Disruption & Snapback: Capturing Systems Change

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Pairs

- Describe **one initiative** in which you and your colleagues are trying to **change a system**.
- What are the geographic (e.g. neighborhood) and domain (e.g. health, employment) **boundaries** of that system?
- What kind of systems **changes** would you like to see?
- What is your **strategy** for changing the system?

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The Key Points

1. The **case** for social innovators to change the systems that underlie tough social, economic and environmental challenge is strong.

2. An effort to change system will be an **adaptive:** messy, ever evolving and yielding unpredictable results.

3. There are **three** types of **outcomes** in systems change effort: drivers, behaviors of system actors, and effects on key areas of impact (e.g., homelessness).

4. There are (at least) **ten principles (with practices)** that social innovators and evaluator should employ to assess their effort to change system.

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#1

The case for social innovators to change the systems that underlie tough social, economic and environmental challenges is strong.

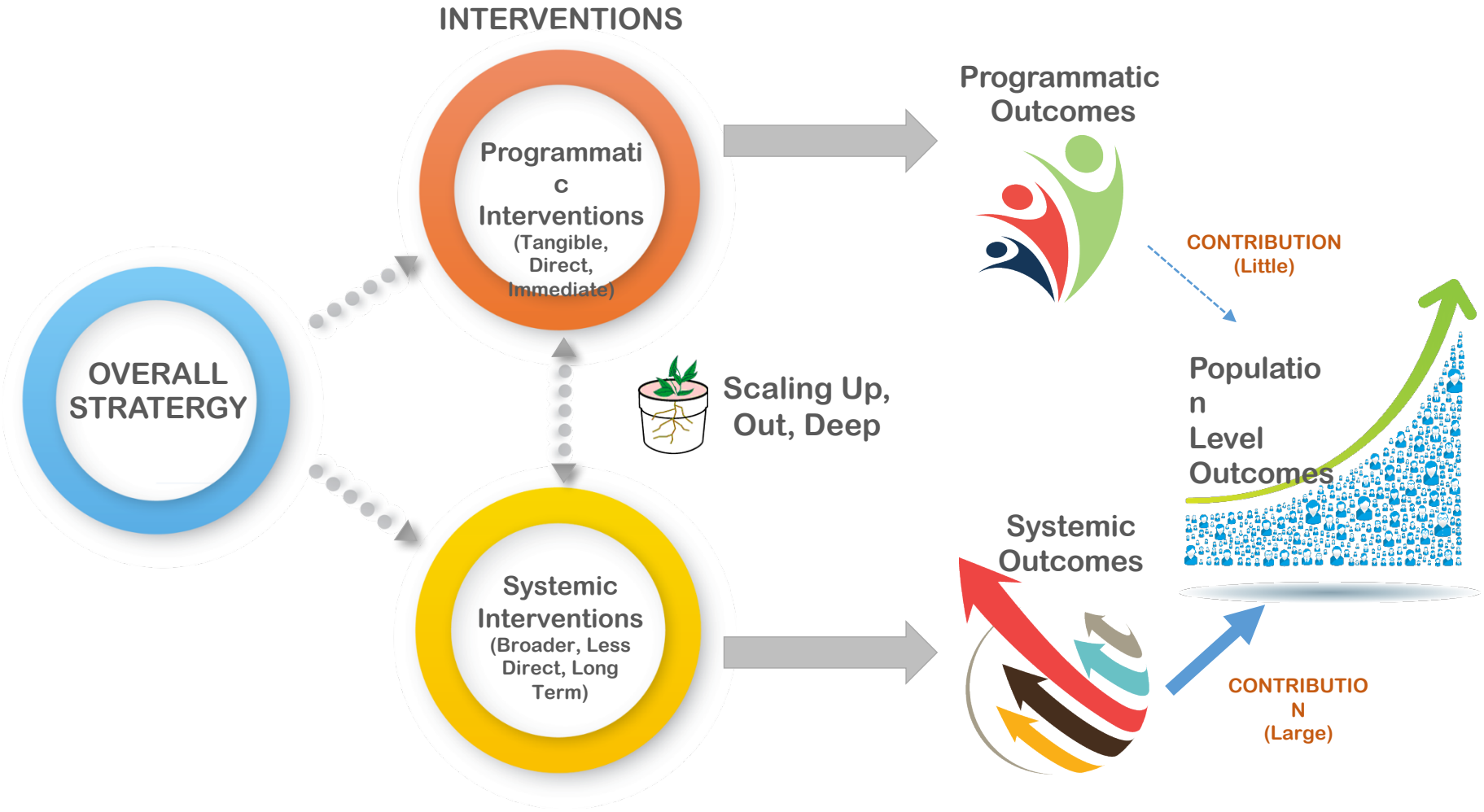
Table Group

1. What programs could you develop to help change her individual circumstances?
2. What "systems" factors would you change to assist 100,000 of her peers?

Every problem magnifies the impact of the others, and all are so tightly interlocked that one reversal can produce a chain reaction with results far distant from the original causes.

*A **rundown apartment** can exacerbate a child's **asthma**, which leads to a call for an ambulance, which generates a **medical bill** that cannot be paid, which ruins a **credit record**, which hikes the **interest rate** on an auto loan, which forces the purchase of an **unreliable used car**, which jeopardizes a mother's **punctuality at work**, which limits her promotions and **earning capacity**, which confines her to **poor housing**."*

David Shipler **The Working Poor: Invisible In America**


INTERVENTIONS
OVERALL STRATERGY
Programmatic Interventions (Tangible, Direct, Immediate)
Systemic Interventions (Broader, Less Direct, Long Term)
Scaling Up, Out, Deep
Programmatic Outcomes
CONTRIBUTION (Little)
Population Level Outcomes
Systemic Outcomes
CONTRIBUTION (Large)

Programmatic Interventions help people **beat** the odds.

Systemic interventions seek to **change** the odds.

Karen Pittman

Forum for Youth Investment

#2

An effort to change system will be an **adaptive:** messy, ever evolving and yielding unpredictable results.

