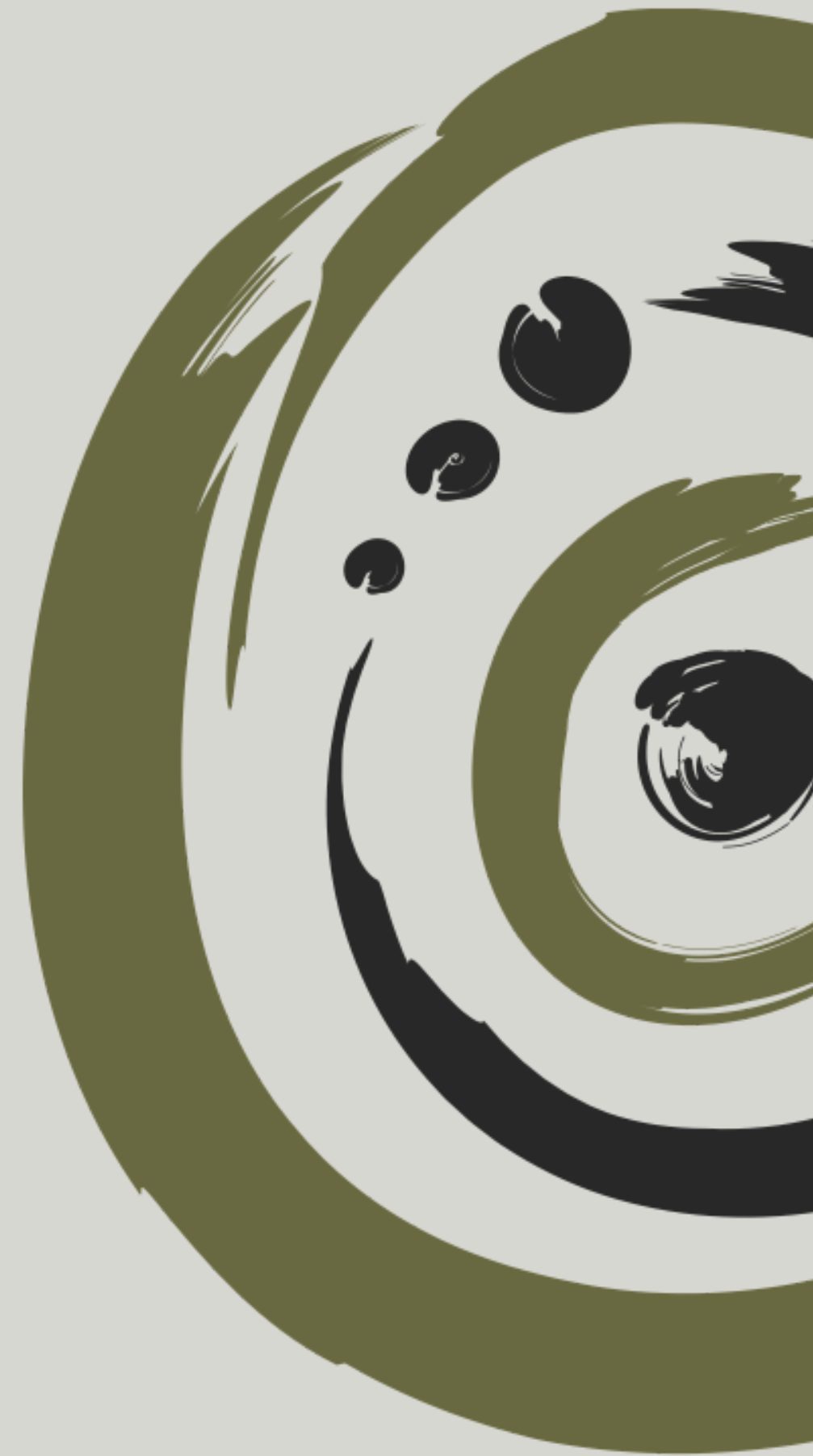


SIE COLab

Our “*Why*” and Overview of
Transformational Systems Change
Theory-To-Pactice Framework



We live in a time of profound and accelerating changes in the environmental, social, economic, political, cultural, technological, and knowledge systems that shape our world.

Addressing the urgent, complex challenges of the 21st Century requires a new approach.

Major Disruption:
We're Facing Multiple
Urgent, Complex
Societal Challenges



This disruption is characterized by the convergence of multiple complex societal challenges that are interconnected and cannot be solved with traditional, isolated, technical approaches.



**Humanity has been through major transitions
and navigated disruptive societal challenges before.**



Industrial Age

Central Societal
Challenge:

How to Shift from Agrarian to Manufacturing &
Exert More Certainty/Control
Over Nature & Economies

Primary Goal & Value
Proposition:

Productivity & Economic Growth

Core Focus, Qualities:

Efficiency & Standardization,
Products & Commodities,
Family Life; Capital & Labor

Key Skills & Abilities:

Specialization, Expertise, Invention,
Management

Knowledge/Information Age

Central Societal
Challenge:

Development of Individual Potential While
Creating Interconnectivity Across the Whole

Primary Goal & Value
Proposition:

Individual Empowerment; Tools & Resources Made
Available at Individual Level;
Enable Participation at Any Scale;
Development; Globalization; Value Exchange

Core Focus, Qualities:

Creativity, Unlimited Access to Information,
Communication, Innovation, Trade,
Interdependence

Key Skills & Abilities:

Information Technology, Research,
Finance, Economics, Policy, Consulting

We've now entered the Age of Adaptation, in which:
the pace of change is accelerating;
we're experiencing increasing uncertainty; and
long-standing norms, relationships, & institutions are being disrupted.



Age of Adaptation

Central Societal
Challenge:

Addressing Urgent, Complex, Adaptive,
Interconnected Systems-Level Challenges

Primary Goal & Value
Proposition:

Inclusive, Cooperative, Empathetic & Ethical
Networks; Balancing People, Planet, &
Prosperity; Adapt & Thrive (Transformation)

Core Focus, Qualities:

Systems Change; Impact at Scale;
Everyone a Changemaker

Key Skills & Abilities:

Self-Inquiry; Transforming Mental Models;
Balancing Polarities;
Adaptive Problem-Solving & Leadership

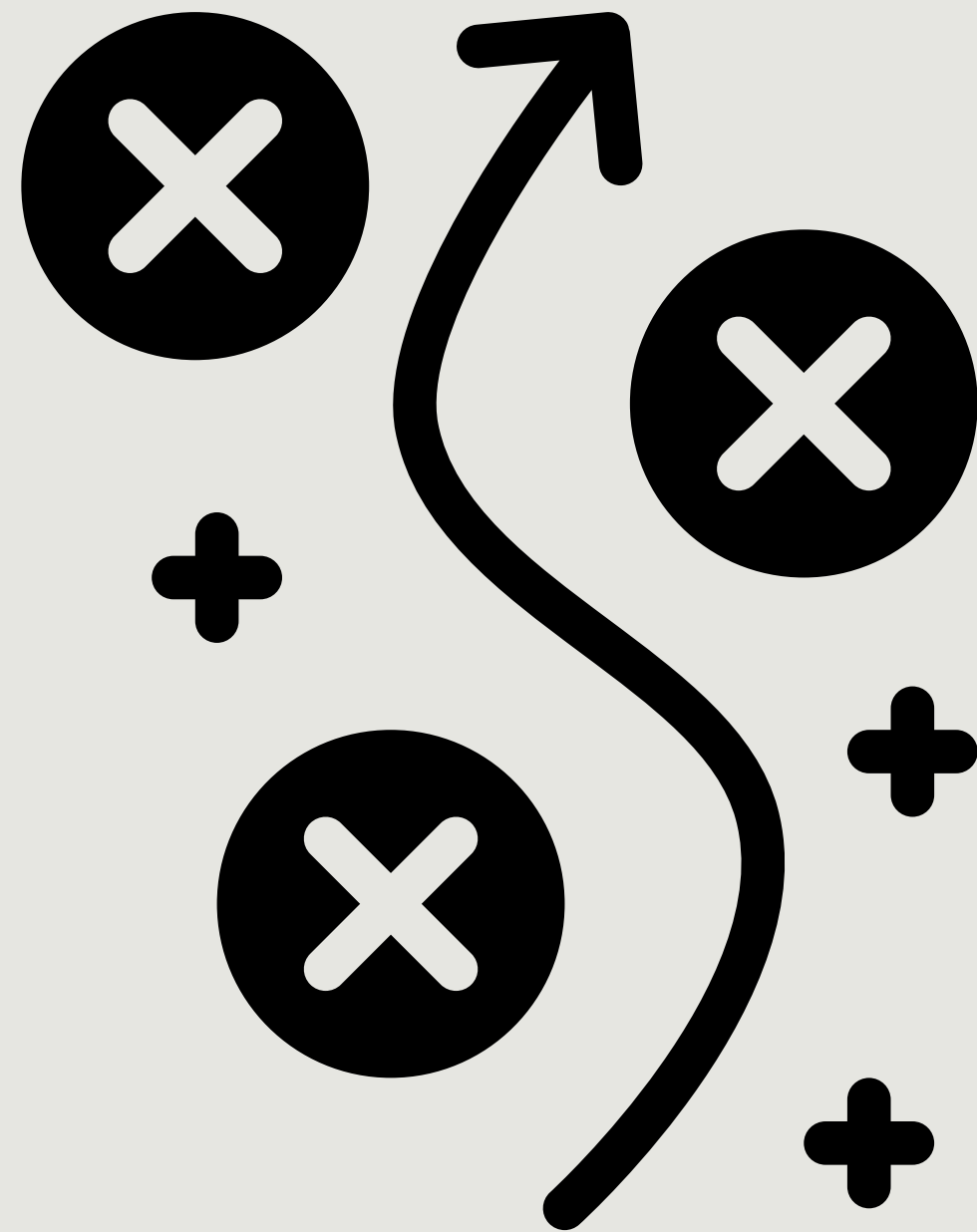
**The Age of Adaptation
is laying bare the deficiencies
of the traditional approach:**

