Leading Innovation in a Disruptive Environment

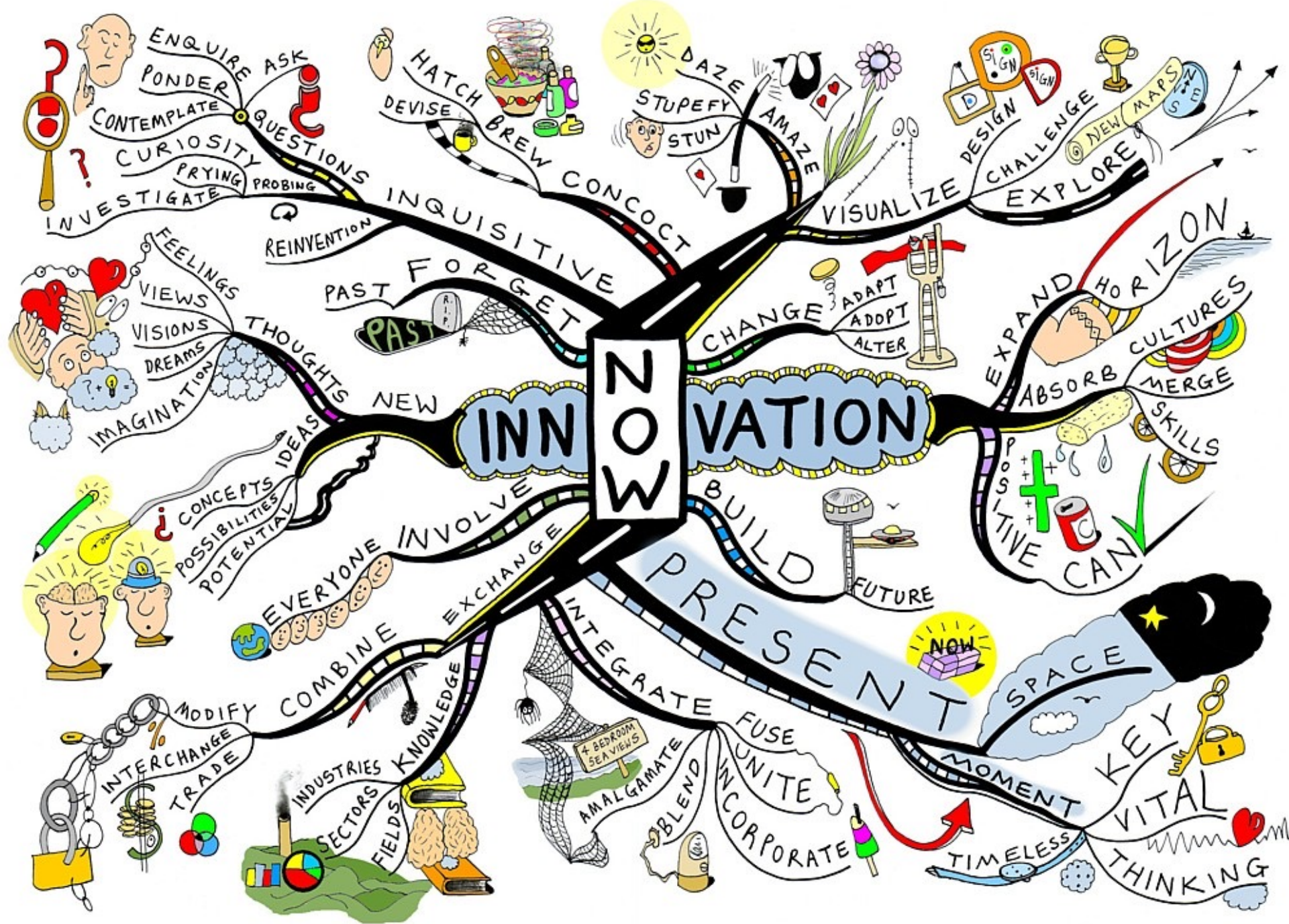Aaron Proietti

TODAY'S INNOVATOR

3

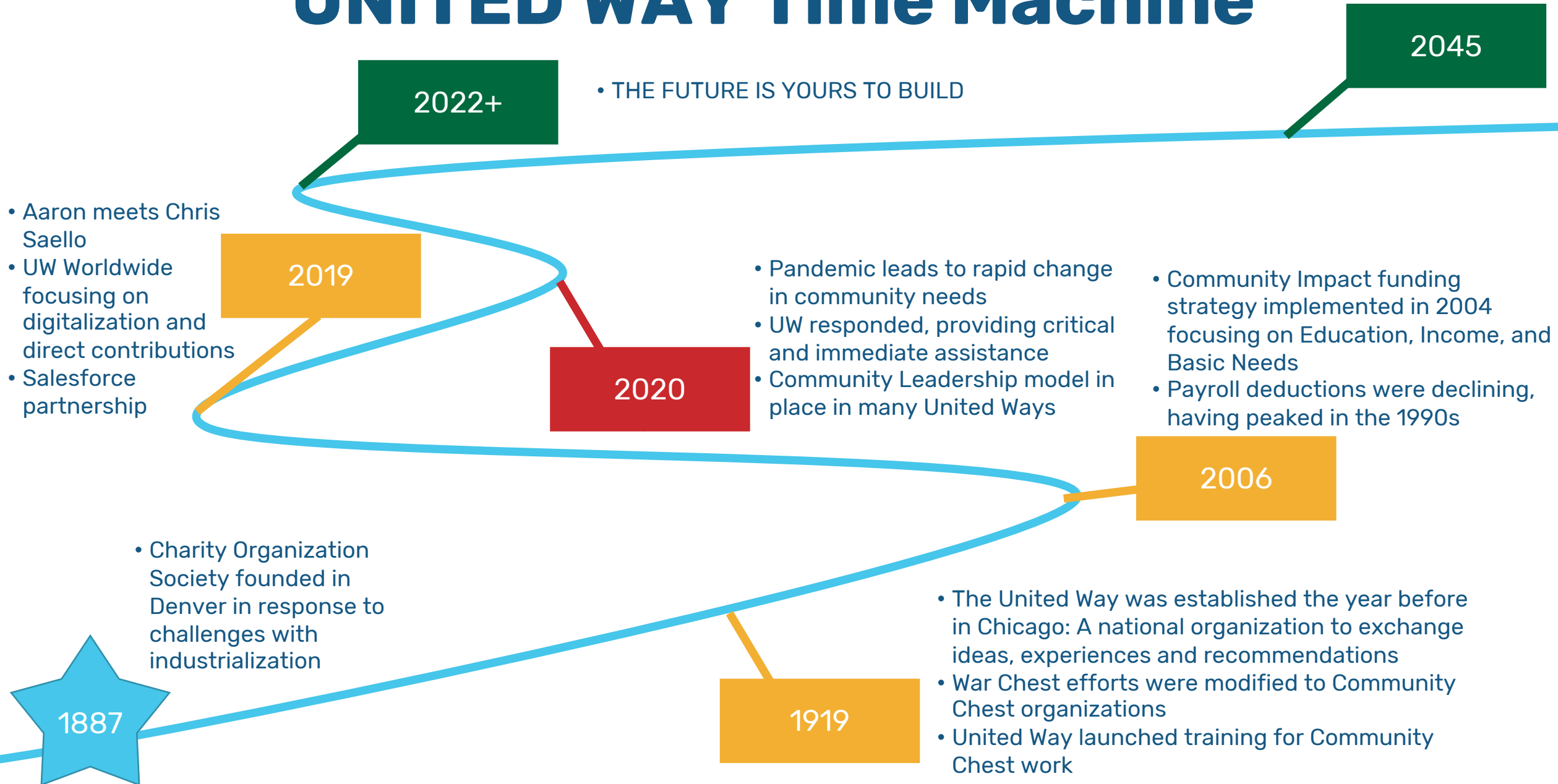# UNITED WAY Time Machine

2045

2022+

- THE FUTURE IS YOURS TO BUILD

- Aaron meets Chris Saello
- UW Worldwide focusing on digitalization and direct contributions
- Salesforce partnership

