



SIX VANCOUVER MAY 27-29, 2014 CASES & INSIGHTS

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SIX VANCOUVER PARTNERS



ABOUT THE ORGANIZERS



socialinnovationexchange.org

SIX is now the world's primary network for social innovation. It connects social innovators in order to create and spread new ideas and solutions about how society can be strengthened and improved. It works with cities, national governments, and international bodies, such as the European Commission, to improve the methods with which our societies find better solutions to challenges. We foster genuine, active connections between the people building innovative solutions, from the grassroots to the policymaking level. By promoting learning across sectors, fields and countries, and by communicating and disseminating ideas about social innovation, SIX builds the capacities of its members and enables them to work together to develop resources for social innovators around the world.



socialimpactpartners.ca

BC Partners for Social Impact is the product of the work of the BC Social Innovation Council, which was appointed in January 2011. In April 2012, the Council presented a summary of their findings and presented an Action Plan to the BC Government. The recommendations focused on five key areas: supporting social enterprise; legislative enablement; social innovation labs; engaging communities; and learning and research. The Partners represent a wide and diverse section of BC and include leaders in nonprofits, businesses, universities, community groups, and at all levels of government. Representatives from each main sector chair the group. The Partners have three main goals:

1. Collaborate across sectors to implement the recommendations to the Action Plan;
2. Share key social innovation information across initiatives and networks;
3. Identify emerging trends, challenges and opportunities to advance social innovation.



sigeneration.ca

Social Innovation Generation (SiG) seeks to address Canada's social and ecological challenges by creating a culture of continuous social innovation. Our focus is on social innovation that has the potential for impact, durability and scale. SiG is a collaborative partnership between The J.W. McConnell Family Foundation, the University of Waterloo, the MaRS Discovery District, and the PLAN Institute. Our ultimate goal is to support whole system change through changing the broader economic, cultural and policy context in Canada to allow social innovations to flourish.

ACKNOWLEDGEMENTS

SIX Vancouver 2014 would not have been possible without the inspiring Al Etmanski, Co-Chair BC Partners for Social Impact and Cheryl Rose, Associate Director, Waterloo Institute of Social Innovation and Resilience. This report was prepared by Social Innovation Generation (SiG) National on behalf of the partnership. Questions and follow up welcome through the Manager of Communications, Geraldine Cahill. Phone: +1-647-260-7844 Email: geraldine@sigeneration.ca

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EXECUTIVE SUMMARY

The SIX Vancouver Summer School was about the future of Canada as a social innovation nation: its place in the world, its view of itself, and its connections to others. Convened in North America for the first time, SIX Vancouver was a forum for 160 academics, policy makers, grassroots activists and social innovation practitioners to share insights, leading edge ideas and practices, and to explore practical solutions to complex challenges.

Over the past 7 years, the annual SIX Summer School has brought together leading social innovation thinkers and doers from across the world to explore some of the key issues facing the field – such as scaling and innovation in times of crisis. This year, discussions focused on shifting culture and the role culture often plays in enabling or hindering social innovation.

A partnership between the global Social Innovation Exchange (SIX) network, the BC Partners for Social Impact, and Social Innovation Generation (SiG), the 2014 Summer School event directed the eyes of the world to the Canadian social innovation movement, injecting energy and momentum into the work being done. SiG took advantage of this global attention to facilitate and support contiguous international social innovation events in Canada, including the Social Frontiers Research Conference and the Labs for Systems Change global gathering (see Social Innovation Canada p.29).

This report outlines the key lessons from the 3-day Summer School, with a particular focus on noteworthy and exemplary social innovations – whether homegrown or international – and particular attention to the health of the social innovation ecosystem in Canada.

While the insights gleaned from SIX Vancouver are useful to a broad range of stakeholders, emphasis in this report is placed on the roles of policy-makers, public service designers, and funders. Social innovation is not new to Canadian public servants, but contained within the report are emergent methods and insights that can be employed to further unleash transformative creativity within the public sector.

SIX VANCOUVER WAS A DEFINING MOMENT FOR CANADA'S SOCIAL INNOVATION MOVEMENT

The decision to gather this global network of social innovators in Vancouver, British Columbia testifies to the growing and fertile culture of social innovation across the nation and the exemplary work of Canada's social innovation community.

Social innovation is in Canada's nature – Canada gave birth to, scaled and institutionalized universal healthcare, peacekeeping, the RDSP, JUMP Math and palliative care.

Social innovation is in Canadian culture – Canada's diverse and vibrant cultural traditions and stories are a deep well of inspiration, creativity, learning and precedent for social innovation thinking. (1)

Alberta, British Columbia, Ontario, Quebec and Nova Scotia are each leading unique efforts to engage new partners and collaborators on common platforms towards systemic solutions. More generally, governments, the private sector, media and academics are all coalescing around the idea that through co-creation, we can catalyze transformative systems change in this country.

At SIX Vancouver, Canadian participants learned about the developments and challenges facing social innovation in other countries – and in other provinces. These learning opportunities offered a critical benchmark for Canada's social innovation community and were designed to embolden local innovators to adopt, adapt, replicate or modify known approaches more quickly.

For organisations – whether private enterprises, public institutions, or community organisations – SIX Vancouver was an opportunity learn how to:

- Act strategically;
- Understand how to innovate and create value; and
- Reflect on the opportunities/obstacles to innovation, a fundamental part of which is the role of embedded culture

For funders, SIX Vancouver illuminated the broad landscape of social innovation initiatives, tools, and best practices, as well as the leading edge innovations on the horizon to be supported, nurtured and pushed to full potential.

SIX Vancouver took place in the middle of Social Innovation Week Vancouver. This broader series convened over 1,100 people in the city, harnessing the momentum and energy of social innovation and social enterprise in British Columbia, across Canada, and globally. The week was hosted by BC Partners for Social Impact, in collaboration with over 20 organisations from across sectors and continents.

KEY OUTCOMES

The Summer School focus was shifting cultures: the role of culture in empowering or hampering change in ourselves, in society and in organisations. This theme was inspired by the complex nature of the challenges stymying social innovators: successful prototype projects that fail to scale; powerful theories of change that fail to manifest; and unintended consequences that not only threaten the success of a social innovation, but potentially cause harm. These barriers to social innovation consistently link back to cultural elements: organisational culture, behaviors, values, vulnerability, social histories and relationships.

As the collective learning from SIX evolved over the three days, it became clear that shifting culture is less about shifting from A to B – from a current culture to a ‘new’ culture. It is more about weaving together diverse ideas, voices and processes to build a rich social innovation ecosystem out of existing assets, fostering a transition in mindsets and deriving the greatest value from collaborative teams of ‘unusual suspects.’

This process of weaving requires different types of innovators working together– roles that can be played by individuals, communities, institutions or government, including:

Disruptive innovators

Disruptive innovators see things that are broken and get to work. They seek to disrupt the status quo to solve an embedded and complex problem.

Bridging innovators

Bridging innovators understand the new vision, but also the limitations of the old system. They are the cultural translators, introducing a social innovation into the system and beginning to shift mindsets.

Receptive innovators

Receptive innovators work to prepare the people and processes within the system for the social innovation. They advance ideas over and around inevitable barriers. Importantly, receptive innovators understand the landscape of stakeholders and can give great insight into unforeseen consequences. (2)

“I feel like people have really been on a journey. The more we can create tensions, the more we can bring out controversial arguments that people start to talk about in ways that they haven’t done before, the better for us.”

-- Louise Pulford, Director, Social Innovation Exchange, speaking at the Closing Plenary of SIX Vancouver 2014

The keynote presentations at SIX Vancouver revealed four main lessons for social innovation practitioners and champions:

1. PREPARE FOR SURPRISE

While practitioners each reflected on their own calling to drive social change, they also spoke of the need to understand whether and when communities or organisations are ready for change. A lesson that was reiterated throughout the three days was: “When you disrupt something it doesn’t mean they are ready for you.”(3) It is important to discern the opportune moment to introduce an innovation and to spend time preparing the system for the introduction of the innovation; hence the need for all three types innovators – disruptive, bridging and receptive innovators.

2. FROM WEALTH TO WELLBEING

Tamara Vrooman, President and CEO of Vancity Savings Credit Union, made a powerful case for mission-led business. Vrooman highlighted that the etymology of ‘wealth’ is wellbeing. By transforming Vancity’s approach to wealth back to its etymological roots, Vancity not only underwent a cultural ‘reset,’ but it also began to outperform traditional banks. Vancity’s positioning of member wellbeing as the core metric of success was accompanied by sustained growth.(4)

3. THE RICHNESS OF INCLUSIVE COMMUNITY IS THE ENDS AND THE MEANS TO RESILIENCE

Social innovation is only realized when a diversity of voices collaborate to implement a vision. Opportunities for positive systems change emerge from curating participatory processes and authentic partnerships, especially with vulnerable populations.

“Social innovation, resilience and vulnerability are three legs of the same stool. Social innovation needs the diverse voices of vulnerable populations and resilience needs social innovation. Integrate diverse ideas and insights through engagement and inclusion.”

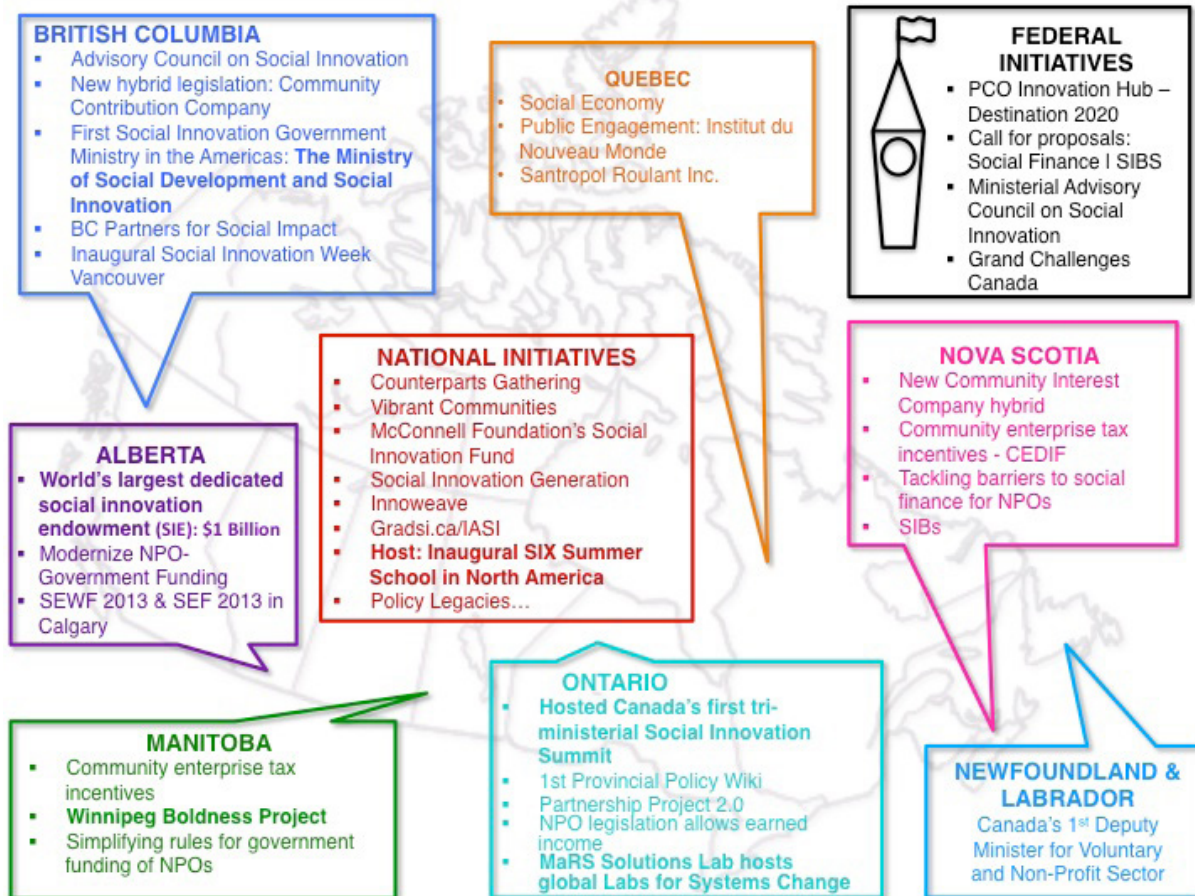
--Frances Westley, J.W. McConnell Chair in Social Innovation, University of Waterloo, speaking at the Opening Address of SIX Vancouver 2014

4. CULTIVATING SPACES FOR COLLABORATIVE INNOVATION

The clarion call at SIX Vancouver was collaboration – not only with vulnerable populations in community, but also with enemies and strangers, with all the stakeholders at play in the system. The greatest power and possibility for solutions lies in the collective capacity of all contributing to and influenced by a problem. Authentic partnership looks like collaboration – the process for overcoming barriers and finding common cause.