**in its framing of the challenges we face;
its linear, technical, disconnected strategies;
and its rigidity (ideological, planning, etc.)**

*The world is a complicated place,
and it will only become more vexing.*

*Innovation districts
will be one rational response—at the hyper-local level
—to take on the challenges of our times.*

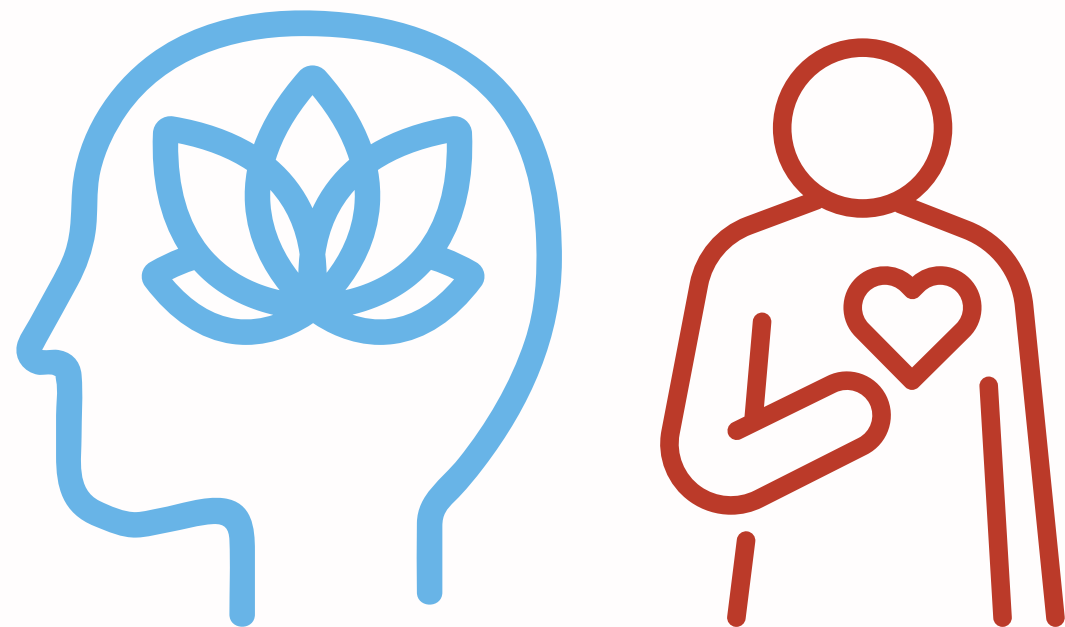
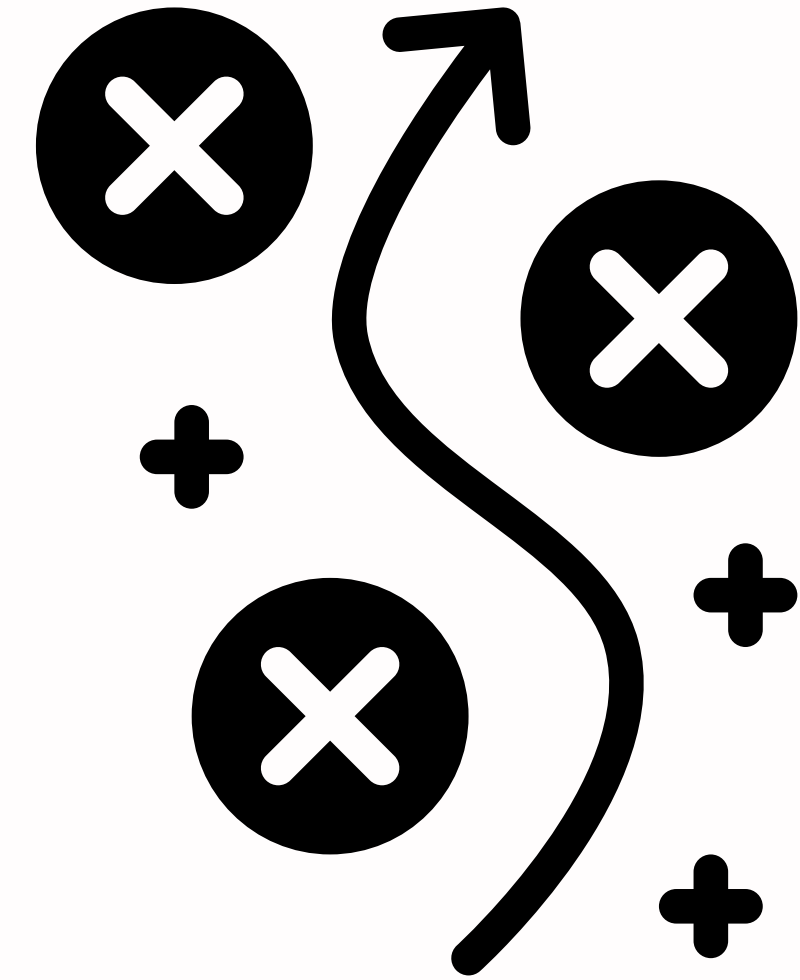
~ Bruce Katz and Julie Wagner, 2024, The Next Wave of Innovation Districts



The adaptive challenges we're
facing don't have
traditional "solutions" at all.