2019

- Pandemic leads to rapid change in community needs
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- Community Leadership model in place in many United Ways

- Community Impact funding strategy implemented in 2004 focusing on Education, Income, and Basic Needs
- Payroll deductions were declining, having peaked in the 1990s

2020

2006

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- The United Way was established the year before in Chicago: A national organization to exchange ideas, experiences and recommendations
- War Chest efforts were modified to Community Chest organizations
- United Way launched training for Community Chest work

1887

1919

2019

The Era of Technological Disruption

The World Was Changing Fast

BLOCKCHAIN
New distributed ledger technology giving rise to **CRYPTO-CURRENCIES**

ARTIFICIAL INTELLIGENCE
EXPONENTIALLY IMPROVING set of technologies exceeding human intellect in many applications
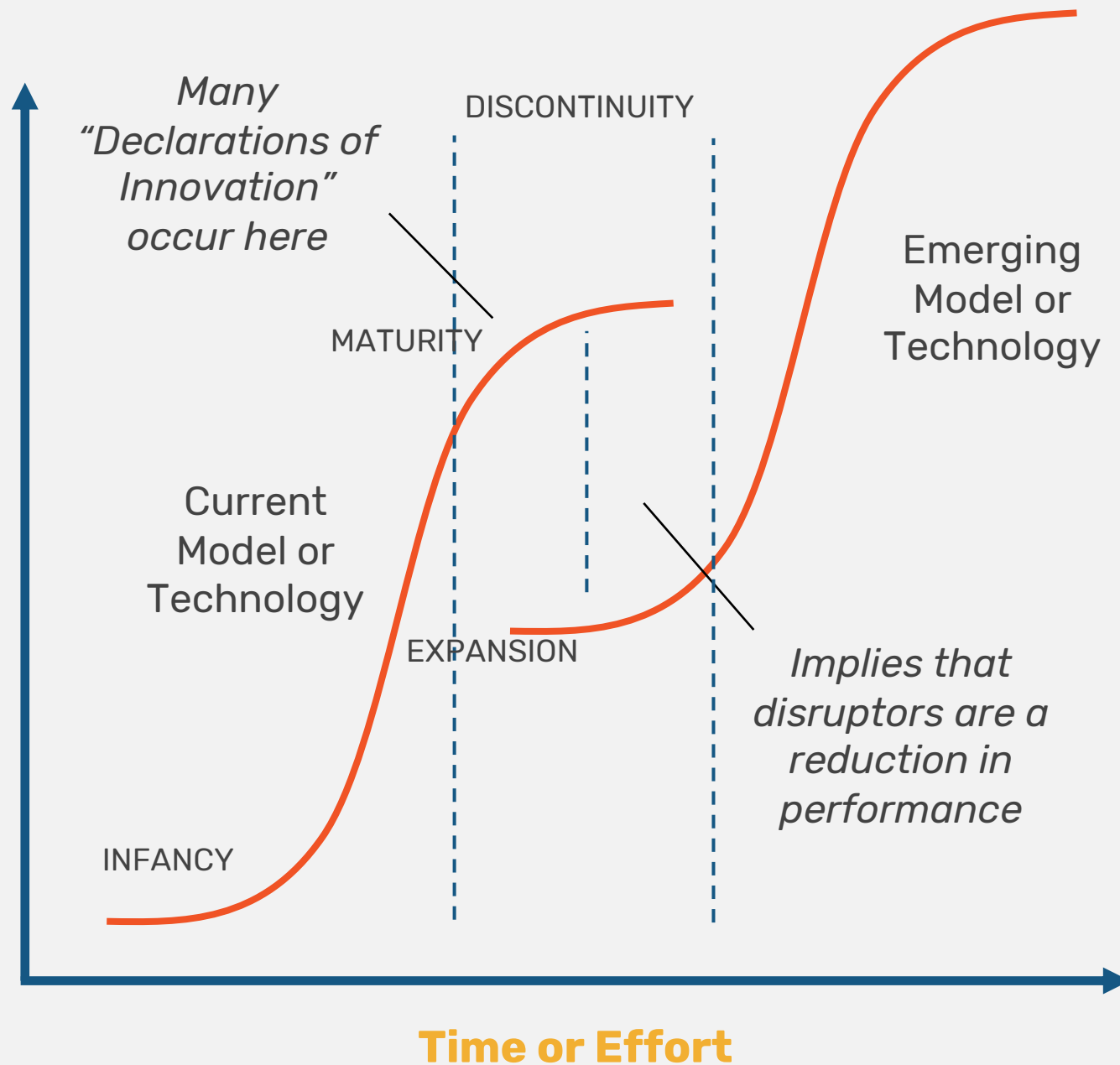

AUTONOMOUS VEHICLES
Driverless technology improving rapidly as **PROCESSORS**, **SENSORS** and **TELECOM** networks improve

RENEWABLES
Marginal cost of renewable energy (solar, wind, battery, etc.) decreasing at an **EXPONENTIAL RATE**

Performance

Many *"Declarations of Innovation" occur here*

DISCONTINUITY

MATURITY

Current Model or Technology

EXPANSION

INFANCY

Emerging Model or Technology

Implies that disruptors are a reduction in performance
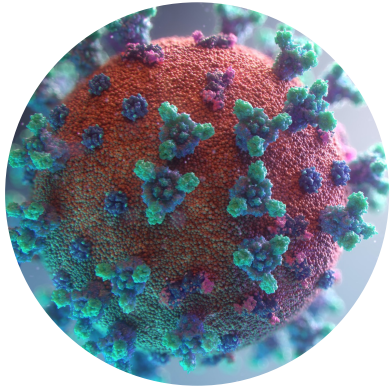
Time or Effort

The **S-CURVE** of **BUSINESS MODELS** or **TECHNOLOGIES** was popularized by Harvard Professor Clayton Christensen in *The Innovator's Dilemma.* It illustrates what **DISRUPTION** looks like.

