Your Host

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Your Presenter

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TAMARACK: Our Theory of Change

We believe there are **five interconnected practices** that lead to impactful **community change.** We support our learners in the following areas:

Evaluating Impact — How can we identify and amplify what works?

Collective Impact — How can we mobilize collaboration across sectors for systems change?

Community Innovation — How can we create, test, and scale new approaches?

COMMUNITY CHANGE

Community Engagement — How can we bring the right people together in constructive ways?

Collaborative Leadership — What approaches to leadership are required for community change?

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Webinar Goals

- **Webinar #1 - Discover the power and possibility of multi-sector collaboration** and discover tools that harness, the shared leadership needed for community change.

- **Webinar #2 - Cultivate a Systems Perspective -** Discover how to work beyond existing programs and to enhance our ability to impact community issues.

- **Webinar #3 - Adopt an Innovation Mindset (March 1st, 19 @ noon – 1:00 pm) -** Explore how innovation thinking can be used to develop new approaches to address our most challenging community issues.

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# **Nurturing Community Innovation**

Community Innovation: A Definition

"Human ingenuity and creativity in the face of adversity is what defines us as a species. It's something we can count on, not a speciality reserved for a few."

- **Al Etmanski**
Six Patterns to Spread Your Social Innovation

- Innovation is "something **distinct** from and **more ambitious & uncertain** than continuous improvement."

- Community Innovation is a form of social innovation that is **place-based**.

- It is "**a destination**" – and resolution of a complex social and/or environmental challenge"

- It is also " **a journey**" – devising new approaches that engage multiple stakeholders to leverage their competencies and creativity to create new solutions"

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How I See + Options I Perceive = Choices

How I See

Options I Perceive

Choices I Make
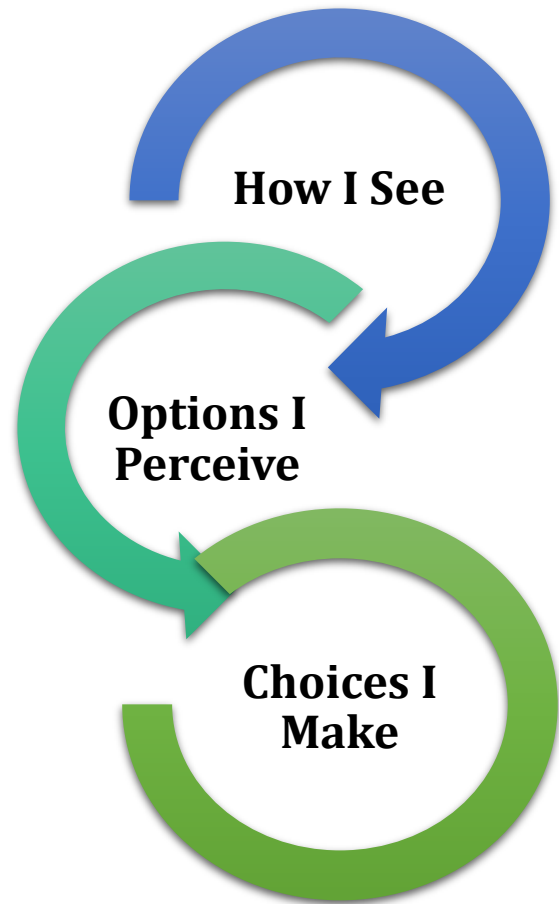
"We cannot solve our problems with the same thinking we used when we created them."

- Albert Einstein

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Encourage Disruptive Thinking

Video Renting Norms

- Select rental in store

- Term rental per video

- Per rental fee and late fees

- Fulfilment based on what is in stock.
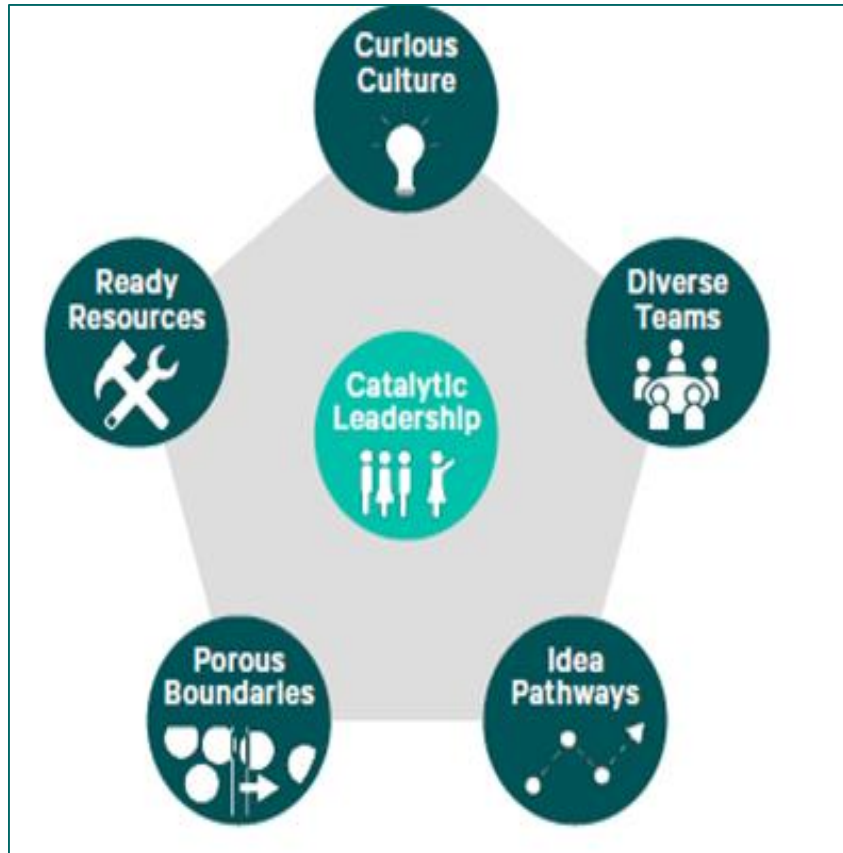
- I am a customer

- Store Hours

Disruptive Video Renting Norms

- Order online

- Unlimited access to every video

- Monthly Subscription, no late fees

- All videos offered are never out of stock.

