



Spot-on reporting on a CSH project

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In a boardroom,
you have only
ONE SHOT
at credibility!



An inadequate
study can not
be fixed by
flashy reporting

Typically, it
only makes
things
worse!



Once you
***understand the validity you want
to demonstrate*** with the report,

you have the ***freedom*** to use your
own creativity

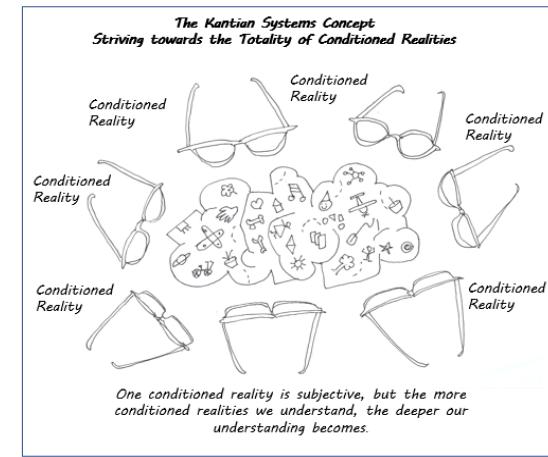
and present your work in the ***rhythm***
of your organisation.



In CSH:
***Credibility comes from legitimacy,
leading to
Validity in 2 ways:***

Transactional (Auditable Results)
and
***Transformational (Value for the
beneficiaries
without harming the affected)***

Concise CSH:

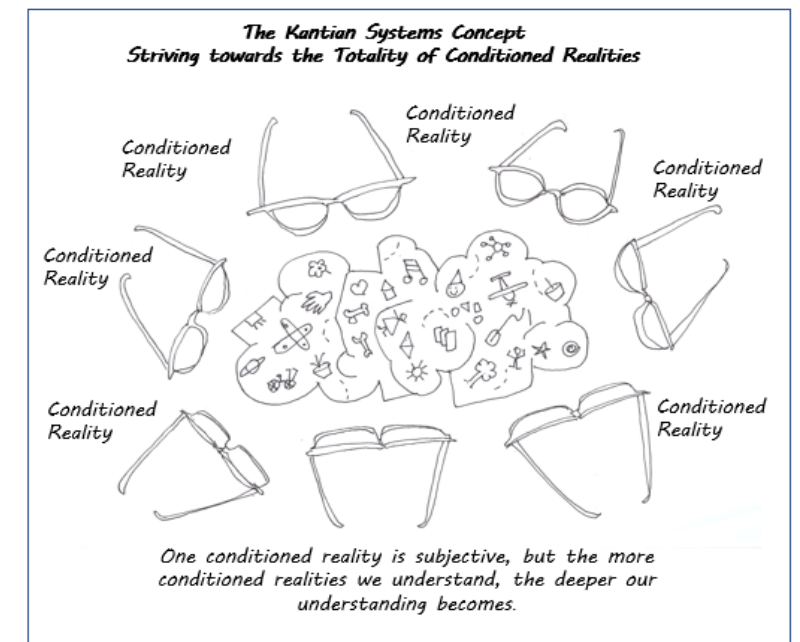


- It nurtures a mindset to accommodate perspectives.
- It seeks to surface the motivation (***normative assumptions***) for actions.
- Provides a list of heuristics to engage with different perspectives.
- Is/ought modes enable the surfacing of ***power relations***.
- The purpose of the system and the value for beneficiaries guide the discussion.
- Strong focus on the involved **and the affected!**

