivate their own cultures of creativity for little or no cost.

We are doing this by sharing a large resource bank of creative prompts, resource packs, research and facilitation guides, [which you can find here](#), but over the last 2 years, we have been doing a lot of work specifically around how individuals and organisations can harness their creativity to make change at work. So we've created this guidebook to share our work in this area here for two reasons:

The cultural sector, and many others, are facing multiple challenges. From funding, to profile, to polarisation, burnout and lack of support, it is an incredibly difficult time to be working in the public and third sector. We are interested in how tapping into our own creativity can help us navigate these times, and we've been exploring that through a range of programmes that we've delivered over the last 2 years.

*“Most people in our organisation work part-time, and we are busy. The **chance to step back and pause** is extremely valuable and important, and often difficult to prioritise.”* – Creative Cultures participant

In 2024 and 2025, we worked with 7 cultural organisations across the South West on how to develop Creative Cultures; almost 100 individuals through our Creative Courage programme; and with 12 LGBTQ+ organisations across Africa on a programme called Courageous Change in partnership with SHM Foundation, looking at how peer support and creativity can provide the courage to make change where it feels impossible. We learned a lot from all of these programmes and participants and wanted to share what we'd learned here.

*“Creativity has helped me go beyond understanding and **enabled the change** to start to happen... I completed or have set things in motion to complete all the goals I had set for myself and **feel incredibly proud and strong** as a result.”* – Creative Courage participant

We have also learned a lot from our own challenges over the last 18 months. Like many others, we've had to make difficult decisions in a challenging financial climate. In amongst all this flux we asked ourselves what ending well would look like, rather than trying to constantly cut back and we decided that by ending before it got too late, we could spend some time leaving a legacy of not just what we'd done in our work but how we'd been, because the latter is something we've always been so proud of. We wanted to share our learnings and to support others in using those learnings for free.

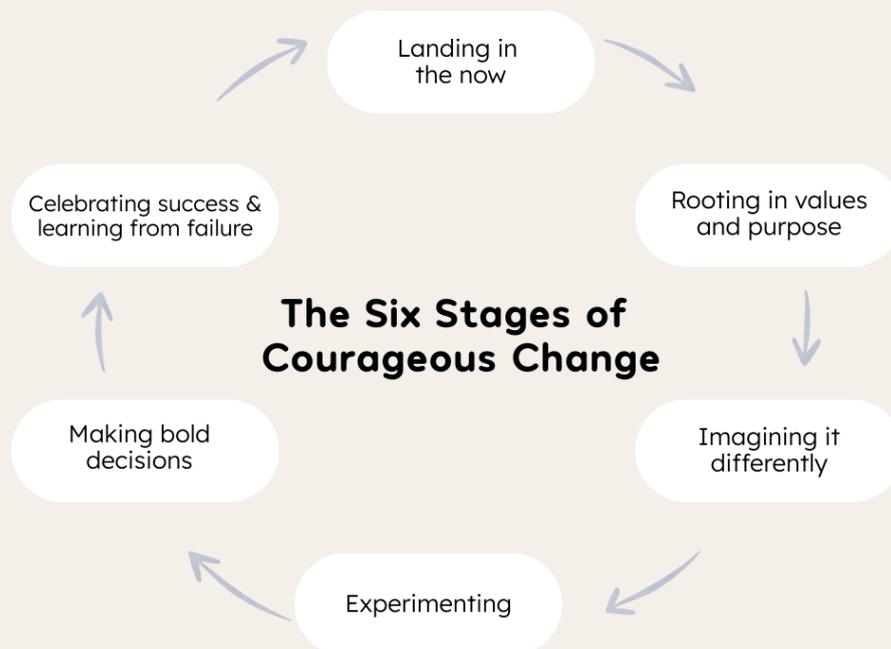
This guidebook is an attempt to open up the processes we've used to help others use them too. So that when money is low and time is tight, there are still some small things you can do to make change through creativity.