2020

Beyond Disruption

The World Keeps Changing In Remarkable Ways

GLOBAL PANDEMIC

ECONOMIC TURMOIL

CIVIL UNREST

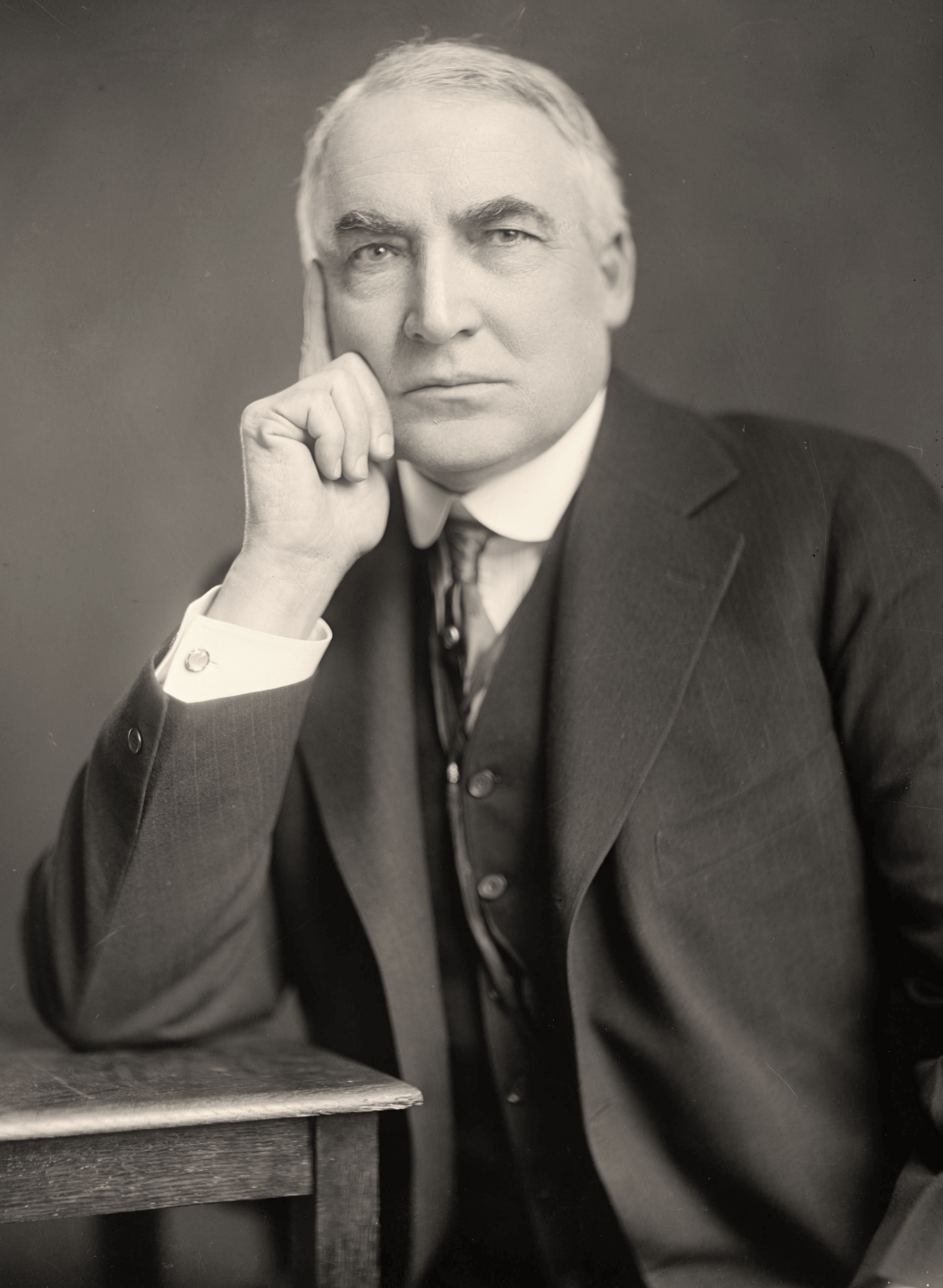**POWER SHIFT**

1919

Post-WWI America

The Roaring
Twenties

Transformation of the Roaring '20s

AGRICULTURAL OUTPUT soared with improvements in the **COMBUSTION ENGINE**

ELECTRIC MACHINERY accelerated **INDUSTRIALIZATION**

STANDARDS OF LIVING improved with **ELECTRICITY, PLUMBING** and **TELEPHONES** becoming more ubiquitous
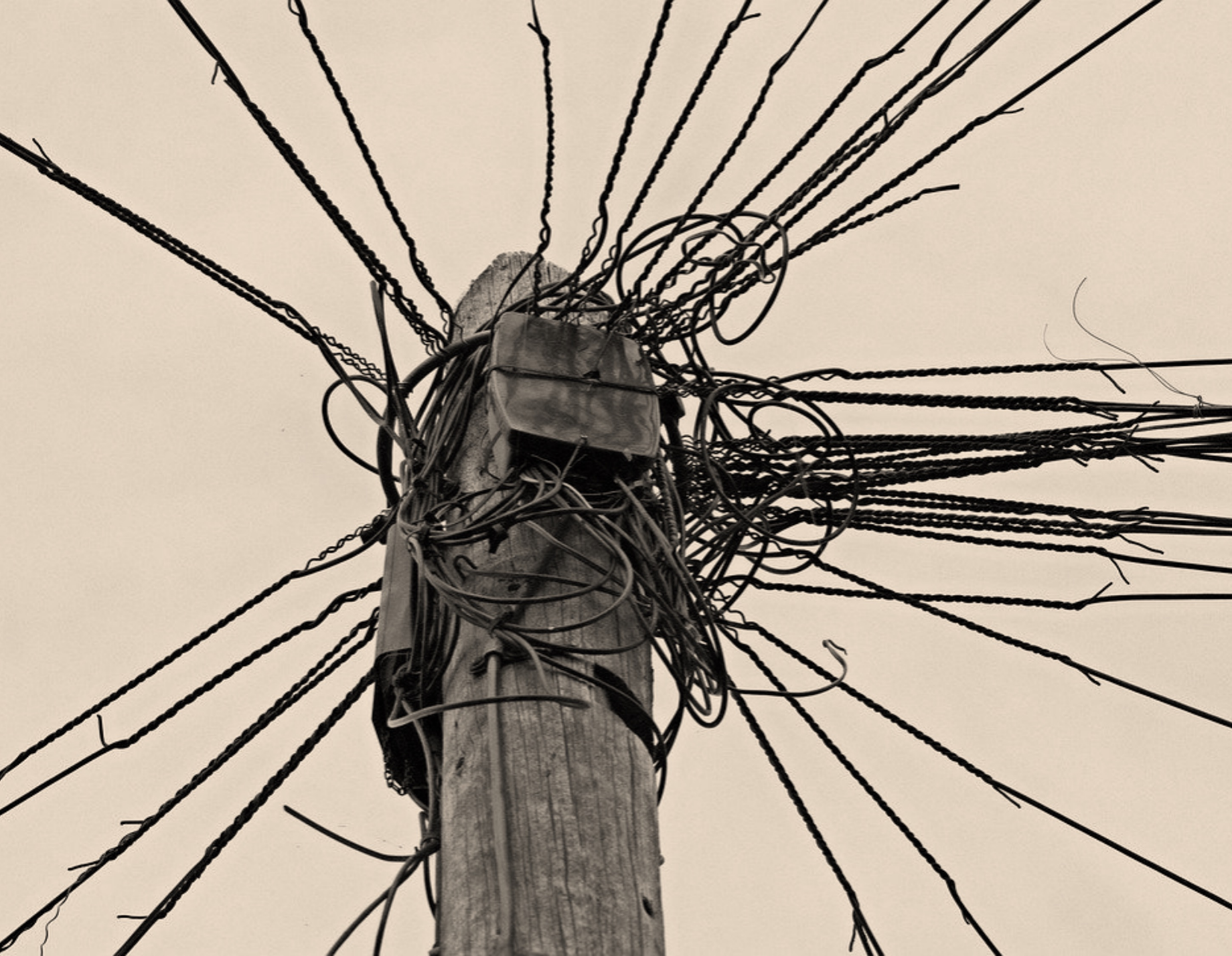
TRANSPORTATION and **TRAVEL** landscape changed, changing the countryside along with it

US Route 20

MAP OF
HISTORIC ROUTE
The Longest Highway in America
Designated November 18, 1925 - Adopted November 11, 1926

Map © 2020 The Historic US Route 20 Association Inc.
This map may not be reproduced or used for any other purpose without permission.