How Wolves Change Rivers

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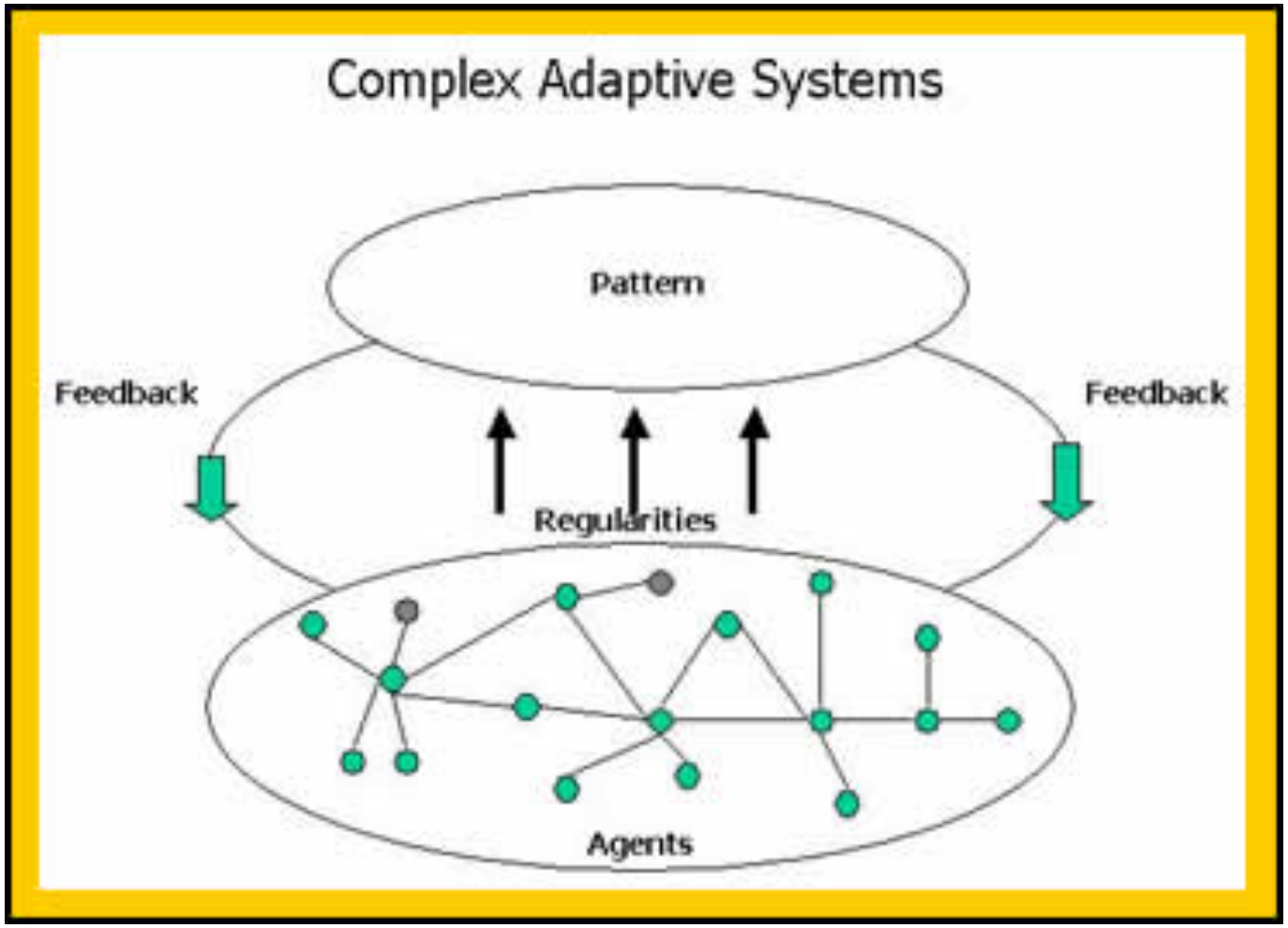
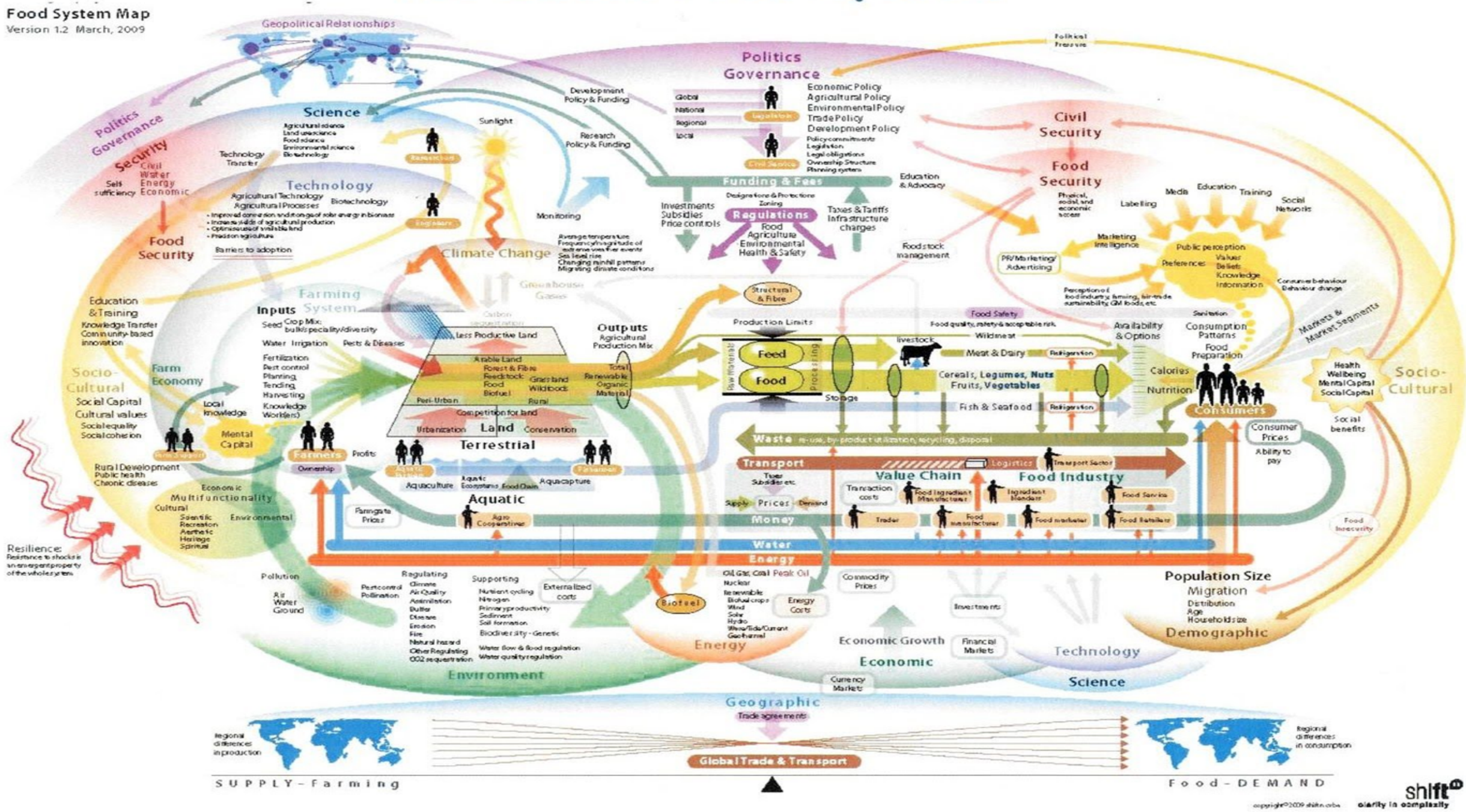
What were the behavior changes of system actors?

What were the changes in the system Structures?