- I am a member

- Open 24/7/365

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Building Innovation Capacity

Source: Rockefeller Foundation

- 80% of non-profit leaders aspire to innovate

- 40% say their organization is well set up to innovate

- 50% of non-profit leaders report experiencing "destabilizing regulatory shocks & policy shifts while confronting growing sector-wide competition for funding, talent and influence

- 6 elements to build innovation capacity:
  1. Catalytic Leadership
  2. Curious Culture
  3. Diverse teams
  4. Idea Pathways
  5. Porous Boundaries
  6. Ready Resources

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9 Skills of Transformational Innovators

1. Facilitating Knowledge Building & Utilization

2. Vision Building

3. Developing Social Networks

4. Building Trust, Legitimacy & Social Capital

5. Facilitating the Development of Innovations

6. Mobilizing for Change

7. Recognizing Windows of Opportunity

8. Identifying Opportunities for "Small Wins"

9. Facilitating Conflict Resolution

"Researching, inventing, and innovating are intensely human processes that require agency, motivation, creativity, and grit. Encouraging such self-efficacy requires cultures that can both grow people's potentiality over time and inculcate a sense of purpose now."

- Dr. Sarah Schulman

Develop & Deliver: Making the Case for Social R&D Infrastructure

Source: Dr. Frances Westley, Waterloo Institute for Social Innovation and Resilience

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3 Types of Innovators

Disruptive Innovators

- "Passionate amateurs" who are motivated by necessity and inspired by love.
- They challenge the current way of doing things
- Can be perceived as "a threat" to the system

Bridging Innovators

- They are critical intermediaries between disruptive innovators to organizations and institutions
- They are astute at spotting promising ideas
- They use their relationships to lend credibility to the disruptive innovator and translate his/her ideas to the system
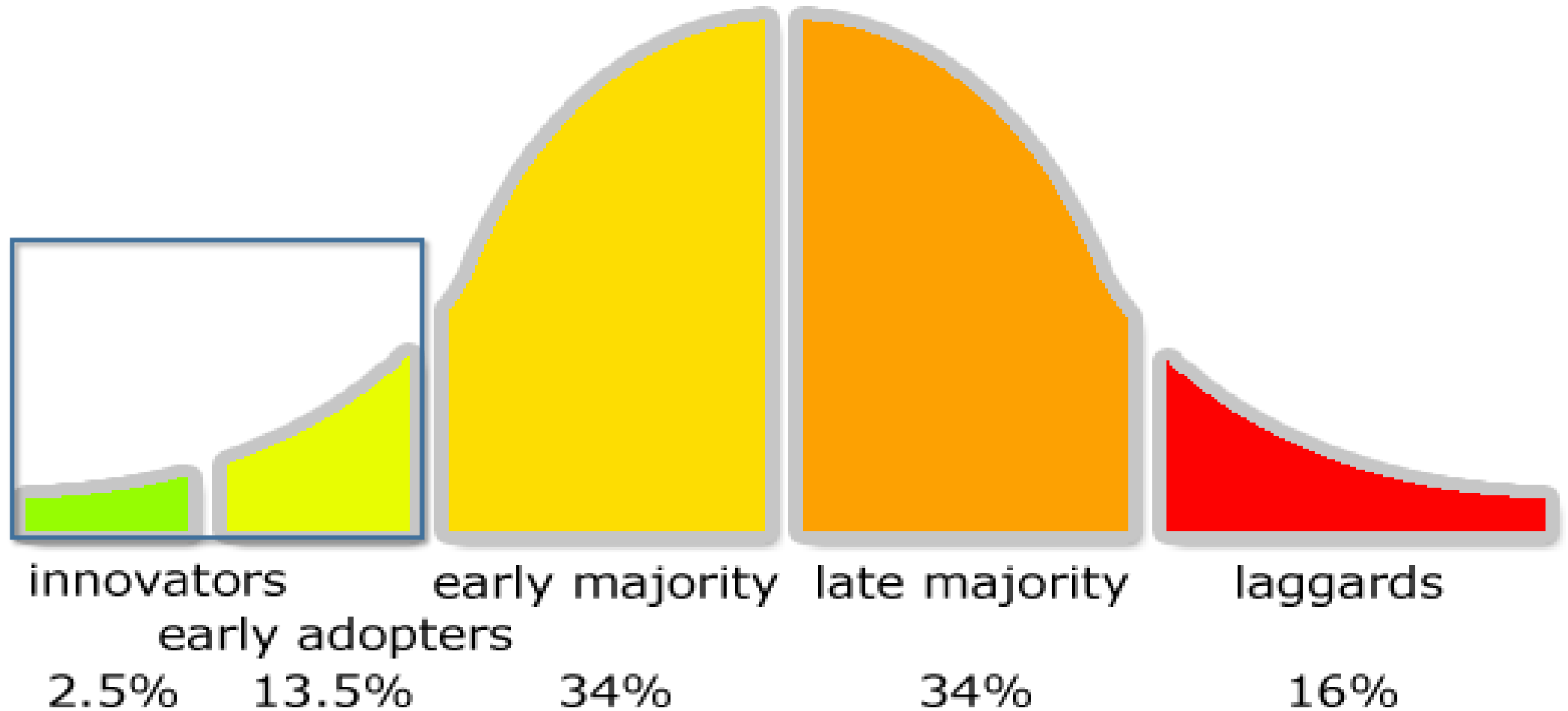
Source: Al Etmanski