CANADA

SOCIAL INNOVATION NATION



Canada earned the opportunity to co-host SIX Vancouver as an emerging global leader in the field of social innovation. Extending the tradition of Canada's historical social innovation achievements, contemporary social innovation activity is rapidly accelerating, as policy shifts and pioneering practices, networks, and projects catalyze activity.

FEDERAL LANDSCAPE

Over the past five years the federal government has been building a repertoire of social innovation initiatives, ranging from its Call for Concepts on Social Finance (5), to the creation of a Ministerial Advisory Council on Social Innovation (6), to enshrining social innovation in the PCO Clerk's Destination 2020 report (7), through to the \$224 million investment in the new stand-alone Grand Challenges Canada (8), innovation platform.

PROVINCIAL LANDSCAPE

British Columbia was the first jurisdiction in the Americas to create a social innovation government ministry. Alberta has launched the world's largest (\$1 billion) endowment fund dedicated to social innovation. (9) Ontario convened Canada's first tri-ministerial Social Innovation Summit.

COMMUNITY LANDSCAPE

Canada's community sector has created a legion of globally recognized (emulated and scaled) social innovations.

THE WOMEN'S INSTITUTE (1897) – providing women with educational opportunities and the chance to build new skills, take part in a wide variety of activities, and campaign on issues that matter to them and their communities.

HABITAT FOR HUMANITY'S RESTORE (1991) – starting with one store in Winnipeg and growing to nearly one thousand stores around the world (10), ReStore is a retail concept that accepts donations of overstocked, second-hand, used, or discontinued items and salvageable building materials donated by manufacturers, stores, contractors and individuals.

ROOTS OF EMPATHY (1996) – an evidence-based classroom program that increases empathy and raises the social and emotional competence of schoolchildren, resulting in reduced levels of aggression and improved emotional literacy.

ECONOMIE SOCIALE (1996) – a regional economy consisting of private and public organisations (companies, cooperatives, associations, mutual societies and foundations) committed to economic and social equity and prosperity.

CENTRE FOR SOCIAL INNOVATION (2004) – a co-working space, community, and launch-pad for people who are changing the world, with three locations in Toronto and one in New York City.

TAMARACK (2001) – an institute for community engagement that develops and supports learning communities to help people collaborate, co-generate knowledge and achieve collective impact on complex community issues through initiatives like Vibrant Communities.

REGISTERED DISABILITY SAVINGS PLAN [(RDSP) 2008] (11) – a long-term savings plan to help Canadians with disabilities, and their families, save for the future.

OPPORTUNITIES FOR CANADA FROM TURNING POINT TO TIPPING POINT

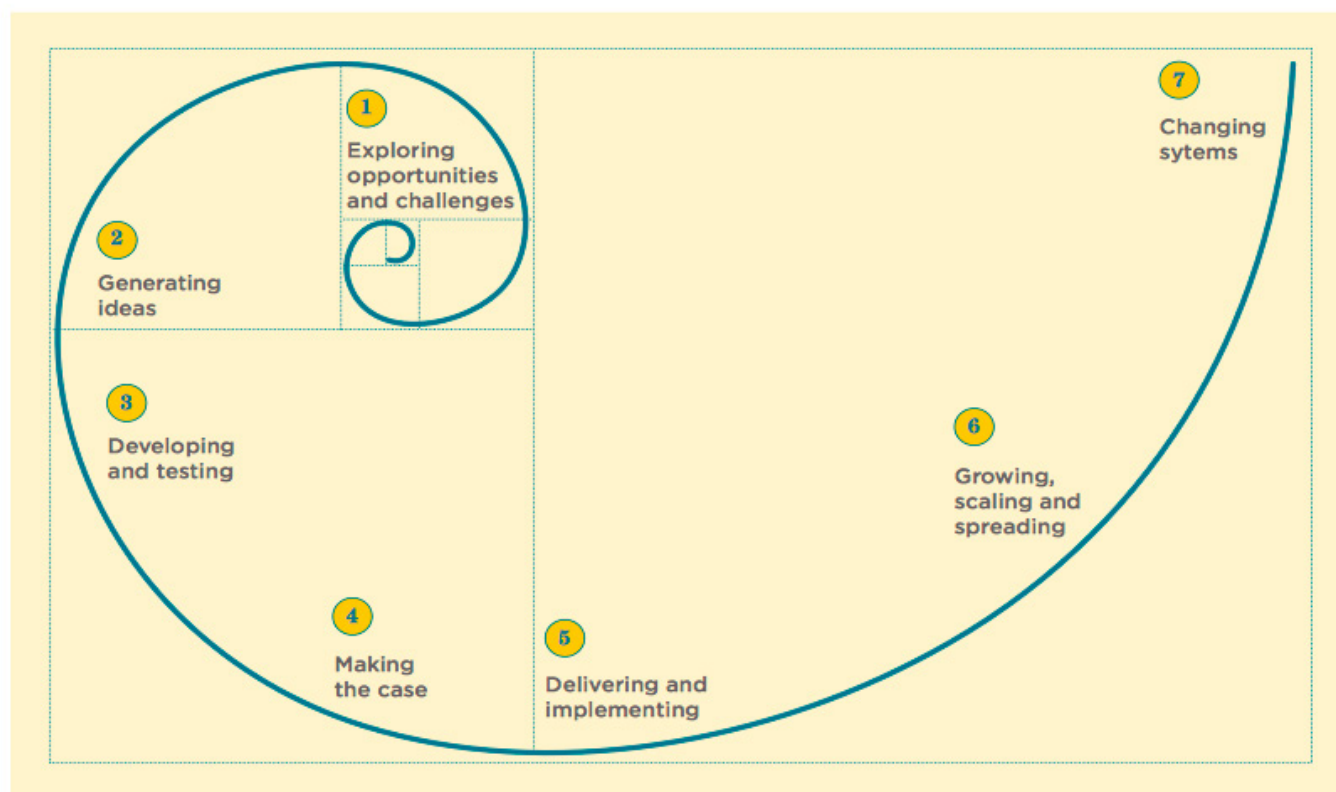
There's a new sense of possibility coming out of this meeting; a sense that one's own work is now connected to a whole emerging landscape of actors and partners, thinkers and activists, investors and so on. It's very exciting to have been part of this; to see how much is emerging, to see leadership, to see younger people, the next generation of social innovators, coming forward. It's been a truly transformative experience for this movement in Canada -- Stephen Huddart, President and CEO The J.W. McConnell Family Foundation, speaking at SIX Vancouver 2014

The quickening pace of Canada's growing social innovation profile has led to an important inflection point. A small number of early adopters have emerged in the public, community, and private sectors. The challenge now is for these early adopters to foster and mainstream a more robust culture of continuous social innovation. This culture will enable a wide range of initiatives where boundary-spanning leadership and social innovation thinking and tools can be brought to bear on solving society's complex problems.

In the immediate term, early adopters should be equipped with a range of new leadership tools that leverage multi-stakeholder collaborations (social innovation labs, social impact bonds, etc.) in risk-tolerant 'safe spaces' to tackle challenges, move interventions through all the stages of innovation (see below) and, ideally, foster systemic change.

What is a 'culture of continuous social innovation'? Systems change requires vibrant cultures of collaboration, often across silos of power, intent, purpose and process. Collaboration was a fundamental practice discussed at SIX Vancouver, both collaboration within an organisation and between organisations or sectors.

SOCIAL INNOVATION SPIRAL



Source: Murry, R., Caulier-Grice, J. and Mulgan, G. (2010) 'The Open Book of Social Innovation.' London: NESTA and the Young Foundation.

One clear challenge that surfaced was public sector readiness to collaborate when public sector structures, accountabilities, processes, incentives, and training are not geared to encouraging partnerships with those outside of government.

In response to this challenge, social innovation practitioners and systems intrapreneurs have developed – and continue to develop – processes for fostering collaboration, as well as processes that help overcome the inertia of the status quo to enable experimentation, innovation and co-creation of common purpose. (See Good Practices for Advancing Public Sector Innovation pp.35)

A leading, though nascent, example of this type of collaborative process is Public and Social Innovation Labs (PSI Labs). A PSI Lab is a space, a practice, and a philosophy for participatory collaboration that convenes stakeholders as a team to enhance collective capacity to solve complex problems through systems thinking.

Labs are intentional spaces designed to bring together the assets of community, cross-sector stakeholders and government to develop, experiment, prototype and test solutions to complex social and environmental challenges. Labs help develop a new relational culture, empowering stakeholders with the diversity of their collective assets.

PSI Labs are developing a growing library of methodologies and approaches, along with a growing body of evidence, on how to design spaces for trusting engagement, foster new relationships, develop active listening, neutralize power dynamics, and draw on the collective value of diverse stakeholder assets and perspectives.

Sources:

Reos Partners

SiG National Lab Resources, www.sigeneration.ca/labs

Session: Experimenting with Enemies & Strangers Session, SIX Vancouver 2014

THE POWER OF LABS

Invited to participate in a lab in Colombia in the late 1990s, Adam Kahane (Reos Partners) joined a roomful of unusual suspects to try to find ways out of Colombia's decades-long conflict:

The team that came together had never been in the same room before: cabinet officers, trade unionists, business men, environmentalists, illegal arms groups, self defense forces and more.

It was a striking example of how it is possible for people who do not know each other, agree with each other, or even trust each, to come together -- in the right circumstances with the right 'container' -- and not only talk to each other, but work together towards solutions.

Later, a guerrilla fighter, and a former lab participant, prevented the murder of a communist leader who had also been at the lab -- because they had taken part in the same nine-day lab process. This life-saving incident proved the genuine connection and transformation that can happen, even between perceived enemies.

Sixteen years later, a public official who had participated in the same lab attributed Colombia's progress in resolving violent conflicts to that lab process.

Even though it might seem impossible, we can work creatively and in deeply impactful ways with our opponents. The alternative? Be stuck or fight.

Source: Adam Kahane, Chairman of Reos North America, Session Leader of Experimenting with Enemies & Strangers Session during SIX Vancouver 2014

Around the world, these types of PSI Labs are carving out institutional opportunities for public sector innovation.

