A Tamarack Institute Webinar

ADVANCING CHANGE IN DISRUPTIVE TIMES

With Sylvia Cheuy & Sonja Miokovic

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TECHNICAL CONSIDERATIONS

- **We've got you covered** - You will receive a full recording of the call, the slides as well as a collection of links & resources.

- **Join the conversation** - Use the Q&A panel on your Zoom client to submit and vote for questions you'd like us to discuss.

- **Technical Support** - You can use the chat panel to ask for technical support throughout the webinar.

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GRATITUDE & ACKNOWLEDGEMENT

We begin this webinar by acknowledging that we are meeting on Indigenous land. For those of us who are settlers, we are grateful for the opportunity to meet, and we thank all the generations of Indigenous peoples who have taken care of this land.

This recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

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Canada, America, Asia & Australia...

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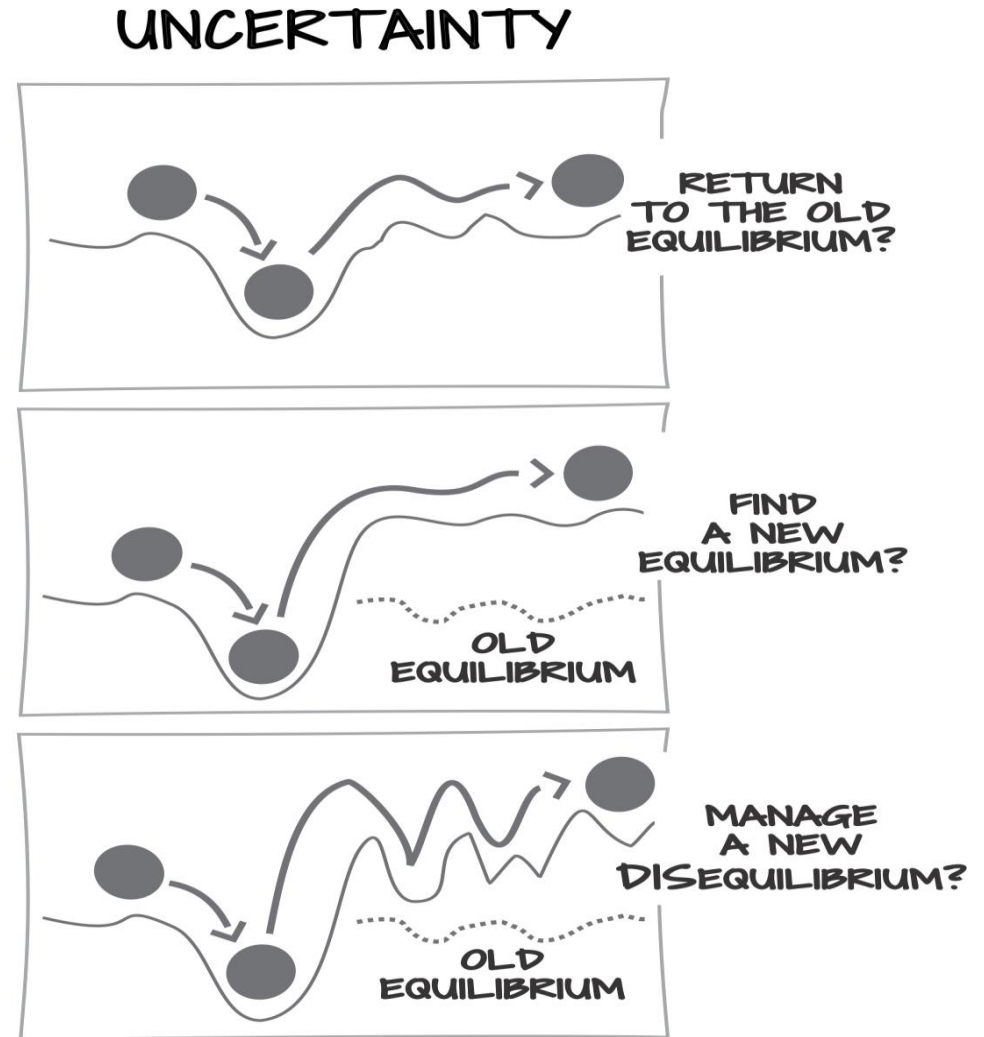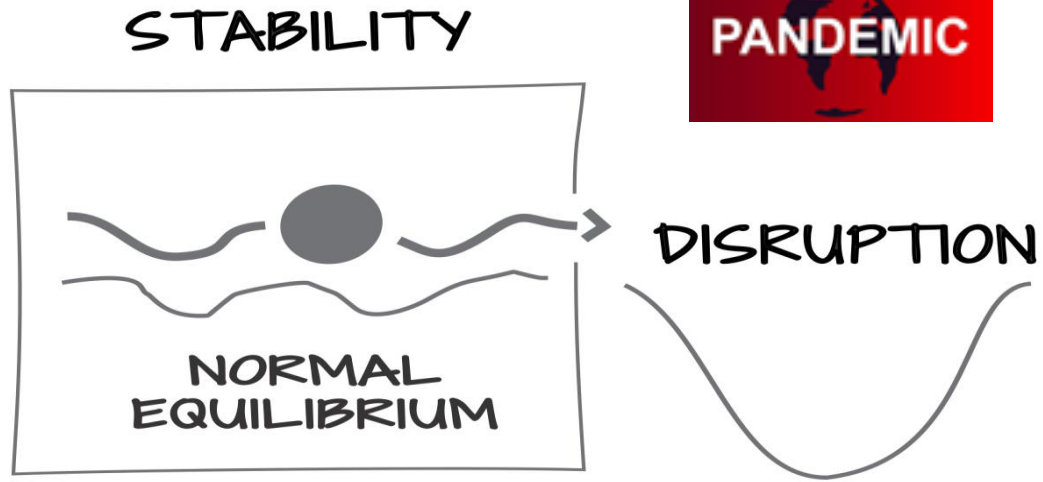**Tamarack Institute**