Receptive Innovators

- Innovators within organizations
- They are able to translate promising ideas into reality within existing systems
- They use their insider knowledge of key levers to advance promising innovations within the system

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Enabling Factors for Community Innovation

	Research & Development Acquiring know-how to solve problems or exploit opportunity	Invention Creation or Discovery of a new "thing" (product, program or service)	Innovation Catalyzing new produces, processes or systems that add value to people's lives
Informed by	*Practitioners & Academics*	*Entrepreneurs & Inventors*	*Consumers & End-Users*
Examples	*New data & insights in people and/or systems*	*New social programs, practices, tools & technologies*	*New rules, networks & resource flows that facilitate use*
ENABLING FACTORS			
Individual	• Scientific skills • Deep content expertise	• Lateral thinking • Making, building & design	• Marketing, strategy, movement-building, • Operational & negotiation skills
Team	• High intellectual freedom • High tolerance for uncertainty	• High task flexibility • High tolerance for ambiguity	• High execution • High collaboration
Organizational	• Inquiry-focused • Rewards curiosity	• Product-focused • Rewards creativity	• Feedback-focused • Rewards pivots
Environmental	• Access to and/or proximity to universities, data specialists	• Access and/or proximity to industry, manufacturing	• Access and/or proximity to end-users and policy-makers
Resource Flows	• Infrastructure, tax credits, research grants	• Patents • Prizes and/or seed grants	• Venture Capital • Growth Capital
Cultural	• Learning orientation, long-term focused but with high urgency and prototyping		

Pioneers

innovators   early majority   late majority   laggards

early adopters

2.5%   13.5%   34%   34%   16%

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What Will It Take?

Ideas

Dialogue

Early Adopters

Case Studies

Investment

Networking

Tools

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Our Stance

head   hand   heart

Our Task

1. **Co-develop** robust **practices** (e.g., principles, methods, techniques) of Collective Impact

2. **Co-build** the **capacity** we need to support these practices (e.g., skills, mental models, spirit)

3. **Co-create** the **ecology** required to support the work (e.g., networks, policies, resources, culture)

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Small Bets Before Big Bets

What do Apple CEO Steve Jobs, comedian Chris Rock, prize-winning architect Frank Gehry, the story developers at Pixar films, and the Army Chief of Strategic Plans all have in common?

Bestselling author Peter Sims found that *all of them have achieved breakthrough results by methodically taking small, experimental steps in order to discover and develop new ideas.*

Little Bets: How Breakthrough Ideas Emerge from Small Discoveries - [Peter Sims](#)
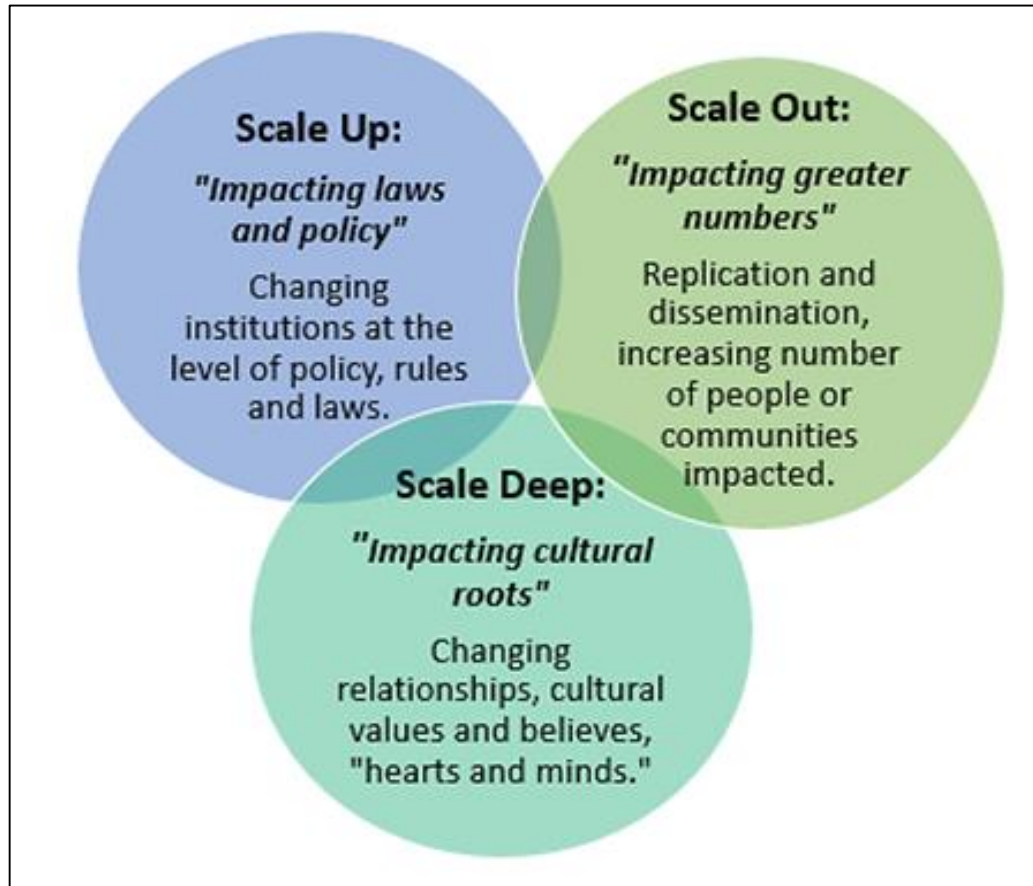
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The Critical Importance of Testing an Idea

1. Start by Engaging a small team of people you trust

2. Build trust – ask, "what is the change we want to see"?

3. Map the system and identify the people you want to engage

4. Invite system leaders to join your group, welcome diversity. Develop an engagement strategy.

5. Build trust – learn everything you can from everyone you can - about the change you want to see.

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Scaling Promising Innovations

Scale Up:
"Impacting laws and policy"

Changing institutions at the level of policy, rules and laws.