Complex Adaptive Systems: Simple View



The Global Food System



Characteristics of Complex Adaptive Systems …1

Multiple & Diverse Actors

Emergent behaviours (actors reacting to each other)

Nested (e.g., neighborhood, region)

The boundaries overlap (e.g., housing, education,

Non-linear (e.g., unpredictable outcome)

Context-sensitive (vary from place to place)

Evolutionary & Adaptive (always changing)

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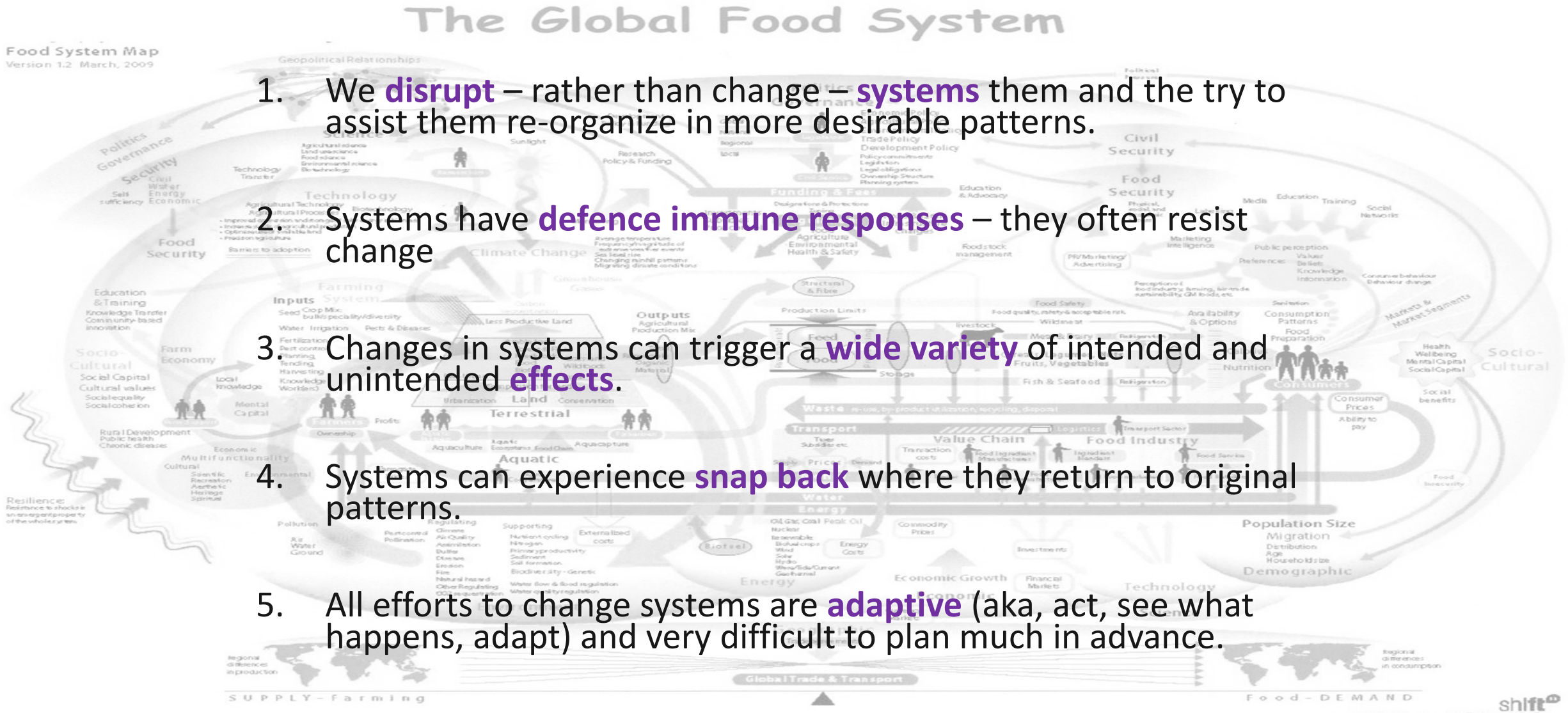
Characteristics of Complex Adaptive Systems …2



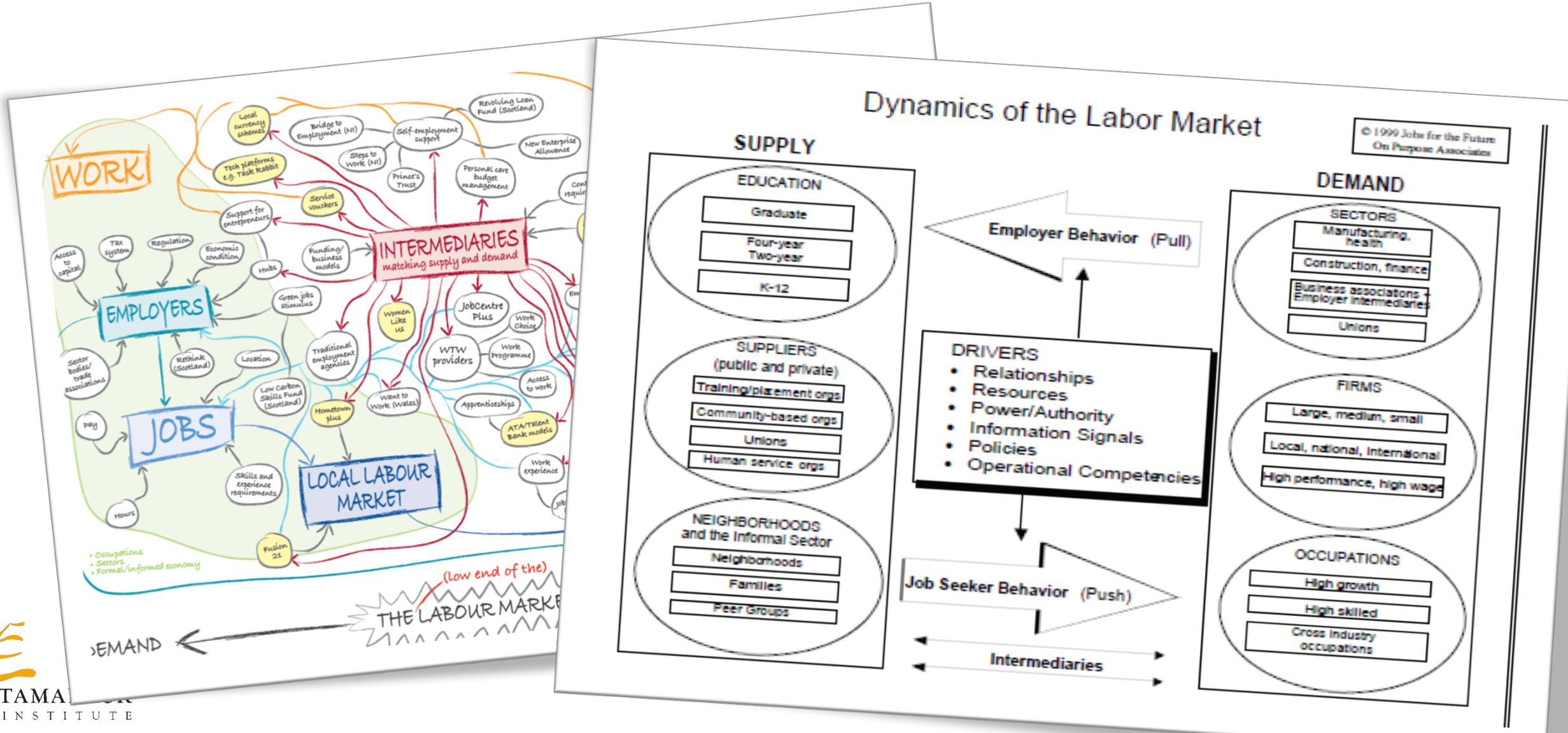
1. We **disrupt** – rather than change – **systems** them and the try to assist them re-organize in more desirable patterns.
2. Systems have **defence immune responses** – they often resist change
3. Changes in systems can trigger a **wide variety** of intended and unintended **effects**.
4. Systems can experience **snap back** where they return to original patterns.
5. All efforts to change systems are **adaptive** (aka, act, see what happens, adapt) and very difficult to plan much in advance.