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DISRUPTION DEFINED

- **Disruption** does not mean to cause chaos or disorder, but rather denotes "replacing" the usual or the norm with something new.

- **Disruptive Innovations** create new products and services as well as technologies that either provide a low cost alternative to "forgotten" consumers in a market or a new offering to a new market

"You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete."

- Buckminster Fuller

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NAVIGATING DISRUPTION

STABILITY

COVID-19 PANDEMIC

UNCERTAINTY

NORMAL EQUILIBRIUM

DISRUPTION

RETURN TO THE OLD EQUILIBRIUM?

FIND A NEW EQUILIBRIUM?

OLD EQUILIBRIUM

MANAGE A NEW DISEQUILIBRIUM?

OLD EQUILIBRIUM

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3 STAGES OF NAVIGATING DISRUPTION

STAGE	FOCUS	KEY QUESTIONS
RESPOND **Immediate action to address the crisis**	• Mobilize to address immediate needs related to safety and security • Response can occur simultaneously at multiple levels (personal, organizational, community)	• Is my family okay? • Is my organization/colleagues okay? • What are we able to deliver? • How can we cut costs? • How can we help?
RECOVER **As the crisis passes, what of our past continues? What's needed for our new future?**	• Pause and reflect on what needs to change and what needs to stay the same • What new possibilities are emerging that we are well positioned to seize?	• What is our core purpose? • How might we leverage our assets & capabilities? • How can we complement and/or upgrade through collaborative partnerships?
BUILD RESILIENCY **What new ways of thinking and working strengthen community capacity?**	• Monitor and respond to changing community dynamics • Strengthen our capacity to be flexible and responsive • Consider opportunities to collaborate and innovate to move beyond incremental improvement to advance significant change	• What new opportunities to drive change should we seize? • What new skills and capabilities do we need? • What programs and processes are no longer needed?

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CRISIS

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Danger/Precariousness   **Opportunity/Change Point**

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3 RESPONSES TO DISRUPTIVE CHANGE

Proactive

+100
Powerful

Navigator
"How can we capitalize
on these changes?