Scale Out:
"Impacting greater numbers"

Replication and dissemination, increasing number of people or communities impacted.

Scale Deep:
"Impacting cultural roots"

Changing relationships, cultural values and believes, "hearts and minds."

Source: D. Riddell & M. Lee Moore

- **Scaling Up** – Emphasizes **"changing the rules of the game"** to create a more enabling environment for the innovation to thrive.

- **Scaling Out** – Emphasizes **replicating a successful initiative** in different jurisdictions to affect more people or communities.

- **Scaling Deep** – Emphasizes **changing beliefs** – people's hearts and minds – and **shifting culture** to establish durable change.
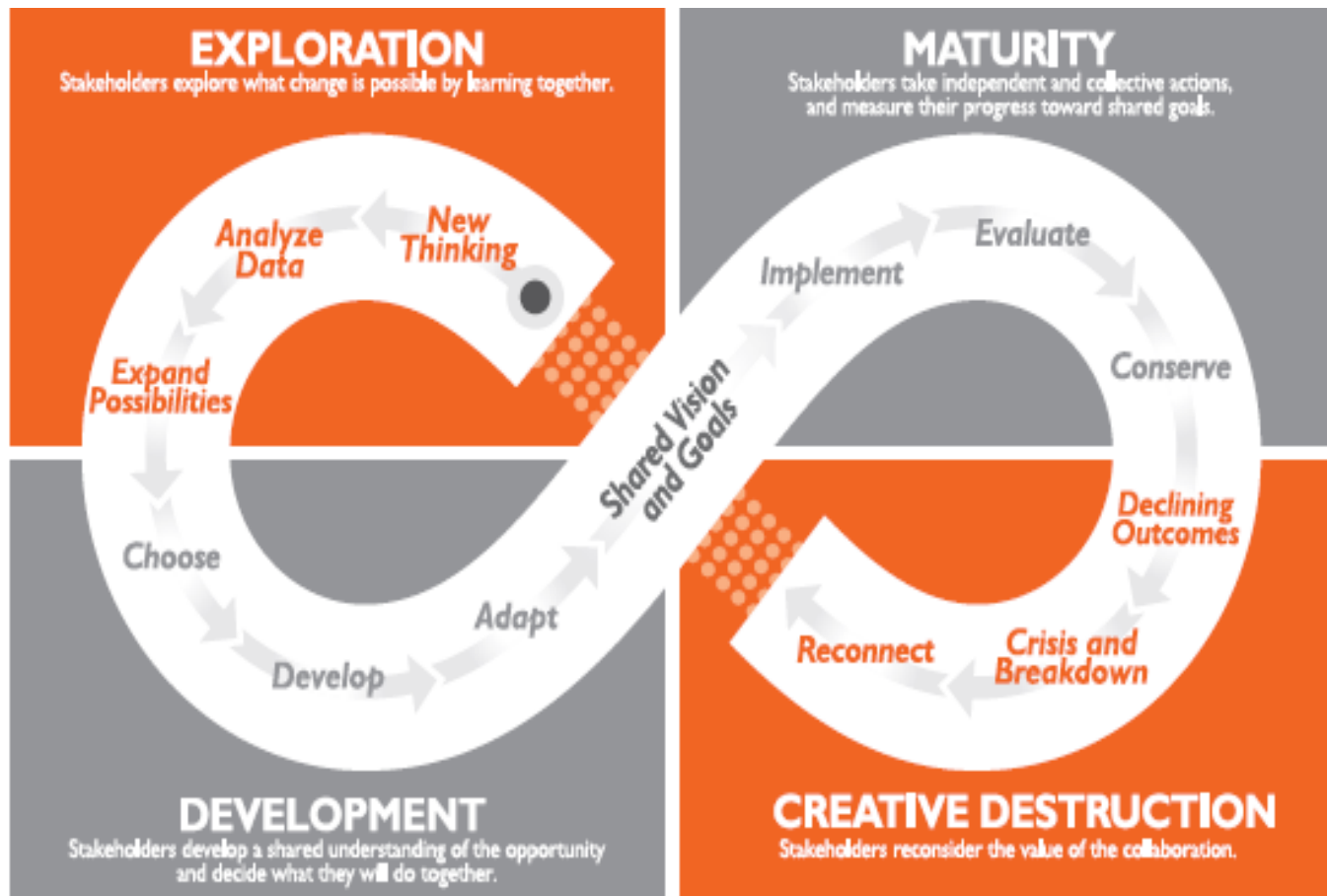
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- Comments?
- Questions?

Nurturing Innovation
Putting Theory into Practice

# Practical Tools to Put Theory into Practice

Find more Tools and Resources at:
https://www.tamarackcommunity.ca

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EXPLORATION
Stakeholders explore what change is possible by learning together.

Analyze Data

New Thinking

Expand Possibilities

Choose

Adapt

Develop

DEVELOPMENT
Stakeholders develop a shared understanding of the opportunity and decide what they will do together.

Shared Vision and Goals

MATURITY
Stakeholders take independent and collective actions, and measure their progress toward shared goals.

Implement

Evaluate

Conserve

Declining Outcomes

Reconnect

Crisis and Breakdown

CREATIVE DESTRUCTION
Stakeholders reconsider the value of the collaboration.