How to use this Guidebook

We've designed this guidebook as a way of supporting organisations or individuals who want to make change but are struggling with how to start. Obviously, we think that getting facilitators to help you lead a process, or a coach to help you with your thinking are invaluable. And if you have those resources available to you, we'd encourage you to use them. But if that just doesn't feel possible for you right now, we're sharing a whole bunch of creative approaches to change-making that we've used or tested (and some we've just come up with!) for you to get started.

*“Dedicated **time and space for reflecting** on how I work with others, using creativity, felt very timely for me and therefore precious. Taking part has markedly **shifted my perspective** – and this is still active in me weeks later.”* – Creative Cultures participant

We've divided these into 6 sections that are commonly accepted as part of any change process. They're designed as a cycle that might happen over any period of time. You might jump in halfway through, start from the beginning or do the whole thing and then start again. You could focus on one of these in a meeting or away day, or you could try getting through 1 through to 4, or even 5 if you were being quick!



These are designed as exercises you could do as a group, but you could also do most of them on your own as a freelancer, founder or solo business owner. You could also just do them for yourself for a personal change you're trying to make.

Each section contains some ‘quick win’ exercises that you might do as a warm-up or a check-in at the start of the day. These could take between 5 and 15 minutes. Then some deeper dive exercises could take between 30 mins and half a day.

If you’re not used to facilitating, work with others to design the day and allow yourself to get things wrong. We’ve included some tips and principles here to help you make sure everyone feels included and safe during the process.

We often use the principle ‘Do, Think, Share.’ Do the exercise, reflect on how it was for you, and share that with others. Simple but normally very effective. You can also share in pairs, small groups or with the whole group. Mixing it up throughout the day will allow you to accommodate different learning styles. So, for most of the exercises that are listed in the guidebook (unless the invitation is explicitly different), we’d suggest you encourage people to do the exercise, then reflect on how it made them feel/think, and then share those reflections with either a partner, a small group, or the whole room.

To support you in thinking about making this work accessible to everyone, we’ve given some guidance about leading exercises using the 4 core values of 64 Million Artists.

Care

One of the fundamental principles we’ve always lived by at 64 Million Artists is radical care for people. Change is hard. And it brings up all sorts of emotions. Remember, as you go through any change process, to continue to check in with your team, to ask for feedback and to have moments of joy and celebration, as well as collective commiseration when you need to. When you are up against the wall in a crisis, it is doubly important to build in time for rest and reflection, even though it might not feel like you have time for it.

When you begin this process, ask yourself and your team, ‘what do we need to feel safe and cared for in this process?’ and then ensure you honour the responses as best you can. You also don’t need to feel solely accountable. Think about how you can create collective responsibility for care, so that you are all looking after each other as you go.

*“That moment during the ‘reflection’ prompt was incredible: a very basic drawing of myself sitting at my desk...for the first time, I really understood that **I am strong**. Whatever the crisis I face, I always show up.”* – Creative Courage participant

Belonging

When making change, it is crucial that people feel involved. Often, as leadership, it can be tempting to think you’re burdening people by asking them to contribute, but the more engaged your team, your community and/or whomever you are working with are, the more easily the change will happen. This doesn’t mean everything has to be done by committee, but creativity

can be a great way of engaging people so that all voices are heard and so that everyone's views are reflected in what you're doing.

This guide is designed to be accessible to anyone, so use it as a way of co-designing your process with your whole team or organisation. Make sure you're also considering how well the exercises fit different people. The best way to do that is to ask and include them as you go along. You can also make adaptations to the exercises. For example, we have included walking exercises here, but these can be adapted to be tracking around the room, or visualisation exercises; Writing and drawing can always become imagining; speaking can be adapted to writing. Talk to your team to make sure the exercises work and make any reasonable adjustments.

To learn more about accessible facilitation, download our new Inclusive Facilitation Practice guide and explore our practical best practice resource for delivering in-person events.

The two guides are:

[Inclusive Facilitation Practice](#): A toolkit that brings together practices and ideas developed through collective discussion and collaborative thinking with the Creative Ambassadors for The January Challenge 2025, facilitated by Dr Navya Anand.

[In Person Facilitation](#): A clear, practical best practice guide to support you in planning and delivering inclusive in-person events.

