

COMMUNITY CHANGE INSTITUTE

CITIES OF THE FUTURE
CO-CREATING TOMORROW



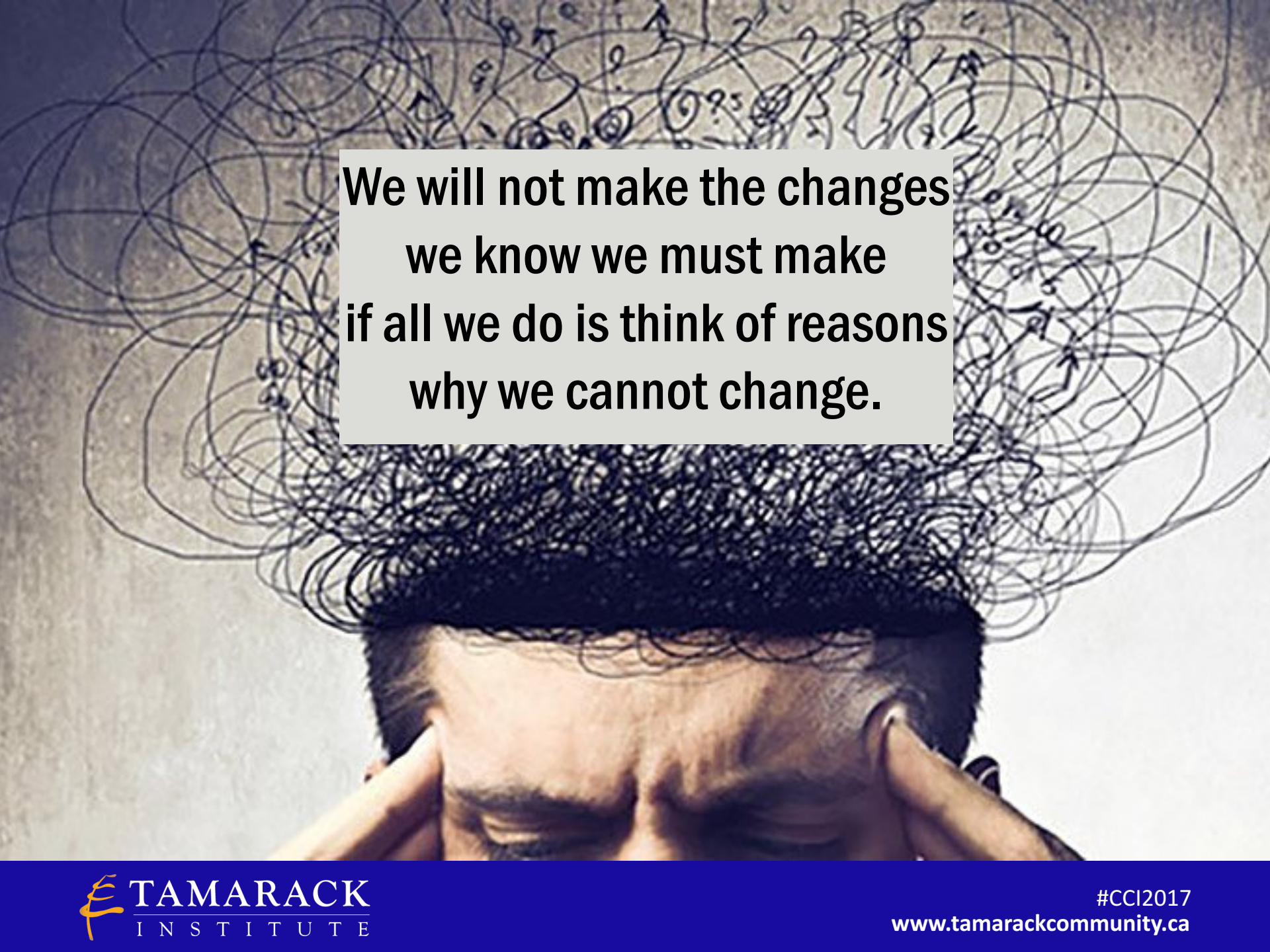
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Thinking Upside Down Together to Effect Change

Mark Holmgren



**We will not make the changes
we know we must make
if all we do is think of reasons
why we cannot change.**



Upside
Down
Thinking

IN GROUPS OF TWO

THINK-PAIR-SHARE

Share an experience where different or new thinking significantly changed why or what you are doing in your work.