#3

There are **three** types of **outcomes** in systems change effort: drivers, behaviors of system actors, and effects on key areas of impact (e.g., homelessness).

One Driver: Simple Rules

More on System Drivers



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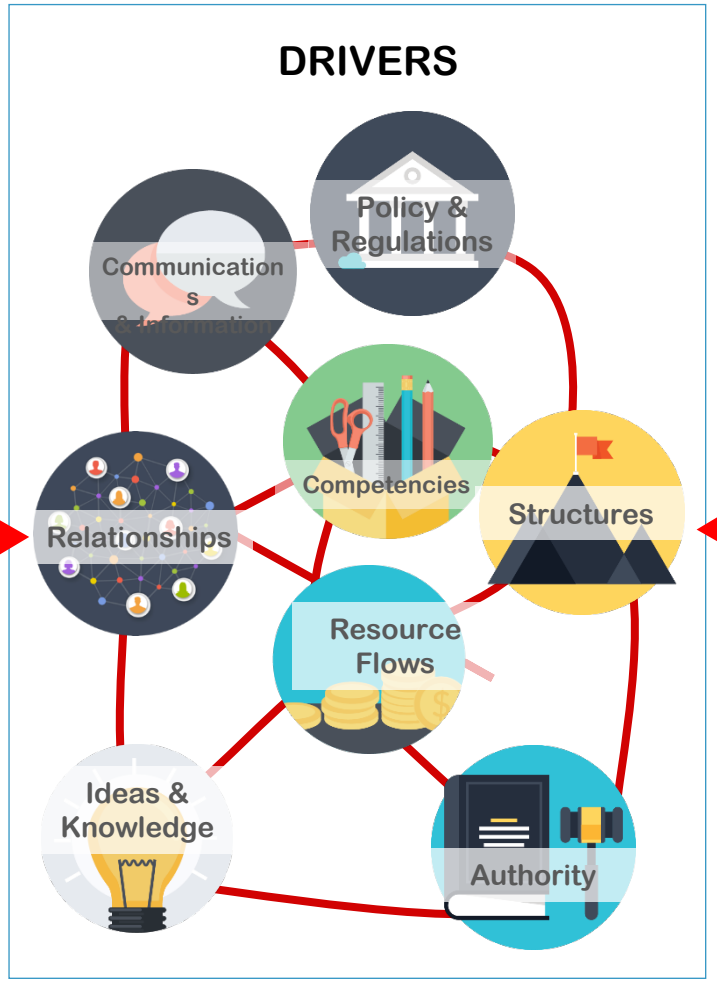
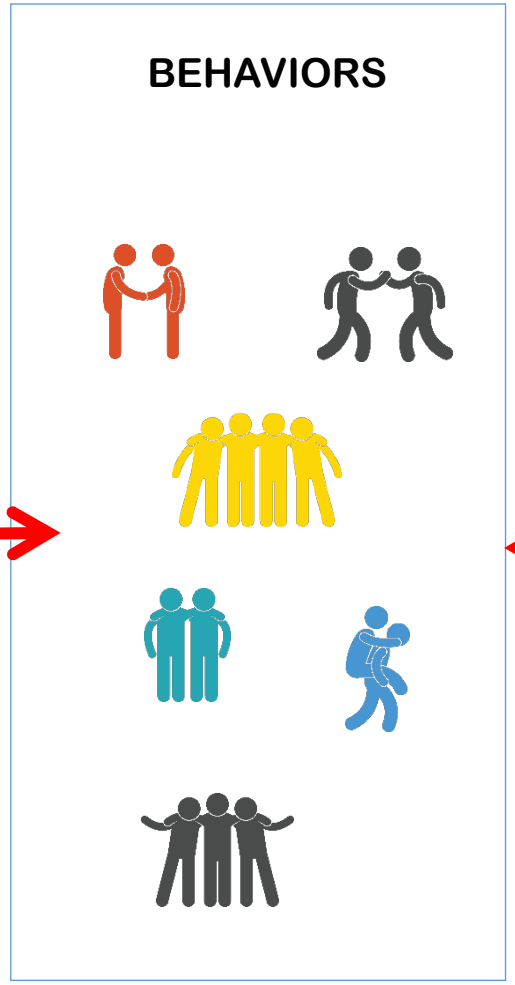
To what extent are we changing drivers?

To what extent are behaviours changing?

What is the contribution to population level changes?

SYSTEMIC INTERVENTIONS





Methods & Indicators: depends on drivers

Methods: Outcome Mapping

Methods: depends on impact

Case Study: Toronto Region Immigrant & Employment Council (TRIEC)

Outcome Mapping:
Approach

Outcome mapping (OM) is a methodology for planning, monitoring and evaluating development initiatives in order to bring about sustainable social change.

Outcome mapping frames “outcomes” as changes in behavior of system actors.

OM is supported by one of the most large and dynamic learning communities in the world.