SPOTLIGHT: INNOVATION TEAMS

i-teams

"All governments need institutions to catalyse innovation. The best mayors and ministers recognise this and put in place i-teams, dedicated teams, units and funds, to structure and embed innovation methods and practice in government." – i-teams, "Key Findings" (2014)

Analyzing the work of 20 different global innovation teams – many of them PSI Labs – Nesta and Bloomberg Philanthropies distilled 10 recommendations for developing the vision and capacity for innovation within the public sector. The i-teams project offers a rare window into the leading edge practices around the world that are solving municipal and national complex problems. Read the full report: *i-teams: The teams and funds making innovation happen in governments around the world (2014)*.



Christian Bason, MindLab (Denmark) speaks at Labs for Systems Change
MaRS, Toronto, May 26, 2014

Developing a toolbox and philosophy for collaborative problem solving is both the greatest challenge and the greatest opportunity for social innovation in Canada.

There are a rapidly growing number of Canadian labs and lab stories. The MaRS Solutions Lab, for example, is an arms-length think and do tank innovating "new solutions to improve the lives of people and strengthen the resilience of society." (12) Nested at the MaRS Discovery District (an innovation hub) in Toronto, the Solutions Lab is a partnership between MaRS and the Province of Ontario.

Immediately prior to SIX Vancouver, MaRS Solutions Lab hosted the first truly global labs gathering, Labs for System Change, bringing together 45 of the world's leading lab practitioners and thinkers to share, develop and capture insights as a global community of practice – a testament to Canada's growing leadership in the field of Public and Social Innovation Labs, of which SiG is a cohort. (13)



Students in The New School/Escuela Nueva, Colombia

CASE STUDIES IN SOCIAL INNOVATION

With 160 leading international practitioners gathering together at SIX Vancouver, the opportunity to share experiences, stories and knowledge, as well as lessons from failed experiments, was hugely valuable. Through a series of case studies, participants explored new methods, common challenges, and consulted peers on how to overcome roadblocks.

The following case studies – drawn from SIX and beyond – offer a unique window into the processes, practices, and theories of change behind social innovations, illuminating further opportunities for Canada. They similarly highlight the imperative for collaborative innovation processes, while exemplifying both best practices and common barriers to transformative change.

1. GRAPEVINE – United Kingdom
2. ESCUELA NUEVA – Columbia
3. FAMILY BY FAMILY (TACSI) – Australia
4. TYZE – Canada
5. PEOPLE POWERED HEALTH (Nesta) – United Kingdom
6. REALIZING AMBITION (Young Foundation) – United Kingdom

1. INNOVATION: GRAPEVINE

Sources: Clare Wightman, Director, Grapevine Coventry and Warwickshire Ltd. speaking at SIX Vancouver 2014

See also: www.grapevinecovandwarks.org

Grapevine is a community development organisation and registered charity operating in Coventry, UK. Their mission is to build community around isolated or disadvantaged individuals and families. Through careful relationship building, advocacy, and self-advocacy training, Grapevine works with families to support them in developing their own networks, resources and long-term resiliency.

Grapevine is currently running a pilot in the community of Willenhall, in partnership with the Coventry Law Centre, a legal-aid style charity, combining legal support with social advocacy training to improve residents' self-advocacy skills.

"All in all we are trying to help families learn when, how and where to seek help, and early, as well as help families build the networks to enable them to move forward." Clare Wightman, Director, Grapevine, speaking at SIX Vancouver 2014

The 'Willenhall Way:' Willenhall is a suburb of Coventry, UK, plagued with high-crime rates. An insular community, families often live there for generations, leading some residents to feel 'trapped.' Residents largely mistrust institutional intervention due to a history of heavy policing, enforcement policies, and punitive approaches to solving community challenges. The result is a standoffish attitude toward social services and solutions from external organisations or the State. Key legal challenges facing residents include: claiming benefits, debt relief, leases, and potential eviction.

BEST PRACTICE: POSITIVE DEVIANCE

For the pilot, Grapevine partnered with the Coventry Law Centre to form two-person advocate teams, one person from each organization and each with a familial connection to the neighborhood, creating an entry-point for acceptance. In a community suspicious of intervention and external solutions, time-intensive relationship building has been the cornerstone of the pilot project and the key to its success. Through door-to-door visits, setting up pop-up stores, and public events, the advocates create as many different inroads as possible for residents to become familiar with them and, ultimately, seek legal assistance.

SCALE: LOCAL

Through trust and connection, Grapevine and the Law Centre advocates have worked with five families to resolve three challenges:

1. Immediate legal troubles
2. Lack of self-advocacy
3. Isolated children

OUTCOMES

The unique approach of teaming legal advocates with social advocates has proven to be deeply impactful. The teams not only address families' immediate legal troubles, but also surface serious challenges families are not addressing or are unaware of, including: additional benefits for children with disabilities; children being kept out of school; and, unsafe living environments. Through careful relationship-building, the social and legal advocates work to expand families' support networks, unlock further financial support, teach families how to maintain healthy living environments, mentor family members on self-advocacy, and, in extreme cases, resolve untenable situations for children.

POLICY OPPORTUNITY & BARRIERS

In marrying formal and informal supports, Grapevine and Coventry Law Centre are setting out a series of best practices for supporting, serving and, ultimately, mobilizing communities that feel 'stuck' with their problems. How to translate this into broader policy for service-provision – while honoring the work that the current system does – is the next challenge. Such a shift requires coordinating across a variety of ministries and with organizations interacting with the community, introducing myriad differing institutional cultures, norms, incentives and roles; the complexities of this policy system for 'troubled families' is a major barrier to scaling the model up.

SIX TAKEAWAYS

A potential way forward to explore is a coherent and 'simple' policy that provides common ground for all the different stakeholders to engage: asset-based community development -- an approach rooted in the opportunity for solutions to come from within communities, rather than being imposed externally. Recognizing communities' strengths and resources is a key precept to facilitating the shift from 'residents as users' to 'residents as advocates and problem-solvers' – a key shift for long-term resilience.

2. INNOVATION: ESCUELA NUEVA

Source: Vicky Colbert, Founder and Director of Fundación Escuela Nueva, speaking at SIX Vancouver 2014
See also: www.escuelanueva.org

The Escuela Nueva (New School) is a seminal pedagogical model transforming how children both learn and access education. It is celebrated for effectively improving both the quality and relevance of primary education in underprivileged schools across Colombia and beyond. Pioneered by professional educator, Vicky Colbert, the impetus for a new pedagogy came from the growing gap between the education curriculum in teachers' colleges and the actual needs of students in rural and vulnerable populations. Despite a policy of universal primary education in Colombia, rural schools experienced high-drop out rates, low teacher morale, and poor outcomes.

BEST PRACTICE: STUDENT-DRIVEN LEARNING

Escuela Nueva shifts the role of teachers from knowledge transmitters to learning facilitators, placing students at the heart of the learning process. Escuela Nueva connects education to the daily lives of students and their communities. Students advance at their own pace, an important process for children who have to be absent during harvest-season; the result is greater student ownership of their education. As facilitators and collaborators, teachers focus on cultivating initiative, responsibility, and empathy – engaging students in essential skills-development for relationship building. Working in small groups, students learn how to act as team members, as leaders, and as self-directed learners.

SCALE: INTERNATIONAL

Escuela Nueva first scaled out across rural districts in Colombia, before scaling up to become a core part of Colombia's national education policy. It was adapted for both low-income urban and displaced populations with significant impact. The key to the model's scalability was its simplicity; Vicky Colbert successfully translated complex pedagogical reasoning into simple, replicable, adaptable methods for teachers to facilitate and support student development.

BARRIERS: SCALING OUT AND IN AGAIN

Vicky explained how Escuela Nueva went through four phases of acceptance that are common to innovations globally:

- Ridicule: lack of understanding of the innovation
- Vehement opposition: fear of change
- Self-evidence: the innovation mainstreamed and its logic became 'self-evident'
- Quality-control: the rapidity of scale that followed the mainstream acceptance of the pedagogy threatened the quality, integrity and potential of the innovation

In response to concerns about the speed of scale, Vicky set up the Fundación Escuela Nueva to promote the Escuela Nueva model and maintain its philosophy and integrity, while continuing to innovate and develop new applications and adaptations of the model for new populations.

OUTCOMES

The model has been implemented in 16 countries, reaching more than 5 million children.

In 1989 the World Bank recognized the Escuela Nueva model as "one of the three most successful public policy reforms in developing countries around the world." (14) In 2000, the UN Human Development Report selected Escuela Nueva "as one of the three greatest achievements in the country." (15) By 2006, the University of London released a report on the significant success of the Escuela Nueva model in fostering democratic behaviors and peaceful social interactions, compared to conventional schools. (16)

SIX TAKEAWAYS

Vicky closed her presentation by sharing 6 key insights and lessons learned:

1. It is possible to improve the quality of schools in poor areas.
2. We must learn together to live in peace: research on Escuela Nueva demonstrated its influence in developing a peaceful culture of citizenship.
3. Think systemically for large-scale reform.
4. The very essence of the innovation can be pedagogical.
5. Every partner is important: it is crucial to work with government, civil society and in private-public partnerships.
6. Be evidence-based: research is essential to the integrity and sustainability of innovation.



Dana Shen, Director, Family by Family, speaking at SIX Vancouver 2014

3. INNOVATION: FAMILY BY FAMILY

Source: Dana Shen, Director, Family by Family, speaking at SIX Vancouver 2014
See also: familybyfamily.org.au & On seeking, sharing and systems change [SiG Blog]

Family by Family is a peer-to-peer social innovation in South Australia developed to help families thrive, not just survive. Through a process of coaching, Family by Family links families who have been through tough times, but have come out the other side, with families who want help making change for themselves. Together the families work on achieving goals and moving towards thriving lives.

The program was co-created by The Australian Centre for Social Innovation (TACSI), process designers Sarah Schulman and Chris Vanstone (then consulting with InWithFor), the Government of South Australia and 100 families in Marion, a suburb of Adelaide.

The program seeks to reduce the number of families requiring crisis services, as well as the frequency of interventions, (17) and tries to maintain children in care with their parent/s. A common challenge among families seeking change or near crisis is isolation.

BEST PRACTICE: CO-DESIGN

The Family by Family model was developed through a process TACSI calls 'radical redesign' (18) – a combination of ethnographic research, design, policy and business methods (19) to create testable solutions. Key to the model's development was the involvement of the community, who drove the design of both the family link ups and metrics. This co-design philosophy is an ongoing practice that positions families as the core drivers of creative solutions to their own challenges. A social innovation at scale, Family by Family continues to learn and adapt from the experiences of participant families.

In response to the ongoing emergent learnings and experiences of families, the challenge and opportunity for Family By Family is to constantly innovate, prototype and adapt along with the community.

SCALE: REGIONAL

Piloted with eight families in the city of Marion (20), the program is now in three regions -- two in South Australia and one in New South Wales.

BARRIERS: THE CHALLENGES OF SCALING

While the success of Family by Family opens up opportunities to scale, the main challenge is how to preserve the values and essence of the program as it grows. With growth, the looming shadow is the pressure to change the facilitation of the program in response to diverse incentives and institutional stakeholders. These barriers are as yet unresolved.

OUTCOMES

The social impact of Family by Family is measurable not only in terms of the original goal – of reducing families' interactions with crisis services – but also in terms of the metrics families establish for themselves. Families' goals could be making friends or going grocery shopping once a week.

After One Year: 90% of the families in the program achieved their goals. (21)

After Three Years: Cost-benefit analysis showed "that the program saves \$7 for every \$1 invested by keeping kids out of state care." (22)

With savings for government, reduced crises within families, and growing community resilience, Family by Family is a social innovation exemplifying the positive power of co-design and interdependence.