"The Line"
Getting By

Survivor
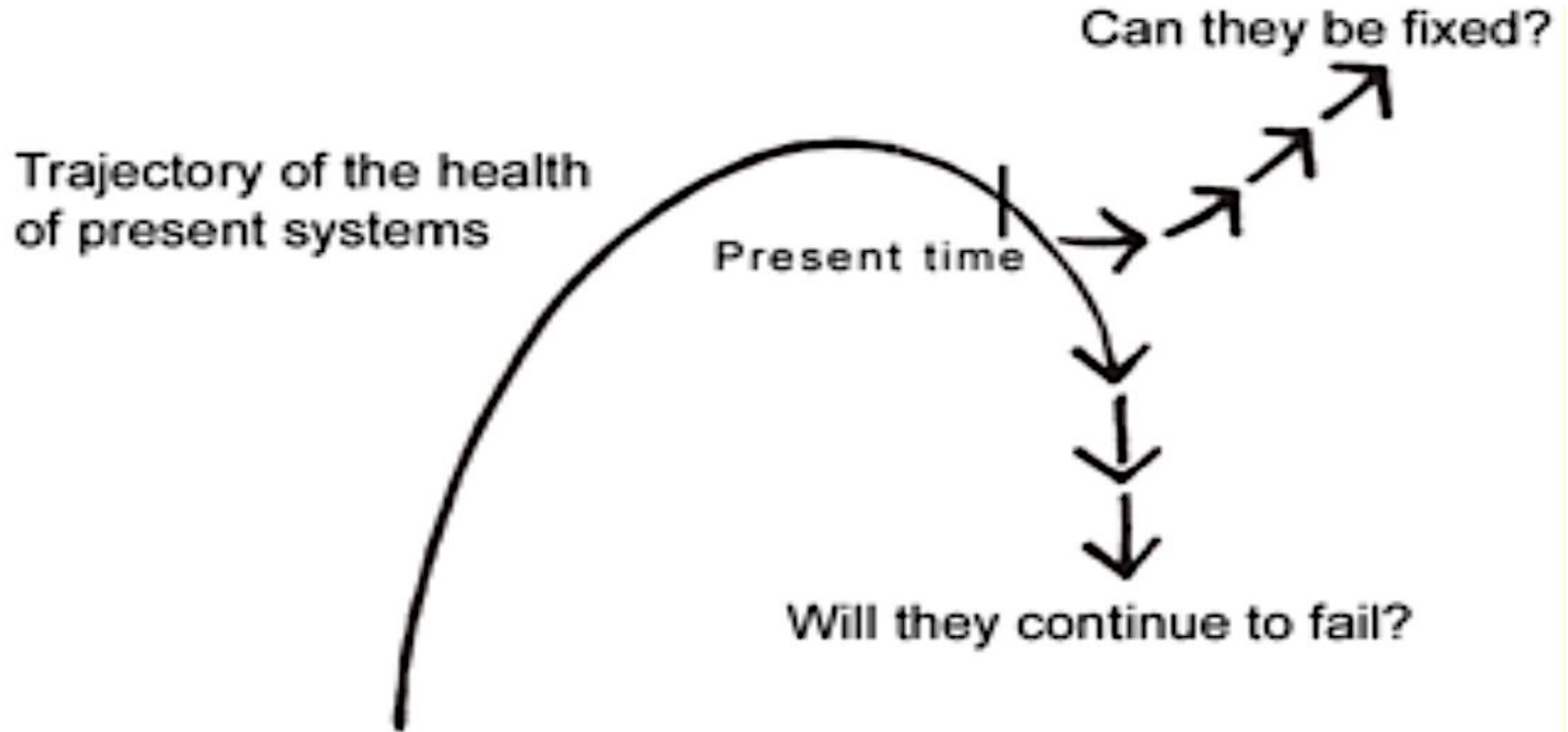"Let's wait and see
what happens"

-100
Powerless

Reactive

Victim
"*They* are doing it
to us again"

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CURRENT APPROACHES & SYSTEMS ARE INADEQUATE

Can they be fixed?

Trajectory of the health of present systems

Present time

Will they continue to fail?

SOURCE: *Supporting Pioneering Leaders as Communities of Practice* by Meg Wheatley