Genesis: The Operation Friendship Story



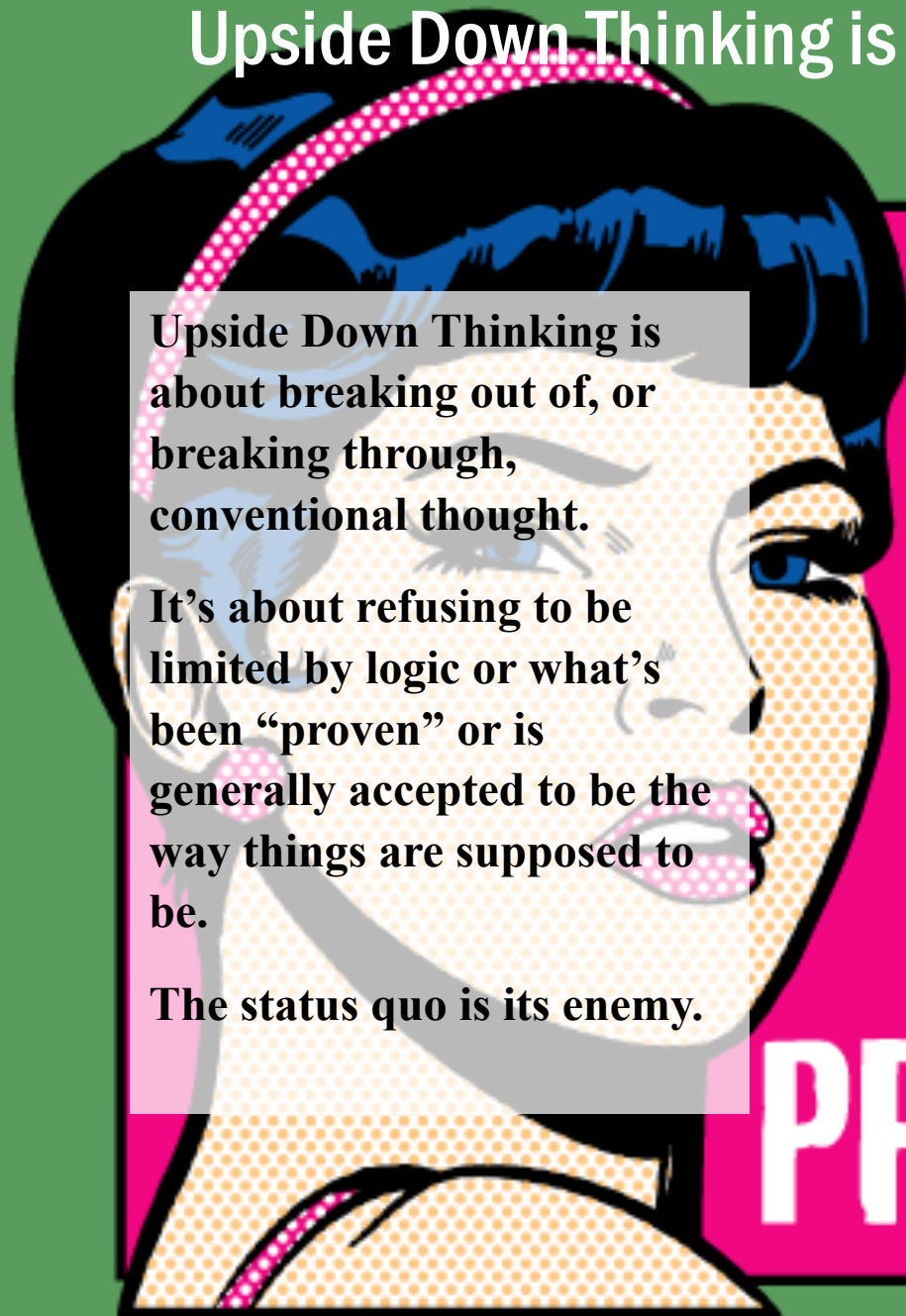
Upside Down Thinking is a heretical proposal.