GOOD READS ON SCALING:

Making It Big: Strategies for scaling social innovations

Nesta investigated 8 social innovation scaling stories to explore strategies for 'scaling up,' defined as growing a social innovation's impact to match the level of need it was designed to address.

Where there is potential to benefit more people, social innovators should consider whether or how to scale – recognizing that not all innovations are scalable and scaling brings risks. While there are different ways to scale (four different routes identified by Nesta), it is crucial to identify the essence of a social innovation to maintain its uniqueness and integrity in scaling. Scaling demands organisational culture shift to work in new and different ways. There are many challenges and rewards to scaling, requiring more deliberate strategies.

Source: Madeleine Gabriel (Nesta), *Making It Big: Strategies for scaling social innovations* (2014)

Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada

This article offers a "contextual model of pathways for system change," using Canadian case studies to explore different pathways to scaling "up" innovative initiatives – a journey that transforms a social entrepreneur into an institutional entrepreneur. Five different configurations emerged from the research, as well as common pitfalls experienced by social innovators when trying to scale up.

Source: Frances Westley, Nino Antadze, Darcy J. Riddell, Kirsten Robinson and Sean Geobey, "Five Configurations for Scaling Up Social Innovation: Case Examples of Nonprofit Organizations From Canada," *Journal of Applied Behavioral Science* 2014 50: 234



SPOTLIGHT: ABCD INSTITUTE

Vickie Cammack, Founder, Tyze speaking at SIX Vancouver 2014

THE ASSET-BASED COMMUNITY DEVELOPMENT INSTITUTE

The ABCD Institute is "at the center of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future."

Source: The Asset-Based Community Development Institute, School of Education and Policy, Northwestern University www.abcdinstitute.org For further learning, watch SiG's interview with the ABCD Institute's founder, John McKnight.

4. INNOVATION: TYZE

Source: Vickie Cammack, Founder and CEO of Tyze Personal Networks

See also: <http://tyze.com/>

Tyze is a private and secure online community that centers around one person. Like an online social network, individuals, families, friends, neighbours and care professionals use Tyze to connect with each other and the person at the centre of the network. As a network, they track and strengthen the health and wellbeing of the central person and report back on progress. As a result of an active Tyze network, health, happiness and productivity increases for both caregivers and the central individuals, while formal healthcare costs are reduced as people are enabled to stay in their homes longer and safely out of the formal healthcare system.

BEST PRACTICE: RECOGNIZE AND FOSTER INTERDEPENDENCE

Tyze enables efficiency improvements in the formal health system and economic improvements for an individual living alone or vulnerable in a community. Costs for living go down as individuals can rely on their personal care network to, for example, ride with a neighbour to an appointment, rather than pay for a taxi; rely on a family member for grocery delivery; and/or reduce the frequency of formal home healthcare services.

Far beyond a calendaring and care management system, Tyze impacts several systems at multiple scales. By performing the actions articulated above, Tyze changes systems of health and social care delivery, recognizes informal systems of care, builds neighborhood and community resilience, improves the funding sustainability of formal healthcare systems, reduces the work-related stress and absenteeism of caregivers, and most importantly, supports community engagement with those most vulnerable to social isolation.

SCALE: NATIONAL

Tyze is a technology platform designed to scale out – through replication and adoption, as well as scale up to policy, by altering our interaction with and expectations of formal systems of care. Tyze is aiming to scale through home healthcare provider networks and potentially through technology service providers, who visit homes as part of standard service delivery. In Canada, Tyze is owned by one of Canada's largest social enterprises, St. Elizabeth Health Care. Wherever technology is accessible, Tyze is feasible. In the long term, there is no limit to the number of networks that are possible or the impact on community health and well-being.

BARRIERS: THE CHALLENGES TO SCALE

Access: Not everyone uses technology and his or her abilities vary dramatically.

Uptake: Finding a business model that is inclusive, accessible and affordable has proved very difficult.

Cultural Shift: Doctors and other healthcare professionals are used to recording and controlling information. How to help people in institutions recognize their interdependence on informal systems?

Privacy: The move towards digital health recording has created alarm for the security of personal information. Formal healthcare providers express concern that Tyze makes digital information more prone to security breaches.

IMPACT:

While research is ongoing, Tyze can report that:

- 80% of users feel more connected
- 78% say Tyze makes it easier to ask for support
- 90% say Tyze makes it easier to share information
- 60% of people that use Tyze say they use it to stay safe in their own home
- 70% of informal caregivers are employed – those who use Tyze feel supported and organized. They report less stress, absenteeism and fewer negative health outcomes, as well as better overall job satisfaction.

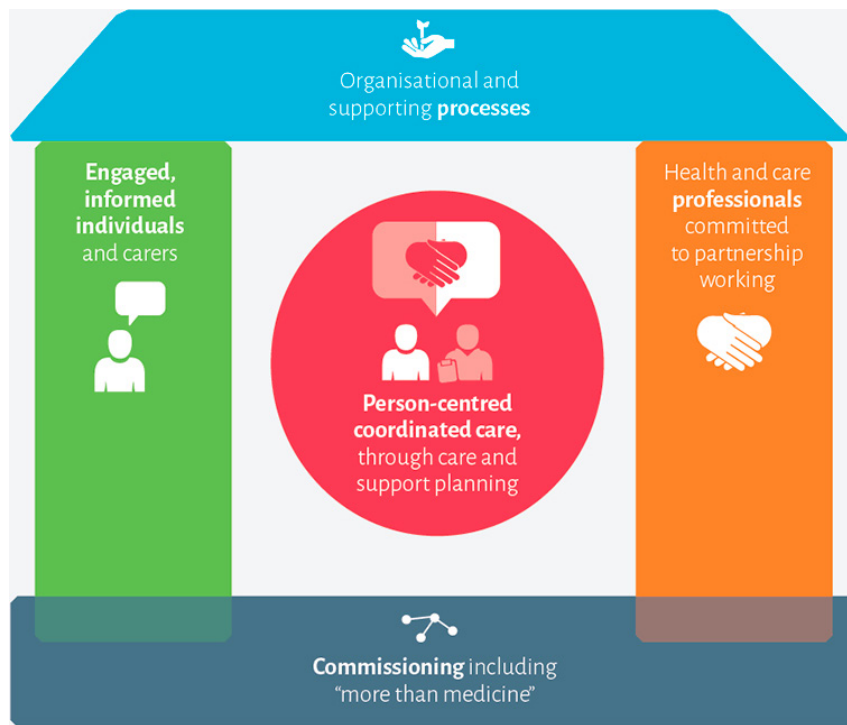
At the core of Tyze is a belief that we must move from a culture that celebrates independence to a culture that recognizes our interdependence. Creating platforms and programs, like Tyze, that help foster interconnectedness is just one step. Recognizing the value of the informal care systems that are maintaining the health and wellbeing of most Canadians, while enabling formal health workers to focus on their specialized role, is the best first step to long-term resilience.

5. INNOVATION: PEOPLE POWERED HEALTH

Source: Ruth Puttick, Peter Baeck & Philip Colligan, i-teams (June 2014)

See also: Nesta UK, "People Powered Health" [Web]

People Powered Health was an 18-month program to design and prototype innovative care for people living with long-term health conditions. Pioneered by Nesta's Innovation Lab, the program supported six teams of GPs, hospitals, community organisations and patients in six different locations to co-create integrative, collaborative care approaches with the goal of improving the quality of life for people with chronic conditions, while reducing overall healthcare costs. With a majority of healthcare services and costs going to managing long-term conditions, there is an urgent need to move towards sustainable and life-improving care.



BEST PRACTICE: CO-PRODUCTION

People Powered Health supported the six teams with training on emergent innovations and practices to enhance their capacity to design and develop patient-centered, collaborative approaches to care or “health provision for people, active health management by people, and mutual support with people” (www.nesta.org.uk). Special focus was given to co-production, an innovative process that transforms the professional-patient relationship from expert-client to equal partners in achieving long-term health outcomes and goals.

Co-production not only values patients’ own assets, strength and abilities, but also empowers them as central agents in their own long-term recovery, care management and quality of life. Co-production also recognizes both the informal and formal support networks already in place in a patient’s life-- family, friends, volunteers, NGOs, community, GPs, specialists, clinics -- blurring the lines to integrate these supports as collaborative partners in the broader system for managing chronic conditions.

Essential to this process is shifting the focus from quality of care to quality of life, a reframing that focused the People Powered Health teams on the underlying drivers of poor health and unlocked innumerable opportunities for new long-term recovery plans and improved health. The Nesta Innovation Lab then took the prototyping process a step further, requiring teams to develop robust business cases in support of implementation.

SCALE: TOP-DOWN & BOTTOM-UP

“This ability to iterate between micro experiments and macro policy conditions, practical demonstrations and advocacy, has become increasingly important as [Nesta Innovation Lab] tackle[s] more complex challenges” -- Ruth Puttick, Peter Baeck & Philip Colligan, i-teams (June 2014)

The Innovation Lab is known for working both top-down and bottom-up. After publishing a series of public guides based on the key lessons and insights from the People Powered Health program, the Lab brought together a coalition of practitioners and partners – The Coalition for Collaborative Care – to continue working with local communities on the “House of Care:” a patient-centred, co-production model based on the insights from People Powered Health and an NHS initiative called, Year of Care. At the same time, the Innovation Lab is working with national policy makers to transform key health policies, based on the robust cases developed during the People Powered Health program.

OUTCOMES

The findings from People Powered Health signaled that co-produced care both significantly improves outcomes for patients and savings for the UK health system by reducing the number of ER visits, admissions, and outpatient admissions -- representing projected savings of £4.4bn a year if the “House of Care” scales nationally.

SIX TAKEAWAYS

The current UK system doesn’t nurture health – it’s a crisis system. To nurture health, the citizen must be at the centre, with the system around them to nurture long-term wellbeing.



Stephen Huddart, President & CEO, The J.W. McConnell Family Foundation and Joeri van den Steenhoven, Director, MaRS Solutions Lab at the closing of SIX Vancouver 2014

SPOTLIGHT: NEW SERVICE DELIVERY

METHOD: CO-PRODUCTION

Co-production is an approach to designing and delivering public services in partnership with citizens and professionals that values professional training and lived experience equally.

Co-production blends best practices

- fostering community resilience
- networking and field building
- wellbeing and happiness research
- asset-based community development

Characteristics of co-production

1. Asset-based approach
2. Focus on capabilities and capacities
3. Develop mutuality
4. Grow networks
5. Blur roles of professional and user
6. Professionals act as catalysts and mentor users

Beneficiaries of co-production

- Governments save money, both immediately and preventatively.
- Frontline service providers & civil servants are enabled to use their expertise to develop customized solutions, increasing their impact.
- Citizens experience improved service outcomes and are valuable partners in the delivery of their own care.
- Designers create holistic services that are user-centric, responsive to on-the-ground realities, efficient and encourage wellbeing.

Source: SiG, "Co-Production" [Web]

6. INNOVATION: REALISING AMBITION

Source: Social Research Unit at Dartington, Realising Ambition: Lessons on replication and evidence-based interventions – one year in (2013)

Realising Ambition is a £25 million Big Lottery Fund-supported program investing in projects that have been proven to help children and young people fulfill their potential and avoid pathways to crime. Twenty-one organisations have received grant funding and a support package to replicate a range of diverse interventions, supporting children and young people across their school, home and community settings. The investment is characterized by a focus on replication, rather than innovation. Replication refers to the implementation of pre-defined, and in this case, proven interventions in new locations or with new target groups.