Curiosity

From the significant amount of work we've done across the cultural sector and beyond, one of the main problems we see is with people doing the same thing they've always done, because they've always done it. In the cultural sector, we will often encourage artists to think radically about form and method and approach, but the systems we put around them often stay the same without question.

Bringing curiosity to why you do things, how you do them and what you do is fundamental to making change. It is the first step in working out what needs to change and why. This process will only work if you're prepared to question your assumptions, reflect on why you do things and be open to change.

Courage

Over our years working as a team at 64 Million Artists, one of the greatest impacts of a regular practice of everyday creativity has been the courage it gives us to make bold decisions, to do things differently and to stand in our values, whatever the situation. Practising creativity

regularly and integrating it into our work helps us connect with ourselves and with others, which means we can trust our collective judgement in a way we could not before.

It also allows us to see things differently and to act accordingly. There is no need to follow a path just because others have done it before. Practising creativity means practising failure, and learning quickly to be ok with things going wrong. This is a hugely important part of weathering and managing change. When we know ourselves well and trust ourselves, we do not live in the same fear of getting things wrong. So, in using this guide, be prepared to be courageous. It may feel uncomfortable or scary, but that is often when the good things are happening.

*“Creative Courage is **a place to explore** what it is to live a creative life alongside fear... the programme equips you with the tools to **face those fears** head on.”* – Creative Courage participant

Mindset

PERSPECTIVE · PRESENCE



Start this section by [clicking here](#) (1:36 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

Most of the change that we need to make is not in what we're doing but in how we're doing it. When we're coming from a place of crisis, we don't have the space to reflect or think about what we're doing. Instead, we are constantly juggling a new set of burning fireballs and trying our best not to hurt anyone, drop anything or set the place on fire. One of the things that we've learned over the last 12 years, often the hard way, is that nothing good ever comes from working in this way.

So instead, what we have to do is to try and move to a place where we can shift our mindset from one where we feel totally overwhelmed by the situation we find ourselves in, to one where we can take small steps forward. Or at least not sink on the spot we're in. This can be difficult. We're not saying that we have to pretend everything's fine or that we have to find space where it feels practically impossible. But we can make small shifts.

To sit alongside this guidebook, we've developed a series of short 2-3 minute audio recordings that you can play either daily or whenever you feel stuck, that may help you reframe your mindset. It's not about toxic positivity or not acknowledging the incredibly challenging world we exist in, but instead it's starting from what is happening right now, and finding tiny ways of either making peace with that, or moving forward. There is no quick fix to this work, but accessing our creativity can help us see things differently and learn how to navigate our situation in a human way that often feels counter to the dominant narratives around us. The system is not working, so creativity can help us look at how we can both exist within the system and change it as we go.

Alongside the audio, we've created this short video (below) that you could play at the beginning of an away day, or use as inspiration for your own framing of a collective gathering. If you're interested in exploring how our values have shaped our work, you may want to read our [**Manifesto for Transformative Workplace Culture**](#), which serves as a companion piece to this guidebook.

Landing in the now

PAUSE • HONESTY



Start this section by [clicking here](#) (2 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

The first stage of any change process is to work out where you are now. This requires reflection, listening, allowing for emotions to be processed and acknowledgement of any difficulty, as well as what is working. These exercises are all designed to help you do that; some are light touch and simple, some will require careful support and lots of space. In holding these processes, you need to check that everyone feels happy to do it, that no one has to share anything they don't feel comfortable with, and that you all agree to mutual respect and any other ground rules you need before the process starts.

Quick Wins

- **Weather report check-in**

Each person describes how they are today using an analogy of their internal weather report.

For example: "I am feeling quite sunny but can see some clouds on the horizon."

- **Energy level check-in**

This can be useful at the start of a session or post lunch.

You ask people to either say a number or hold their hand on a scale showing the level of energy they currently have.

- **What matters most**

Look around the room (or go for a walk). What catches your eye?

What could this object, or wording, be telling you about where you're at now? Why is it important?

- **What are you holding?**

Draw a pair of arms or a torso.

Draw what you are holding and where you are holding it.

- **Barriers**

Draw a wall with bricks.