Upside Down Thinking is about breaking out of, or breaking through, conventional thought.

It's about refusing to be limited by logic or what's been "proven" or is generally accepted to be the way things are supposed to be.

The status quo is its enemy.

**HERESY
MAKES
FOR
PROGRESS**



What is Upside Down Thinking?

- It's a mindset
- It's a practice
- It's a catalyst
- It is intentionally disruptive.
- It fosters radical curiosity.
- You can do it alone or together.



Why do we get **stuck** in status quo thinking?

Status Quo Disposition

Change-Making Disposition

Values Comfort

Welcomes Disruption

Values Homogeneity

Seeks Inclusion of Diversity

Devoted to "Our Religion"

Welcomes the Heretical

Reinforces Biases

Breaks Through Biases

Constrains Innovation

Informs Innovation

Avoids Dissonance

Welcomes the Struggle

Ostracizes the Boat Rocker

Values the Boat Rocker

Limits Choices

Empowers Generative Exploration

Externalizes Change

Internalizes Change



Types of Thinking

Integrative
Lateral
Design Thinking
Critical
Creative
Event-Oriented
Divergent
Convergent
Inductive/Deductive
Disruptive
Systems

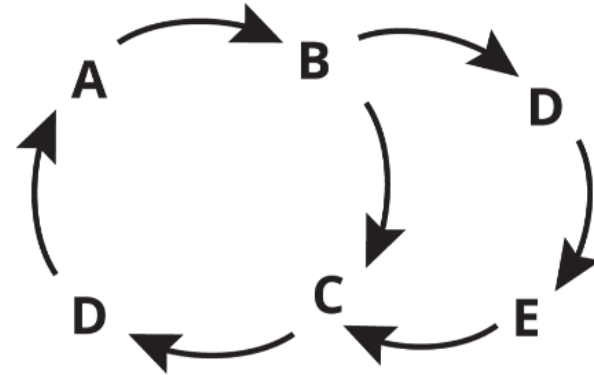
Systems Thinking

“Systems thinking is a vantage point from which you see a whole, a web of relationships, rather than focusing only on the detail of any particular piece. Events are seen in the larger context of a pattern that is unfolding over time.”

isee systems, inc. from <http://watersfoundation.org/systems-thinking/definitions/>

Systems Thinking

Thinks in loop structure



In systems thinking a system’s behavior emerges from the structure of its feedback loops. **Root causes** are not individual nodes. They are the forces emerging from particular feedback loops.

Created by Thwink.org

EXAMPLE: HOUSING FIRST versus HOUSING RIGHT NOW

Lateral Thinking

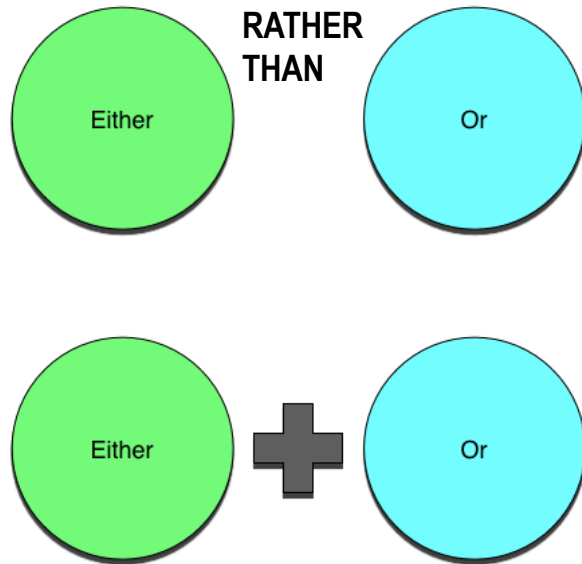
"A set of systematic techniques used for changing concepts and perceptions and generating new ones",
"exploring multiple possibilities and approaches instead of pursuing a single approach." (Edward de Bono)