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NEW THINKING & PARADIGMS NEEDED TO CREATE NEW SYSTEMS
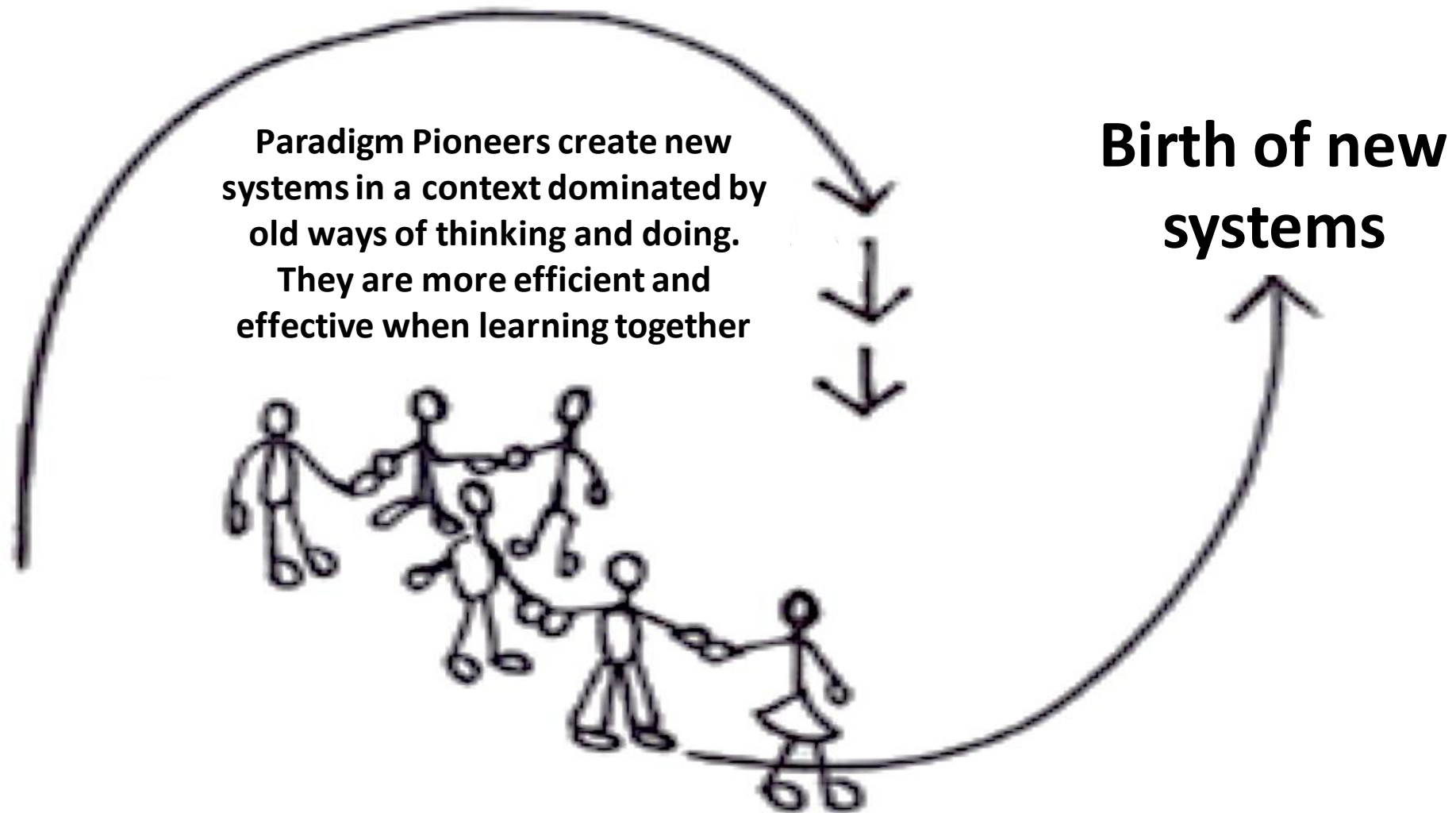
Paradigm Pioneers create new systems in a context dominated by old ways of thinking and doing. They are more efficient and effective when learning together

Birth of new systems

SOURCE: *Supporting Pioneering Leaders as Communities of Practice* by Meg Wheatley

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What capacities & supports do Paradigm Pioneers need?

SETTING THE CONTEXT

THE NATURE OF CHANGE IS CHANGING	
*Metaphor	A Well-Oiled Machine* (A Machine with interconnected Parts)	*Metaphor	A Forest* (Dynamic Living System)
Certainty	Uncertainty
Root Cause	Emergence
Closed	Open
Predictable	Unpredictable
Repeating	Perpetually Unique
Silos & Parts	Interconnections
Control	Influence

Source: Human Systems Dynamic Institute

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A CHALLENGE FOR CHANGEMAKERS

How can we challenge ourselves to think differently – together?