Fill the bricks with things you are finding challenging.

- **Body tracking exercise**

Do a scan through your body, slowly and carefully.

How do your toes, feet, arms, etc, feel?

Deeper Dives

- **'A picture of'**

Pick an emotion that you, or others, might be feeling, such as grief, loss, hope or fear. Spend time drawing it. Give time to this exercise. You might put on some music while you do it.

- **Telling the story of how it feels**

Write a story about how you got to where you are now, and how it feels to have got here.

Write it as if it is fiction, but keep it factual.

You can do this on your own or line by line collectively.

- **Walk and talk pairs**

In pairs, spend time asking each other the question, "How are you feeling?"

Give each person a long time to respond, at least 10 minutes, and up to 30 minutes.

If your partner gets stuck, ask, "What else?"

- **Unpacking**

Imagine you have a box in the middle of the room that represents the project you've just completed, the last 6 months at work, or whatever framing works for you.

As a group, go around the circle and 'unpack' the box.

You can take out facts about things that happened, thoughts, feelings, ideas, whatever comes to you.

Keep going until the box is empty.

- **The put-down walk**

Go for a walk.

While you are out, think about what you need to leave behind.

What are you putting down or letting go of? Leave it on the walk.

- **Outside commentator**

If you are reflecting on a situation, imagine you are like a football commentator.

What would they be saying about what they see happening?

Perform this together as a group, or write your own script independently.

- **Silent conversations**

Write key questions about the process or moment you're reflecting on on paper on the walls.

Give each member of the team a pen.

Spend 20–30 minutes in silence, walking around and writing answers to the questions.

You can also agree with, or build on, other people's answers and start a conversation in silence.

- **'I assume'**

Each member of the team writes down their assumptions about whatever topic you're addressing.

Put all of these in a box.

Draw and discuss each one, looking at whether those assumptions are right or agreed on by everyone.

- **Dance your feels**

Pick some songs that reflect how you're feeling in this moment.

Then dance.

As a team, you could do this with a collectively curated playlist.

*"After a life-changing health situation, I was **searching for direction & clarity** for my way forward."* – Creative Courage participant

Rooting in Values and Purpose

MEANING • DIRECTION



Start this section by [clicking here](#) (2:31 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

Whenever you're working on change making it needs to be rooted in the how and why. You can't just change what you do; you need to come from why it's important, and how you want to be and operate in the world. You might already know your purpose and values really well, but even if you do, don't skip this bit entirely. Just take a moment to make sure you're on the same page, or you still feel committed to the same ones.

Quick Wins

- **What calls you back**

As a check-in, share what feelings, smells, sounds, or sights would call you back from another dimension.

For example, what feels most resonant or important to you.

- **Pick your values**

Download a values list, like this one from Brené Brown.

Pick 15 or so that call to you, then narrow that down to between 3 and 5 for your core values.

- **Living your values**

Reflect on your week and look at how your values have shown up in what you've been doing.

- **Embodying your values**

Close your eyes and take yourself through the following.

Put your hands on your head: What are the things you think are most important?

Hands on heart: What do you feel is most important?

Walk around the room: What do you do that is most important?

Deeper Dives

- **Me map**

Using collage or drawing, make a map of how you got to where you are.

Include key milestones, influences, motivations, origins, or whatever feels important.

Share this with others.

- **Free writing**

Write for 10–20 minutes on, “Why do I do what I do?”

Keep asking yourself the question over and over again.

- **Collective team mapping**

Draw a moment when you were in your element at work.

Label the feelings and sensations that you had.

Put these up on the wall and map across, finding shared themes in what brings you all alive.

- **Retirement party**

Write the speech you would like someone to give at your retirement party.

What would you want to have achieved?

How would you like people to have felt about you?

Who would give the speech?

- **Funeral / 90th birthday speech**

Repeat the exercise above, but instead think about your 90th birthday or funeral.

What would be different or the same?

How do your values track across your work and personal life?

- **Sharing strengths**

As a group, spend time writing one strength about each member of your team on a post-it or small piece of paper.

Everyone writes at least one for everyone, and these can be anonymous.

