

COMMUNITY CHANGE INSTITUTE

CITIES OF THE FUTURE
CO-CREATING TOMORROW



#CCI2017





Co-Creating a Culture of Innovation

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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?

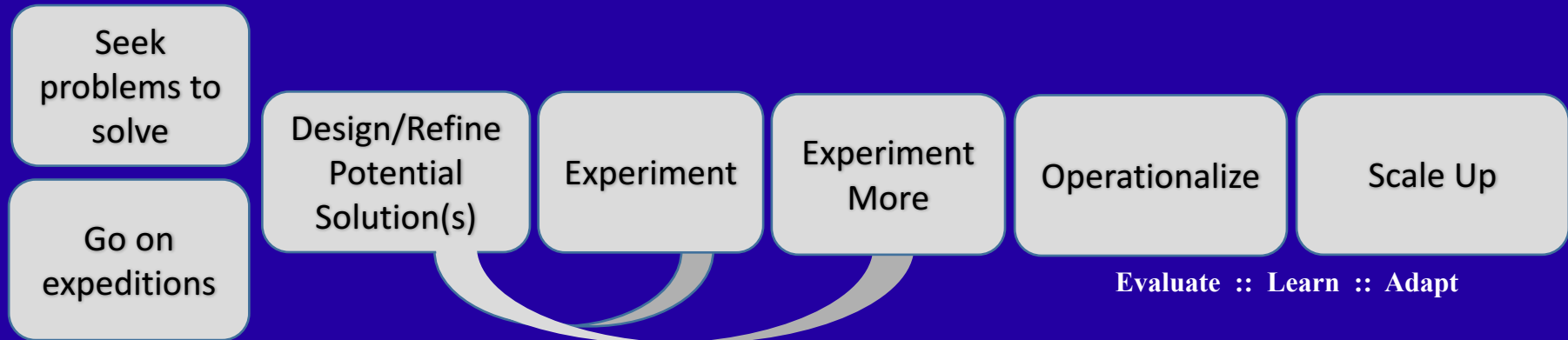
Innovation is about process and relationships comprehensively and equitably focused on understanding the problems and issues of stakeholders...

...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.

**It's not an
innovation until
it is implemented
and actually
works.**

The Innovation Process



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.

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.

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

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?

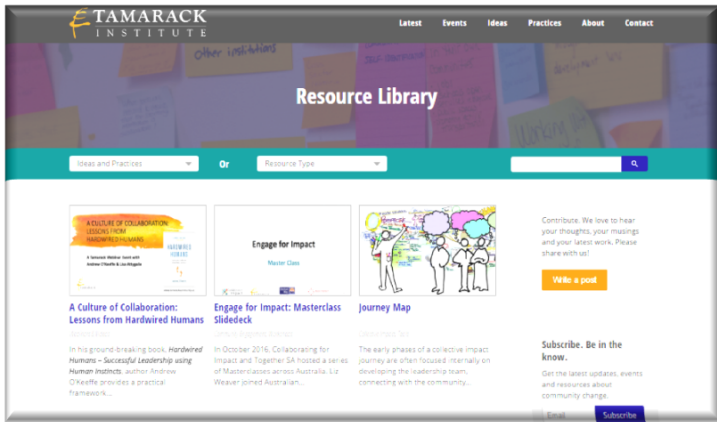
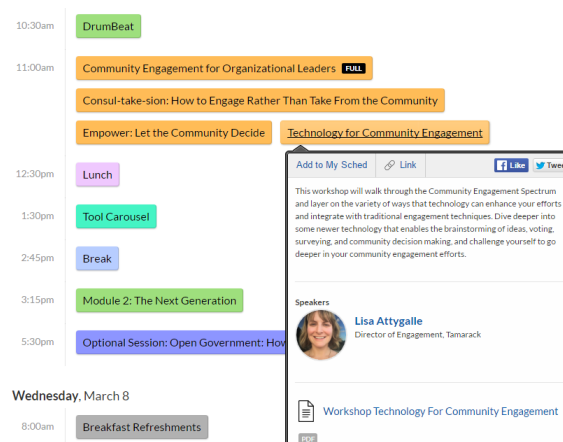
Questions?

THANKS!

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www.cci2017.sched.com



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www.tamarackcommunity.ca