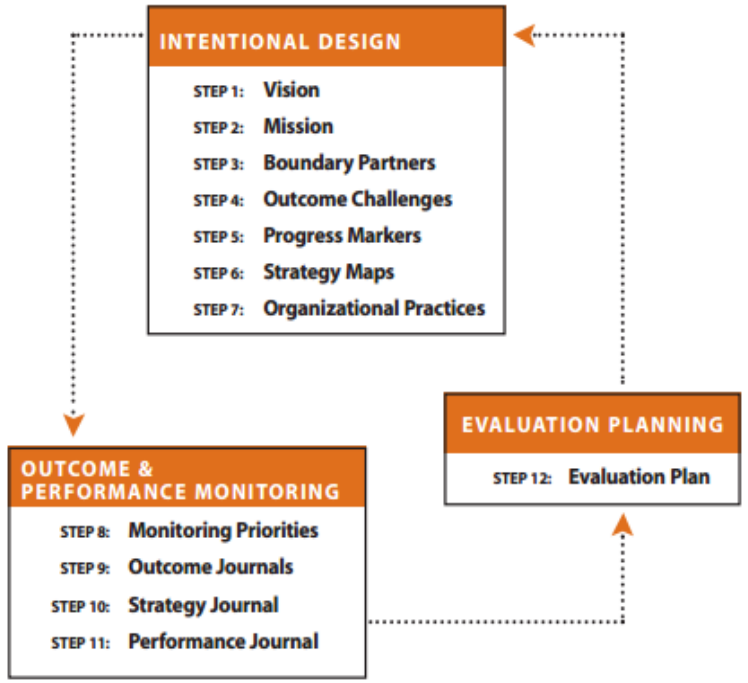
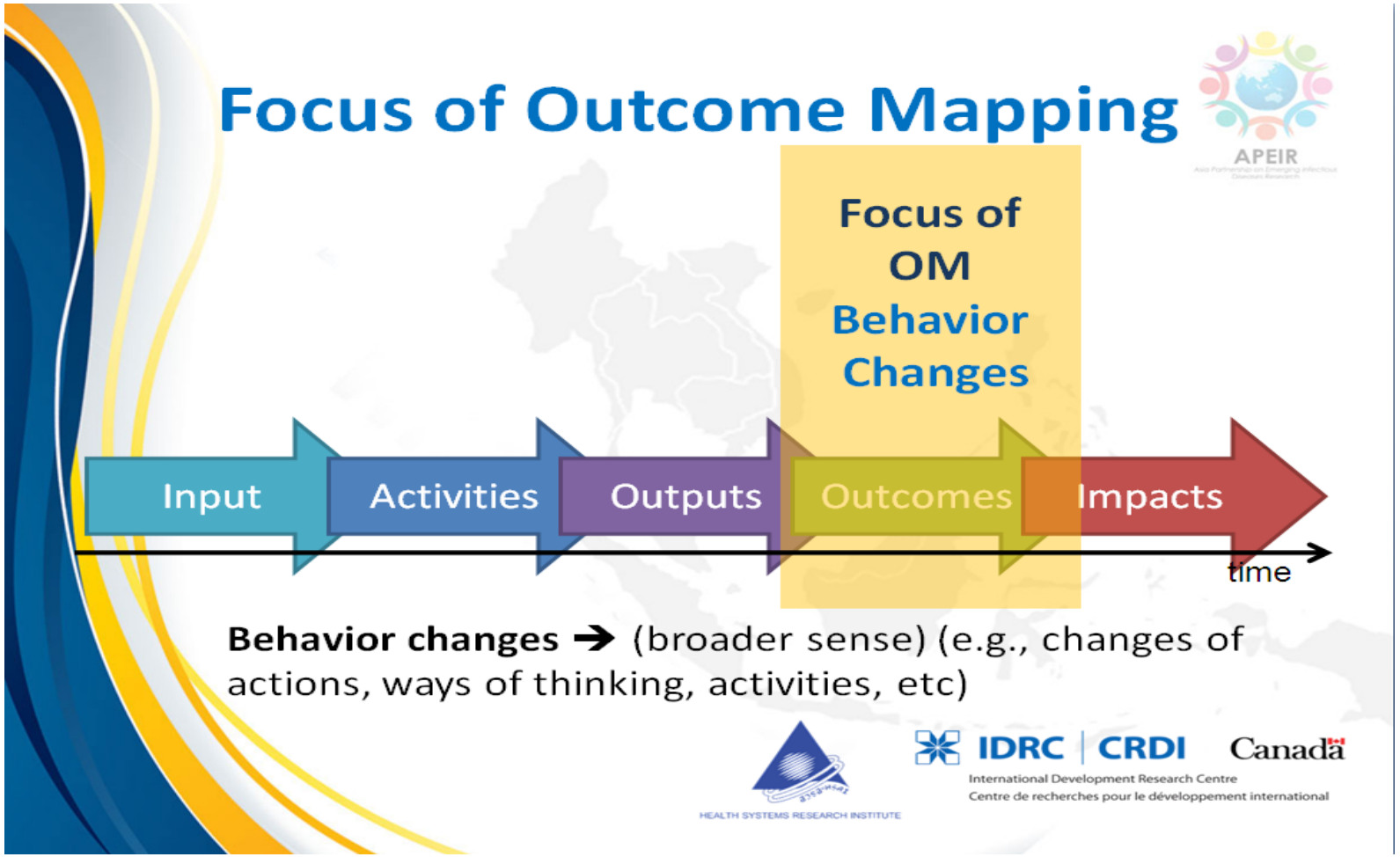


Figure 1. Three Stages of Outcome Mapping

See www.outcomemappinglearningcommunity.ca

Outcome Mapping:
Tracking Behavior Change of System Actors



Vision

A Greater Toronto Region that prospers by fully engaging the contributions of skilled immigrants.

Mission

Create and champion solutions to better integrate skilled immigrants in the Greater Toronto Region labour market.

Public Awareness

- Change narrative of skilled immigrants
- Method: Media Analysis

Policy Dialogue

- Adjust policies & regulations
- Method: Case Study

Engaging Employers

- A Variety of Programmatic Supports
- Method: Outcome Mapping Survey

Employer Practices: Outcome Mapping

Aware (Expect to See Behaviours)	Active (Like to See Behaviours)	Engaged (Love to See Behaviours)
Participating in: TRIEC 101 TRIEC E-Alerts TRIEC Events TRIEC Webinars Action Planning	Partnering in: ALLIES Partner Partner Program IS Awards Monetary Sponsorship Solution Development Learning & Development Career Bridge Mentoring JD Partnership	Integrating Into Work: Integration Training Performance Monitoring Dedicated Staff/Budget Engaged Leaders Skilled Immigrants in HR Plan Internal Champion External Champion