Fold up the paper and give it to the person it is about, so everyone ends up with a stack of their strengths.

They can take these home and read them at their leisure.

- **A set of gifts to offer**

Using a range of materials, collectively make a set of gifts that represent what you have to offer individually or as a team.

- **Chart a course**

Make a map of where you want to go.

What is your north star?

You can also elaborate on this.

What are the forks in the road?

What is getting in your way?

Who is holding the compass?

*“Creative tasks have helped me clarify **what really matters** to me and some key things I needed to sort out so I could move on.” -*

Creative Courage participant

Imagining It Differently

CONSTRAINT • POSSIBILITY



Start this section by [clicking here](#) (2:21 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

To really create change, we need to be able to loosen ourselves from our current view of reality and imagine how it can be different. Creativity is a really vital tool in this, so these exercises are designed to help our brains and bodies practice looking at things differently, whilst also building a vision of where we might like to be. Some of them are fun and silly to get your imagination working, and some offer a deeper dive into envisioning the future for you or your organisation.

Quick wins

- **20 circles**
Draw 20 circles on a page.
Spend 3–5 minutes turning each of them into something different.
- **Change it up**
Pick an object in the room.
Think of 10 different uses for that object.
- **Film of your life**
Imagine the film of your life has paused at this moment you're at.
What is the audience shouting out for you to do next?
- **Change direction**
Go to a destination you normally go to, but take a different route.
Or walk the opposite way around the supermarket.

Deeper Dives

- **Read all about it**
Create the front cover of a newspaper, magazine or journal that you'd like to see your work on in 5 years.
What would it be saying?
Who would be featured?
What would the images be?
- **Collective storytelling**
Using "Yes and" (where you have to build on the previous idea rather than dismiss it), tell a collective, positive story about how things turn out for you as an organisation over the next 1, 3, 5 or 10 years.
- **Collective drawing**
Draw a picture of where you'd like to be as an organisation in 1, 3, 5 or 10 years.
Who is there?
Where are you?
What is happening?
How does it feel?
- **Grow a garden**
Think of your project or organisation as a garden.
What are the things you need to plant?
What would you like to see grow?
- **Imaginative walks**
A walk is a great place for visioning.

You could think about what you need to collect on your journey, noticing things you might need.

You might think about one thing you want to take forward and one thing you want to leave behind.

You could ask a question and see what you find on your way.

Or you could use the walk to spend time visualising and imagining the future.

- **A postcard home**

Write yourself a postcard from the future.

How would you like it to be?

- **Future conversation**

Hold a conversation with a partner as if you are living in your dream future.

What is happening?

- **Apocalypse/utopia**

Imagine both the best and worst things that could happen in the future, either by writing, drawing or talking.

Then start to thread through what feels most important and realistic to achieve.

- **Potluck party**

Design a dinner party for a group of people who you'd like to give you support or advice on the change you want to make.

They can be people you know, people you admire, or famous people, dead or alive.

Who will be there?

What dish would they each bring?

What advice would they give?

*“It gave me a framework in which to structure change...the creative prompts and exercises made **envisioning change much easier.**”*

- Creative Courage participant

Experimenting

CURIOSITY • MOVEMENT



Start this section by [clicking here](#) (1:51 mins)
(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

One of the central tenets of the work we've done in this area is about designing experiments that feel achievable but also help move something on. So, not having to get our big problems solved immediately, but to try things out in a way that helps us feel comfortable with change.

Below are some quick wins, but also a process you might use to design a really great experiment for change that works.

Quick wins

- **Worst possible idea**
Try thinking of a series of worst possible solutions to the challenge you're facing.
Come up with as many as you can in 5 minutes.
- **Immediate life hack**
What is one thing that you could immediately start doing to make your life better?
Start doing it.
- **Machine learning**
Design a machine that helps you solve the problem you want to solve, or respond to the opportunity you've created.
- **Team building**
Build something as a team in 10 minutes.
Either to a prompt or brief, or just go wild with your ideas.

