

# AN INTRODUCTION TO INNOVATION NETWORKS



## THREE KEYS TO NETWORK SUCCESS

### SETTING AUDACIOUS GOALS

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

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

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

**Employee Ownership:** Achieve 50 million employee owners in the U.S. by 2050

### INNOVATIVE, INFLUENTIAL PARTICIPANTS

We engage "high leverage" stakeholders in our working groups who are well-positioned to produce innovation and influence key others in the value chain. All participants are:

- held in high regard by their peers
- highly knowledgeable of their subject areas
- proven collaborators
- personally committed to the goal of the working group
- reflective and analytic while being oriented toward action

### RAPID ANALYSIS AND PROTOTYPING

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

## MAJOR BENEFITS OF OUR APPROACH



**Innovation Networks are high impact because they:**

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

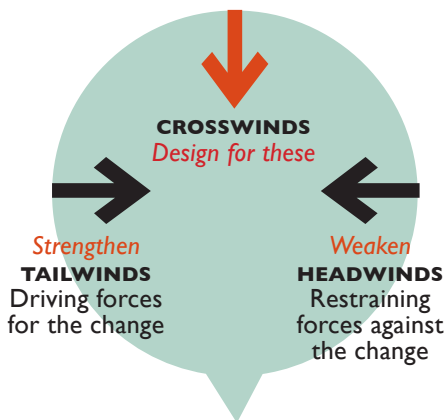
## WHEN THEY WORK BEST



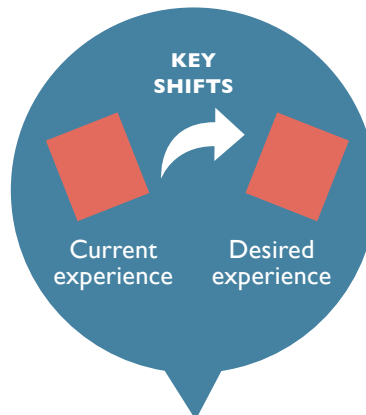
**Our “Emergent Strategy” approach works when other approaches fail:**

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

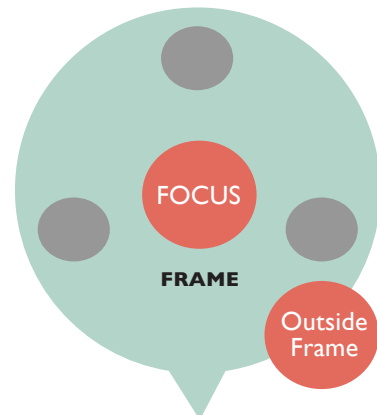
## SOME STRATEGIES WE USE



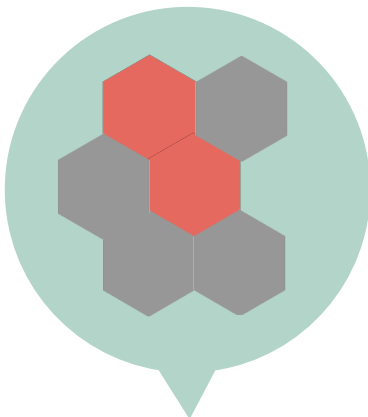
**Force Field Analysis**



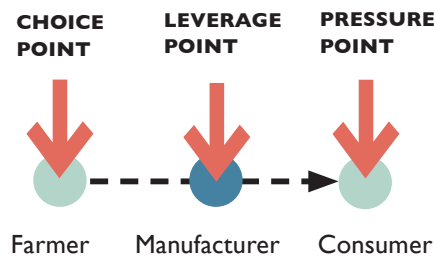
**Experience Shifts**



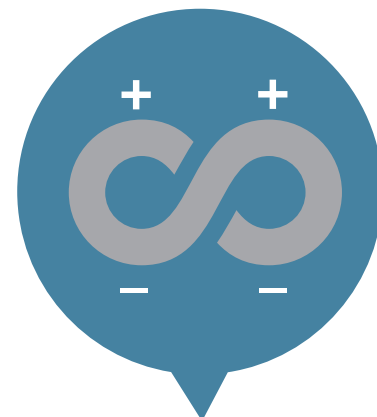
**Focus and Frame**



**Constellation Mapping**



**Systemic Points**  
(SYSTEM: FOOD SUPPLY CHAIN)



**Polarities**