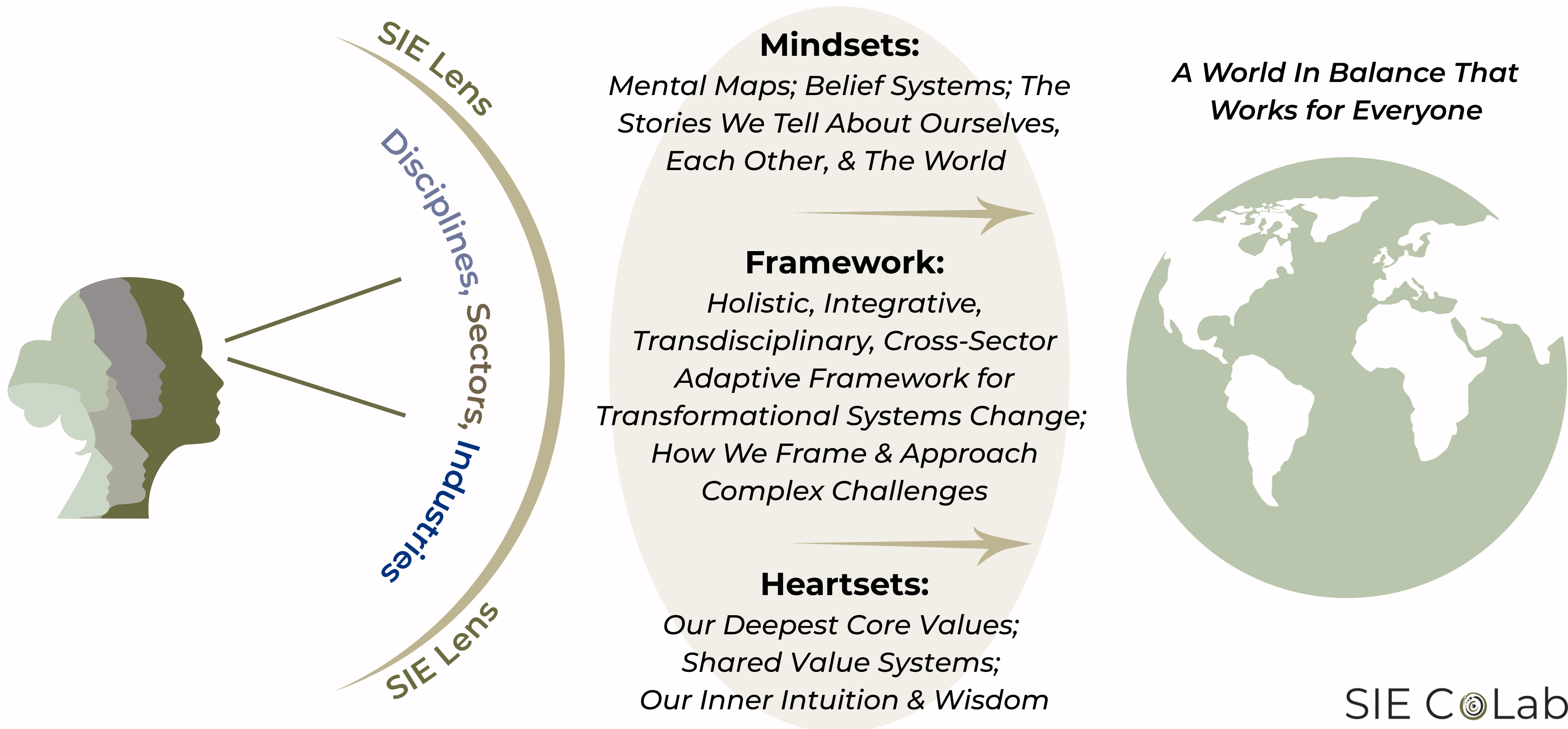
*They require continual innovative
problem-solving and adaptation.*

The daunting challenges of the 21st Century require an entirely new approach defined by continual systems innovation that intentionally engages the full diversity of the interdependent whole.

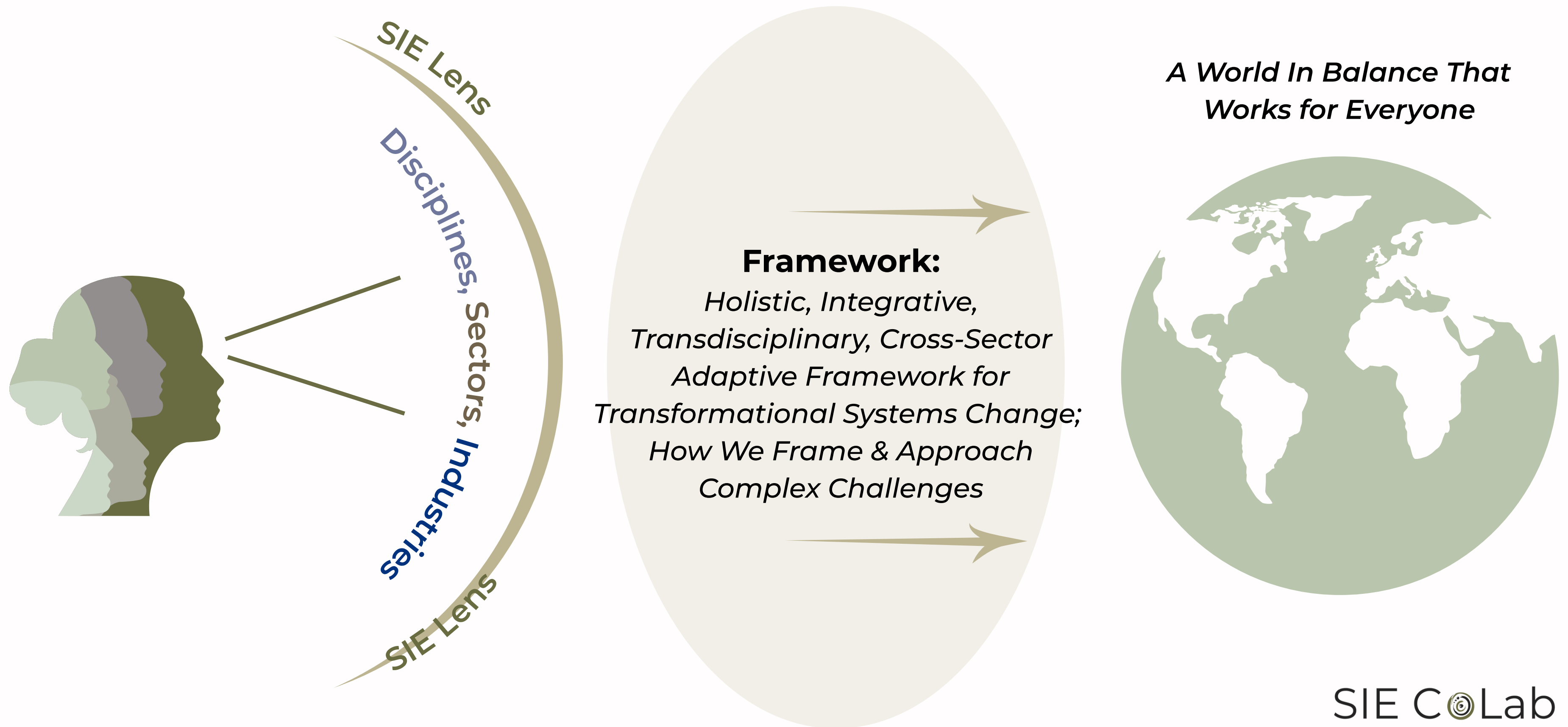


It will require a profound shift of **mindsets** and **heartsets** on a global scale and a fundamental redesign of the intricate systems that shape our world if we are to effectively adapt and thrive.

Social Innovation & Entrepreneurship (SIE) Offers an Adaptive Problem-Solving Lens for Every Discipline, Sector, & Industry