Exploring the Eco-Cycle of Community Change

Nurturing Innovation
Complex Community Work Unfolds in Phases

Tamarack's Lessons
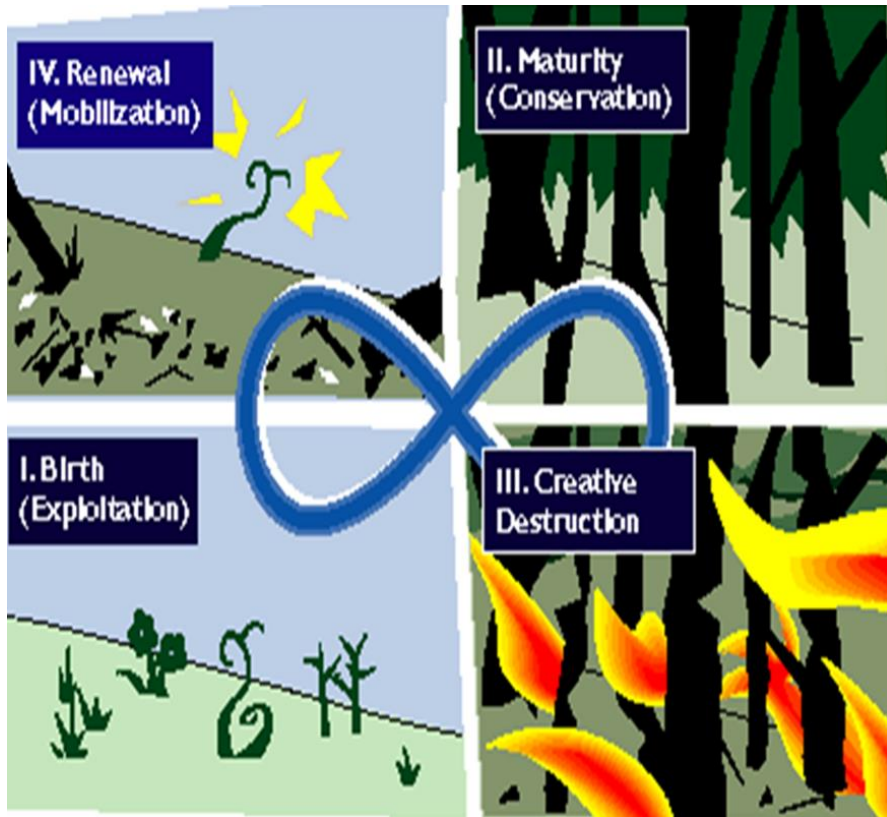
- Plan for 3-5 year campaigns
- Different phases require different leadership
- Learning and reflection needs to be built into every phase
- Watch out for traps
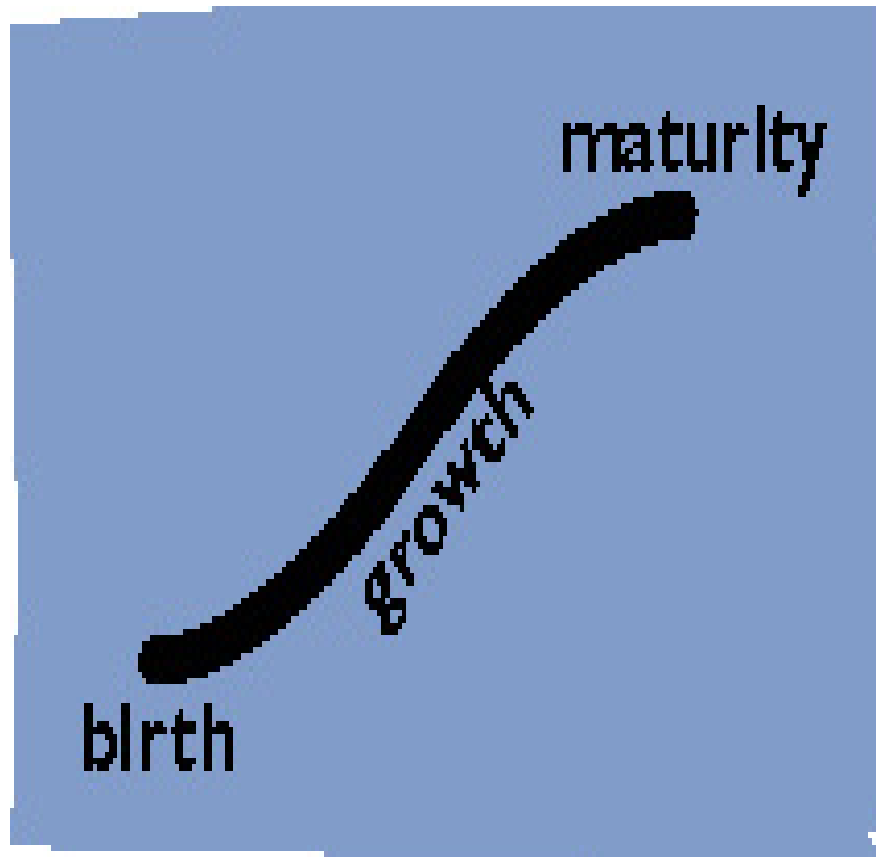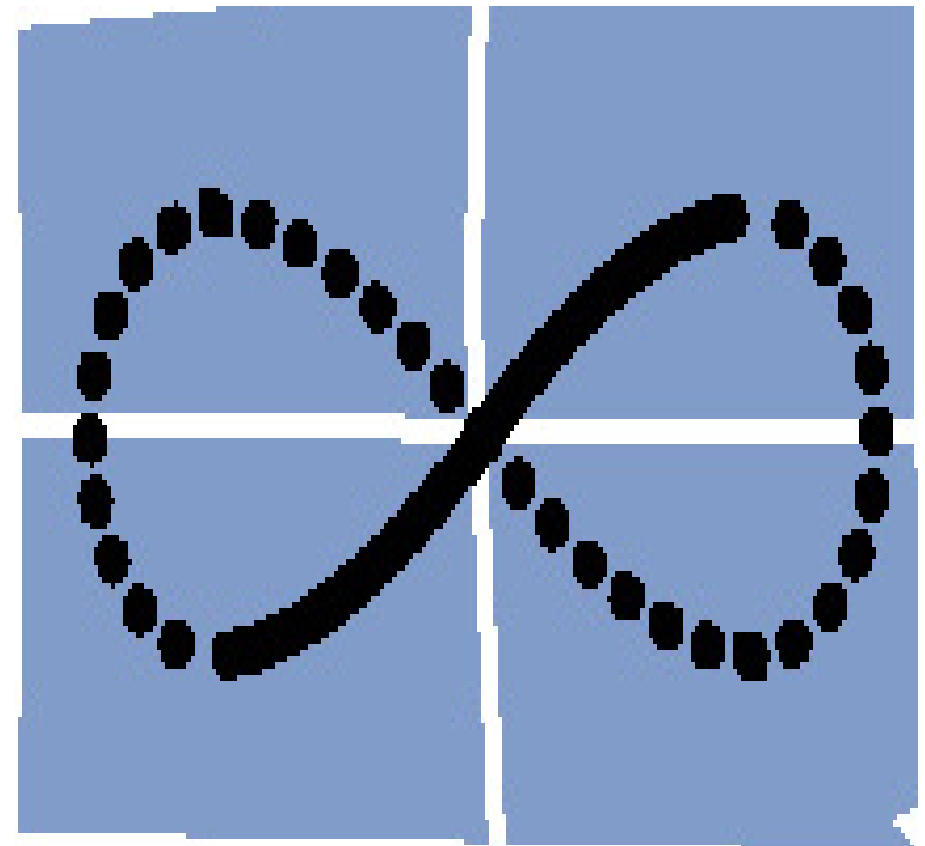- Renewal is critical