COMPLEXITY
in a **SYSTEM**
arises when
various
components
interact in
multiple, often
UNPREDICTABLE
and **NONLINEAR**
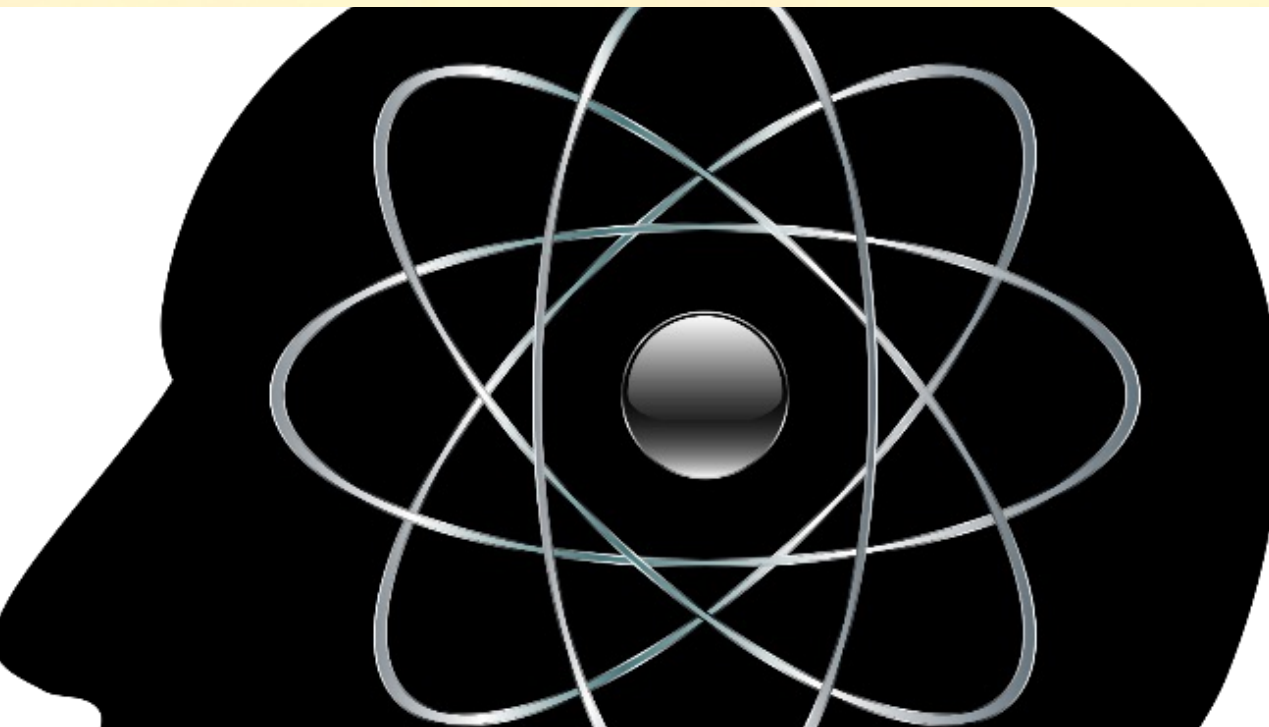ways.

AN UNRESTRAINED DEMON.

Societal Dislocation

WORLD'S HIGHEST STANDARD OF LIVING

There's no way like the American Way

WOMEN'S CONTINGENT NATIONAL HUNGER MARCH

The Great Depression

2006

A Technological Inflection Point

THE WORLD IS CHANGING

World Bank's stock at
all-time high

Societal
Dislocation
Again?

2020

Making Sense of a New World

CRISIS INNOVATION is innovation required by a sudden change in conditions, norms, or constraints. **INNOVATE OR DIE.**

RESILIENCE is the practice of designing to endure **SHOCKS** or **STRESSES**, physical or otherwise
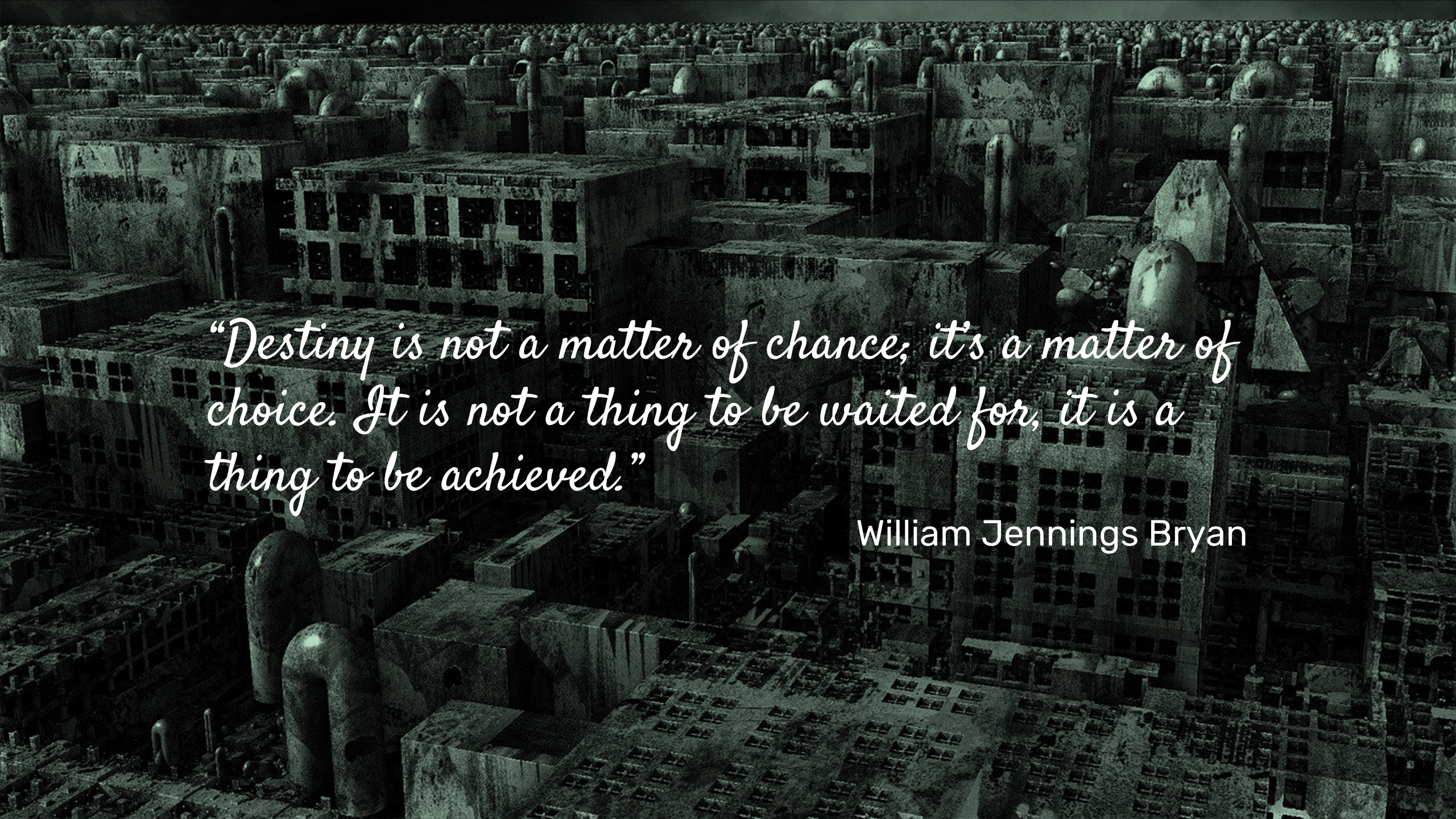
2045

The Fall of Society

"Destiny is not a matter of chance; it's a matter of choice. It is not a thing to be waited for, it is a thing to be achieved."