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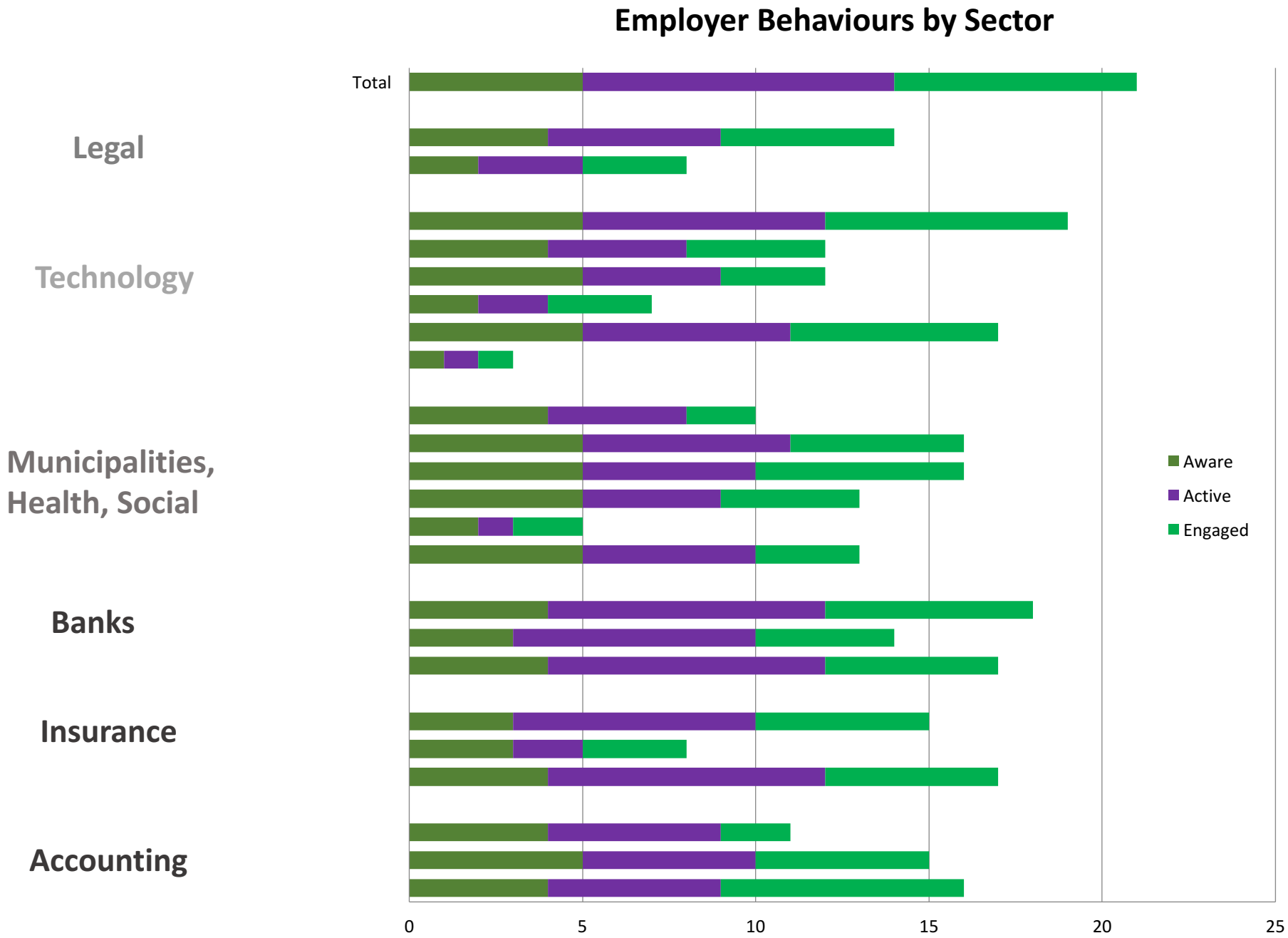
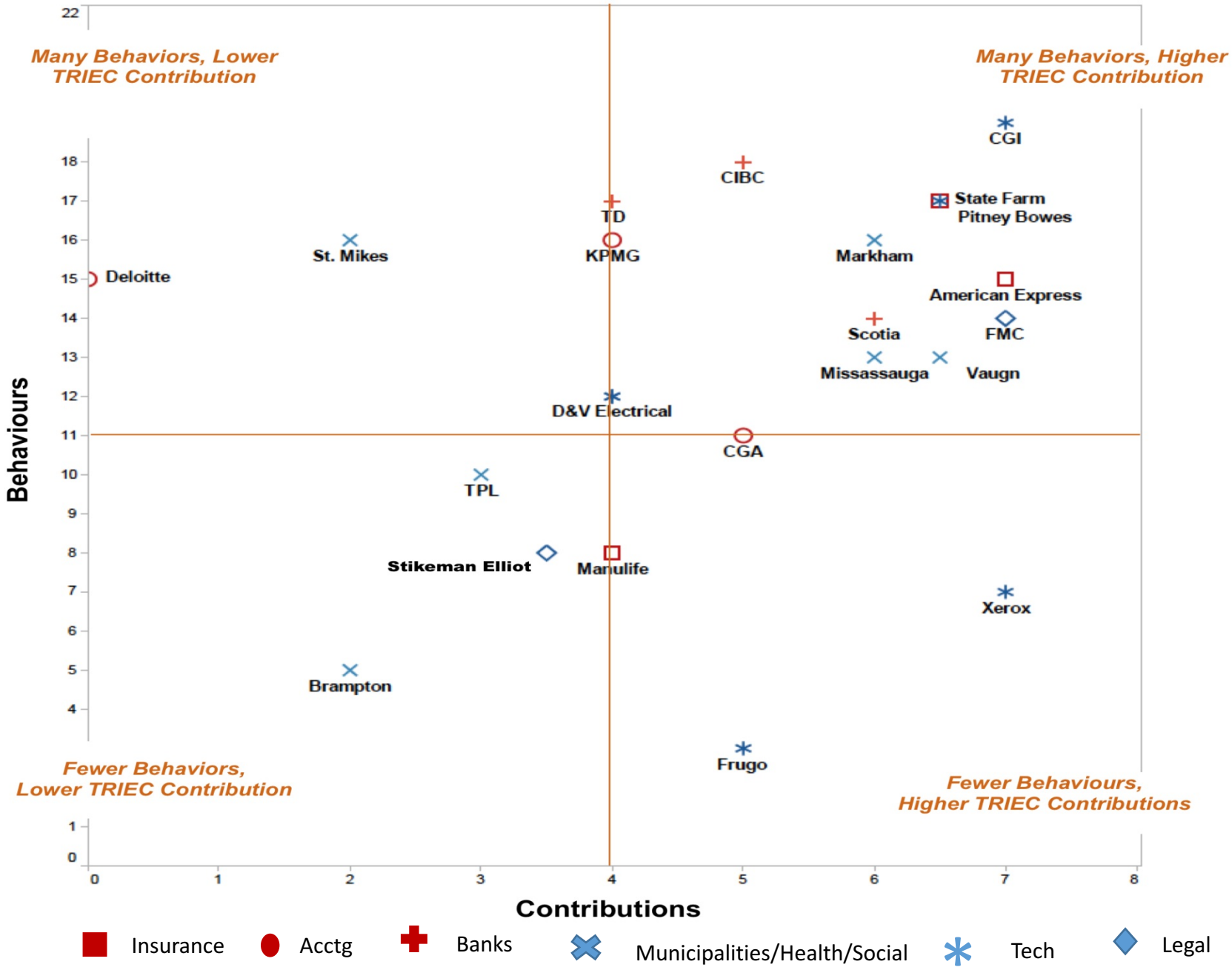

Employer Behaviours by Sector
Total
Legal
Technology
Municipalities, Health, Social
Banks
Insurance
Accounting
0
5
10
15
20
25
Aware
Active
Engaged


Many Behaviors, Lower TRIEC Contribution
Many Behaviors, Higher TRIEC Contribution
Fewer Behaviors, Lower TRIEC Contribution
Fewer Behaviours, Higher TRIEC Contributions
Behaviours
Contributions
CGI
CIBC
State Farm
Pitney Bowes
TD
St. Mikes
KPMG
Markham
Deloitte
American Express
Scotia
FMC
Missassauga
Vaugn
D&V Electrical
CGA
TPL
Stikeman Elliot
Manulife
Xerox
Brampton
Frugo
Insurance
Acctg
Banks
Municipalities/Health/Social
Tech
Legal

Results

SYSTEMIC INTERVENTIONS

DRIVERS

The interventions have helped shift one key driver: awareness of the value of skilled immigrants to local employers.

BEHAVIORS

The interventions have been successful in changing the behaviours of employer 'bellwether' in 6 sectors.

POPULATION LEVEL OUTCOMES

The data on city-wide hiring is poor, but we suspect that our interventions have limited impact.