X	O	X
O	O	X
X	X	O

Lateral Thinking
is often about
breaking the
rules

X	O	X
O	O	X
X	X	O

Integrative Thinking

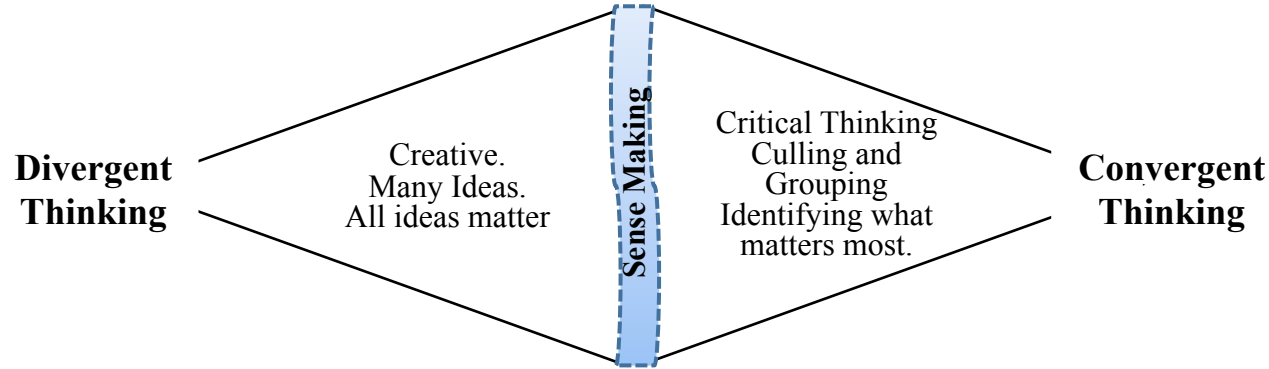


... The ability to constructively face the tensions of opposing models.

Instead of choosing one at the expense of the other, generate a creative resolution of the tension ...

A new model that contains elements of the opposing individual models, but superior to each.

(paraphrased from the Rotman School of Management)



SEEKS MANY POSSIBLE ANSWERS

Explores Possibilities, the what-ifs

Loosely Organized, Ambiguous

All views are encouraged/considered.

Seeks the Subjective Truth
(What is the best country in the world?)

Types of Thinking:
Creative, Lateral, Integrative...

SEEKS THE ONE RIGHT OR BEST ANSWER

Explores Probabilities, the predictable

Structured, Disciplined

Minority views tend to be discounted.

Seeks the Objective Truth
(What is the biggest geographic country?)

Types of Thinking:
Event-Oriented, Analytical, Critical

Adapted from the work of J. P. Guilford

Disruptive Innovation

Disruptive innovation is about creating new products and services as well as technologies that either provides a low cost alternative to “forgotten” consumers in a market or a new offering to a new market.

“Disruptive” does not mean to cause chaos or disorder, but rather denotes “replacing” the usual or the norm with something new that people will buy.

Dominant Players and the Disruptors

Dominant Players:

- Maintain innovation,
- Cater to their best customers
- Seen to dominate the market
- Add/improve features, bells & whistles

Disruptors

- Create a product or service that provides a good enough product for a lower price for the “forgotten” customers OR
- Create a product for a new market.

Innovation and Disruptive Innovation are not the same thing.

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Turning “Norms” Upside Down

NORMS INCLUDE: Purpose, Key Features, Key Benefits, Value Proposition, Who Benefits, Brand Image....