William Jennings Bryan

The Next Normal
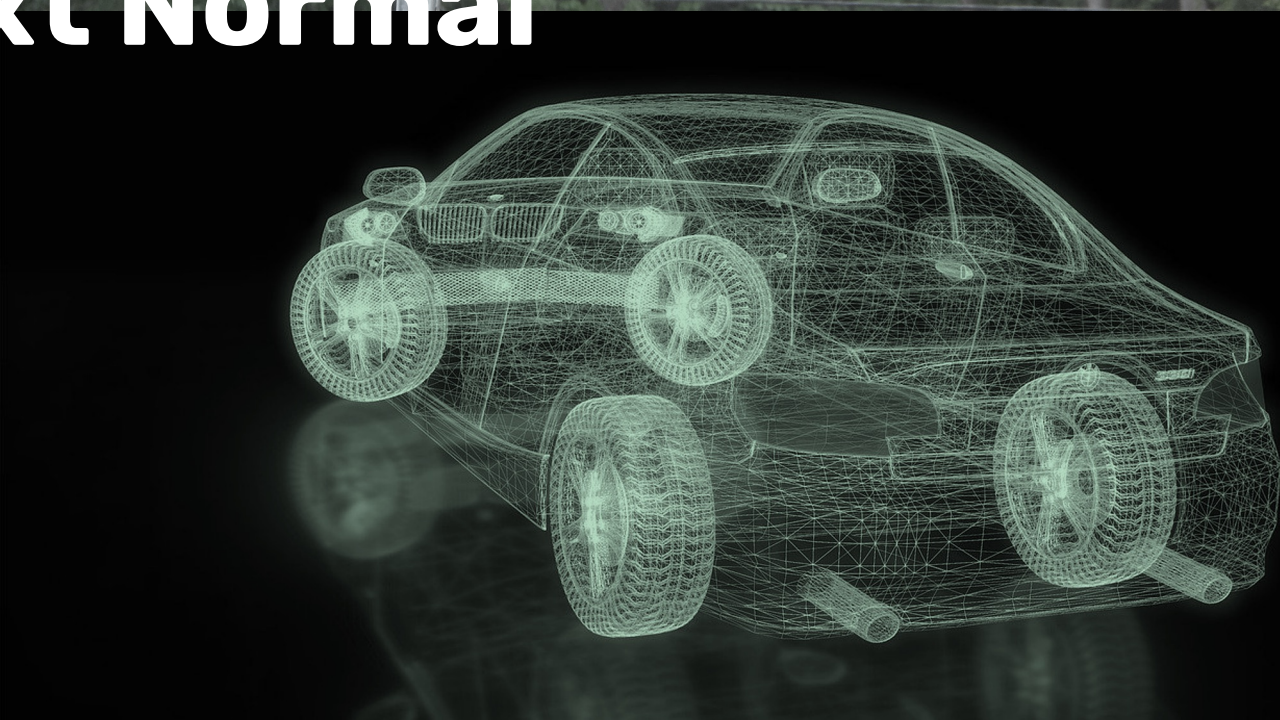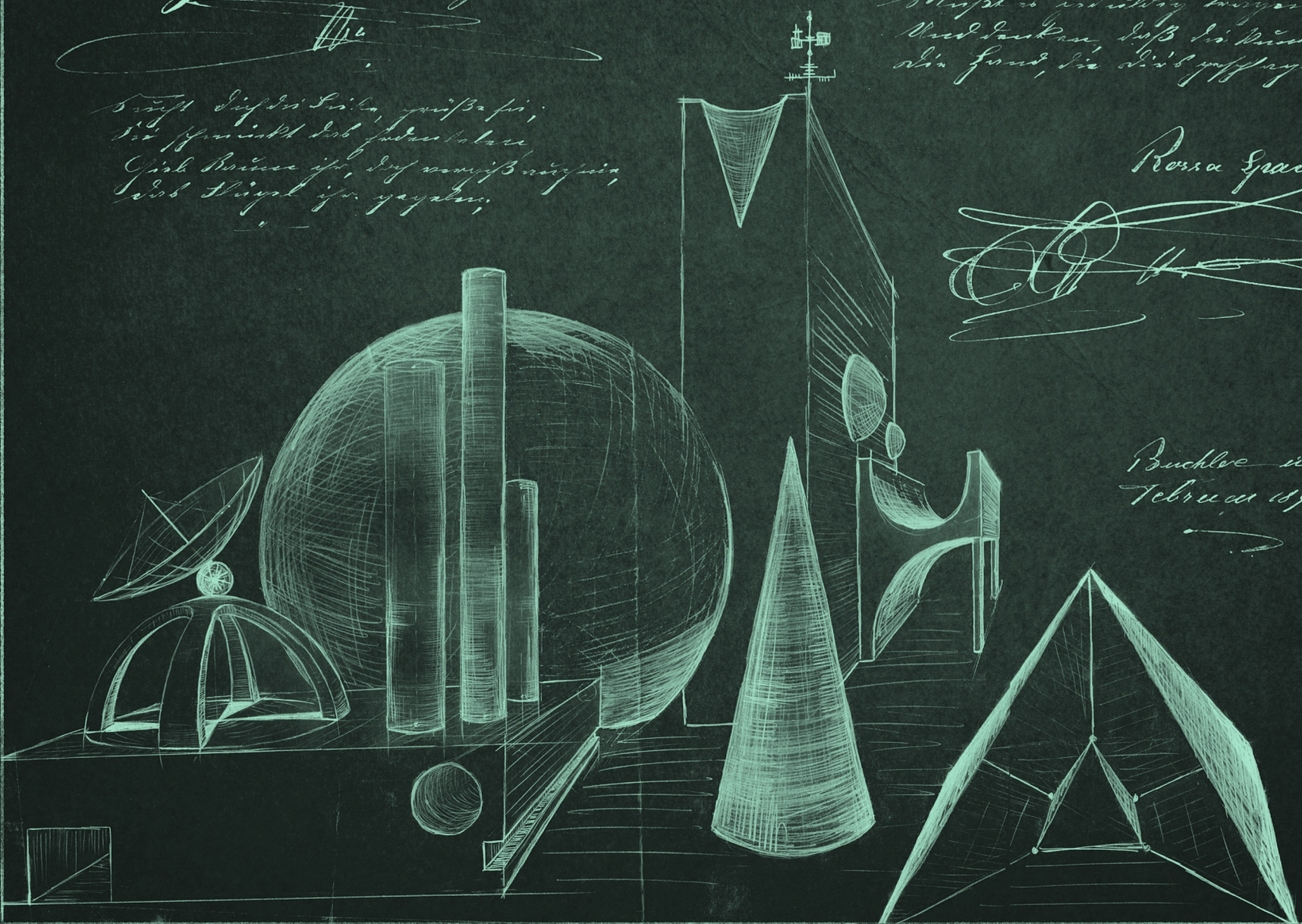
DESIGN is the practice of transforming existing conditions into preferred conditions aligned with a **PLAN** or a **PURPOSE** often within known **CONSTRAITNS**

A **SHARED VISION** is a collectively desired **FUTURE STATE** to which each member can feel a **PERSONAL CONNECTION**.

2022+

The Era of the Innovator

SUSTAINABILITY is the practice of intentionally reducing **ENVIRONMENTAL** impact and improving the quality of life for **COMMUNITIES**

SOCIAL INNOVATION is the practice of developing solutions to challenging and often **SYSTEMIC** social and environmental issues in support of **SOCIAL PROGRESS.**

Social Innovation Success Factors

CONNECTIONS & COLLABORATION

- Utilize **CO-CREATION**
- Leverage **DIVERSITY & INCLUSION**
- Strengthen Your **NETWORK QUALITY**

OUTCOME-ORIENTATION

- Develop a **GROWTH MINDSET**
- Use **OUTCOMES** to Find New Fundraising Sources
- Utilize **LOGIC MODELS**
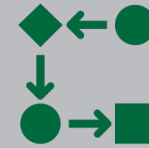
PROGRAM DEVELOPMENT

- Build a **CULTURE** of Experimentation
- Respond to **CHANGE FACTORS**
- Focus on **SCALABILITY** and **CONTINOUS IMPROVEMENT**

Innovating Agassiz Village
Poland, ME

Social Program Development Approach

Align the organization's **MISSION**, **VISION**, and **VALUES** with its **PROGRAMMING**.

DESIGN programming to produce specific (youth development) **OUTCOMES**.

CO-CREATE solutions with stakeholders in order to gain buy-in and commitment early in the **CHANGE PROCESS**.

