Adaptive Impact Plan

adopted by the collective in January 2022
Creative Generation believes that youth create change. We are a values-forward, global collective that collaborates with young creatives and those who cultivate their creativity to take local actions towards global changes in pursuit of a more just world. Founded in 2019, Creative Generation operates five signature programs: The Campaign for a Creative Generation, the Institute for Creative Social Transformation, The Academy for Creative Leadership, the Incubator for Creative Impact, and the Foundation for a Creative Generation.

Learn more: www.Creative-Generation.org

This report was created by the members of Creative Generation in August 2021 and authored by Bridget Woodbury.

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Adaptive Impact Planning was developed by Bridget Woodbury, an American freelance artist, designer, and consultant. Prior to forming her firm, Galaxy Brain Design, LLC, Bridget earned a Master’s Degree in arts administration and worked primarily in the nonprofit arts space. Bridget was a founding member of the Creative Generation collective and, in 2022, serves as the Director of Communications & Engagement with a focus on storytelling and organizational strategy.

Adaptive Impact Planning Overview

In response to the complicated question of how to best prepare a mission-driven organization for the unknown — without compromising on mission, vision, or values — the process of adaptive impact planning can be employed. An Adaptive Impact Plan - or AIP, for short - is a deliberate planning process that addresses the reciprocity between mission, vision, values, and programming. This process involves reviewing community constituencies and activities in relation to an organization’s mission, vision, and values and then using that to select strategic priorities that guide decision-making.

The planning process is centered on the organization’s constituents and it begins with and returns to the organization’s mission, vision, and values. Because the mission, vision, and values are integral to the organization’s formation and continued existence, they must be considered at every step of a planning process. If the mission, vision, and values are not in alignment with what is being discussed, either the they need to change or the organization’s activities do.

The AIP process occurs in four stages, represented by the graphic below.

In each stage, external facilitators engage with the organization’s representatives, charged with shepherding the process, and it’s community constituents to achieve four process outcomes:

- **Evaluate**: Review activities and communities in the context of the organization’s current mission, vision, and values.
- **Synthesize**: Distill feedback into refined mission, vision, values, and organizational priorities.
- **Document**: Write the final Adaptive Impact Plan.
- **Implement**: Disseminate the plan to community constituents.

Read more about this process, its underpinning research, history, and application in *Adaptive Impact Planning: A Short Take*
Creative Generation’s Adaptive Impact Plan

The Adaptic Impact Plan, or AIP, is a tool created through a deliberate process that addresses the reciprocity between mission, vision, values, and priorities through the eyes of the constituents at every level. It combines tactical flexibility with practical mission application, and is driven by choice. From May - December 2021, Creative Generation engaged in the process on the previous page to refine its foundational framing - the mission, vision, and values of the organization - and produce its first Adaptive Impact Plan.

MISSION

Creative Generation collaborates with young creatives and those who cultivate their creativity to take local actions towards global changes in pursuit of a more just world.

VISION

Youth  create  change.

all young people are inherently creative and can apply their creativity to animate new futures.

creativity can be cultivated through intergenerational relationships based in artistic & cultural learning environments.

change is natural and progress is necessary within ourselves, our organizations, our communities, and our world.

VALUES

The team at Creative Generation believes that how we do our work is just as important as the work itself. As a collective, we are guided by our values within each and every project we pursue:

CENTERING CREATIVITY + CURIOSITY

STEWARDING YOUTH POWER

HONORING DIVERSITY + ENABLING RADICAL INCLUSION

INVESTING RESOURCES STRATEGICALLY

VALUING PROCESS OVER PRODUCT

PURSUING JUSTICE

FOSTERING INTERGENERATIONAL COLLABORATIONS

RECOGNIZING OUR PRIVILEGE

OPERATING TRANSPARENTLY

INSPIRING JOY

Learn more about our Values on our website.
ADAPTIVE IMPACT PLANNING QUESTIONS

When Creative Generation is faced with a new opportunity or challenge, these questions will help guide decision-making and answer questions of how to move forward.

Is this an opportunity to further and apply knowledge that might address gaps in the field? Can we share that knowledge strategically?

This question offers an opportunity to prioritize the needs of the entire field, beyond just our organization. It centers our role as a service organization.

Does this opportunity prioritize the input of young creatives and their communities?

This question offers an opportunity to center the subjects of our work and elevate voices historically excluded.

Does this opportunity align with our collective shared values and organizational principles?

This question offers an opportunity to affirm the perspectives and aspirations of the individuals who constitute our collective.

Does this opportunity rely on oppressive systems and institutions? If so, are we able to actively oppose these systems through our work? Are our collaborators willing and able to oppose these systems?

This question offers an opportunity to utilize our privilege to identify, work within and dismantle problematic systems that disproportionately impact historically marginalized communities.

Does this opportunity honor different styles of communication, collaboration, teaching, and learning?

This question offers an opportunity to meet people where they are and ensure that our work is easy to understand and apply.

In the context of our current work, how does this opportunity help sustain Creative Generation as an organization and as a collective of individuals?

This question offers an opportunity to make space for learning, conversation, creativity, and joy.