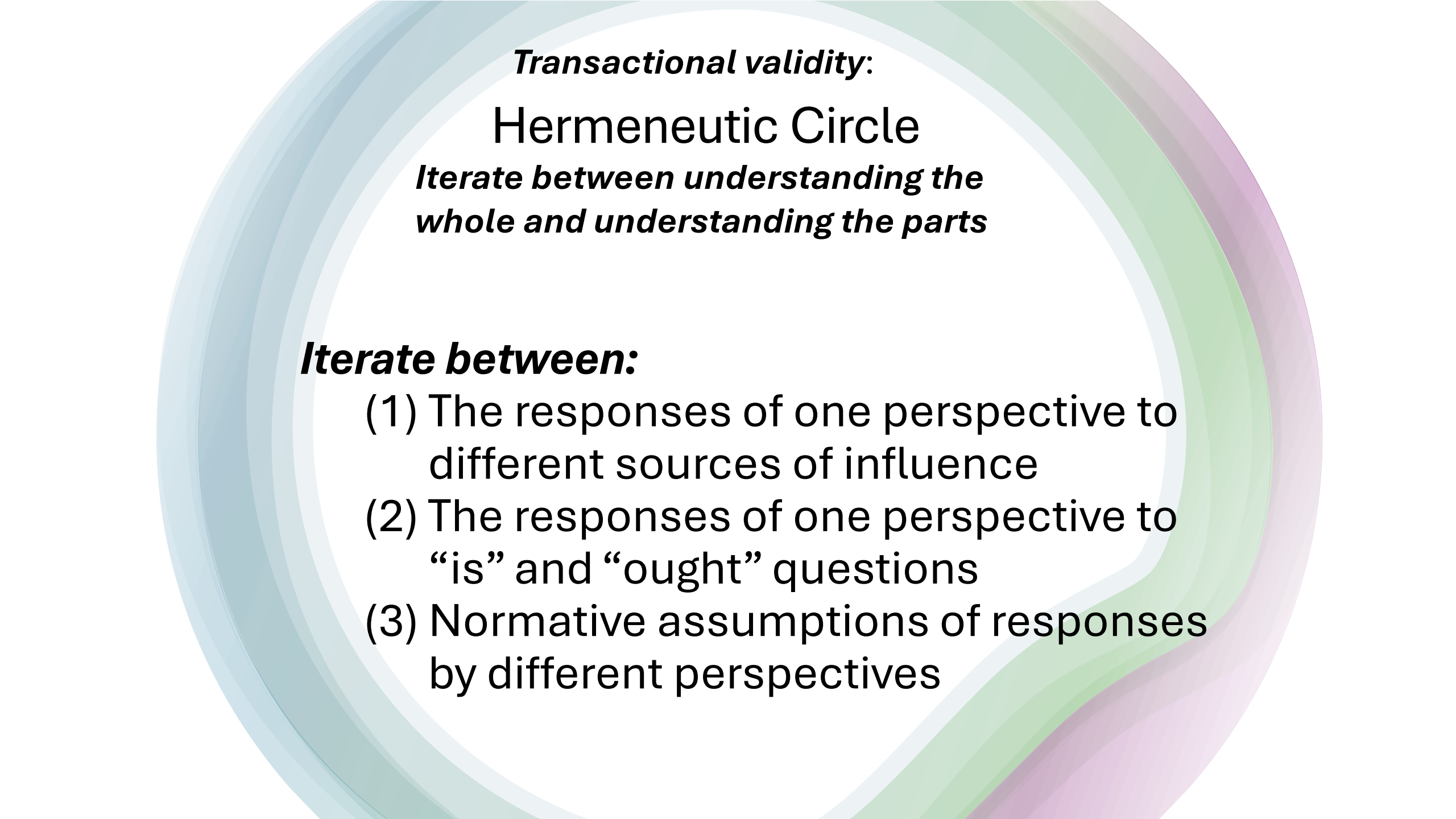
Concise CSH2.0:

CSH has five **sources of influence**:

1. Sources of Motivation (beneficiaries; purpose; measurements of improvement)
2. Sources of Control (decision-maker; resources; environment)
3. Sources of Knowledge (expert; expertise; guarantor)
4. Sources of Structuration (custodian, habitual practices; impact)
5. Sources of Legitimation (witness; emancipation; worldviews)



- The affected can be the natural environment, historical customers (alumni), and future generations.
- Legitimation comes from engaging with the affected.



Transactional validity:

Hermeneutic Circle

Iterate between understanding the whole and understanding the parts

Iterate between:

- (1) The responses of one perspective to different sources of influence
- (2) The responses of one perspective to “is” and “ought” questions
- (3) Normative assumptions of responses by different perspectives

Creative freedom, but:

- Start with the accommodative purpose of the project situation.
- ***Sell the legitimacy before the details.***
- Explain the flow of the report before you start.
- Remember the audience was not part of the process!
- Do not assume that your system's models are understandable/interesting – I put them in appendices and in background slides.
- Photos of workshops are impactful.



Creative freedom, but:

- Do justice to each perspective.
- Consider reporting on each separately before a findings section, and ask the specific perspective to validate their slide.
- For each perspective, link practices to normative assumptions.
- I avoid word clouds because they hide the marginalised voice.



Creative freedom, but:

Findings should link the proposal to the normative assumptions of individual perspectives.

Creative freedom, but:

Time to focus ***on transformational validity:***

- Clearly show how the proposal serves the needs of intended beneficiaries effectively while keeping the fears and consequences of those affected in mind,
- .. while ensuring efficient use of resources within the constraints of the environment
- .. using agreed-upon expertise.
- Reflect on current habitual practices in support of the proposal, both in terms of emphasis and change. —



***Stay patient!
Your audience
members also have
diverse conditioned
realities!***