COMMUNITY CHANGE INSTITUTE

CITIES OF THE FUTURE
CO-CREATING TOMORROW

#CCI2017
Co-Creating a Culture of Innovation

Mark Holmgren
70% of all organizational change efforts fail

Culture eats strategy for breakfast.
- Peter Drucker
THINK-PAIR-SHARE

Think of a time you or your organization were truly innovative.

What made “it” innovative?
INNOVATION

What is it?

What does it take to actually do it?
Innovation is about process and relationships comprehensively and equitably focused on understanding the problems and issues of stakeholders…

…then designing solutions and testing them, with an eye on learning and adaption,

…and, once sufficiently tested, implementing and evaluating the solution before scaling it up.
The Innovation Process

EXPLORE

Seek problems to solve
Go on expeditions

TRY

Design/Refine Potential Solution(s)
Experiment
Experiment More

DO IT

Operationalize
Scale Up

Evaluate :: Learn :: Adapt

What are the cultural imperatives?
One example of what really happens

Friday - Got a call
Woman and disabled child facing eviction next Wednesday.
Got angry: everyone saying, “It’s not our job.” “You don’t match our criteria.”

Sunday: Met with allies:
Help us stop evictions for low income families, STARTING NOW!

Monday: Launched a Service
Paper napkin design we would refine by doing

Wednesday: Intervened with service and money
Found mother and child a new, more affordable place, moved her, spent $1,000 to do so
One example of what really happens

**Mini-test Continues** - helped 20 to 30 families over nine months

**Community Conversations:** with Utility Companies, Landlords, Funders, Human Service Providers about the “problem” and “solution ideas”

**Radical Principles Identified:** rapid fire services, no pre-set limits of financial help, no limit set on how often we will help….

**Design Team formed:** a dozen met to design a prototype over two days.

We were aligned on a vision to stop evictions and to do what we could to ensure they would not reoccur.

Team experienced politics, old school thinking about people who are poor, fought those who didn’t want to invest in evaluation.
One example of what really happens

**Advisory Group formed**: some from design team, others new.

**Collaborative Funders Come Through**: we never wrote a proposal

**Team is formalized**: leadership shifts, jobs shift, systems adapt.

**Partners recruited**: further testing while helping new target populations.

**Results fuel more commitment**: funding continues, systems take notice

**Long Term Investment in program obtained**: program is embedded in the Mayor’s Task Force strategy to end poverty.

It took 2 years to launch the prototype.

And 2 more years to attain long-term investment.
Why we don’t innovate

We don’t have the time or the money to waste on unproven ideas.

Why risk it when we are doing fine?

I can’t innovate with those marketing bohemians in the room.

My manager says she wants it, but her response to my ideas is always, “Yeh But.”

We did an innovation workshop once. Nothing happened.

Sure I want to, but my job performance is based on current norms and operations.

What’s the point? Our CEO will just do what he wants anyway.
Co-Creating a Culture of Innovation

7 Considerations

Use your worksheet.
Foundational Context

How do mission, vision, values serve as a catalyst for innovation?
Got Trust?

What does trust look like in an innovative culture?
Environment

How does your environment support and block innovation?
Know-How

Do we know how to innovate in our organization?
Commitment

What are indicators of commitment?
Collaboration

How well does your organization walk the collaboration talk?
RISK & FAIL

What's our stance on risk-taking and failure?
Questions?
THANKS!

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www.cci2017.sched.com

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