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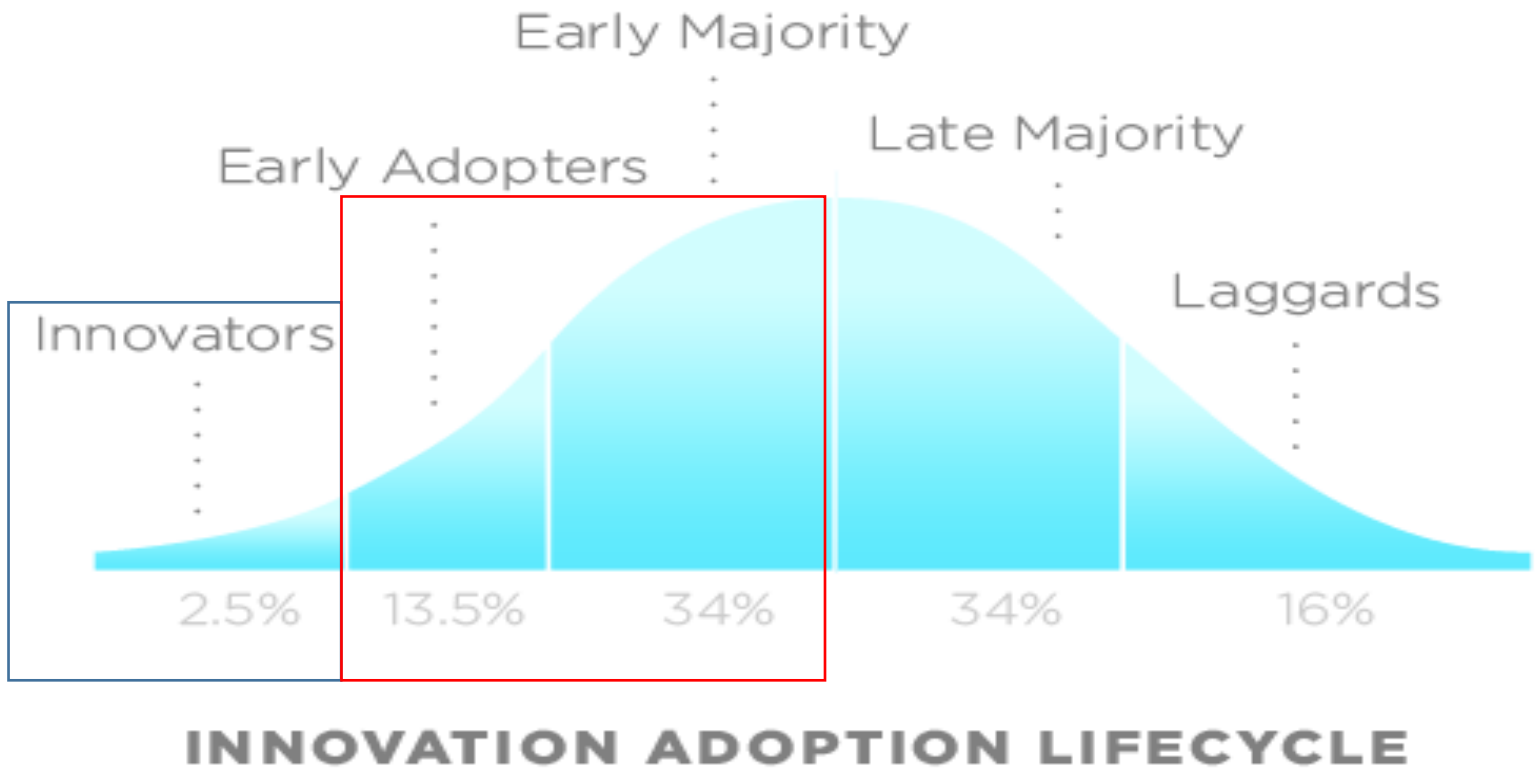
How do we scale our work to create the conditions for a larger number of early adopters and late adopters?



#4

There are (at least) ten policies (and practices) that social innovators and evaluator should employ to assess their effort to change system.

Practice #1: Describing the "It"

Challenge

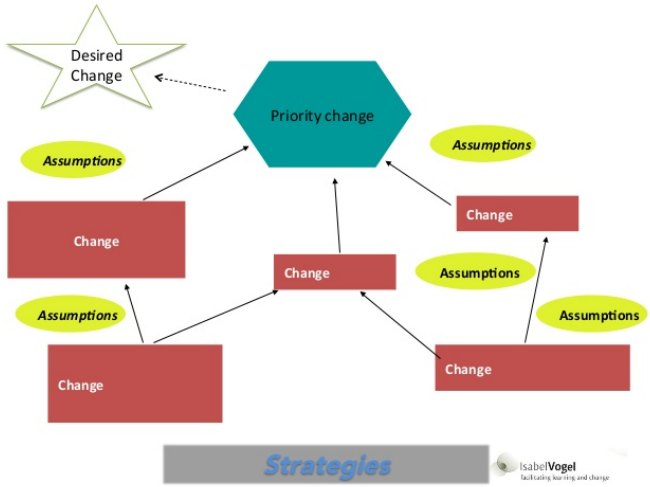
Social Innovators struggle to describe what type of systems change they are seeking and the pathway they'd like to employ to achieve it.

Principle

Assist social innovators identify the factors of the systems they would like to change, where they feel they have leverage, and the strategies they would like to try out.

Sample Practices

- Systems mapping
- Theory of change
- Pathway to change



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Practice #2: Multiple Stakeholders

Challenge

Efforts to change systems often involve a diverse group of people and organization.

Principle

Employ participatory processes to scope out, design, deliver and use the results of evaluation.

Sample Practices

- Most Significant Change
- Outcome Mapping
- Outcome Harvesting

Practice #3: Lag Times & Influence

Challenge

There is often a lag time between activities and results.

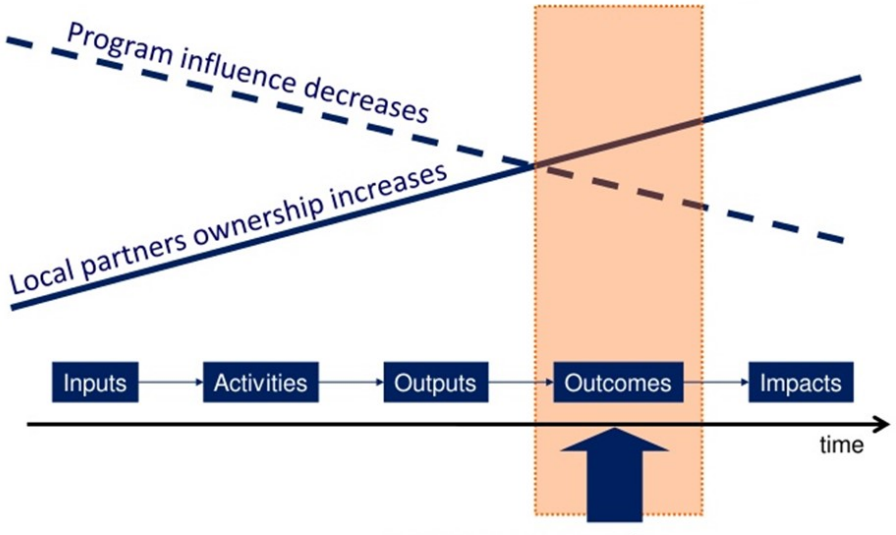
Principle

Provide social innovators with real time feedback on their short and long term results – those that they an influence the most.