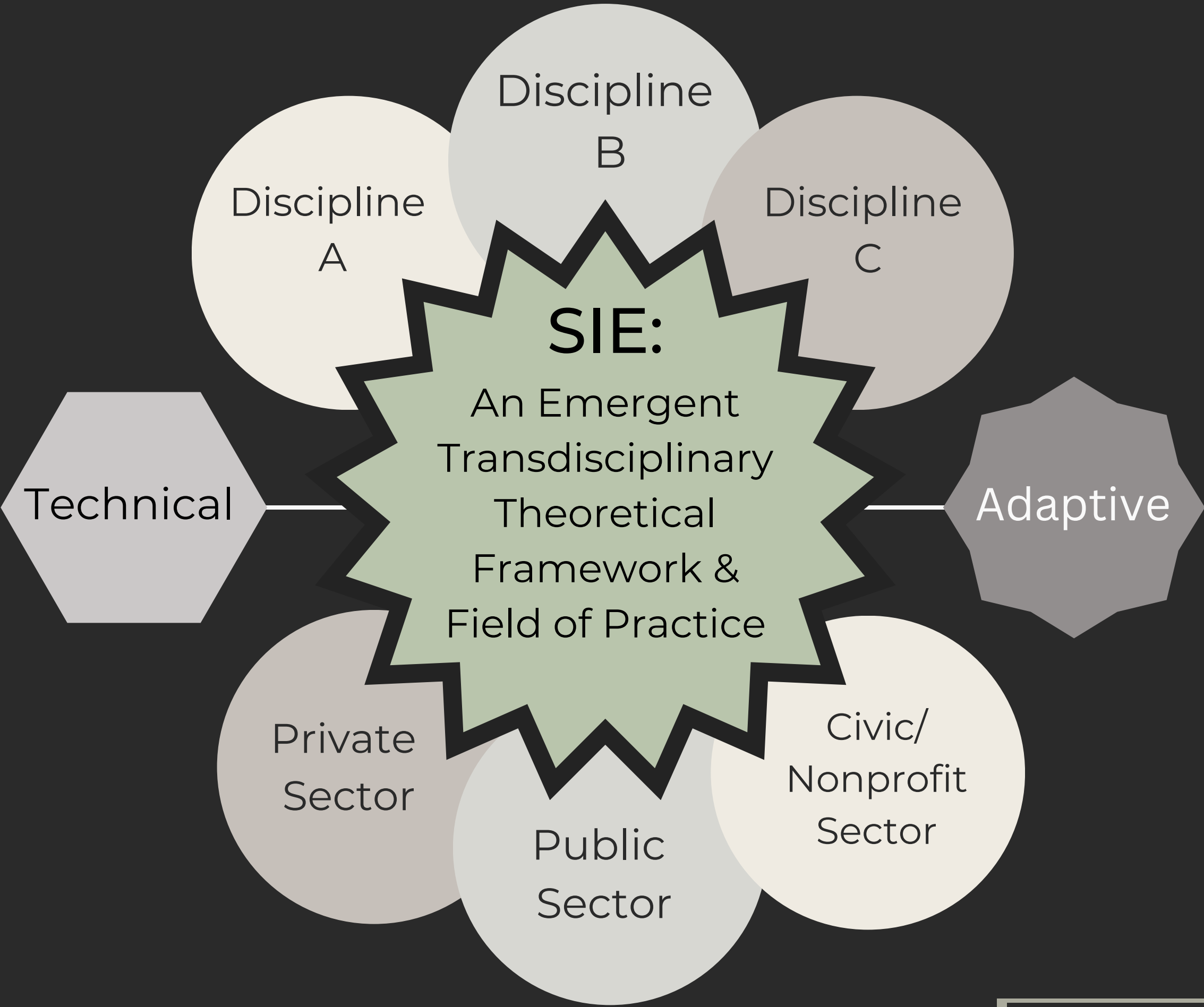


Framework: *The Adaptive SIE Framework for Transformational Systems Change*



SIE CoLab

The Emergent Field
of Social Innovation
& Entrepreneurship
(SIE)



Social Innovation & Entrepreneurship (SIE)

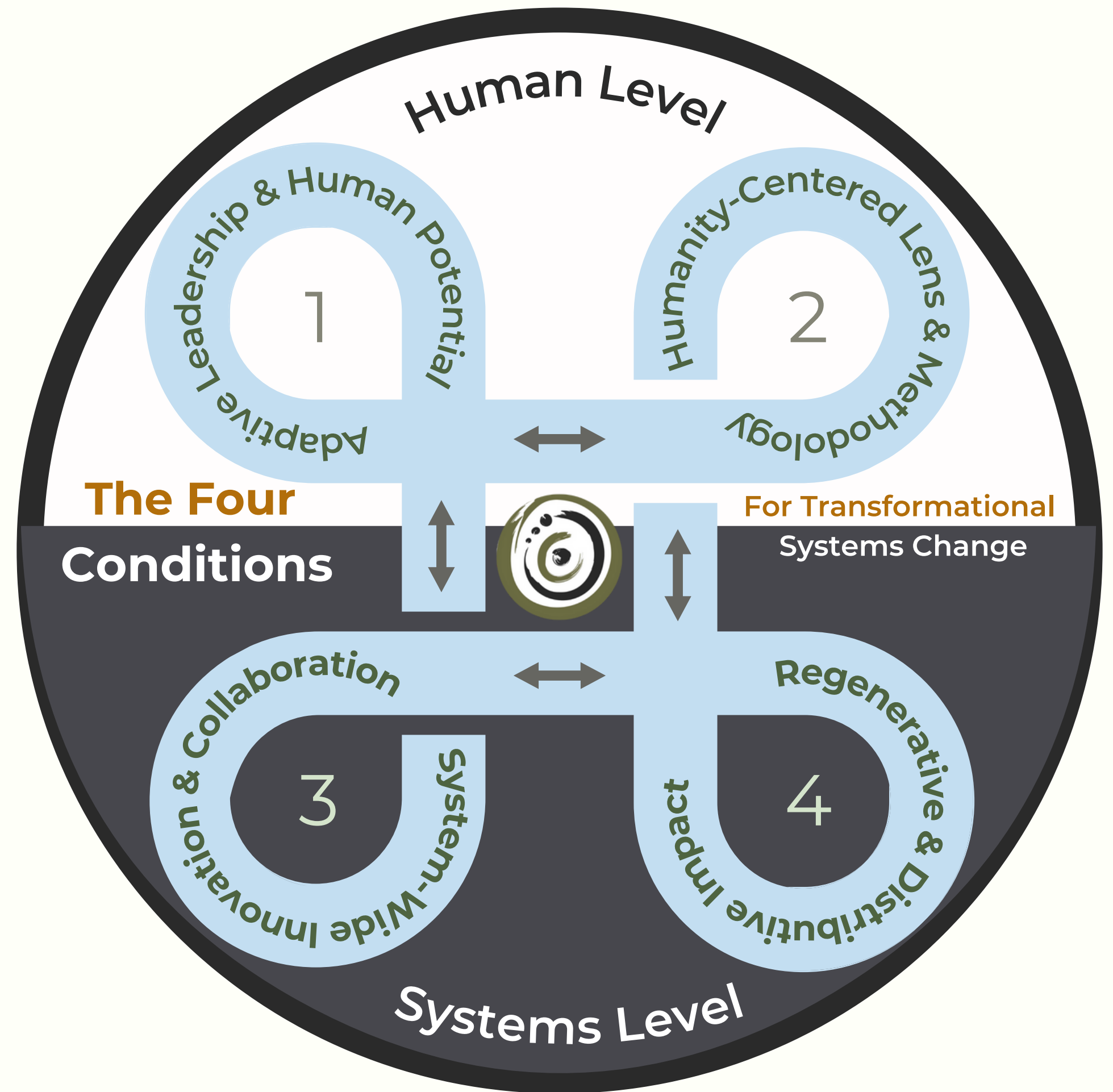
As a field of practice, SIE offers an adaptive framework for catalyzing, leading, and sustaining humanity & planetary-centered transformational systems-level change that:

- creates & diffuses social innovations, i.e., new ideas, models, approaches, tools, products, services that are good for society & planet*
- applies the best transdisciplinary thinking & practices from across the nonprofit/civic, private, and public sectors while linking innovative technical knowledge & strategies with adaptive leadership & problem-solving;*
- enhances society's capacity to act, creates a change in relationships of power, and helps transform how people think and see*
- and balances & connects social, environmental, and economic value systems.*

SIE CoLab

*Adaptive SIE Framework for
Transformational Systems Change*

The SIE CoLab's theoretical framework hypothesizes that the process of transformation within social systems at all levels of scale is dependent upon the Convergence of—
and Synergy among—
*the Four Conditions
for Transformational
Systems Change.*



Adaptive Leadership
and Accelerating &
Empowering
Human Potential

Intercultural,
Transdisciplinary,
Humanity-Centered
Lens & Methodology

SYNERGY
among the four spheres
generates
**Emergence,
System Diffusion,
Adoption & Adaptation,
Sustained Resonance,
& Transformation**

System-Wide
Innovation
& Collaboration;
SIE Ecosystems

Regenerative &
Distributive Impact
through
Globally-Networked
SIE Ecosystems and
Impact Economy

Adaptive Leadership & Maximizing Human Potential

Adaptive, Systems, & Change Leadership

Empowerment, Engagement, & Democratization

Recognizing, Developing, Accelerating, & Connecting Human Potential & Innovation/Problem-Solving Capacity

Changemaker Archetypes, Culture, & Relational Spaces

**Mindsets & Heartsets: Transforming Mental Models;
Cultivating Shared Values & Common Purpose**

Intercultural, Transdisciplinary, Humanity-Centered Lens & Framework

Lens of Empathy

Problem-Centered

(Emphasis on Understanding the Problem)

Community-Based Points of Intervention

Humanity-Centered, Planetary-Centered, & Adaptive Design for Social Innovation;

**Technical Social Innovations &
Holistic Social Impact Models**

The SIE CoLab's Four Conditions for Transformational Systems Change

System-Wide Innovation & Collaboration

**Intra- & Inter-Organizational
Innovation & Collaboration**

**Innovation Across the Sectors; Diffusion
of Innovations**

Cross-Sector Collaboration & Collective Impact

SIE Hubs & Ecosystems

Regenerative & Distributive Impact

Hybrid High-Impact Organizations *(Mission & Market)*

Changing the Flow of Money

Defining, Measuring, Scaling, & Sustaining Impact

Globally-Networked SIE Ecosystems

Regenerative & Distributive Impact Economy



Five Essential Ways Our Framework Is Different

Holistic, Integrative
Theory-Practice Systems Approach

Leverages the Transformation of Mental Models
and the Diffusion New Ideas, Models, & Approaches