Ten of the 25 projects are internationally renowned evidence-based programs, some of which have never been replicated in the UK before, that are underpinned by high-quality experimental evaluations. Fifteen of the 25 projects are UK homegrown and promising interventions; each has a strong track record of implementation and, for the most part, preliminary evidence of impact.

BEST PRACTICE: EVIDENCE-BASED PROGRAMS

In the last few decades, there has been a concerted international shift towards building the body of evidence regarding 'what works' to improve outcomes and reduce the likelihood that children aged 8–14 will enter the criminal justice system. One particular area of focus has been evidence-based programs: discrete, organised packages of practices that explain what should be delivered to whom, when, why, how and in what order, which have been tested via the most robust forms of experimental evaluation (Randomized Control Trials - RCTs and similar designs) and proven to have a positive impact on children's health and development.

Currently, only a tiny proportion of services delivered to children and young people are evidence-based interventions or programs, while innovation for new programs continues to flourish. To this end, Realising Ambition is principally about:

1. Identifying and replicating the best available evidenced-based programs for children and young people aged 8–14 across the UK
2. Enhancing the 'innovation to proven impact
3. pipeline' by identifying some of the most
4. promising interventions, refining these
5. innovations, and building the evidence-base in the UK

SCALE: NATIONAL

Over the next five years, the program will replicate the best evidence-based practices, reaching over 140,000 8-14 year olds across the UK.

OUTCOMES:

The majority of projects delivered in their first year of replication have met or exceeded expectations regarding the numbers of children, young people and families served.

LESSONS:

- Less than 4% of the initial 240 applications to the Realising Ambition program met the highest standards of evidence.
- There is a tendency for organisations to overestimate the demand for a service, in terms of children and families who might access the intervention, or in terms of intermediaries, such as schools, who might purchase and deliver the intervention.
- Identifying tightly defined evidence-based interventions is relatively easy, but identifying the most promising home-grown innovations is harder.
- There is a tendency to underestimate the organisational challenges involved in replication, such as the time and resources required to recruit and train qualified staff qualified, the effort required to establish strong partners and networks for replication, the navigation of internal organisational bureaucracies, and the aforementioned challenges in accurately predicting demand.

NEXT STEPS:

In addition to scaling the best evidence-based practices nationally, the Social Research Unit at Dartington will rigorously evaluate the impact of four new projects by Randomised Controlled Trial (RCT). All projects being scaled or tested are being supported to monitor and report on outcomes, contributing key insights of what does and does not work to the broader field of child wellbeing.

POLICY TRANSFORMATION

Learning will be disseminated to policy makers and commissioners, to the social and public sectors, and to those designing and delivering services for children and young people.

PROMISING METHODS AND PRACTICES

In addition to the practices exemplified in the case studies, several other methods and approaches were discussed and explored at SIX Vancouver – further tools for understanding, igniting, and catalyzing transformative social change:

THE SIX 'TOOLBOX'

NEGOTIATING RISK: PROJECT IMPLEMENTATION

Risk is always present when implementing projects in communities. While an innovator within or outside an organization can expect some pushback to the implementation of an intervention, here are some principles that may prove useful to broader uptake of non-traditional ideas.

Three principles for negotiating risk:

1. Widen the language – collaborate with community to develop a project language that makes sense to them and resonates. Language is ever evolving; partnering with community to develop the project language nurtures community ownership of the solution.
2. Use a multi-resource approach – collaborate with multiple resources to communicate the message and enact the project: i.e. different community leaders, celebrities, platforms, voices and media. Root it in the 'local.'
3. Constant movement – not all risks are of equal immediacy or consequence. Adapt your response appropriately to the type and intensity of risk.

Source: Raheel Mohammed, Founder & Director, Maslaha, Session Leader of Negotiating Risks at SIX Vancouver 2014

COMPETITIONS & CHALLENGE-PRIZES

Competitions play a range of roles in innovation identification and championship, some of which are capable of shifting culture. Doblin, the innovation practice of Deloitte, published a new report examining the role of competitions in:

- Developing ideas, technologies, products or services
- Engaging people, organisations and communities

The first role is about attracting new ideas, encouraging critical prototyping and stimulating markets to scale proven interventions. The second role is about raising awareness, mobilizing action or inspiring transformation.

Source: Doblin, *The Craft of Incentive Prize Design: Lessons from the Public Sector* (Deloitte University Press, 2014).

Nesta has also produced a very practical "how to" resource that serves as a logical companion piece. Source: *Challenge Prizes: A Practical Guide* (Nesta, 2014).

DEVELOPING AN INNOVATION MINDSET

Social innovators tend to focus on outcomes, but innovation is a way of thinking -- a mindset. How do practitioners take on this mindset? How does one nurture it in an organisation?

How people interact with each other is a strong indicator of the habits and attitudes of a community: the spoken and unspoken rules of engagement, flows of information, and power structures.

Where and how are decisions made? Who sits where? What does the space look like? How does space shape the rules of engagement? How does that influence the flow of information and authority? What language is used and why? What sources of knowledge or information are valued?

Understanding these different patterns illuminates the culture of an organisation. Identifying them can help to challenge the tacit and underlying assumptions driving how people think, solve and see change. Encouraging patterns of behavior that challenge power flows and the assumptions preserving the status quo, help staff find the yes, and embrace opportunities as they arise, nurtures a positive innovative work culture and mindset.

Source: Jacqueline Simmons, Columbia University, Session Leader of Developing an Innovation Mindset Session at SIX Vancouver 2014

ART PROCESS

Art processes not only organically cultivate resilience, but can be mobilized intentionally to help prepare communities for change or to enact the change itself.

SIX participant and Director of Theatre for the Living, David Diamond, shared his experience co-creating theatre with communities (including service providers, etc.) to explore and solve complex problems.

His process – action-based dialogue – invites people to 'rehearse' their real life experiences and possible solutions. As fellow participants interpret each other's realities, different realities are uncovered. These are the seeds of potential solutions. In the performance, people can see they have philosophical allies; they can witness and testify to common experiences and to a common impetus for change.

Sometimes the greatest barrier to change is one person, or a group of people, thinking or fearing that they will not be heard.

Source: David Diamond, Artistic Director, Theatre for Living
From *Working Together: Life In Practice*, Grapevine Session during SIX Vancouver 2014

SPOTLIGHT: BREAKING THROUGH

THE RISE OF CORPORATE SOCIAL INNOVATION

According to KPMG International's "Expect the Unexpected: Building business value in a changing world," businesses will be exposed to hundreds of environmental and social changes over the next 20 years that will create both risks and opportunities in the search for sustainable growth.

Many business leaders realize the challenges facing society can adversely impact business. And more broadly, businesses can make a powerful contribution to solutions by providing innovative ways to leverage the power of the private sector.

"Breaking Through," was jointly released by KPMG, Volans & SiG National during SIX Vancouver 2014. The goal of the report is to help business leaders consider corporate social innovation (CSI) as a powerful opportunity to concurrently drive social impact and growth. For more details and to download the report, see p. 33

Photo (right): Report co-author, Tim Draimin, SiG National at SIX Vancouver 2014



SPOTLIGHT: UNINTENDED CONSEQUENCES

THE SHADOW SIDE

Social innovation is not a neutral or objective field. It is full of both unintended outcomes and hidden intentions. This is the shadow side of social innovation.

Social innovations are never without values, context or relationships. They reflect the culture of the social innovators, organisations and stakeholders – with plenty of room for different perspectives, understandings, and balances of power.

Social innovations are inherently disruptive solutions – their defining goal is to alter the social system dynamics that created a problem in the first place. As a solutions-process focused on complex problems, the field contends with unpredictability, social nature, and the changing conditions of problems.

It is counter-productive to not consider unintended and unforeseen consequences – good intentions are not impervious to misstep. The responsibility to consider potential unintended consequences heightens as social innovations scale – and their potential impact expands.

The shadow side was discussed at SIX Vancouver, along with a growing awareness that benevolent ambition to catalyze systems change must be balanced with thorough research, partnership with marginalized communities, long-term time horizons, humility, introspection, critical thinking and humanity.

Source: Tim Draimin, Executive Director of Social Innovation Generation (SiG) National and Kelsey Spitz, Intern (SiG) National, Session Leaders of The Shadow Side of Social Innovation Session at SIX Vancouver 2014

SPOTLIGHT: POLICY PRINCIPLES

INNOVATION IN POLICY

Allowing for creativity, social complexity and uncertainty in public governance

Question: What kinds of processes are needed in order to create synergy rather than conflict between existing and new approaches to public governance?

New Principles of Decision Making:

1. Outcomes, not solutions
2. Experimentation as an approach to policymaking
3. Exercising a new type of authority
4. Re-thinking useful evidence
5. Designing for policy

Change through evolution, not revolution:

These five principles for decision-making reframe the concept and practice of public service towards "explorative creative processes that deal with the world in its unpredictability and potentiality."

Source: Jesper Christiansen (MindLab) and Laura Bunt (Nesta), Innovation in Policy (2012)

See also: Good Practices for Advancing Public Sector Innovation, p.26 of this report

THE ROLE OF CULTURE

As social innovations disrupt systems, they challenge and disrupt cultures and cultural flows. Their durability, scale and impact are connected to shifting cultures towards enhanced resilience. It is important to acknowledge that transforming the conditions that created a problem in the first place will always have cultural implications and reverberations.

"The social innovation community recognizes that impact, durability and scale is a combination of tangible and intangible factors accompanied by surprise. The tangible factors include: strategy, policy, technology and finance. The intangible factors include: behavior, personal habits and beliefs, organisational culture and broader societal attitudes. Peter Drucker, the American management theorist said, 'culture is what we do when no one is looking over our shoulder.'" -- Social Innovation Exchange SIX Webpage. (23)

Participants at SIX Vancouver explored culture in terms of:

Place – Diverse and vibrant place-based cultural traditions, especially those of Canada's Aboriginal Peoples.

Space – The dynamics of physical spaces – an office, a city, or a community centre; space affects who feels welcome, who speaks, who has authority, and whether a space inspires or dissipates collaboration.

The Self – *"Social innovation is enlightened by conviction - by 'who' we are."*⁽²⁴⁾ How people self-identify and understand what motivates them, influences the way they act and what they perceive as 'good.'

The Other – Innovation depends on diversity. Marginalized or excluded individuals or communities are the greatest stakeholders in systems change and often the most experienced collaborators, with hard-won insights on how to work through vulnerability towards resilience.

Relationships – It is essential to create opportunities for diverse, even adverse, voices to interact and connect in new and previously unforeseeable ways.

Stories (and Origin Stories) – Stories emerged as more than a communications process or marketing method. Sharing and reimagining stories empowers the storyteller/s. By speaking the unspeakable, people overcome fear, inertia, misunderstanding and assumptions.

Cultural codes invisible or unknown to outsiders come out in our stories. The local frameworks of a community or institution are embedded in the stories they tell themselves, offering a window for understanding the conditions perpetuating a problem or challenging change.

Language – How people identify themselves, or a group of people, imposes an entire set of expectations. Is a family in trouble or "troubled"? Language can impose violence or it can connect people. It can drive isolation or celebrate history and community.

"When you belong to a minority group, language expresses difference, not only with different words, but also by carrying a history." – Michel Venne, directeur général de l'Institut du Nouveau Monde, Session Leader of Change from the inside out - Getting down to Business at SIX Vancouver 2014

Culture is a way of life. It is greater than the sum of its parts. It describes our relationships and the interactions between our values, behaviours, routines, habits, assumptions and expectations. Everything people do, each day, has cultural implications.