Photocopy Norms

Large and Expensive

For Institutions

Many paper sizes

Hi Speed

Collating and Stapling



Upside Down Copier Norms

Affordable and Smaller

For Individuals, small organizations

Often one size, maybe two

Slow to Moderate Speed

No Collating, no stapling



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



Upside Down Rental 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



Community Bridge
An eviction prevention service

Turning Norms Upside Down

Turning norms upside down: Community Bridge

Conventional Emergency Funds	The Community Bridge
Low ceiling for financial help.	No preconceived ceiling.
Help only available once.	Come again if you need to.
Proof of need requires documentation.	Only criteria: eviction is imminent.
Time consuming process.	Rapid fire engagement.
No other support provided.	Help and support provide during and after.
Rules-based decision-making.	People-first decision-making.
Focus on people who will cheat.	Focus on people who need help

Rapid Exercise: in Pairs or Threes

Identify the norms of your intake process (or other process) on the left hand side. Finish that list and then in the right hand column turn those norms upside down into a statement of criteria or actions that will frame the reform or redesign of the process.

Current Norms	Upside Down Norms

**UPSIDE DOWN
THINKING
AND WICKED
QUESTIONS**





Wicked questions

Provocative inquiry that has no simple answer, if it has an answer at all.

Wicked Questions

Example:

How can we commit to achieving outcomes while remaining open to the possibility we are measuring the wrong outcomes?



How do we change or dismantle systems that we are required to implement and control?

Principles Upside Down Thinking

Every *yes* has its *no*.

We create our own environment.

Understanding and Agreement are not the same thing.

Change requires disruption.

Multiple truths matter.

Conversations fuel innovation.

Embrace the outlier.

We are better together.

Failure is part of the journey
(Fail Forward!)

Design solutions are
rooted in our experience
of what is not working.

UDT Examples

Outcomes and Logic models destroy creativity and innovation.

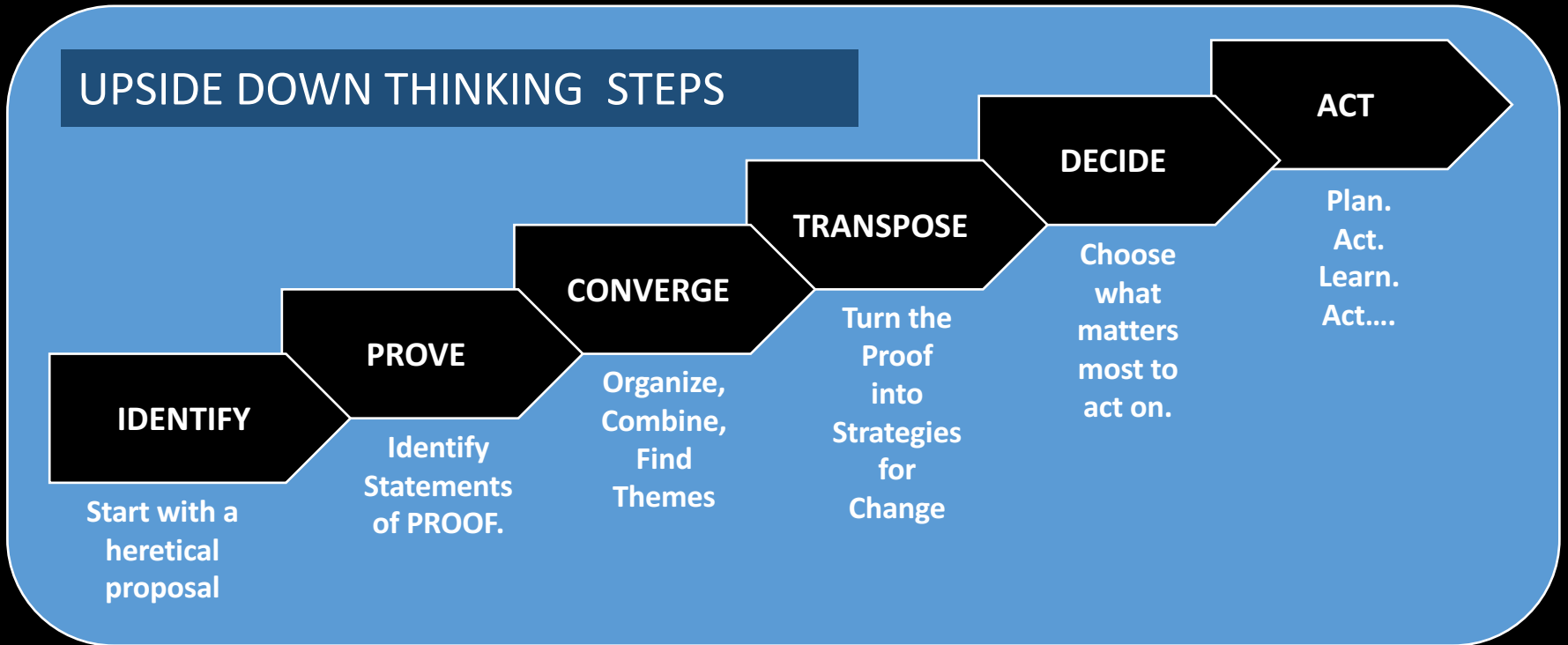
Duplication of Services is a GOOD thing. We need lots more of it.