Nurturing Innovation
The Eco-Cycle Lens

The Performance Loop

maturity

growth

birth

The Renewal Loop

creative * messy * uncertain*
relationships * perspectives * conversations
research * probes & prototypes * hunches * emergence
Insights, Empathy, Options – Leader as Networker

efficiency * certainty * stability * predictability
* hierarchy * standardization * specialists
* fast returns * low risk tolerance * rigidity
High-Predictable Performance – Leader as Manager

EXPLORATION

MATURITY

GROWTH

place bets

expand possibilities & buy-in

new engagement

conserve

cope with decline

manage

birth

develop & adapt

refine

itch to proceed

confusion

neutral zone

DEVELOPMENT

RELEASE
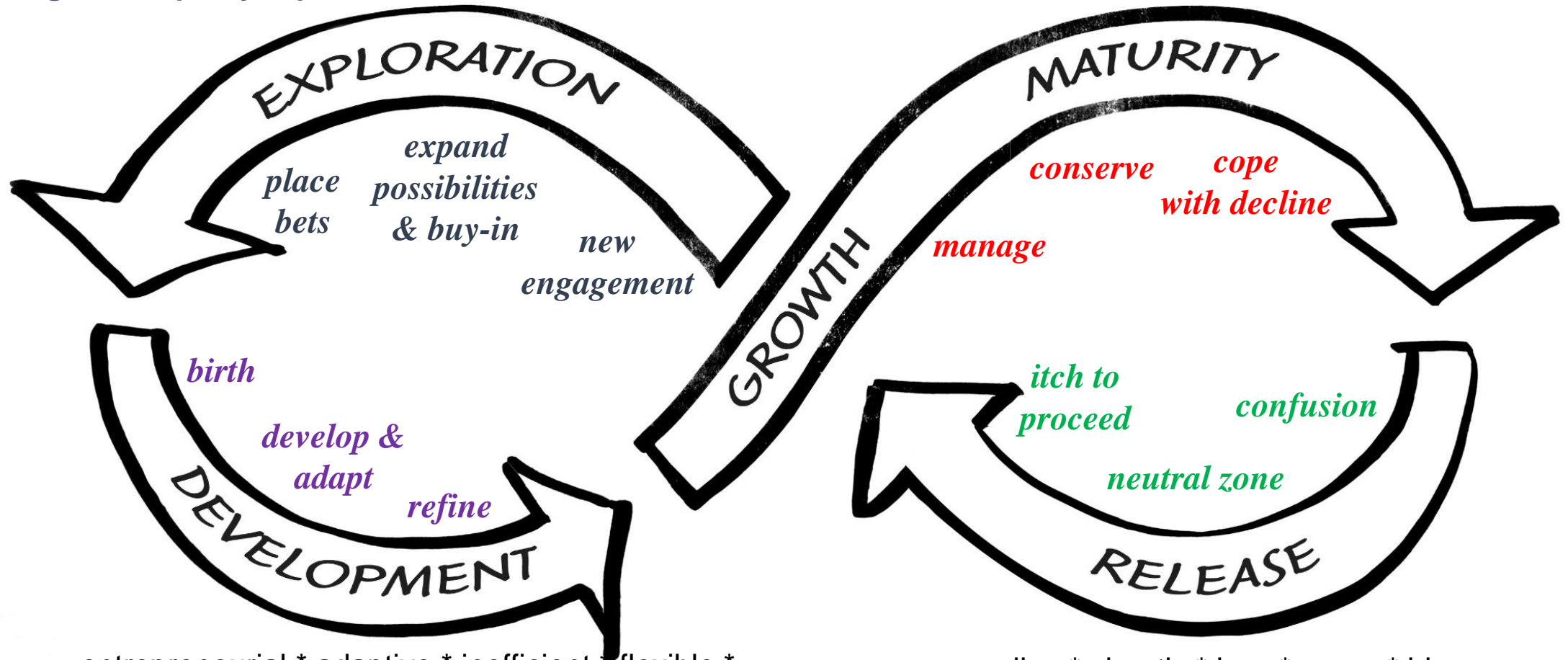
entrepreneurial * adaptive * inefficient * flexible *
trial & error * dead ends * variation * lag times *
flexibility * tolerance for risk
Effective Practice – Leader as Entrepreneur

unraveling * chaotic * loss * anger * blame
• conflict * angst * little structure or process *
• heavy reflection * * lean on relationships * values
New Energy & Hope – Leader as Heretic or Disrupter