As community changemakers, to make the most of this "moment of change" we need to :

- Better understand the system dynamics affecting our issue

- Heighten our ability to think more broadly – and creatively – to identify high-impact opportunities

- Recognize the interconnectedness of issues and generate options that can positively impact multiple issues simultaneously

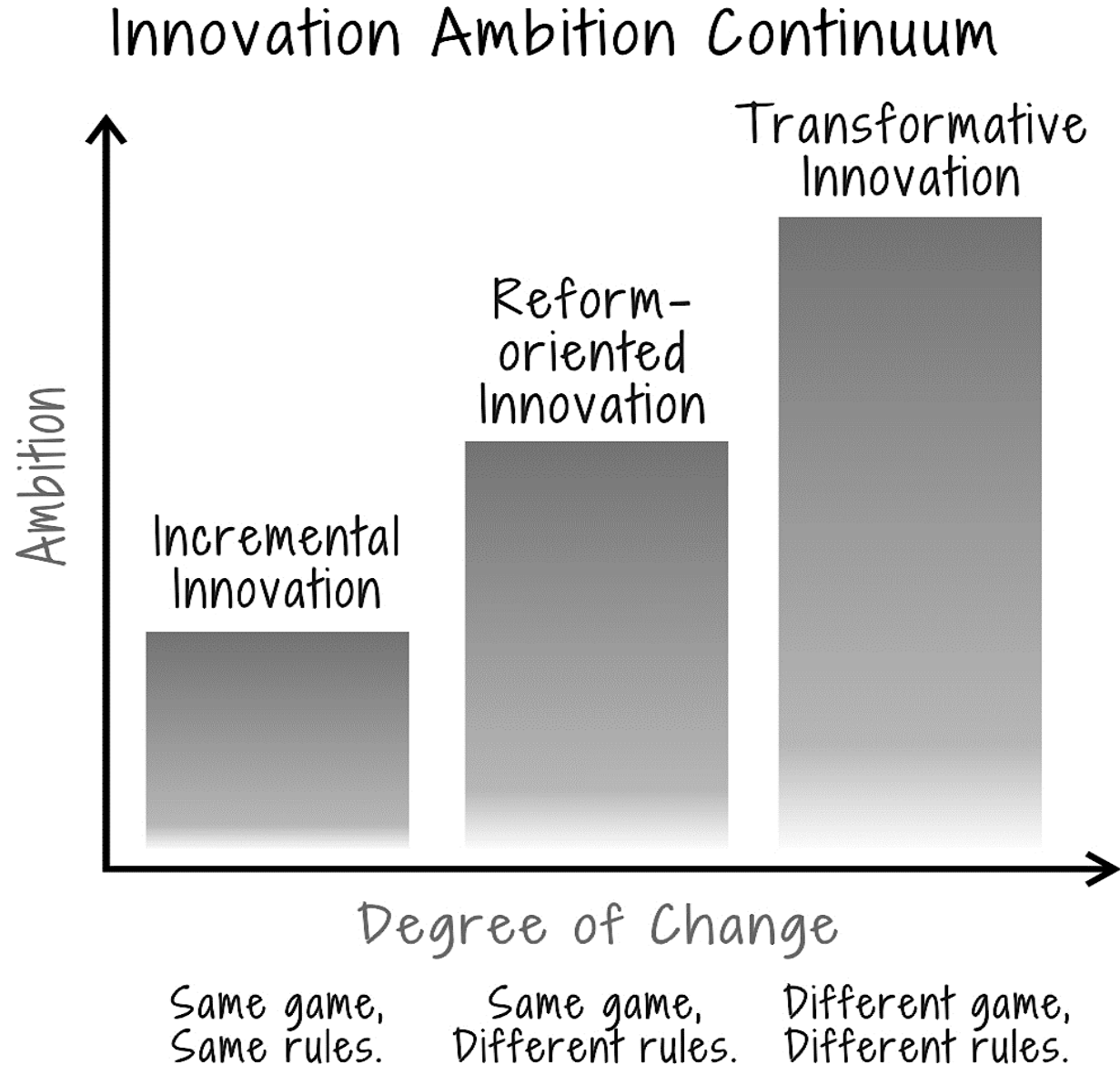TAMARACK INSTITUTE

EMBRACING THE AFARI PRACTICE OF DAGU

"Dagu is life"

- Afari saying

# How might we invest in transformation *AND* address current needs?

WHAT DO WE MEAN BY "TRANSFORMATIONAL"?

Innovation Ambition Continuum

Transformative Innovation

Reform-oriented Innovation

Incremental Innovation

Ambition

Degree of Change

Same game, Same rules.

Same game, Different rules.