The resonant learning of SIX Vancouver sounds simple: culture nurtures and influences all and all can nurture and influence culture. It is a dynamic process. Place, space, self, relationships, stories and language are not definitive of culture, but they are elements of culture and helpful frameworks for thinking about how to better understand and shift perspectives of a problem (or each other) and in doing so, unearthing new solutions.

The theme of 'shifting culture,' however, can be misleading, implying a simple causality that doesn't exist. It is important to practically discuss opportunities for nurturing or transforming cultures towards enhanced resilience without presuming force, simplicity or power. The aforementioned cultural frameworks are key for deepening understanding, connection and empathy amongst the different stakeholders implicated in a complex problem, thereby opening up new pathways for authentic collaboration.

As understanding deepens, practitioners begin to see that they are not problem-solvers, but solutions-facilitators – that the best answers and opportunities lie in facilitating the greatest diversity of voices to surface and work together, creatively nurturing a culture shift that can enhance the durability and impact of a solution, or be the solution.



GLOBAL STATE OF SOCIAL INNOVATION

"We are all in recognition of the fact that something in the system within which we operate is broken. And we are trying to find a way to fundamentally shift how things operate to improve on that. I think we are all serving different social causes, but at the end of it, or at the root of it, we are all trying to improve our systems, our societies, for the well being of humans."

- SIX participant, Mariko Takeuchi, Human Centered Design Innovation Lab, Cambodia, speaking at SIX Vancouver 2014

WITNESSING SOCIAL INNOVATION

SIX Vancouver 2014 drew on the traditions of the site hosts – the Musqueam Nation – to reflect on and explore the state of social innovation globally. In the tradition of the Musqueam people, multiple participants are called to listen to and witness an event to collectively reflect its truth. Inspired by this process, six international Ambassadors (global social innovation leaders) were called to witness during the Summer School.

Sharing their reflections at the Closing Plenary, the Ambassadors all called for balance in social innovation work – balance power and love, purpose and process, soul and technology. As the field matures, the early excitement, passion, and tool-centric philosophies of the social innovation community must be balanced with the hard-learned lessons about the effort, situational awareness, and constant learning this passionate work requires.

The Ambassadors' Witness Account:

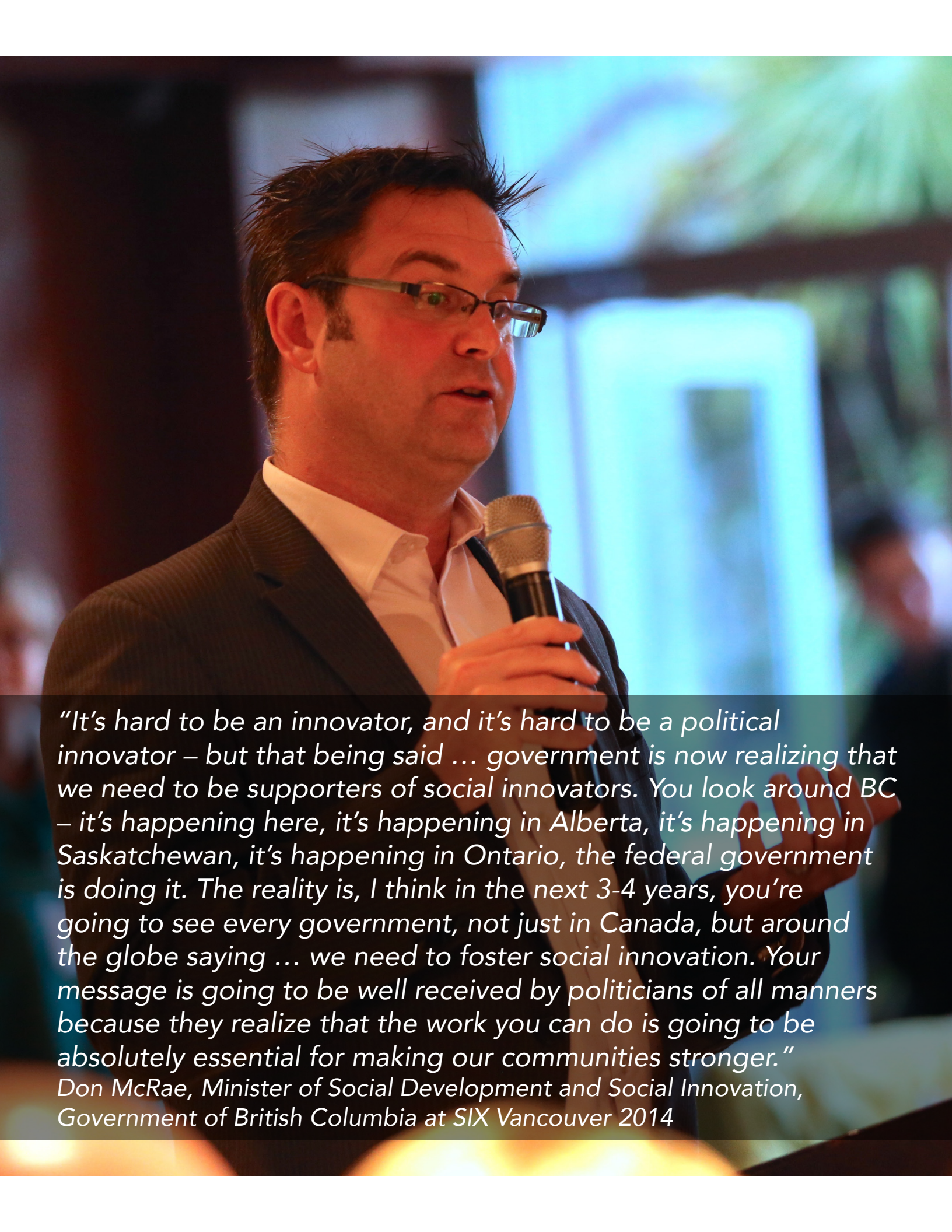
"While love calls social innovators to action and generates a sense of connected community, the role of power cannot be ignored. Power without love is reckless and abusive. Love without power is sentimental and anemic. We must learn to live with both and fight with both." – Adam Kahane, Chairman of Reos North America, speaking at the Closing Plenary of SIX Vancouver 2014

The growing sensibility is that we are part of a single whole – but there are many 'wholes'. Given the diversity within societies, there are vastly different perspectives on the value of a problem, an experience, or a solution.

There is power or strength in developing a shared vision with community. Equally, there is hubris that must be recognized when an innovator or team of innovators believes they alone can solve a challenge that has confounded others.

While no one person created the systemic problems confronting society, all must work to solve them together. The art of partnership and collaboration is a positive counterbalance to the pressure to solve challenges quickly and with fewer resources – the pressure for silver bullet solutions. Empowerment in social innovation is finding partners and collaborators that can amplify the need to do things differently and communicate that broadly.

"Courage is not knowing what to do and doing it anyway." – Aditya Dev Sood, Founder & Chairman at Bihar Innovation Lab, speaking at the Closing Plenary of SIX Vancouver 2014

A man with dark hair and glasses, wearing a dark suit jacket over a light-colored shirt, is speaking into a microphone. He is looking slightly to the right of the camera. The background is blurred, showing a stage or conference setting with blue and green lighting. A semi-transparent dark box is overlaid on the bottom half of the image, containing white text.

"It's hard to be an innovator, and it's hard to be a political innovator – but that being said ... government is now realizing that we need to be supporters of social innovators. You look around BC – it's happening here, it's happening in Alberta, it's happening in Saskatchewan, it's happening in Ontario, the federal government is doing it. The reality is, I think in the next 3-4 years, you're going to see every government, not just in Canada, but around the globe saying ... we need to foster social innovation. Your message is going to be well received by politicians of all manners because they realize that the work you can do is going to be absolutely essential for making our communities stronger."

*Don McRae, Minister of Social Development and Social Innovation,
Government of British Columbia at SIX Vancouver 2014*

WHAT'S NEXT FOR PUBLIC INNOVATION?

UPSTREAM FOCUS AND COLLABORATIVE DELIVERY

Tri-sector collaboration is a necessity for systems change. However, the role for innovators, intrapreneurs and enablers can be quite different. Each step in designing and scaling social innovations requires different skills, relationships and understanding – aka Disruptive, Bridging and Receptive innovators.

At SIX, there were dynamic discussions around public sector innovation and a new kind of governance (See Good Practices for Advancing Public Sector Innovation p.31). Some of the questions explored were:

- Symbiosis: How can strategic funding both catalyze and be supported by the broader innovation ecosystem?
- Culture Shift: How does the public sector foster experimentation and transform rule-based organisational cultures averse to change?
- Receptive Innovators: How can we improve the receptor capacity of government-dominated social services?
- Reimaging Time: How can we shorten the time it takes to innovate and process ideas in the public sector?
- Underused Assets: How do we use existing capacities in the system to full advantage?
- Ecosystem Building: How can the broader system support the success of public service innovation?

CONCLUSION

Change is hard and shifting cultures even harder. Perhaps the joy experienced at SIX Vancouver 2014 can in part be explained by a sense of shared struggle – struggle within organisations, struggle within communities, struggle within oneself.

For public sector champions, meeting the challenges of today while innovating for the future is difficult. However, the insights from SIX Vancouver provide new opportunities and directions.

Many of the case studies in this report identified government as a key partner in scaling promising innovations, co-creating new public services, or creating the conditions for new funding opportunities or mechanisms. The methods section outlined some of the organisational changes that could support an innovative culture within public institutions, as well as within and across all organisations, regardless of sector.

Of particular import was the identification of multiple types of innovators. While disruptive innovators capture the imagination of people, the Steve Jobs of the world do not operate alone. They require bridging and receptive innovators to see their ideas realized and scaled.

Finally, fostering a culture of collaboration across ministries, specialties, sectors, cultures, and communities is the only way to see social innovations realized. Collaboration is the key to scaling systems changing solutions to affect sustainable, positive change.

Program

Tuesday, May 27

Theme: Arriving

Location: Lind Hall, False Creek Community Centre and site visits around Vancouver

Address: 1318 Cartwright Street, Vancouver

TIME	PROGRAM
9am - 10am	Bonus Site Visit Tour of Insite, Vancouver's safe injection site. Join the bonus morning tour, which compliments the Drug Policy site visit in the afternoon. Location: 137 East Hastings street, west of Main street on the north side
12 noon	Welcome at Lind Hall, False Creek Community Centre Opening Lunch Site Visit Orientation
1pm - 4:30pm	1pm All site visits leave from False Creek Community Centre Address: 1318 Cartwright Street, Vancouver Site Visits 1. Greenest City/Sustainability <i>hosted by One Earth</i> Address: Strathcona Business Improvement Association Resource Park (1245 E Hastings St.) & City Studio (1800 Spyglass Pl) 2. Learning from Indigenous Peoples / First Nations Culture <i>hosted by Michael Yahgulanaas</i> Address: Museum of Anthropology, 6393 NW Marine Dr 3. Community Wealth <i>hosted by Vancity Credit Union</i> Address: Vancity Head Office, 183 Terminal Avenue 4. Drug Policy and Safe Injection <i>hosted by Adam Kahane & Donald MacPherson</i> Address: Portland Hotel, 20 West Hastings Street just west of Carrall and Hastings on the south side
4:30pm - 5pm	Buses return to Granville Island Hotel and Best Western Hotel (718 Drake St.)
6pm - 9:30pm	Welcome to SIX! Dinner - Granville Island Dockside Restaurant Welcome to Vancouver, BC, and Canada! "This is Canada" entertainment