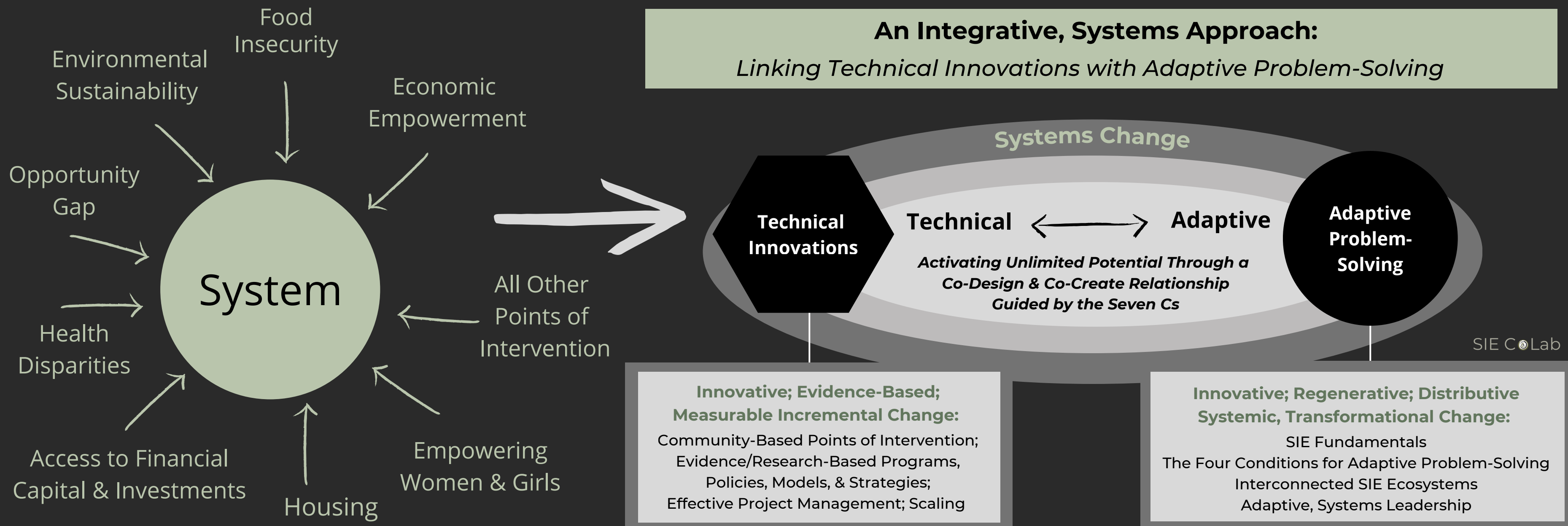
Links Adaptive Changemaker Archetypes through an
Intergenerational & Whole of Community Approach

Transformational Approach to Regenerative &
Distributive: Resetting How We Fund & Measure Impact