Deeper Dive - how to design an experiment

- **Define a really good question**
Define a really good question that you're trying to answer.
What are you trying to achieve with this experiment?
- **Get collective input**
Support each other to develop your experiment.
- **Generate ideas**
Speed write all the things you want to do or could try.
- **Plan the experiment using a travel metaphor**
What's the itinerary?
How long will it be?
What will happen?
What do you need to pack?
Plan in stops for reflection or a route map.
- **Develop a commitment club**
Experiments can be hard to stay on track with.
Think about how you'll hold yourself accountable and celebrate success or failure.
You can skip to '[Celebrating Success and Failure](#)' for this.

Making Bold Decisions

FEAR • RESPONSIBILITY



Start this section by [clicking here](#) (2:36 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

Ultimately, when you're making a change, you will have to make decisions. And sometimes these will be really hard ones. Sometimes they will feel like big decisions, but really clear; sometimes it will be tiny things that are a struggle to implement. Being able to make bold decisions well comes from doing the previous steps and rooting in who you are, how you want to be and where you want to get to.

But below are some exercises that can help with decision-making in the moment.

Quick wins

- **Stop, act**
Take something off your to-do list.
Something you're not going to do, or don't need to do.
Just stop doing one thing. Now.
- **This or that**
As a quick-fire warm-up, try deciding between a series of two things.
Chocolate or cheese.
Singing or dancing.
Reading or writing.
TV or phone.
Have fun making up new ones.
- **Follow the leader**
Lead your team on a walk to the unknown.
At every junction, a different team member decides left or right.
There is no destination.
Just get to where you get to.
Reflect on what it feels like to make those quick decisions.

Deeper Dives

- **Bring it to life**
Give each of your options a personality.
What is their name?
What qualities do they have?
How do they make you feel about the decision?
- **Revisit assumptions**
Go back to the assumptions exercise from section 1.
Check how your decision sits against these.
- **Take your glasses off**
The glasses we wear are our worries, our assumptions, our fears.
Write down all the things that are colouring the lenses of your glasses.
Imagine taking them off.
What would your decision look like now?
- **Decision walk**
Go for a walk.
Look for clues on the way.
Decide at the end point.
Reflect on the way back.
Make your decision again and commit to it.

- **Write it out**

Write letters from all the points of view.

Hear the voices.

Imagine writing back to them.

How would each decision feel?

- **Connect**

Put your hands on your belly and breathe in and out 5 times.

Sit in silence for 5-10 minutes.

Turn down the noise inside your brain as much as you can.

Then decide.

- **Speech writer**

Write a speech announcing the decision.

What do you want to say?

How does it make you feel?

“Creative exercises allowed me to **address conflicts** and experiment with **new approaches** in the workplace.” – Creative Cultures participant

Celebrating Success and Failure

PRIDE • COMPASSION



Start this section by [clicking here](#) (2:36 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)

However it pans out, acknowledging where you've got to is a really important part of the change process. So before you move on from making changes, take time to reflect on them. This is a bit different from step one, because it's giving you time to really celebrate yourself for trying, even if it hasn't worked out.

Quick wins

- **Tada lists**
At the end of each day, turn your to-do list into a tada list.
Celebrate what you've accomplished.
- **A poem of solace**
Write yourself a poem to comfort yourself when things are tough.
- **Winsday**
At 64 Million Artists, we have a weekly Slack channel where we share wins from across the week on a Wednesday.
We pinched this off someone else, so feel free to pinch it from us.
- **Captain Catastrophe**
Imagine your failure as a superhero.
What are its superpowers?

Deeper Dives

- **Compassion ritual**
Develop an individual or collective ritual for self-compassion.
Design it for what you need.
Perform it with care.
- **Appreciation circle**
Stand in a circle.
As and when each person feels ready to, they start a sentence with, "I appreciate..."
You can appreciate specific people, the team, or the time together.
People can go more than once.
A lovely way to end a session.
- **Bigger picture**
Draw a picture of where you were trying to get to.
What new path has the journey you've taken created, even if you haven't reached the destination?
- **Share food**
Cook a meal and eat together.
This can be a celebration or a commiseration.
- **Be joyful**
Take an afternoon off and do something that feeds you.
This can be as a team or alone.