Intake criteria are the rules we create to say “NO” to those we don’t want to help.

The Canadian Child Tax Benefit is a way for the government to subsidize low wages paid by profitable corporations.



Heretical Thinking as a Tool for Change



Create and/or Prove a Heretical Proposition

Reference the handout to create or choose a heretical proposition.

Identify (brainstorm) reasons why the proposition is true. (Do not argue against it.)

Group your list into thematic groupings

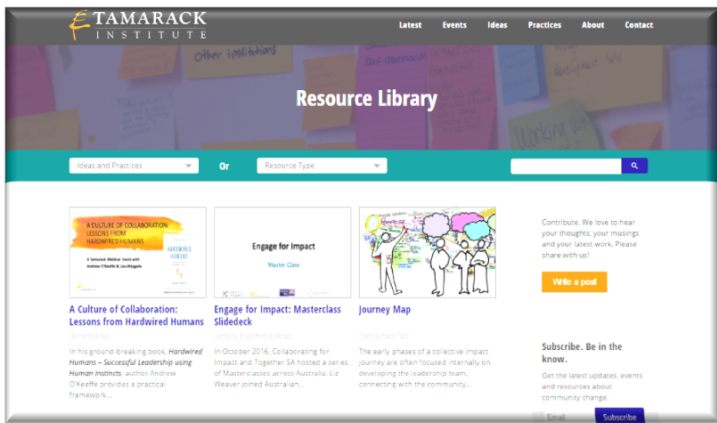
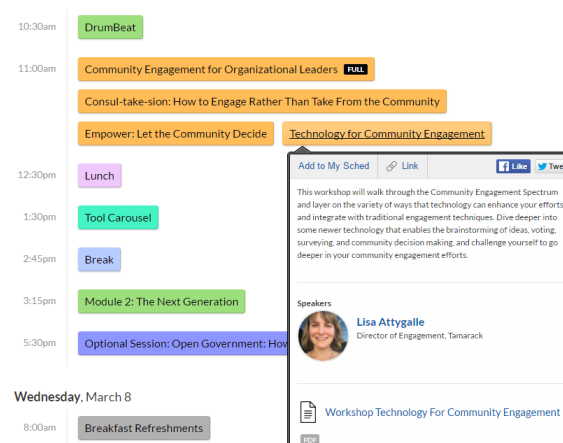
What might be a strategy or two to address these themes?

THANKS!

GET EVENT RESOURCES

Access all event resources including PPTs and handouts.

www.cci2017.sched.com



STAY IN TOUCH

To access tools, resources, webinars, and to stay up to date with the latest in community change, visit:

www.tamarackcommunity.ca