Co-Design, Co-Create, Co-Lead Process



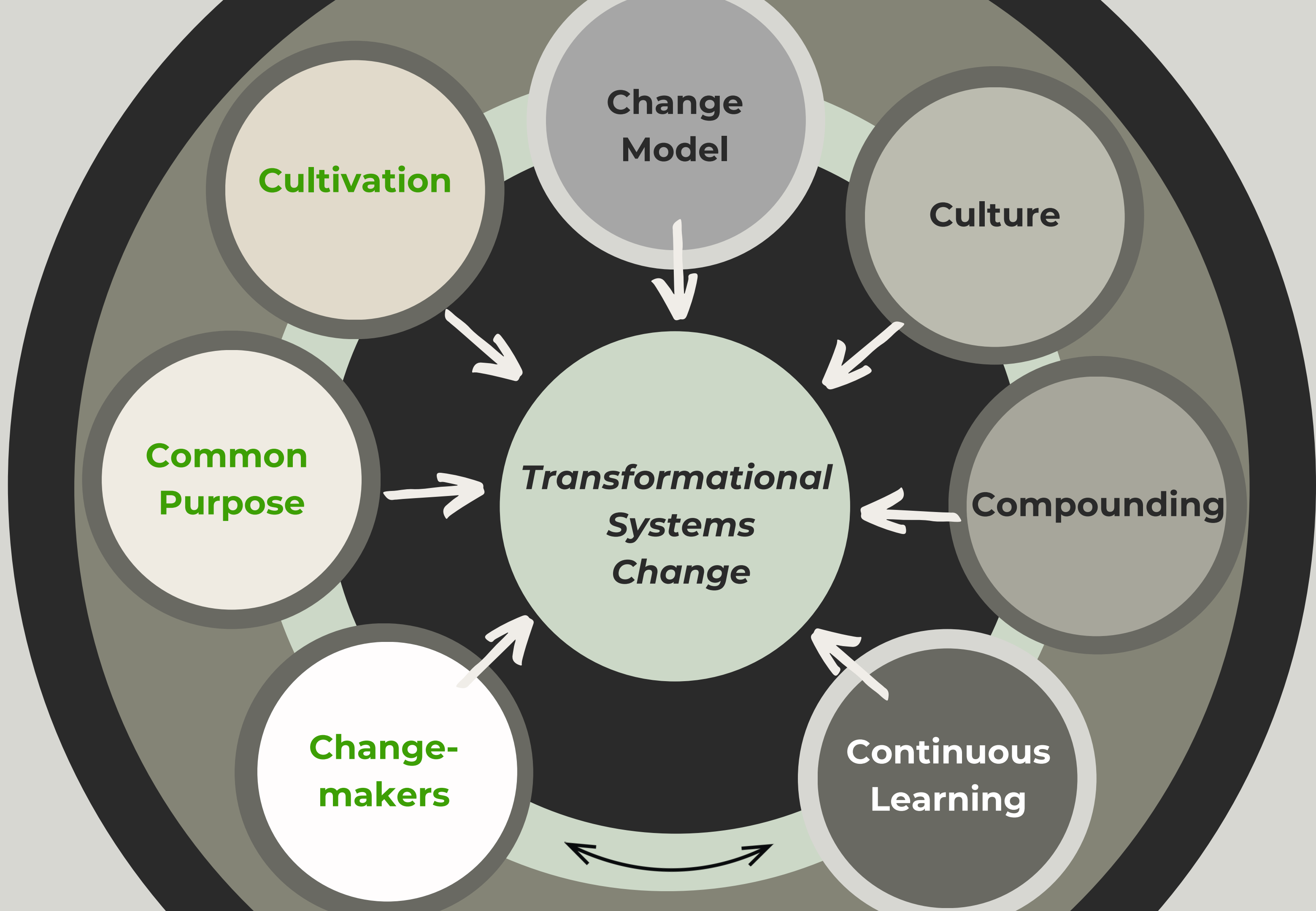


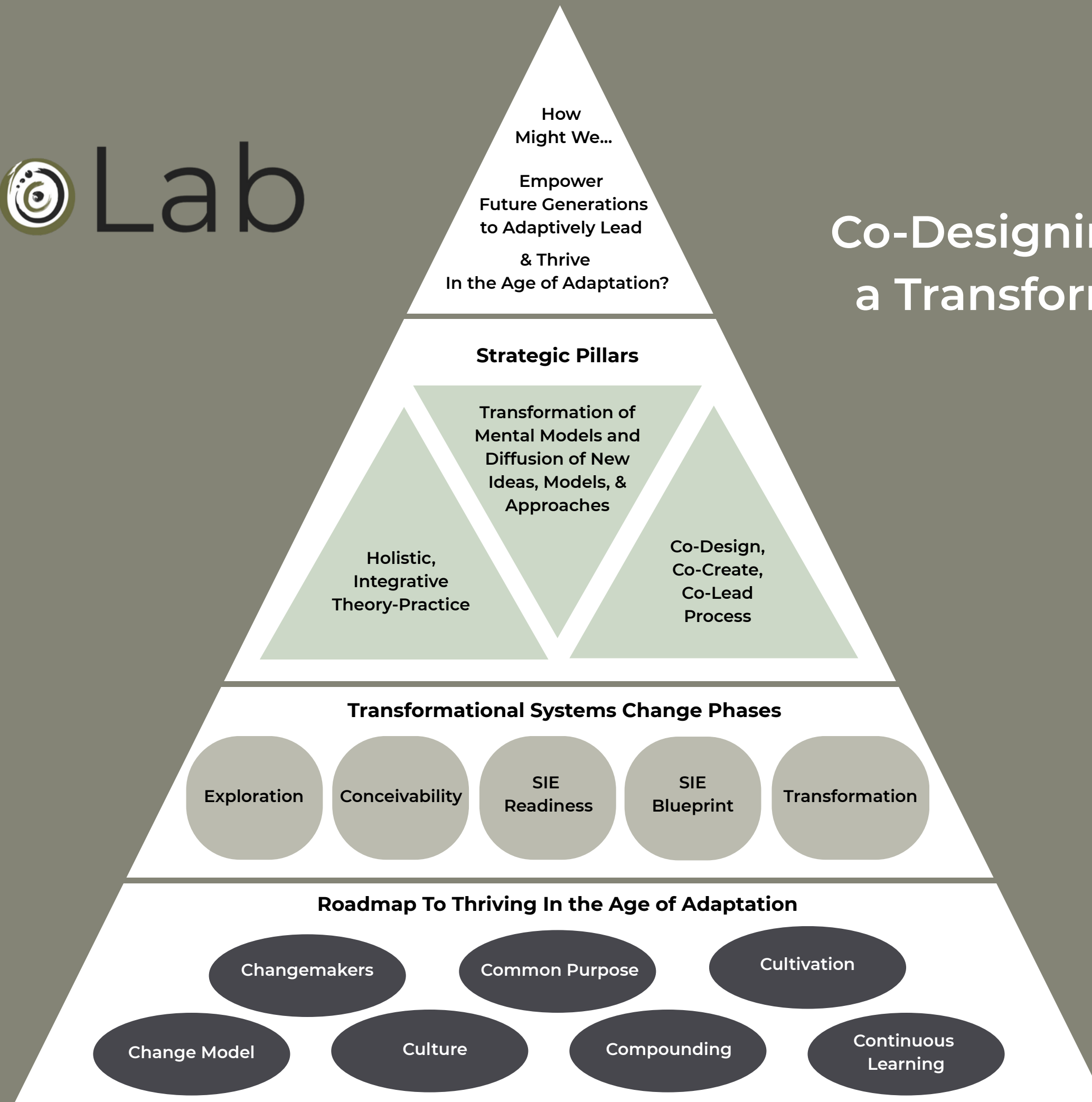


A community-based point of intervention is a place within the system where one can begin to take tangible action to address one or more elements of a complex challenge (such as food insecurity, biodiversity, addressing health disparities...) and develop a technical social innovation (or social impact model). The SIE CoLab's model both develops/enhances technical social innovations AND links them with an adaptive problem-solving framework so that they become systemic in their impact and ability to catalyze meaningful, sustained change.

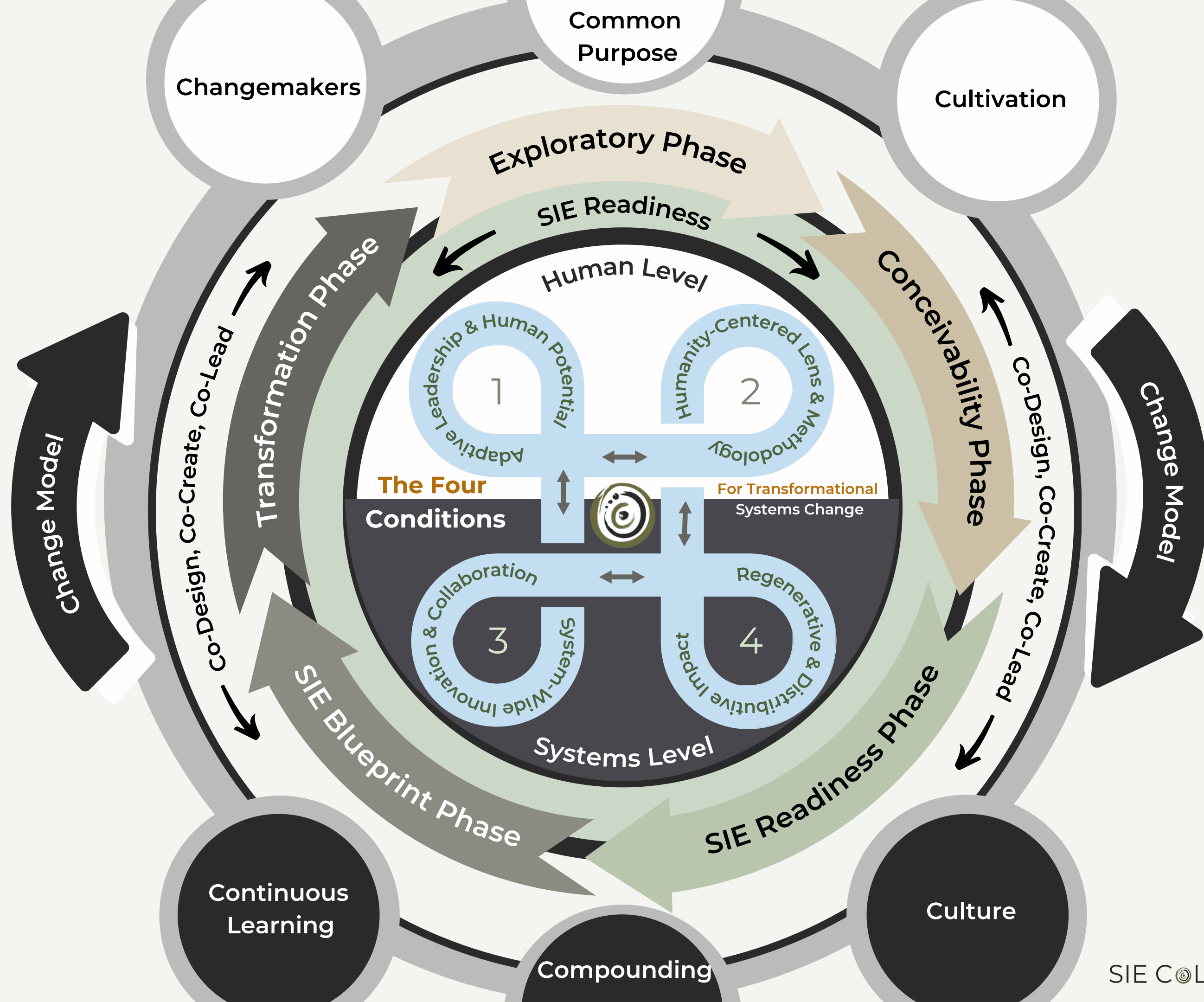
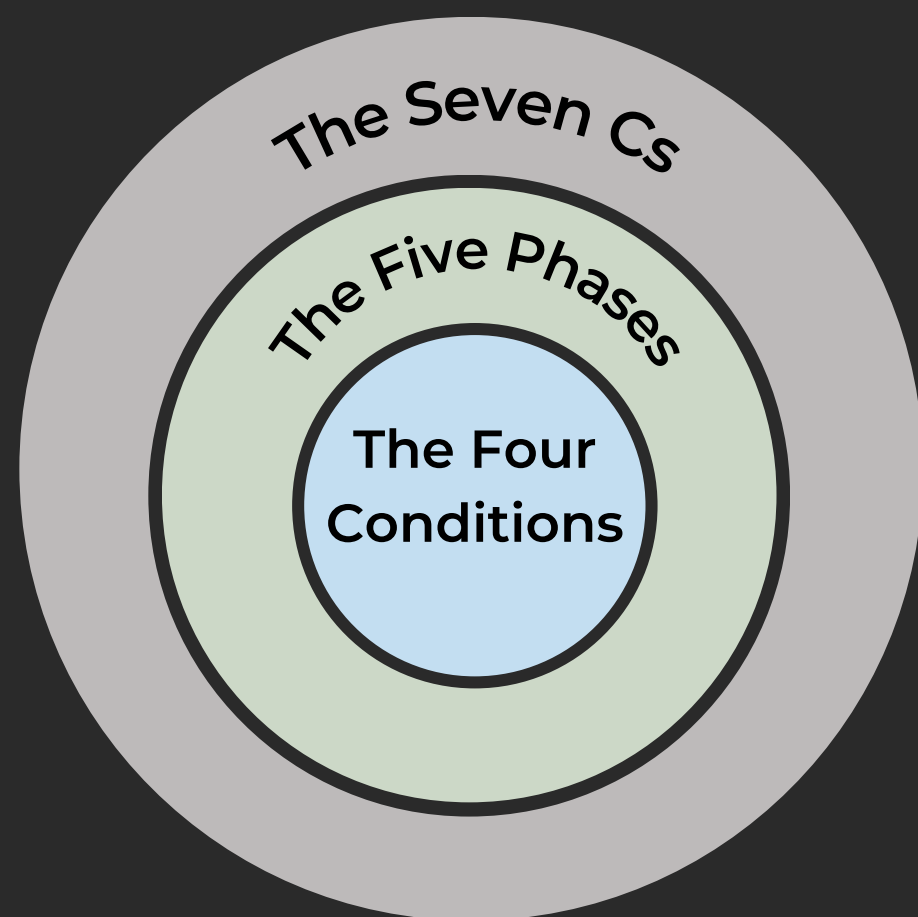
The Seven Cs
for
Transformational
Systems Change