Wednesday, May 28

Theme: Diving Deep

Location: Musqueam Community Centre

Address: 6777 Salish Drive, Vancouver

TIME	PROGRAM
7:45am - 8am	Bus to Musqueam Community Centre Bus pick up at Best Western Hotel (718 Drake St.) at 7:45AM, and at Granville Island Hotel at 8:00AM
9am - 10am	Musqueam Nation Welcome and Official Opening of SIX
10am- 11am	Opening Address: How does culture affect our spirits, organizations and societies? What does this mean in different cultures and contexts? Frances Westley in conversation with Vickie Cammack Responders: Ada Wong, Chris Sigaloff and Dana Shen
11am - 11:30am	Break
11:30am - 12:30pm	Concurrent Sessions - Spirit Social innovation is enlightened by our convictions. By 'who' we are. Today's social innovators understand that their inner state of being affects how they act, which in turn affects the reaction of those they are engaged with. They pay attention to what nourishes and replenishes their spirit. <ul style="list-style-type: none">• Exploring our Nemesis - Cheryl Rose• Shifting from Hubris to Humility - Delyse Sylvester• The Shadow Side of Social Innovation - Tim Draimin• Creativity and the Imagination: the Language of Beauty - Cassie Robinson• The Sacred Headwaters of Social Innovation - Louise Pulford & Al Etmanski• Developing an Innovation Mindset - Jacqueline Simmons
12:30pm - 12:45pm	Plenary Shareback
12:45pm - 2pm	Lunch - Traditional Foods interspersed with Stories A trio of respected storytellers, David Roche, Chene Swart and Eli Enns, will refresh us during lunch.
2pm - 2:45pm	Musqueam Grounds Walks, talks, catching breath: reflection and conversation

Wednesday, May 28 cont'd:

	<p>Concurrent Sessions - Sectors Social innovators have to be wise travelers. The heroic, 'do it yourself,' model of social change makes for a good story but isn't true in practice. Social innovators need to work within and across their organisations, to think and act together for social innovation. What tools, processes, and strategies can support our everyday work? Which organisations have focused strategically on shifting culture for change and how do they do it?</p>	
	CONCURRENT SESSIONS	DOUBLE SESSION
2:45pm-3:50pm	<ul style="list-style-type: none"> • Experimenting with Enemies and Strangers - Adam Kahane, Joeri van den Steenhoven & Jesper Christiansen • Negotiating Risks - Raheel Mohammed & Sarah Schulman • Flipping the power: investing in relationships, not just dollars - Alice Evans & Stephen Huddart 	<p>Rainbow of Desire - David Diamond</p> <p>The Rainbow (of fear) and Desire is a beautiful theatre technique that Diamond has adapted from Augusto Boal's Theatre of the Oppressed to honour multiple sides of a complex story.</p> <p>If you participate in this session, you must engage in the full 2.5 hour session (there will be a short break).</p>
3:50pm - 4:10pm	Break	
4:10pm-5:15pm	<ul style="list-style-type: none"> • "You're doing what?" Becoming a cultural translator - Kristin Wolff & Allyson Hewitt • Scaling and replicating cultures - Dana Shen & Darcy Riddell • Taking a relational approach: how to design trust - Carla Cipolla & Vanessa Timmer 	Rainbow of Desire cont'd
5:15pm - 5:40pm	<p>Closing Session: Inspirational example of an organization making culture changes - Vicky Colbert</p>	
5:40pm - 6:10pm	<p>Buses return to Granville Island Hotel and Best Western Hotel (718 Drake St.)</p>	
7pm	<p>Dinner on Granville Island at Backstage Lounge (1585 Johnston St #2)</p>	
8:30pm	<p>A casual, reflective evening featuring a facilitated cross-generational dialogue. A "Generation Y-er" and a Baby Boomer discuss the elements of power, love and culture in the context of social change. The event is open to the public and participants of the SIX . Produced by Gen Why Media, creators of the Bring Your Boomer dialogue series.</p> <p>Featuring April Rinne, Sarah Schulman, Tara Mahoney</p>	

Thursday, May 29

Theme: Surfacing

Location: Emily Carr University of Art and Design, Granville Island

Address: South Building-Lecture Theatre 1400 Johnston Street

TIME	PROGRAM
9am - 9:15am	Welcome Back
9:15am- 10:15am	Change from the inside out - Getting down to business Large institutions are often difficult to change, especially those that are well established with a history of working in a certain way. However, old ways are not always best. This session will explore how these giants think and act to get better results with Tamara Vrooman and Ana Botero.
10:15am - 10:30am	Break
10:30am - 12pm	Concurrent Sessions - Working Together: Life in Practice (Emily Carr University of Art and Design, North and South Buildings) This concurrent will explore challenges and opportunities in this sector through real life cases from organizations and/or initiatives. Groups will move through a process where they act as peer consultants, stimulating learning by all. Global and local case studies
12:15pm - 1pm	Lunch at Bridges Restaurant (1696 Duranleau Street, Granville Island)
1:15pm - 2:45pm	Concurrent Sessions - Systems in Society (Emily Carr University of Art and Design, North and South Buildings) The world is changing and it is our job as social innovators to pay attention to these changes and how we react. This session will explore what we should pay attention to, what we should nurture and how we should react. Presentations and dialogues will explore nurturing the conditions for social innovations to grow as opposed to thinking you can force change. <ul style="list-style-type: none">• Nurturing Wealth - Stephen Huddart, Geoff Mulgan & Ken Gauthier• Nurturing Good Governance - Molly Harrington, Sadhu Johnston, & Aditya Dev Sood• Nurturing Caring - Donna Thompson, Vickie Cammack & Jon Huggett• Nurturing Organizational Culture - Chris Sigaloff, Derek Gent & David Phipps• Nurturing Health - Simon Tucker, Andrew Barnett & Dave Doig
3:00pm - 3:45pm	Thinking and acting like a Movement (Bridges Restaurant, 1696 Duranleau Street) David Diamond Ambassadors of Culture, Empathy, Generations, Courage, Empowerment and Beauty
3:45pm - 4:15pm	Closing plenary of SIX Vancouver
4:15pm - 5:00pm	Closing drinks at Bridges Restaurant
6:15pm - 9:00pm	FUEL Dialogues hosted by Cause and Affect Hear the edge of future thinking in design, food, technology and sustainability from global visionaries as they discuss/debate their challenges, share their insights, and describe what's coming next in a unique forum that is bound to shift personal understanding of the "way we live." An after party starts at 9:30pm with food, music and good company. Ada Wong, Geoff Mulgan Time: Doors open at 6pm, and event dialogues begin 6:30pm. After party kicks off at 9pm Location: Vancouver Playhouse, 600 Dunsmuir St, Vancouver

SOCIAL INNOVATION CANADA



SIX Summer School was part of Social Innovation Canada, a national series of events, collaboration and connection in May 2014. It brought together the world's leading social innovators, social entrepreneurs and social financiers to meet with Canada's social innovation community in five Canadian cities: Toronto, Montreal, Windsor, Vancouver and Ottawa.

The series was designed to:

- Showcase Canada's social innovation partnerships with government, universities, non-profits, foundations, businesses and citizens.
- Learn from global best practices.
- Create a forum where theoreticians, policy makers, grassroots activists and social innovation practitioners can share insights and have fun.
- Strengthen the capacity of Canadians to work together across sectors and disciplines to solve our toughest social challenges

In addition to SIX Vancouver, pivotal events included:

LABS FOR SYSTEMS CHANGE



Co-hosted with the MaRS Solutions Lab, Labs For Systems Change was a conference for the world's social lab practitioners and thinkers to share and discuss leading lab practices. Through this gathering, we also explored opportunities for a global learning network of leading labs. This event followed 2013 lab conferences at Mindlab (Copenhagen, Denmark) and Kennisland (Amsterdam, The Netherlands). (25)
See: www.marsdd.com

MaRS GLOBAL LEADERSHIP EVENT AUSTRALIAN SOCIAL INNOVATION IN ACTION



A joint SiG Inspiring Action for Social Impact Series and MaRS Global Leadership talk in Toronto. Family by Family Director, Dana Shen gave a public presentation on The Australian Centre for Social Innovation (TACSI) and the design of the highly impactful Family by Family model. Dana later joined SIX as a participant and thought-leader.
See: Video Presentation

RECENT SOCIAL INNOVATION ECOSYSTEM DEVELOPMENT

Canada is one of the few countries to have had an intentional national initiative to help catalyze and accelerate the field of social innovation and its related domains. With the leadership and support of The J.W. McConnell Family Foundation, SiG field building events & activities combine thought leadership with the power of a small, distributed network linking wherever possible with existing entities and programs.

- 2004: Founding of the Centre for Social Innovation (CSI) in Toronto
- 2006: Causeway Social Finance convened – growing to include Social Finance Forum (2007 onward) and monthly cross-Canada dialogue about catalyzing a social finance ecosystem;
SiG Concept Approved by J.W. McConnell Family Foundation Board
- 2007: SiG Partnership convened: The J.W. McConnell Family Foundation, MaRS, University of Waterloo & PLAN Institute
- 2008: SiG National created; Causeway Chair, Tim Draimin assumes Executive Director role with SiG National
- 2009: SiG Study Tour of the United Kingdom (participants included HRSDC, The Wellesley Institute, Ecotrust Canada, Vancouver Foundation, Government of British Columbia)
SiG convenes the Canadian Task Force on Social Finance
Public Policy Forum, in partnership with SiG, hosts Accelerating Social Innovation: Smart Ideas for Canada
- 2010: Canadian Task Force on Social Finance releases Mobilizing Private Capital for Public Good
- 2011: British Columbia convenes the Premier's Advisory Council on Social Innovation
3 Ontario Ministries co-host the first Ontario Social Innovation Summit
Christian Bason delivers first Inspiring Action for Social Impact Series event + workshop to the Ontario Public Service on public sector innovation
Ros Tennyson delivers first webinar on Partnership Brokering
Charles Leadbeater visits Toronto, Ottawa and Vancouver describing co-design and co-production principles
Federal Budget highlights role of social finance
- 2012: Peter Shergold Tour – multiple engagements – Ottawa, Toronto Vancouver and Victoria
Geoff Mulgan Tour – multiple engagements – including Business of Aging, Innovation and Austerity
Frances Westley and SiG@Waterloo publish What is a Change Lab / Design Lab?
MaRS publishes Labs: Designing the Future
British Columbia's Social Innovation Council releases its Action Plan to the BC Government
Nova Scotia announces Community Interest Company legislation
MaRS announces the launch of the MaRS Solutions Lab
Minister of Employment and Social Development Canada announces the National Call for Concepts for Social Finance
- 2013: Joeri van den Steenhoven joins the MaRS Solutions Lab as Director
Calgary hosts the Social Enterprise World Forum and incorporates the Social Finance Forum 2013
British Columbia appoints Canada's first Minister for Social Innovation
- 2014: MaRS Solutions Lab announces its first focal areas for solutions development: Future of Food; Future of Government; Future of Health; Future of Work and Learning
Alberta announces the \$1B Social Innovation Endowment
SiG and BC Partners for Social Impact partner with the Social Innovation Exchange host the first North American SIX Summer School – SIX Vancouver
Federal Budget announces the Ministerial Advisory Council on Social Innovation
Ontario Government launches the Social Impact Bond Idea Program
The J.W. McConnell Family launches RECODE

GOOD PRACTICES FOR ADVANCING PUBLIC SECTOR INNOVATION

Focus on the problem and how to address it continuously as it evolves; solutions will have to evolve accordingly.

One of the most important messages from SIX Vancouver was 'to simply start.' Social innovators, systems entrepreneurs, and intrapreneurs all shared the message that it is necessary to start somewhere and build as you go. The route to systemic change is not 'outside-in:' it is a process of re-visioning from the inside out.