Nurturing Innovation
Exercise: Mapping with the Eco-cycle

Map the Following

M = Me
O = Organization
C = Community

creative * messy * uncertain*
relationships * perspectives * conversations
research * probes & prototypes * hunches * emergence
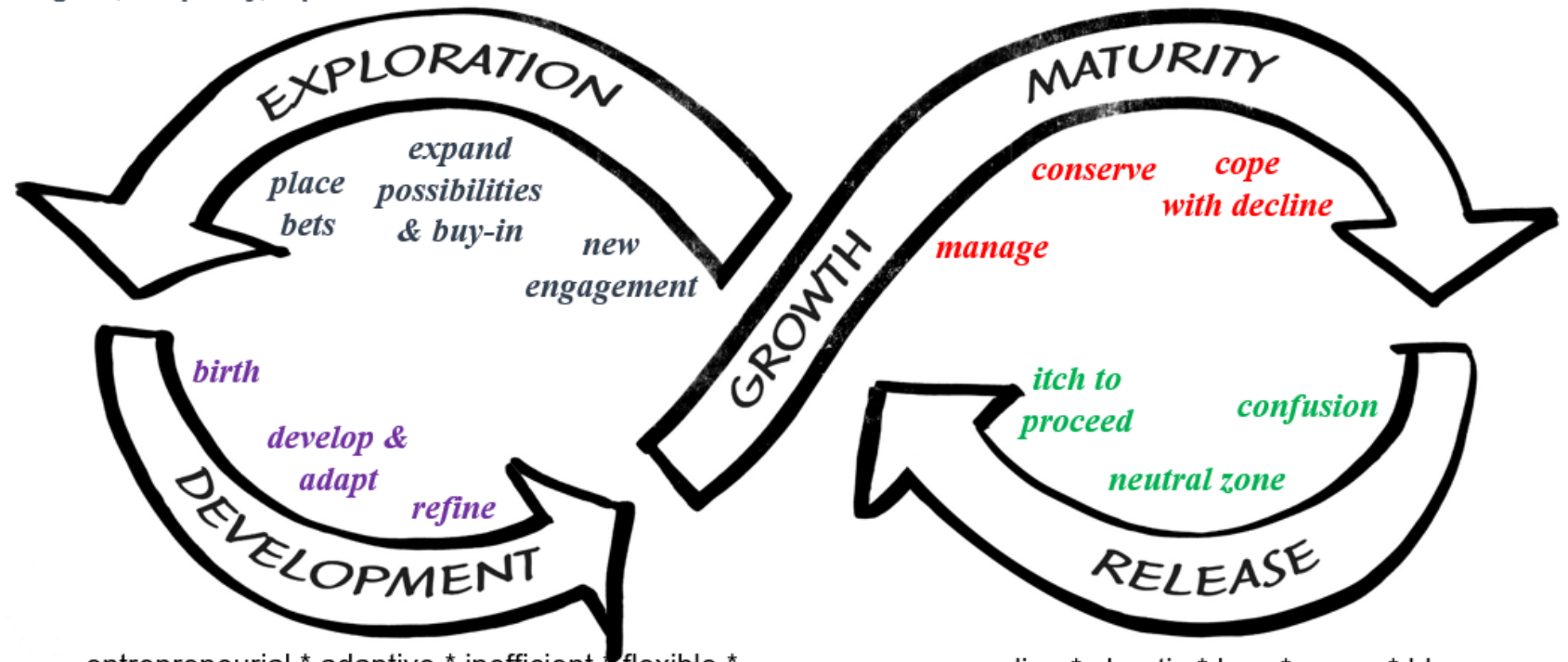**Insights, Empathy, Options – Leader as Networker**

