AN INTRODUCTION TO
INNOVATION NETWORKS

OUR APPROACH TO SOLVING TOUGH PROBLEMS

Build a design team

Draft strategic intent

Establish an audacious working goal

Interview system leaders and map the system

Map "winds," "points," and "shifts"

Identify participants and convene the network

Conduct end-user interviews

Identify key shifts in system and human experience

Validate analysis & insights with stakeholders

Generate and test initiatives. Iterate, learn, and adapt.

Scale the initiatives that work

THREE KEYS TO NETWORK SUCCESS

SETTING AUDACIOUS GOALS

A programmatic approach to emerging social goals that are big enough to be meaningful but not so big that they seem unfathomable. For example:

Solar Circle: Produce 50% of U.S. energy from Solar by the year 2050

Stone Soup Makers Initiative: Create the nation's first collective impact incubator across central Pennsylvania

Employee Ownership: Achieve 50 million employee owners in the U.S. by 2050
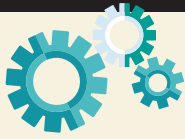
INNOVATIVE, INFLUENTIAL PARTICIPANTS

We engage "high leverage" stakeholders in our working groups who are well-positioned to produce innovation and influence key others in the value chain. All participants are:
- held in high regard by their peers
- highly knowledgeable of their subject areas
- proven collaborators
- personally committed to the goal of the working group
- reflective and analytic while being oriented toward action

RAPID ANALYSIS AND PROTOTYPING

Our networks quickly identify key systemic and experiential shifts that need to happen to achieve the overall goal. Our facilitators use design methods to help our teams rapidly prototype and test initiatives, including new policies, services, and products.

For more information, contact Russ Gaskin
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CoCreativeConsulting™
INSIGHT ❯ INNOVATION ❯ IMPACT

MAJOR BENEFITS OF OUR APPROACH

Innovation Networks are high impact because they:

- Build buy-in from the outset
- Engage "high influence" stakeholders from across the system
- Analyze the whole system quickly and efficiently
- Harness the experience and resources of all stakeholders to develop creative, self-sustaining initiatives
- Facilitate fast, high quality learning about the issues
- Flip key tensions to deepen engagement and innovation
- Rapidly prototype, test, and iterate get solutions to get them to market quickly and scale them up
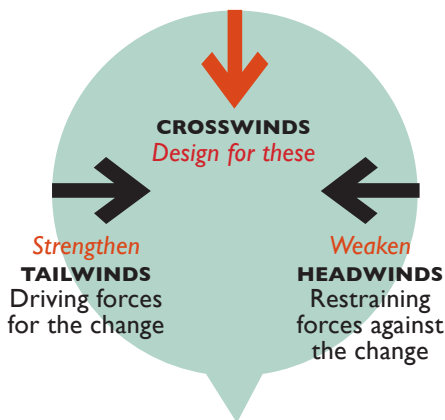- Attract other key influencers to our work
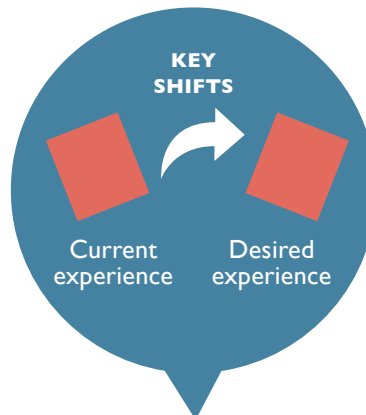
WHEN THEY WORK BEST

Our "Emergent Strategy" approach works when other approaches fail:

- The challenge is complex and systemic in nature and no one person has a significant view on the whole problem
- Stakeholders have highly divergent worldviews and frames for defining the problem
- The factors influencing the problem and the resources and ideas needed to solve it are dynamic and shifting over time
- Attempts to convene conventional stakeholder groups have failed to produce rapid and aligned action
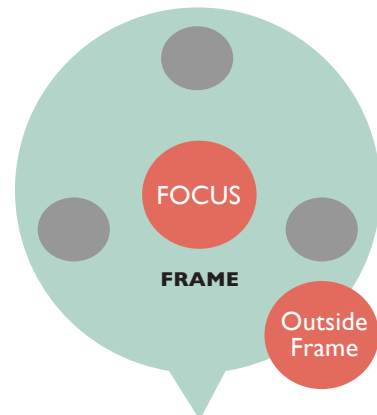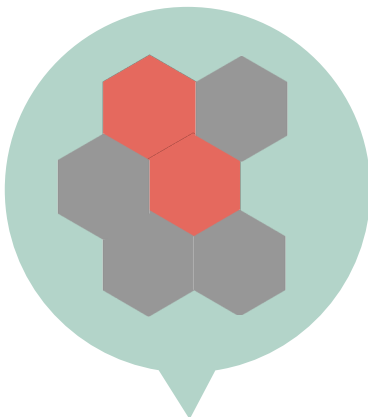
SOME STRATEGIES WE USE

CROSSWINDS
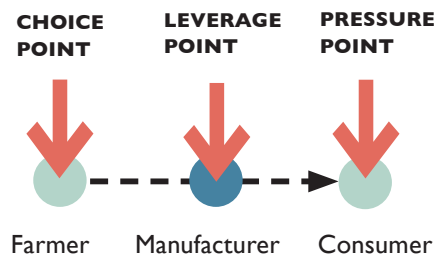*Design for these*

Strengthen
TAILWINDS
Driving forces for the change

Weaken
HEADWINDS
Restraining forces against the change

Force Field Analysis

KEY SHIFTS

Current experience → Desired experience

Experience Shifts

FOCUS

FRAME

Outside Frame

Focus and Frame

Constellation Mapping

CHOICE POINT — **LEVERAGE POINT** — **PRESSURE POINT**

Farmer — Manufacturer — Consumer

Systemic Points
(SYSTEM: FOOD SUPPLY CHAIN)

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Polarities