AGASSIZ VILLAGE
Research-Based Logic Model

Our Vision:
Agassiz Village Children from Maine to Massachusetts, regardless of economic opportunity, experience Agassiz Village's joyful, welcoming, and diverse community that inspires and enables them to explore new experiences and create the futures they envision.

Our Approach
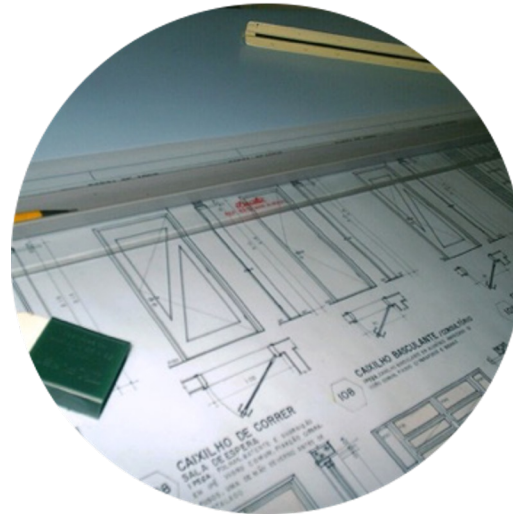
Summer Camp Program
Enriching the lives of our summer campers by utilizing social and emotional learning to build life-long skills in a safe and fun environment

Summer Teen Advancement Program
Developing strong character in our teens through peer engagement, interest exploration, and contribution to the Agassiz community

Year-Round Leader in Training Program
Building a new generation of leaders program who are advocates for positive change at Agassiz Village and beyond

What we do

Why it matters

Experiences

Have Fun
We place joy at the core of all our programming.

Strength in Diversity
We are intentionally diverse at all levels–from board members to campers.

It Takes a Village
We nurture a supportive community of contributors, built on healthy peer-to-peer and mentor relationships.

Staff Who Prioritize Youth
We train our staff in evidence-based practices to achieve a growth mindset.

Investigation, Exploration, Adventure
We inspire experiential learning driven by the interests and curiosity of our youth.

Inspiring Hope
We build the skills to achieve success by defining and managing goals.

Expanding Horizons
We foster an environment to develop a complete understanding of one's full potential.

Short-term Outcomes

Contribution
We matter. The Village is counting on us, and the world is counting on us. Leave Your Legacy.

Self-Management
We learn to manage emotions, thoughts, and behaviors to accomplish personal and collective goals.

Positive Identity
We develop an internal sense of who we are and confidence to explore the multiple facets of our identities.

Social Capital
We build resources that we can mobilize to help us improve our lives and achieve our goals.

Social Skills
We nurture our ability to take others' perspectives into account, and to develop a sense of caring and empathy.

Mastery-Orientation
We learn to think critically, and to collaborate to solve problems creatively.

Goal-Orientation
We set goals that stretch us to our full potential, from college- and career-readiness, to academic and financial success.

Long-term Outcomes

Reduce Risky Behavior

Positive Behavior

Academic Performance

College-Readiness

Career-Readiness

Financial Savvy

AGASSIZ VILLAGE
summer camp

HAVE FUN • COLLABORATE • EXPLORE • THRIVE

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CAPABILITY INVESTMENTS

Invest in improving capabilities to enhance program breadth, depth, frequency, and variation

STRONG PROGRAMMING

Leverage capabilities, facilities, connections, and assets to design scalable, ambitious programming

The Program Development Cycle

FUNDING OPPORTUNITIES

Measure outcomes to demonstrate impact to inspire & secure new funding

SOCIAL OUTCOMES

Execute on programming to achieve intended outcomes

Making Innovation Happen

DEMYSTIFY INNOVATION

EMPOWERING ENVIRONMENT

MATURITY STAGES

- Innovation must be defined in an **ACCESSIBLE** and **RELATABLE** way.

- Design the **ECOSYSTEM** and practice **EMPATHY** to empower a **RESPONSIVE ORGANIZATION**.

- **NURTURE** the innovation competency with a goal of **COMPETENT MASTERY**.

INNOVATION is the core organizational **COMPETENCY** for responding to the everyday, aggressive pace of **CHANGE.**

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⬇

Great innovators are **CHANGE AGENTS.**

The Responsive Organization

RECOGNIZE AND RESPOND TO CHANGE FACTORS

COMPETITIVE LANDSCAPE

CONSUMER PREFERENCES

REGULATORY LANDSCAPE

TECHNOLOGY ADVANCES

COMMUNITY NEEDS

ADJACENT INDUSTRIES

INTERNAL PRESSURES

SOCIETAL TRENDS

PESTEL Analysis

P Political

E Economic

S Societal

T Technological

E Environmental

L Legal

Innovation Maturity

ODDS OF SUCCESS

REPEATABILITY

COMPETENT MASTERY

CONFIDENT

TENTATIVE

DYSFUNCTIONAL
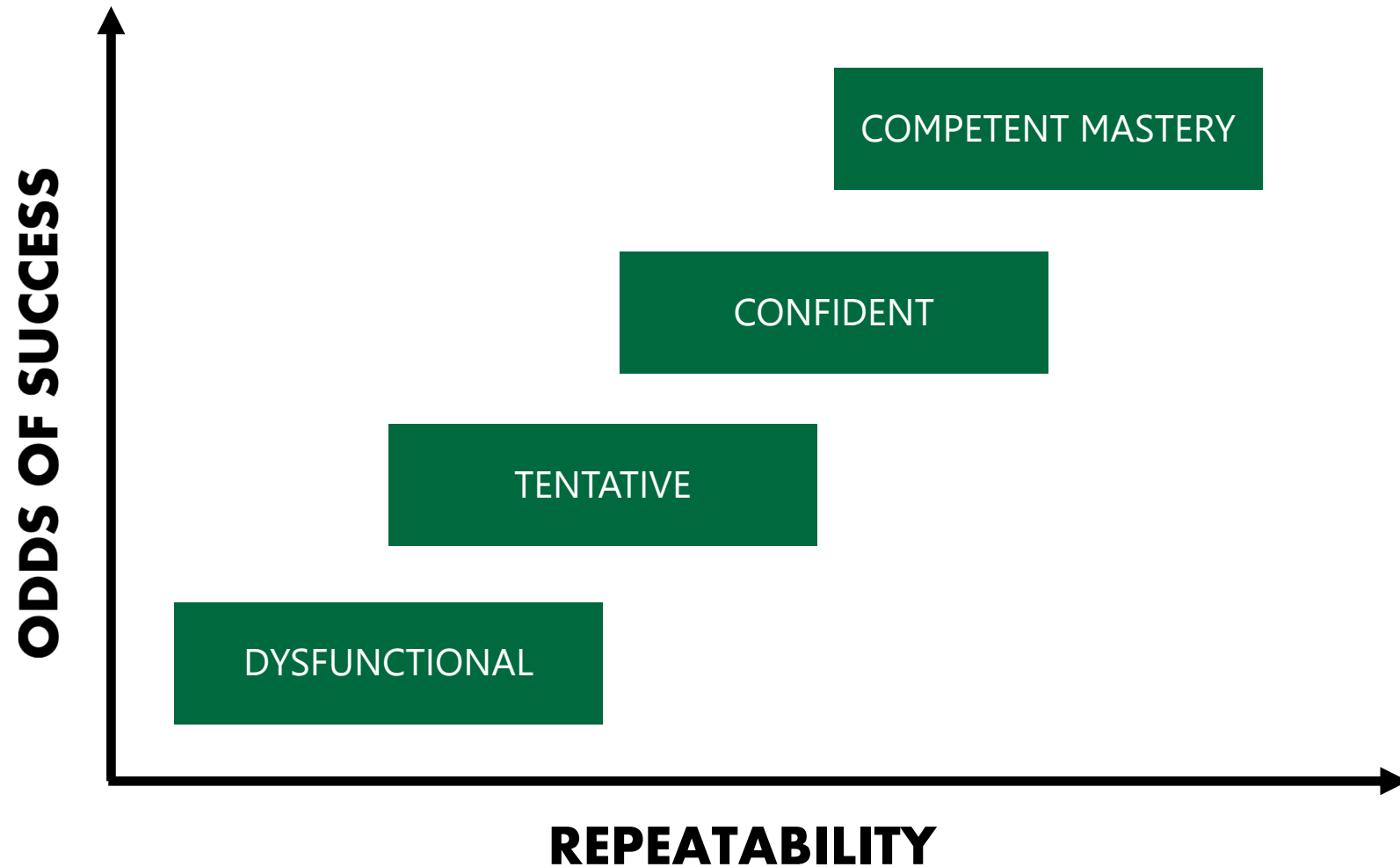
Build Innovation Muscle

Individuals, leaders, teams & organizations can take steps to promote innovation.