Different game, Different rules.
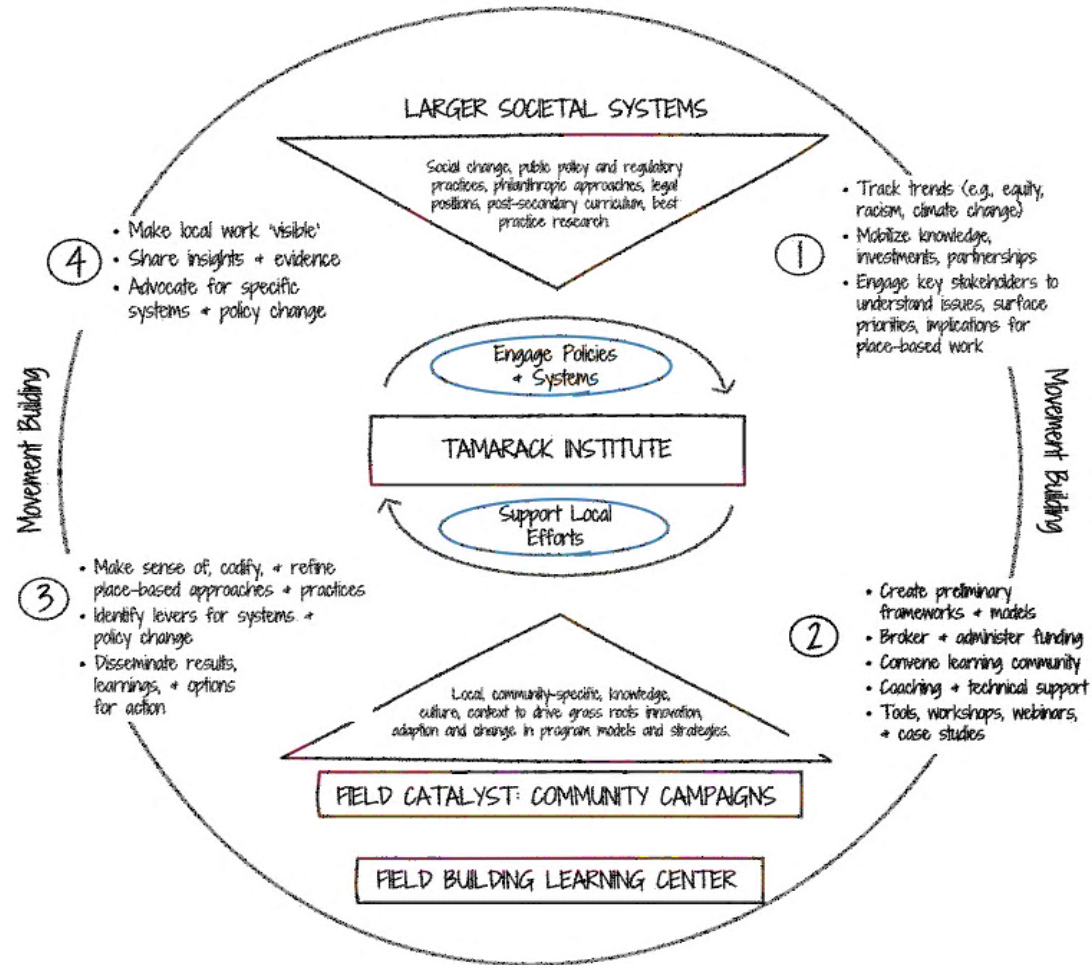
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PARADIGM PIONEERS LEARN & DEVELOP NEW WAYS OF THINKING TOGETHER