- **Capture feelings**

Make a photo series that responds to what you've learned along the way.

- **Letter of thanks**

Write a letter, or send some text messages or voice notes, to the people who helped you along the way.

- **Postcard home**

Write a letter to yourself about what you've learned and how you're feeling. Use it to remind you of this time in the future.

- **Failure awards**

Choose something that has gone wrong and celebrate it.

Give it a celebratory award, commending it for all the things that went wrong and for being so spectacular.

- **Party time**

Throw a party without money for one of your successes.

How can you celebrate without spending anything?

A Note on Systemic Change

from Jo Hunter, Founder of 64 Million Artists



You may have read this entire guidebook and are now thinking:

“Well that’s all very well, but I don’t have the influence to make change where I am.”

“The system is stacked against me”

“The way things currently operate doesn’t allow for the scale of change I want to make.”

All of this is understandable. Especially at the moment.

It often feels like things are so difficult at such a scale that knowing where to start is impossible.

You may have come across [Stephen Covey’s Circles of Control, Influence and Control](#). We use it a lot in our leadership work to help people distinguish what they have control over, what they can influence, and what is a concern that there is nothing that they can do to fix. We like it because it also brings up a lot of conversation and debate around what is out of your control or not.

It is important to be a concerned person and to have care and compassion for others, but sometimes the weight of caring about everything in the world can be so exhausting that we don't have energy left. Complaining or worrying about something is not going to change it. But it will suck your energy, your time and your relationships. So focus on the things you can make a small change towards and then use some of the emotional processing/landing in the now prompts to find ways to lay the rest aside.

Having said this, it's important not to underestimate what you might be able to change, especially with collective power. You could use the exercises in this guidebook to gather other people who care about the same topics as you and work together to change them. If you think funding needs to change, why not work with other people in the sector to think about what would actually be possible to change if you put your minds to it?

We love working across cultural and charitable organisations, and like many people working in these systems, we see some common challenges emerge again and again.

1. Collaboration can be hard, particularly when time and capacity are stretched.
2. And when things feel stacked against us, it's easy for complaining to become the main outlet for our energy, rather than action.

What this moment seems to be showing us is that waiting for others to fix things isn't enough. We almost always have at least *some* power. When we hand all of that power over to decisions we don't agree with, we limit what's possible.

Creativity is our biggest gift in the campaign for change. By using yours, you are on a step towards action, rather than just reflection. So can you reach out across organisations; bring people together to creatively devise small actions you could take; develop a collective photo or poetry campaign that engages funders in a debate; stop doing something that isn't serving you; have one conversation with someone you don't know well; develop a young people's action group; make one change for yourself that you can share more widely? Change doesn't have to mean adding new things; it can also mean getting rid of things to make more space for rest and reflection. We will not make meaningful change at the pace we are currently going.

Yes, change is exhausting. But it is also inevitable, and making friends with it, and finding your power within it is crucial to riding it out.

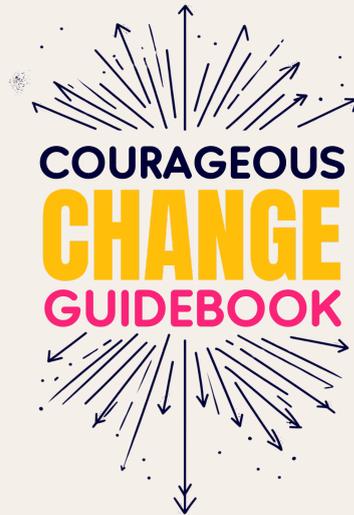
If you've read this far, you have already taken a first step.

Let's see where the next one could take you.

Listen to the **final audio** section by

[clicking here](#) (1:35 mins)

(You can toggle subtitles on/off using the "CC" icon on the YouTube player)



“Never underestimate the **power** of a small group of committed people to **change the world**. In fact, it is the **only** thing that ever has.”

– Margaret Mead

Thank you for meeting this guidebook in your own way. There is no right pace, no correct path through it. The fact that you paused, reflected, or tried something is enough. We’d also like to extend a special thanks to those who helped make this guidebook happen:



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