Future Focus

New Competencies

Growth Mindset

Community Intimacy

Quick Wins

Network Quality

Diversity

Innovation Leadership

Becoming a Transformative Leader of Innovation

Leading Innovation

CHANGE STRATEGY
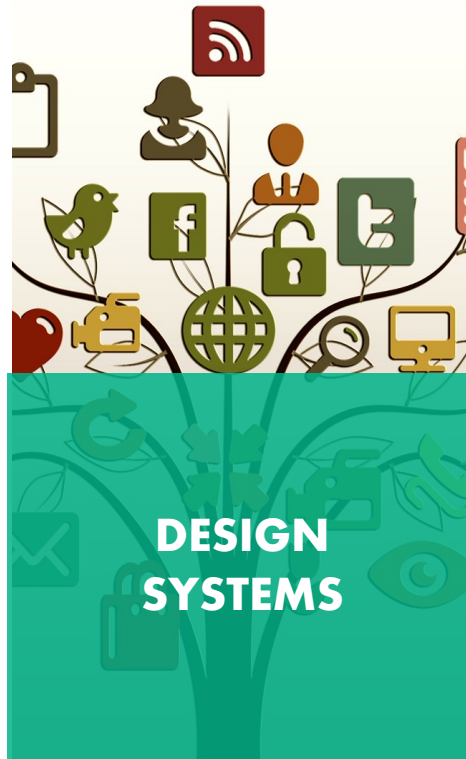
DESIGN SYSTEMS

SHIFT TO GROWTH MINDSET

BUILD INNOVATION CULTURE

> **Every system is perfectly designed to achieve the results it gets.**
>
> –W. Edwards Deming

CHANGE STRATEGY

- To change the results, you must **CHANGE THE SYSTEM**

- What's keeping your organization in its status quo?

"What stands in the way becomes the way."
- Marcus Aurelius, *Meditations*

ECOSYSTEM

GOVERNANCE SYSTEM

INNOVATION SYSTEM

DESIGN SYSTEMS

- **ECOSYSTEM**
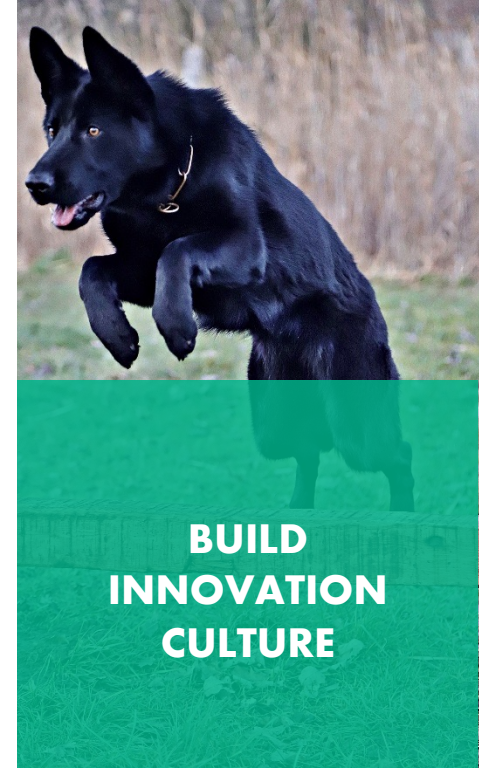 The people, knowledge, tools, support, rewards, and physical environment required to achieve your innovation goals

- **GOVERNANCE SYSTEM**
  The norms, the budgets, the meetings, the hierarchies, the accounting, & the metrics which drive decision-making

- **INNOVATION SYSTEM**
  An intentional, planned environment in which experimentation is rapid and risk resulting from failure is low

Two Prominent Innovation Processes

DESIGN THINKING

Empathize ⟶ Define ⟶ Ideate ⟶ Prototype ⟶ Test

LEAN STARTUP METHODOLOGY

VISION ▸ STRATEGY ▸ IDEA ▸ BUILD ▸ MEASURE ▸ LEARN ▸ DECIDE ▸ [RE]VISION

" Vision without Action is a dream. Action without Vision is a nightmare. "

- Great leaders provide the **STRUCTURE** to channel an organization's energy towards a desired **FUTURE STATE** (a result) that is both grounded in your **CURRENT REALITY** and pointed towards a **SHARED VISION**

- Prepare people in the organization for **CHANGE** through **CONTINUOUS IMPROVEMENT**

SHIFT TO GROWTH MINDSET

**LEARNING
CREATIVITY
COLLABORATION
EXPERIMENTATION
RISK-TAKING**
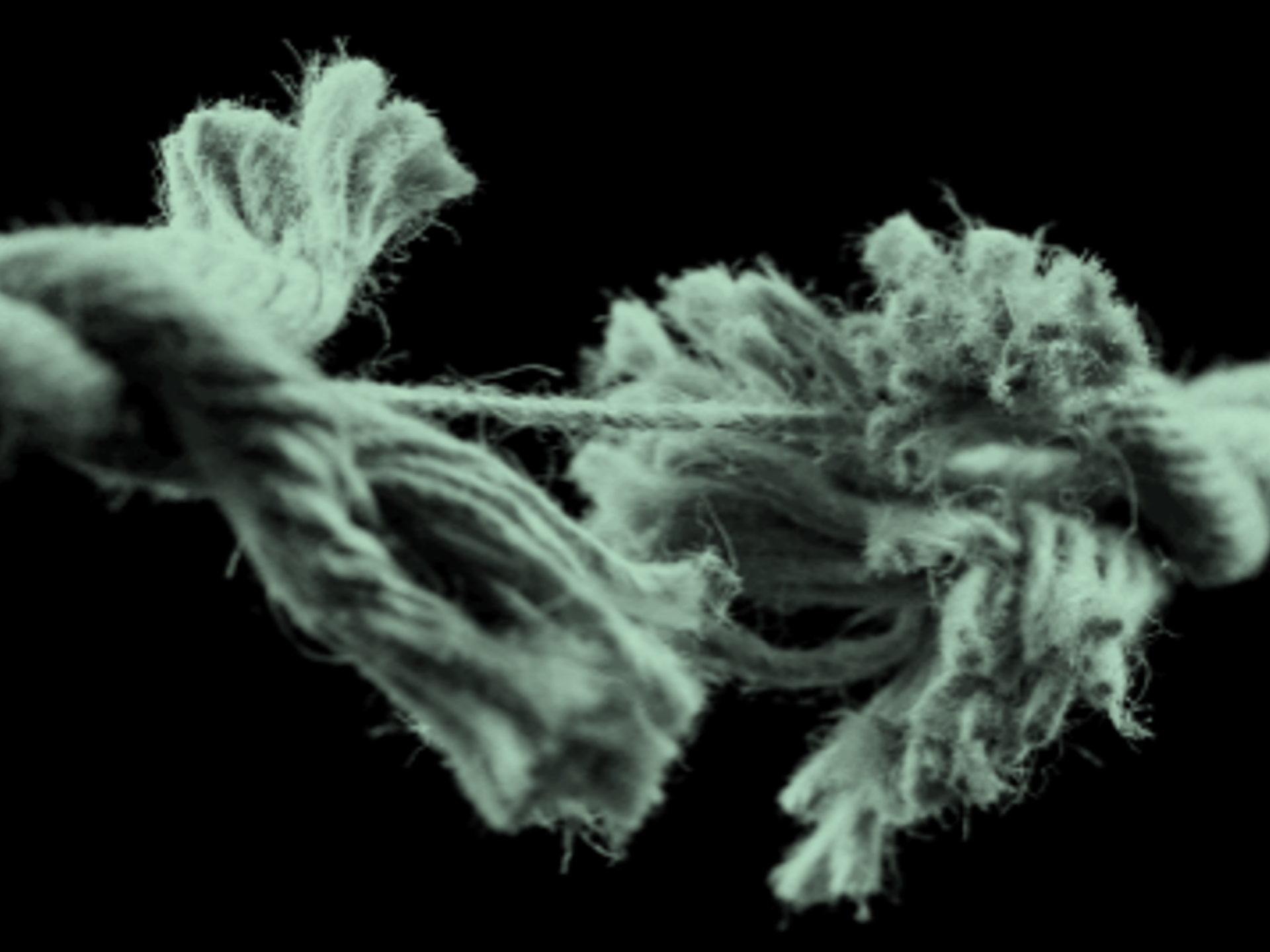
CREATIVE TENSION is the challenge of working towards a desired **FUTURE STATE** while grounded in your **CURRENT REALITY**