Applied at the
Individual
Organizational
Communal
Levels

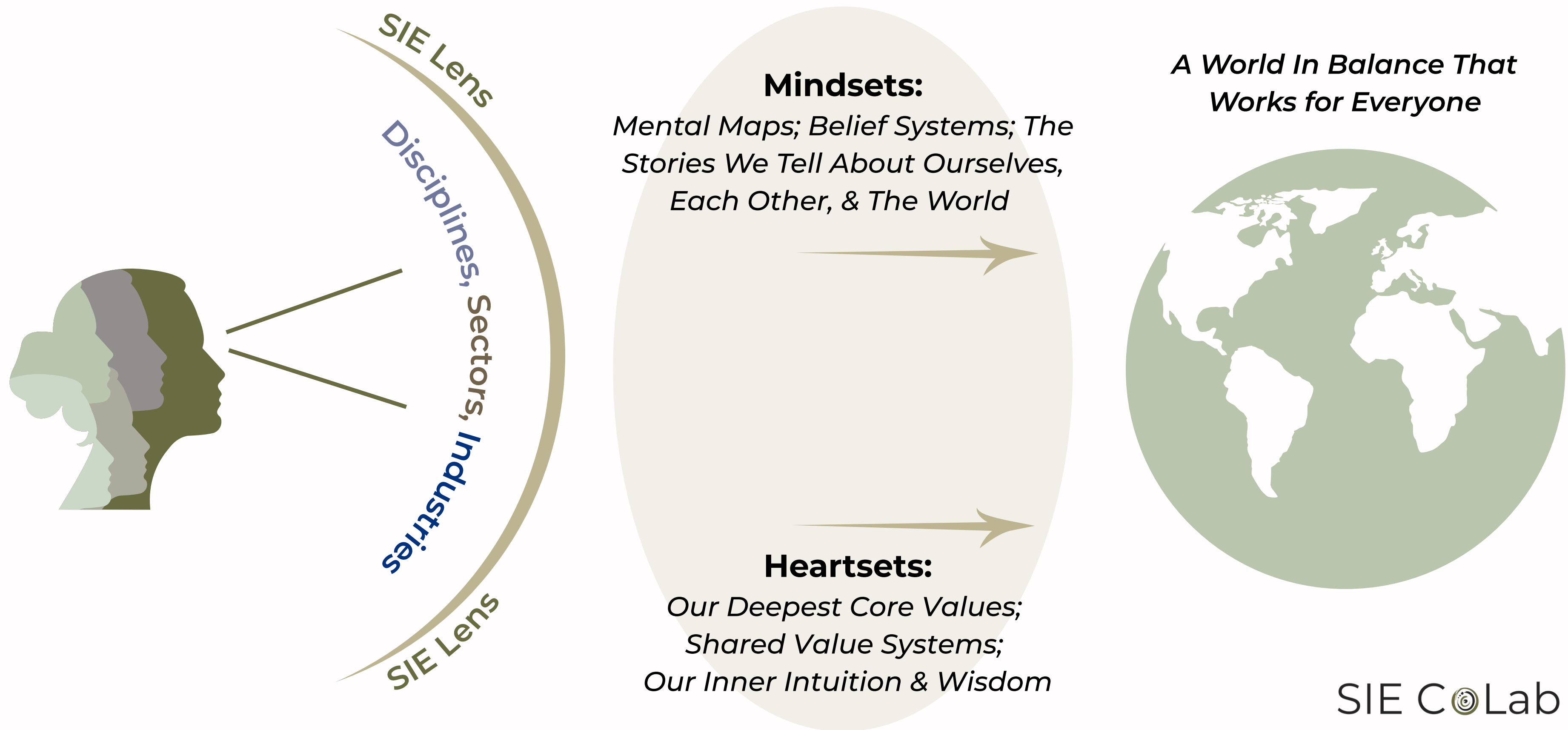




Transformational Systems Change Model



Mindsets & Heartsets: *The Archetypes Represent the Unique Leadership Attributes & Capabilities Required to Facilitate Transformational Systems Change*



The ability to employ two fundamental concepts
can make or break systems change efforts.

One is examining, transforming, and connecting/acting through
mindsets, heartsets, & problem-solving frameworks.
Together, these represent the deepest leverage point
for change in a system.

The other is capitalizing on the outsized influence of
“innovators” and “early adopters” as described in the
Diffusion of Innovations model (as articulated by Everett Rogers).

Lagging Indicators
Lower Leverage

What is happening?
REACT

What has been
happening over time?
ANTICIPATE/FORECAST

How has it been
happening?
INCREMENTAL CHANGE

Why has it been
happening?
CREATE/TRANSFORM

Leading Indicators
Deeper Learning
Higher Leverage

What is seen

*What is generally
unseen*

SIE CoLab Iceberg Model

Informed by

Academy for Systems Change, David Stroh,
The Omidyar Group, FSG, Collective Change Lab
Zaid Hassan (The Social Labs Revolution),

Events ~ what is happening on the surface of the system?
(They show up as the symptoms
of complex challenges.)

Patterns ~ what's been happening--what trends are there--
over time?

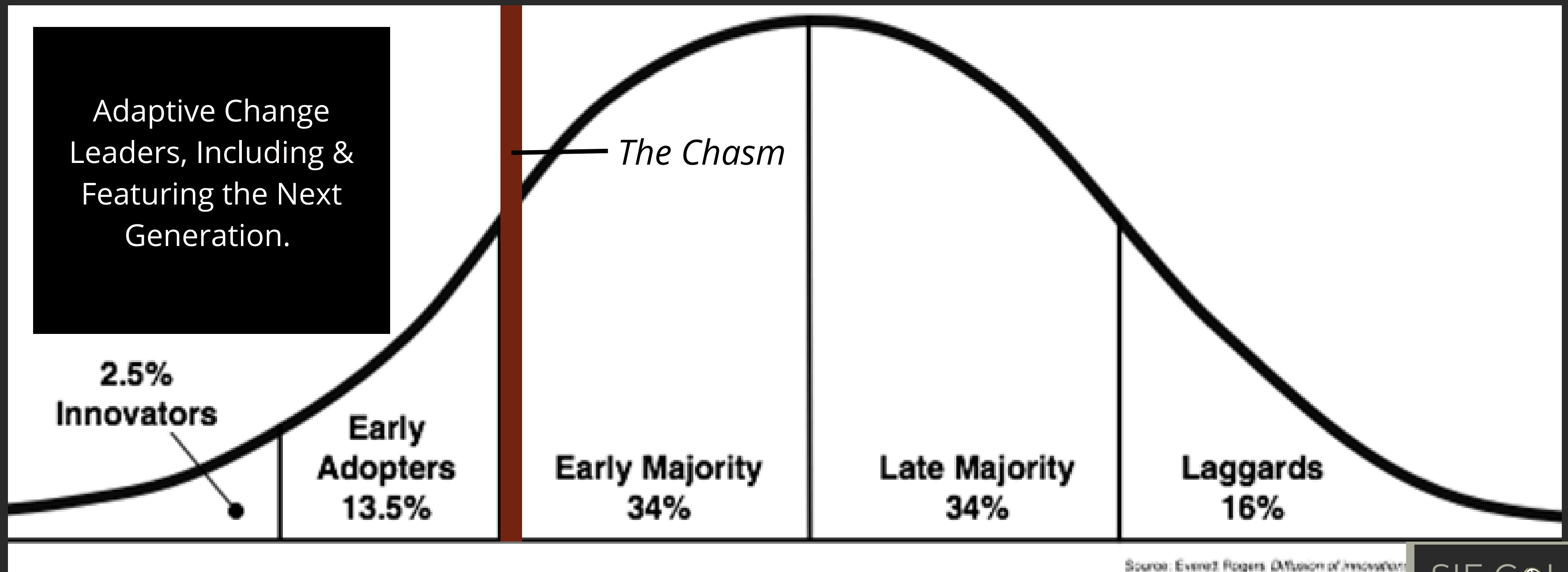
System Structures ~ what institutions and
infrastructure are in place; what policies, goals,
strategies, metrics, plans, organizational roles, and
practices are at work; how and where do resources flow;
how are the parts related?

