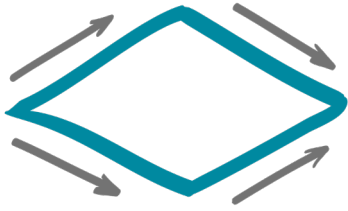
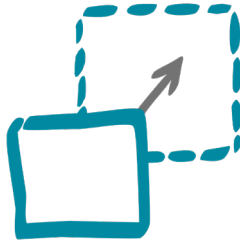


## 6 Patterns in Collaborative Innovation



### DIVERGING & CONVERGING

It's helpful to be clear and intentional about moving through cycles of divergence and convergences when leading collaboration innovation. There are times when you want to open the network up to greater possibilities, expand the analysis, and generate more ideas. At other times, you need to narrow the scope, focus the analysis and choose which priorities to take forward. Be aware of your own biases and focus on what the group needs at the time.



### CRITICAL SHIFTS

A critical shift is simple to define, very powerful as a strategy tool, and takes discipline to do well. A good shift is a statement of two things: (1) Some part of that current strategic picture that isn't working right now, and (2) how that part of the picture should look in the future. An effective network will be working to make multiple shifts happen simultaneously. When those shifts are added together, they represent a whole picture of the system change strategy.



### DESIGN TENSIONS

Participants in any complex change initiative invariably experience tensions around positions that seem mutually exclusive. These can be sources of polarization and stuckness if allowed to play out covertly. By framing these tensions as positive assets and helping the group get the best of both values (like the best of action AND learning) your network will collaborate more deeply and design better, more resilient solutions.



### SPIRALING

Spiraling the goals, analysis, shifts, and potential solutions is a way to increase engagement AND create better thinking and solutions at the same time.

Spiraling begins when one person shares her thinking with another person, and adjusts that thinking so they have something that works for both of them. Then these two people engage 4 more people, those people engage 4 others, and so on. Eventually, the analysis and thinking is even shared by people outside the network in the broader community or sector.



### THE DESIGN PROCESS

Innovation is often perceived as a neat and orderly process, but it's actually messy and unpredictable. It's helpful for participants to understand that design-led innovation will not be a linear process that goes straight from problem to solution. It will feel messy and unclear at times, especially when they are full of insights with no clear path forward, but the strategy and solutions will emerge in time.

*(based on The Design Squiggle by Damien Newman at Central Office of Design)*



### FOCUS & FRAME

The focus is anything that is within scope for your network. The frame is other things that people care about that we're going to pay attention to as we pursue our focus. Why? Because paying attention to what's in frame helps us avoid unintended consequences in our work and also find opportunities for wins on related issues. For example, even as we focus on reducing worker exposures to hazardous chemicals, we can also pay attention to potential impacts of our work on environmental discharges.