(aka focus on the deer not the rivers)

Sample Practices

- Simple Logical



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Practice #4: Measurement

Challenge

Many systems change are difficult – even impossible – to capture with quantitative data alone.

Principle

Employ qualitative to provide 'insight' into the nature of change and quantitative data to show pattern over time in the assessment

Sample Practices:

- Use narratives or 'outcome' stories that combine both hard and soft indicators.

Practice #5: Unintended Outcomes

Challenge

The activities of social innovators generate a 'splatter' of intended and unintended outcomes.

Principle

Seek out system changes – intended and unintended – that emerge from a change effort.

Sample Practices:

- Participatory methods to surface all outcomes.
- Retrospective methods (e.g., outcome harvesting).
- Contingency budget for unanticipated outcomes

Practice #6: Attribution

Challenge

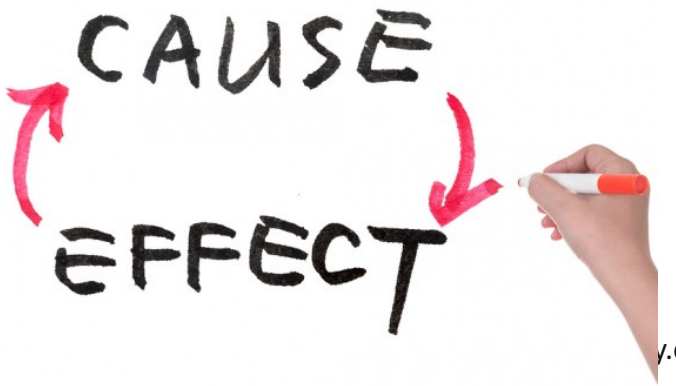
Change in systems are typically triggered by a variety of factors beyond the intervention itself.

Principle

Seek to estimate the social innovators 'contribution' – rather than 'attribution' to system changes.

Sample Practices:

- Contribution Analysis



Practice 7: Failure

Challenge

Many interventions do not succeed due to factors within and outside of the control of social innovators.

Principle

Use ‘failures’ as sources of learning in a process of ‘intelligent failure’.

Sample Practices

- Reflective Practice
- Single/Double Loop Learning
- After Action Review
- Lessons Learned Fair
- Failure Report

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Practice 8: New Challenges

Challenge

The success of changing one part of a system may uncover the need to change another part of the system.

Principle

Ensure that all evaluative feedback loop include a section on ‘new insights and challenges’ and/or ‘implication for strategy’ sections.

Sample Practices:

- What? So What? Now What?
- Peel Away the Onion Reflection Session

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Practice 9: Snap Back

Challenge

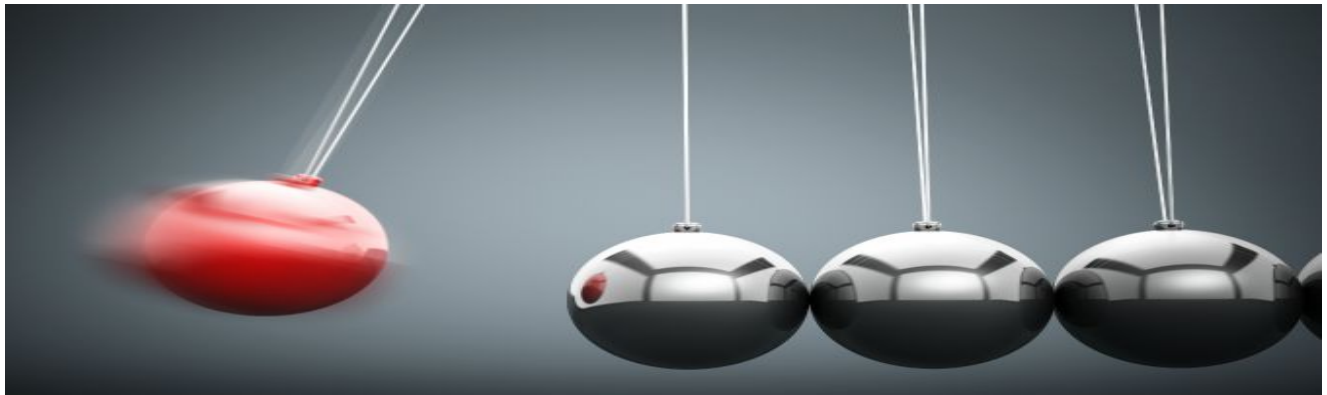
Progress on changing system may be short-lived: systems sometimes ‘snap back’ into old patterns.

Principle

Ensure that all evaluative feedback loop include a section on ‘new insights and challenges’ and/or ‘implication for strategy’ sections.

Sample Practices:

- What? So What? Now What?
- Peel Away the Onion Reflection Session



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Practice #10: Evolving Strategy

Challenge

Social innovator often adapt their strategy to respond to shifts in context, new learning and arrival of new actors.

Principle

Continually monitor the evolution of the strategy and upgrade it to reflect shifts in evaluation questions.

Sample Practices:

- Evaluation Scope of Work

USAID
FROM THE AMERICAN PEOPLE

NUMBER 3
2ND EDITION, 2010

PERFORMANCE MONITORING & EVALUATION

TIPS

PREPARING AN EVALUATION STATEMENT OF WORK

ABOUT TIPS

These TIPS provide practical advice and suggestions to USAID managers on issues related to performance management and evaluation. This publication is a supplemental reference to the Automated Directive System (ADS) Chapter 203.

PARTICIPATION IS KEY

Use a participatory process to ensure resulting information will be relevant and useful. Include a range of staff and partners that have an interest in the evaluation to:

- Participate in planning meetings and review the SOW;
- Elicit input on potential evaluation questions; and
- Prioritize and narrow the list of questions as a group.

WHAT IS AN EVALUATION STATEMENT OF WORK (SOW)?

The statement of work (SOW) is viewed as the single most critical document in the development of a good evaluation. The SOW states (1) the purpose of an evaluation, (2) the questions that must be answered, (3) the expected quality of the evaluation results, (4) the expertise needed to do the job and (5) the time frame and budget available to support the task.

WHY IS THE SOW IMPORTANT?

The SOW is important because it is a basic road map of all the elements of a well-crafted evaluation. It is the substance of a contract with external evaluators, as well as the framework for guiding an internal evaluation team. It contains the information that anyone who implements the evaluation needs to know about the purpose of the evaluation, the background and history of the program being evaluated, and the issues/questions that must be addressed. Writing a SOW is about managing the first phase of the evaluation process. Ideally, the writer of the SOW will also exercise management oversight of the evaluation process.

PREPARATION – KEY ISSUES

BALANCING FOUR DIMENSIONS

A well drafted SOW is a critical first step in ensuring the credibility and utility of the final evaluation report. Four key dimensions of the SOW are

The Key Points

1. The case for social innovators to change the systems that underlie tough social, economic and environmental challenge is strong.

2. An effort to change system will be an adaptive: messy, ever evolving and yielding unpredictable results.

3. There are three types of outcomes in systems change effort: drivers, behaviors of system actors, and effects on key areas of impact (e.g., homelessness).

4. There are (at least) ten practices that social innovators and evaluator should employ to assess their effort to change system.

Back to Pairs
What parts of this framework – if any – could you employ in your systems change initiative?