Abundance thinking is a strong starting point; it is an approach that sees the strengths and assets already available and operating in the system and proposes how to repurpose that abundance of skills, energy, and opportunities toward transformative work. The allocation of strengths does not involve easy decisions, but certain practices help to surface the greatest opportunities and sustain them to fruition – many of these are outlined below.

At the heart of advancing social innovation from the inside out are relationships. Many of the practices below relate to stimulating cultural shifts that establish new norms around collaboration, while recognizing ongoing constraints. These approaches reframe how people connect and interact to nurture trusting and co-creative relationships that facilitate innovative teamwork. They outline roles for senior managers to act as champions to enable partnership both within and beyond silos to produce greater value through collaboration.

Advancing public social innovation will take time. Derek Gent – Executive Director of the Vancity Community Foundation – aptly stated that change happens at the speed of trust. Transforming both the public and internal tolerance for experimentation in government will be a constantly evolving and developing process. Which is why it is important to begin and to build, learn, grow, and revision along way.

1. COLLABORATION INFRASTRUCTURE

- Design in partnership with community: there are many co-creation models with community and multi-sector partners to learn from;
- Let communities articulate their needs and drive the agenda
- Look for and curate opportunities to come together openly and transparently: sometimes, there is wisdom in staying beneath the radar, as quiet relationship-building brings together an unprecedented mix of collaborators
- Cultivate collective ownership: nesting the process and action at arms-length, create and encourage buy-in both inside and outside government
- Learn to live with fallibility and vulnerability: give yourself permission to co-learn with community, recognizing that you will have to learn together how to do things better. Government does not have to be the source of all answers.
- Embrace working with unusual suspects and unlikely partnerships; these viewpoints will facilitate sharing the benefits equally across populations
- Place and space matter: the physical space, rules for engagement and power flows deeply impact how different people can or will contribute; establish the conditions for collaborative and participatory process
- Foster an environment of reflection, introspection and learning; support and encourage deep thinking
- From the start, design a space welcoming to all that enables a bottom-up and top-down interface
- Focus on the team: take the time and intention to bring great people with the right skills into the process and invest in their development
- Establish guiding principles in collaboration with partners, community and other stakeholders
- Design for trust by fostering relationships, curating a safe space to uncover how different players can support each other

2. ECOSYSTEM BUILDING

- Governance structures will look different, drawing in a new mix of stakeholders. Set up shared governance structures and make shared decisions about funding investments based on principles co-created with community
- Share learning and common language to enable participatory dialogue by all
- Invest in developing and communicating the urgency for change
- Nudge internal organisational culture change by giving staff permission to be receptive of social innovation concepts, new ideas, innovation process and new forms of interacting and participation
- Cultivate a culture of experimentation: build a portfolio that supports social innovations from new entry players and disruptive innovators
- Build the capacity to be a partnership and idea broker to facilitate collecting and drawing ideas and capacities both inside, outside and across government
- Connect current generation leaders and next generation leaders around key lessons
- Draw in capacities, processes and knowing from the existing social innovation field, rather than starting from scratch
- Engage in public-private partnership, but lead by example: establish the path to pursue and encourage private sector to come on board
- Articulate systems change vision: system change is about culture shift -- a critical mass of people or organisations embracing a new mindset and different frequencies

3. TOOLS

- Seek out new tools to reimagine operations: set up a social procurement policy around attributes and capacities, inspiring social innovations to come to you while supporting best social practice
- The optics of dollars can be as powerful as the money itself: leverage early funding, research and insights to challenge external sources to fund new innovations
- Managing the portfolio: it is possible to manage different opportunities and projects ongoing:
- Sequence projects: clearly and transparently sequencing projects helps to build confidence and capacity, while early wins motivate greater energy and engagement for later projects
- Pacing: deploy funding with the different phases of social innovation process in mind – research, experimentation, prototyping, scale. Allocate funding so there are funds for scaling
- Strategically build the project pipeline with room for bigger projects down the line, building in capacity for quality projects at scale
- Start by lowering expectations, then over deliver
- While it may look like there is little return in the early years, the long-term impact is vastly more significant – systems change takes time
- Counter the desire for quick wins and avoid tying early funding to specific targets; tie early funding to a common vision and get more specific as you learn from the design, research and creation process
- Start where you are: clearly map out your theory of change to shift from your starting capacities and culture to where you want to be
- Integrate all three strands of innovation: social, economic and technical innovation

EMERGING CANADIAN FIELD CORPORATE SOCIAL INNOVATION

"It is time to break through to business mindsets, strategies and models fit for the 21st century. Even the most ambitious optimistic business leaders know that they cannot do this on their own. In this context, the emerging discipline of Corporate Social Innovation (CSI) offers new perspectives, new models, and new tools for addressing some of the greatest challenges of our time."

Launched at SIX Vancouver, Breaking Through -- a collaborative report on the emerging field of CSI -- distills the core principles based on a series of case studies and offers four approaches for the Corporate Sector to join the social innovation ecosystem:

The Principles of CSI:

1. CSI is part of the core business strategy and vision
2. CSI leverages market forces to create positive impact
3. CSI is unleashed through strategic collaboration

Four approaches to shift toward CSI:

1. Enable a culture of innovation, finding innovative way to harness employee and in-house creativity, passion and energy in ways that address social needs, while developing business opportunities
2. Align compensation and incentive structures with the business strategy to accommodate economic, environmental and social objectives, plus the relevant metrics.
3. Work with partners to view your business through a new lens, finding new sources of expansion into CSI
4. Consider how to measure your success and impact in terms of outcomes and impact; an inherently more complex, but the growing methodology and best practice round assessing social value

Source: Breaking Through: How Corporate Social Innovation Create Business Opportunity, KPMG, Social Innovation Generation, Volans, and MaRS



KEY DEFINITIONS

As a field, social innovation emerged almost simultaneously as a grassroots and entrepreneurial practice and a body of academic work. The ongoing dialogue between research and practice led to a unique vernacular describing the scope, goals and concepts of social innovation projects. At Social Innovation Generation, we work from the following definitions:

SOCIAL INNOVATION

In the context of changing the system dynamics that created the problem in the first place, a social innovation is any initiative (product, process, program, project or platform) that challenges and, over time, contributes to changing the defining routines, resource and authority flows or beliefs of the broader social system in which it is introduced. Successful social innovations reduce vulnerability and enhance resilience. They have durability, scale and transformative impact.

RESILIENCE

Resilience is linked to the capacity to balance a healthy environment with a vibrant economy with social justice. It is the capacity to reorganize after a disruption without losing what is essential. The capacity for a social system (individuals, organisations, neighbourhoods, communities, whole societies) to absorb disturbance and adapt where necessary, while undergoing significant change, is the defining characteristic of someone or something that is resilient. It is now often referred to as society's most valuable asset.

SCALING OUT

Scaling out involves the replication of an innovation; working to make a good initiative happen in more places in order to increase and spread its impact on managing a problem. Scaling out occurs at the same level of a system.

SCALING UP

Scaling up refers to increasing an innovation's impact in the broader system in order to address the root causes of the problem. Quite often, to make this kind of transformative change in a broader system, the innovation looks different in order to have impact on a different scale. Scaling up occurs across one or more levels of a system.

When change happens in a connected way across scales, it becomes stronger and more effective.

SYSTEMS THINKING

'Systems thinking' describes a perspective and a set of methods and tools that make it possible to look at the full extent of a system, rather than at fragments or parts. Taking a systems approach, it becomes clear that messy, longstanding problems are created by the systems in which they exist. To innovate on these social and environmental problems, it's necessary to find ways to see, understand and use the system itself. At its best, systems thinking encourages efforts to address the root causes of big problems.

POSITIVE DEVIANCE

Positive deviance is based on the observation that in every community there are certain individuals or groups whose uncommon behaviors and strategies enable them to find better solutions to problems than their peers, while having access to the same resources and facing similar or worse challenges. (26)

ADDITIONAL RESOURCES

WEB RESOURCES

1. Social Innovation Exchange SIX Summer School 2014 Page
2. Official blog of the 2014 SIX Summer School
3. SIX Vancouver 2014 Storify
4. SiG Social Innovation Canada Resource Page: SIX Recap & Blogs
5. SiG Microtainer
6. SiG Knowledge Hub
7. Grapevine UK
8. Fundación Escuela Nueva
9. Family By Family
10. Tyze
11. The Asset-Based Community Development (ABCD) Institute
12. The Change Lab, Reos Partners and SiG Workshop, 2011
13. Family By Family: Australian social innovation in action, MaRS Global Leadership and Inspiring Action for Social Impact Talk [video]
14. [Blog] The Social Innovator's Guide to Systems Thinking: Realizing the Ultimate Impact of Community based Innovations, by Tim Draimin, Executive Director of SiG
15. [Blog] The Social Innovator's Guide to Systems Thinking Part II: Rules for Innovators Leveraging Bigger Change by Tim Draimin, Executive Director of SiG

PUBLIC & SOCIAL INNOVATION LAB RESOURCES

1. Social Innovation Labs (SiG)
2. MaRS Solutions Lab
3. Social Innovation Lab (WISIR)
4. Reos Partners
5. MindLab Denmark
6. GovLab
7. Public Policy Lab

REPORTS

1. Innovation in policy, MindLab and Nesta, October 2012
2. Radical Redesign, The Australian Centre for Social Innovation, August 2011
3. Co-Production, Social Innovation Generation, March 2014
4. Field Building, Social Innovation Generation, 2013
5. The Craft of Incentive Prize Design: Lessons from the Public Sector, Deloitte University Press, June 2014
6. Challenge Prizes: A Practical Guide, Nesta, 2014
7. i-teams: The teams and funds making innovation happen in governments around the world, Nesta & Bloomberg Philanthropies, June 2014
8. Making It Big: Strategies for scaling social innovations, Nesta, 2014
9. Destination 2020, Clerk of the Privy Council, 2014

END NOTES

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2. Al Etmanski, Session Leader, Sacred Headwaters of Social Innovation [SIX Vancouver]
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5. Employment and Skills Development Canada, "Harnessing the Power of Social Finance" (7 Jan. 2014) [Web]
6. Canada's Economic Action Plan, "Support for Social Finance"[Web]
7. Clerk of the Privy Council, "Destination 2020" (15 May 2014) [Web]
8. Grand Challenges Canada, "Grand Challenges Canada" [Web]
9. Government of Alberta – Social Policy Framework, "Social Innovation Endowment" [Web]
10. Habitat for Humanity, "Habitat for Humanity ReStores"[Web]
11. Plan RDSP, "Registered Disability Savings Plan" [Web]
12. MaRS Solutions Lab, "Mission" [web]
13. MaRS Solutions Lab, "Labs for System Change" [Web]
14. Fundación Escuela Nueva, "Escuela Nueva Model - History, 1989" [Web]
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17. Family By Family, "Our Development" [Web]
18. The Australian Centre for Social Innovation, Radical Redesign (Aug 2011) [Web PDF]
19. Ibid.
20. Family By Family, "Marion SA"
21. The Australian Centre for Social Innovation, Family by Family 1st Evaluation Report (October 2012) [Web PDF]
22. The Australian Centre for Social Innovation, "Good ideas + rigorous process = greater impact" [Web PDF]
23. Social Innovation Exchange, "SIX Summer School 2014 Vancouver" (17 Feb. 2014) [Web]
24. "Program – Thursday, May 29," SIX Vancouver 2014 Participant Pack [Print]
25. MaRS Solutions Lab, "Labs for Systems Change" [Web]
26. Positive Deviance Initiative, "What is Positive Deviance?" [Web]



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