# Collaborative Innovator Attributes

When developing an innovation network, we seek stakeholders with specific attributes that make them particularly effective at driving systemic innovation at scale. The general attributes we seek are:

|  |  |
| --- | --- |
| **Collaborative Innovators…** | **Which supports…** |
| …are held in high regard by their peers | …influence through authentic leadership. An innovation network has far greater leverage when it's comprised of high influence stakeholders who viewed as authentic and effective leaders by their constituents and peers. |
| …have high expertise in their part of the value chain | …real-time validation of analysis and possible system interventions. We also get fresh perspectives from diverse participants in our networks since no one understands the entirety of any complex system. |
| …have proven collaboration abilities | …dynamic creation of shared value. If you've ever been on a team or committee with someone who simply couldn't collaborate, this may be self-evident. Collaborative Innovators are able to creatively integrate personal and organizational interests with the large societal outcomes being pursued by the group, creating new forms of shared value. |
| …are able to learn and move at pace | …smart, rapid innovations. Conventional working groups are often full of thinkers who don’t act quickly, or vice versa. Collaborative Innovators are able to do analysis and take action in rapid iterative cycles, allowing us to develop and test market interventions within months rather than years. |
| …are able to represent their institution’s interests | …system-wide alignment and momentum. This does not mean that we select only stakeholders with the most formal power in their institution. Our networks have CEOs, VPs, directors, managers and even front-line works and independent actors. Having the breadth and the depth of the system represented in the room is critical to creating successful initiatives. |
| ...and 90% of participants are committed to the goal while 10% are skeptics who are open to evidence-based learning | …informed momentum. This mix allows us to create strong momentum in the belief that the goal is possible while also forcing the group to validate its key hypotheses and assumptions along the way. |