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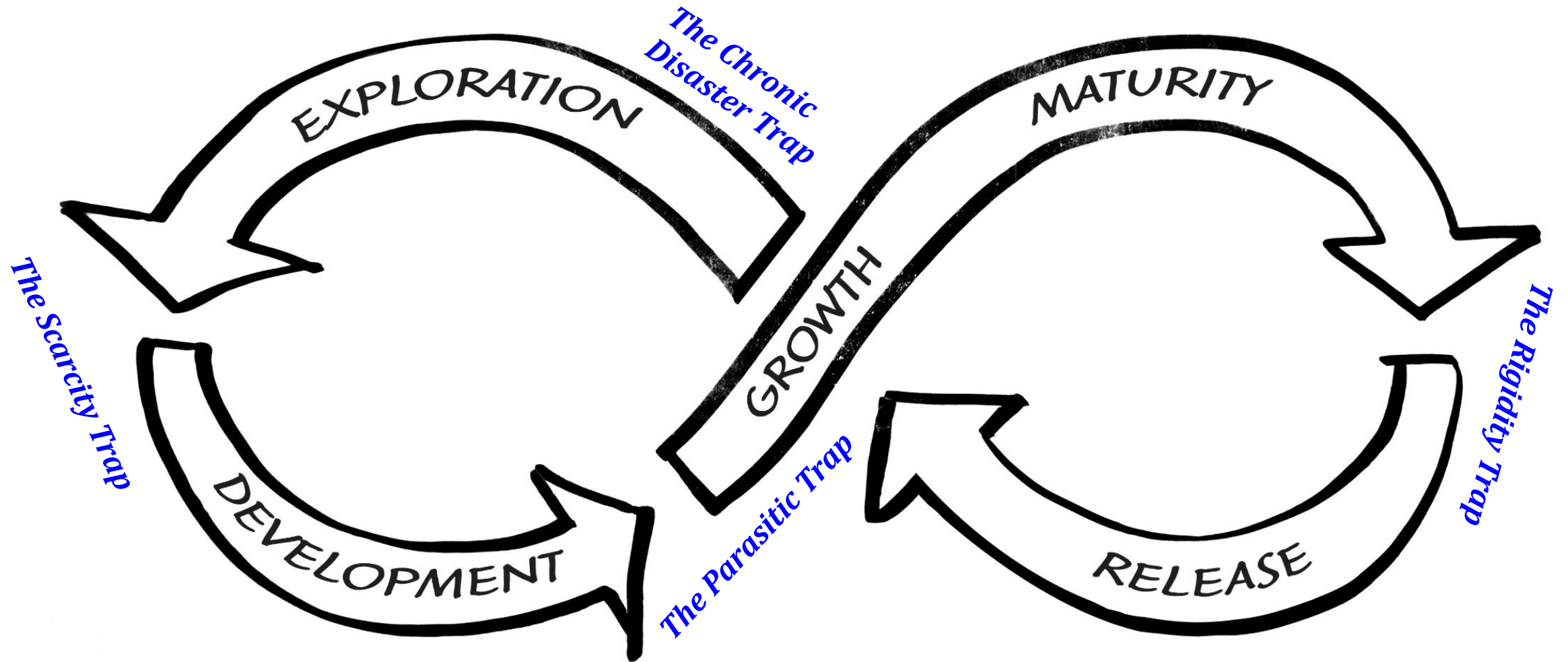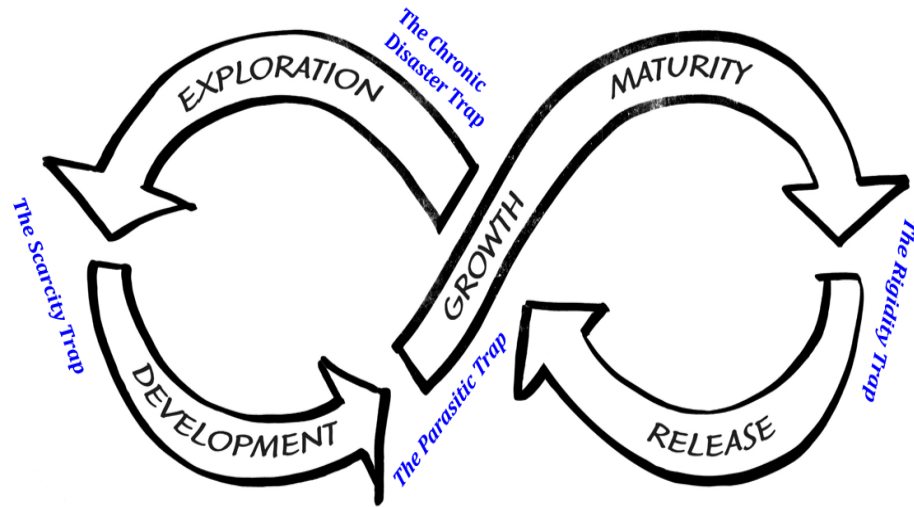
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**New Energy & Hope – Leader as Heretic or Disrupter**

Navigating the Traps

EXPLORATION

MATURITY

GROWTH

DEVELOPMENT

RELEASE

The Chronic Disaster Trap

The Scarcity Trap

The Rigidity Trap

The Parasitic Trap

Navigating the Traps

Traps	Description	Challenges
SCARCITY Moving from Exploration to Development	Too few resources are available to support vibrant exploration of new ideas so few or none take root. No new ideas lead to outcomes or garner the support. Unable to invest.	The ideas are not compelling. Underdeveloped decision-making process & criteria. Members disagree on options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.
PARASITIC Moving from Development to Maturity	People seem unable to sustain or grow their work without the original founder, host or primary funder. They are "parasitic" on the host(s) that gave it birth.	Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.
RIGIDITY Moving from Maturity to Creative Destruction	People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate. The resist new ideas. Unable to let go.	Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. 'too big to fail').
CHRONIC DISASTER Moving from Creative Destruction to Exploration	People find themselves 'spinning' and unable to get traction on a compelling new vision, values and intent for moving forward.	Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.

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Reflection on the Eco-Cycle & Its Traps
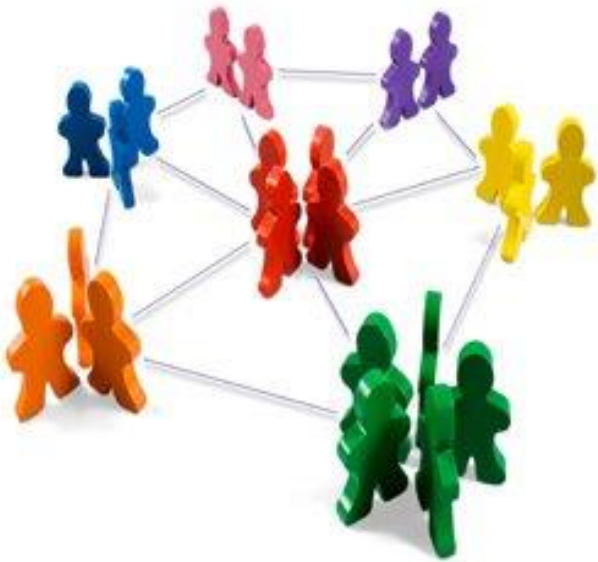
- What does the mapping exercise mean for you and your work right now?

- What are some strategies to lead and manage in this environment?

- Comments?
- Questions?

Top 3 Lessons Learned

Jot down the top 3 insights from this workshop that you want to carry forward in your work

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Mapping Current Community Assets

Identify the **projects** or **initiatives** that you and/or your organization are currently working on:

- List **one project** or **initiative** per post-it

- Add **your name** to the post-it and place it on the wall

Woodview Targeted Youth Suicide Prevention Services

Sarah Precious –
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