> *Culture eats strategy for breakfast.*
> -Peter Drucker

To change the **CULTURE**, change the **CUSTOMS** and promote innovation-friendly **VALUES**

Involve stakeholders, including vulnerable voices, in **DECISIONS THAT MATTER** to them

Build an **EMPOWERING** environment at all levels of the organization
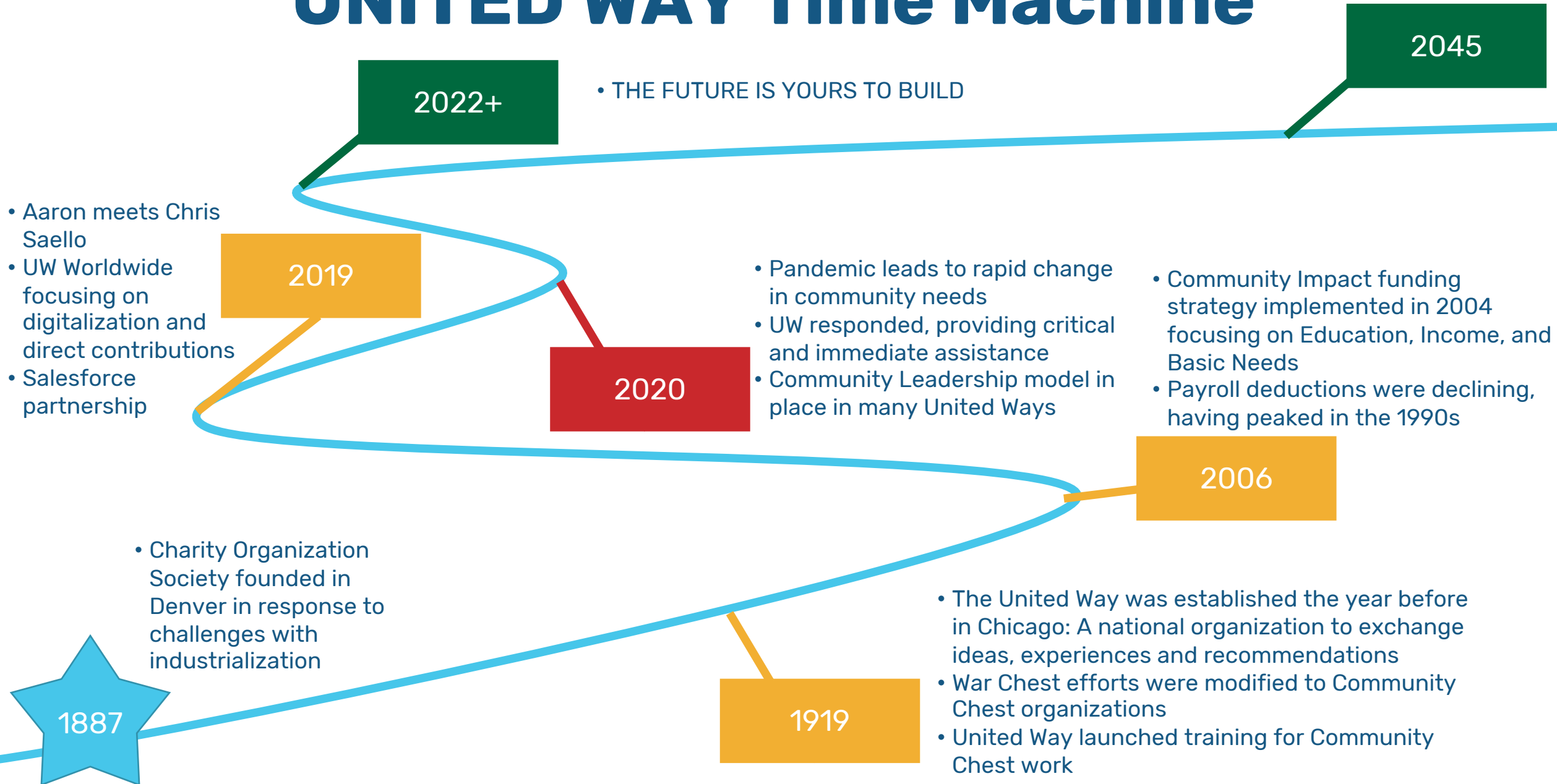
BUILD INNOVATION CULTURE
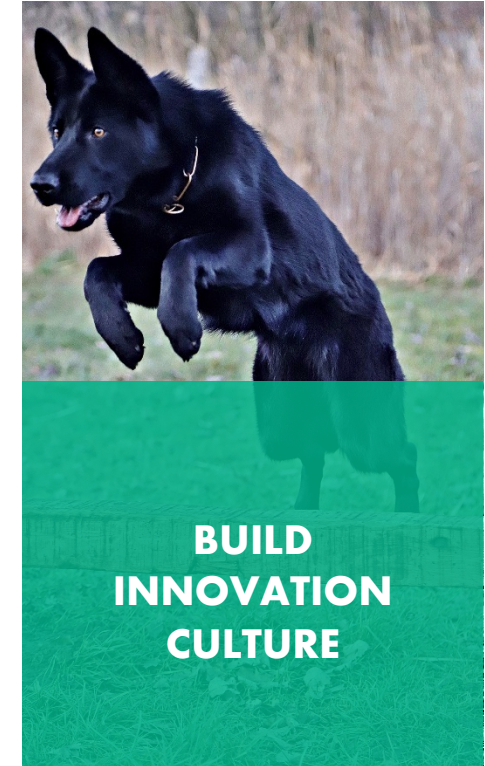
Use **CO-CREATION** to harness the **COLLECTIVE INTELLIGENCE** your organization and its stakeholders to identify and prioritize the program elements you **DESIGN**

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1887

1919

Modernizing the United Way

"The best way to predict the future is to create it."

The Era of the Innovator is Now

LET'S CONNECT

@TODAYSINNOVATOR

AARON PROIETTI

"This is a must read for anyone who must innovate."
— Maria Ferrante-Schepis,
President, Maddock Douglas Inc.

TODAY'S INNOVATOR

How to Create an Environment
Where Innovation Thrives

Aaron Proietti