As old systems continue to fail, new systems, developed by paradigm pioneers, are robust enough to welcome large numbers of people
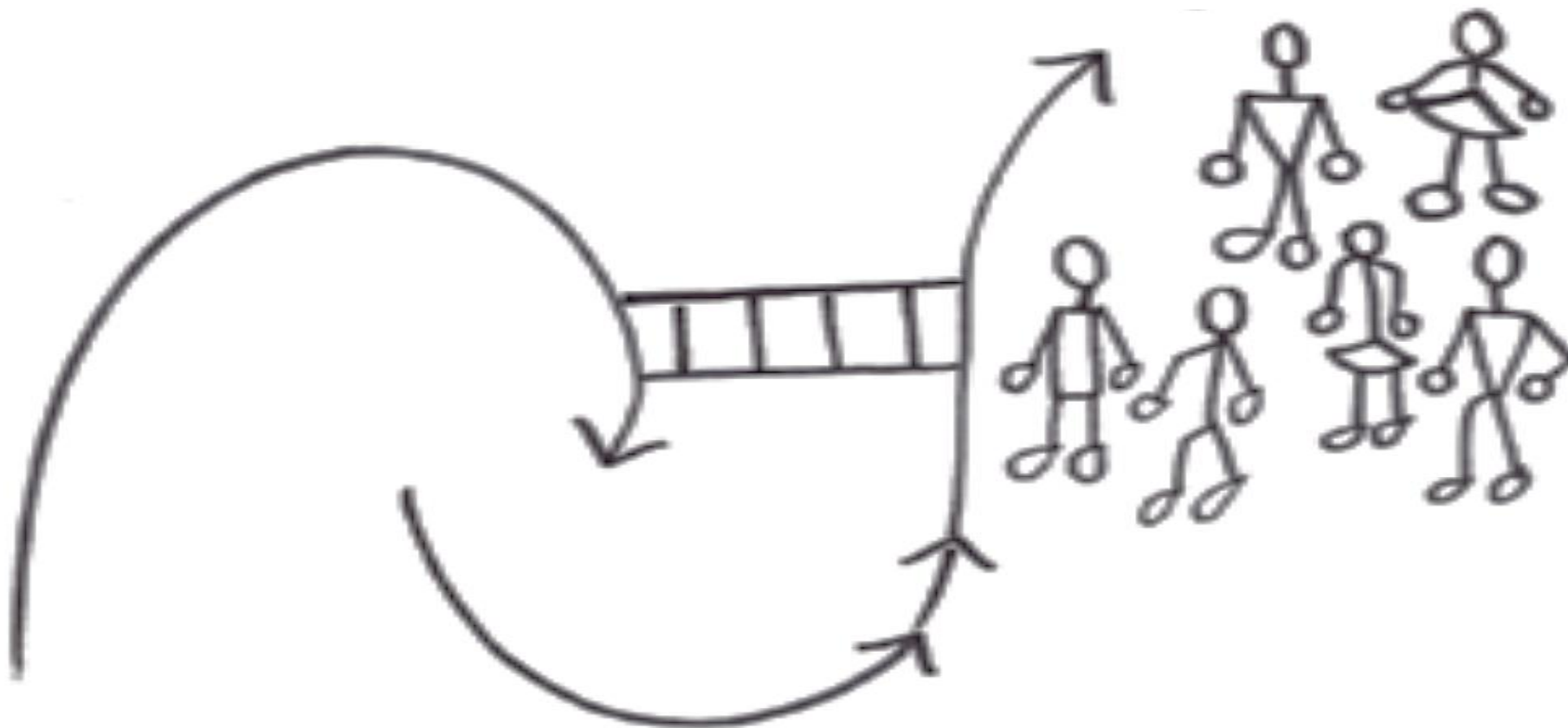
SOURCE: *Supporting Pioneering Leaders as Communities of Practice* *by Meg Wheatley*

THE 4 VALUE-ADDED ROLES OF A FIELD CATALYST

Source: *How Field Catalysts Accelerate Collective Impact* by Sylvia Cheuy, Liz Weaver and Mark Cabaj | **Stanford Social Innovation Review,** Winter 2022

Adapted from: *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use* by Michael Quinn Patton

The 4 Integrated Roles of the Field Catalyst

1. Understand the field and engaging system actors

2. Strengthen the capacity of local collective impact initiatives

3. Make the work of collective impact initiatives more visible, coherent, and robust

4. Nudge systems to catalyze systems change

THE 5 INTERCONNECTED PRACTICES OF COMMUNITY CHANGE

Collective Impact	Community Engagement	Collaborative Leadership	Community Innovation	Evaluating Impact
How can we mobilize collaboration across sectors for systems change?	*How can we bring the right people together in constructive ways?*	*What leadership approaches are required for community change?*	*How can we create, test and scale new approaches?*	*How can we identify and amplify what works?*

PARTICIPANT POLL

Which of these practices are you most interested in strengthening? (multiple choice)

1. Collective Impact

2. Community Engagement

3. Collaborative Leadership

4. Community Innovation

5. Evaluating Impact

QUESTIONS?

PARTICIPANT FINAL REFLECTION...

What is **one thing** that you are seeing now that you didn't see at the start of this webinar?

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BUILD CAPACITY TO TRANSFORM YOUR COMMUNITY

COMMUNITY CHANGE institute
May 5, 12, & 19
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To learn more visit: https://events.tamarackcommunity.ca/community-change-institute

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