Relational & Power Dynamics ~ what are the power
dynamics and norms; what rules/expectations/practices/roles
determine & regulate behavior within & across cultures,
groups, societies and who makes, maintains, & enforces
them; how is social capital distributed & leveraged; what
processes are used by--and what relationships, connections,
& interactions exist among--key individuals & groups?

Mindsets, Heartsets & Frameworks ~ what beliefs, values,
assumptions, identities, intentions, concepts, questions,
framings, lenses, worldviews, theories, ideologies, paradigms,
problem-solving approaches... shape the system? What stories
do we tell about ourselves, each other, & the world around us?

Leverage the Diffusion of Innovations Model

The process used by a change agent to encourage the communication and adoption of an innovation through certain channels--powered by innovators and early adopters--over time among the members of a social system.



PERSONA: SIE Innovators

AGE/MINDSET: Tend to be younger in age (and/or mindset). Curious, open-minded, not ideological, adaptive problem-solver.

FINANCIAL & HUMAN CAPITAL RESOURCES: Often have access to resources and are have strong ability to leverage social & human capital.

HEARTSET: deep sense of empathy; driven by People, Planet, Prosperity

EDUCATION, KNOWLEDGE, LEARNING COMMUNITY: Ability to understand and apply complex technical knowledge; have closest contact to scientific/theoretical sources and interaction with other innovators.

RELATIONSHIP WITH RISK: Willing to take risks; willing to experiment; willing to accept the occasional setback when new ideas prove unsuccessful; risk tolerance has them adopting technologies which may ultimately fail. Financial resources help absorb these failures.

CHARACTERISTICS & MOTIVATION: The first individuals to adopt an innovation; eager to try new ideas; excited by the possibilities of new ideas and new ways of doing things; engaged socially.

GOALS: the short-term goal of most change agents is to facilitate the adoption of an innovation.

WAYS THEY LEVERAGE THE SYSTEM: Innovators/change agents will seek out early adopters to help speed the diffusion process; it's very useful for them to be able to identify which category certain individuals belong to.

PERSONA: SIE Early Adopters

AGE/MINDSET: Typically younger in age (and/or mindset).

FINANCIAL RESOURCES & SOCIAL STANDING: Tend to have a access to social circles known for thought leadership and access to resources--but, more importantly, have high ability to leverage social & human capital

HEARTSET: deep sense of empathy; driven by People, Planet, Prosperity.

EDUCATION, KNOWLEDGE, LEARNING COMMUNITY: Tend to have more advanced education and/or ability to critically examine ideas and discern what has strong potential.

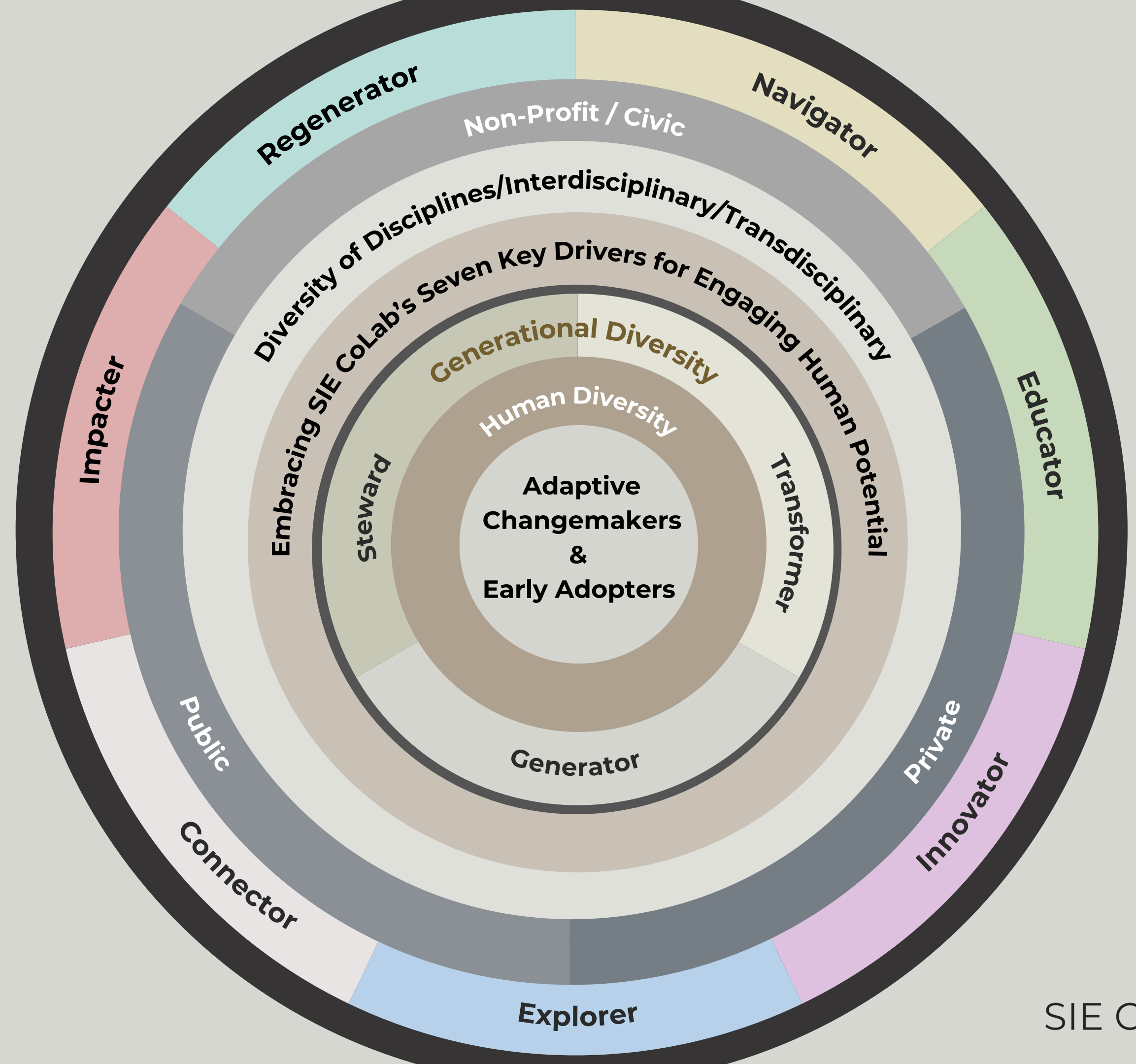
RELATIONSHIP WITH RISK: They have a reasonable approach to risk; more discrete in adoption choices than innovators, but more risk tolerant than other types of adopters; they do not take as many risks as innovators and tend to make more reasoned decisions as to whether or not to become involved in a particular innovation; they will try to obtain more information than an innovator in this decision-making process; they realize judicious choice of adoption will help them maintain central communication position.

CHARACTERISTICS & MOTIVATION: Next highest degree of opinion leadership after innovators; very engaged socially—early adopters tend to be more integrated into the local social system than innovators.

GOALS: Test new ideas and influence the system; be seen as thought leaders; maintain reputation for successful and discreet use of new ideas/innovations.

WAYS THEY LEVERAGE THE SYSTEM: Provide advice & information sought by other adopters about an innovation; usually respected by peers & have reputation for successful, discrete use of new ideas; often very active in social media & create reviews/other materials around new products/innovations they strongly like or dislike; provide considerable & candid feedback to help vendor refine future product releases & associated means of distribution, service, & support; early adoption could also be referred to as form of testing in the early stages of a project.

Leveraging the Full Diversity of the System



Technical problems share certain characteristics: they are well-defined, they have known answers and clear implementation, and solutions can be led by a single organization or “authority.”

Complex, adaptive challenges, on the other hand, must be adeptly framed; require collective intelligence, collaborative leadership, and ongoing learning; and depend on diverse stakeholders for success.

A critical first step in successfully addressing these challenges is bringing together a diverse guiding coalition of adaptive changemakers.

The Seven Changemaker Archetypes framework provides a powerful tool to identify and recruit the diverse coalition of adaptive changemakers needed to collaboratively guide effective systems change initiatives.

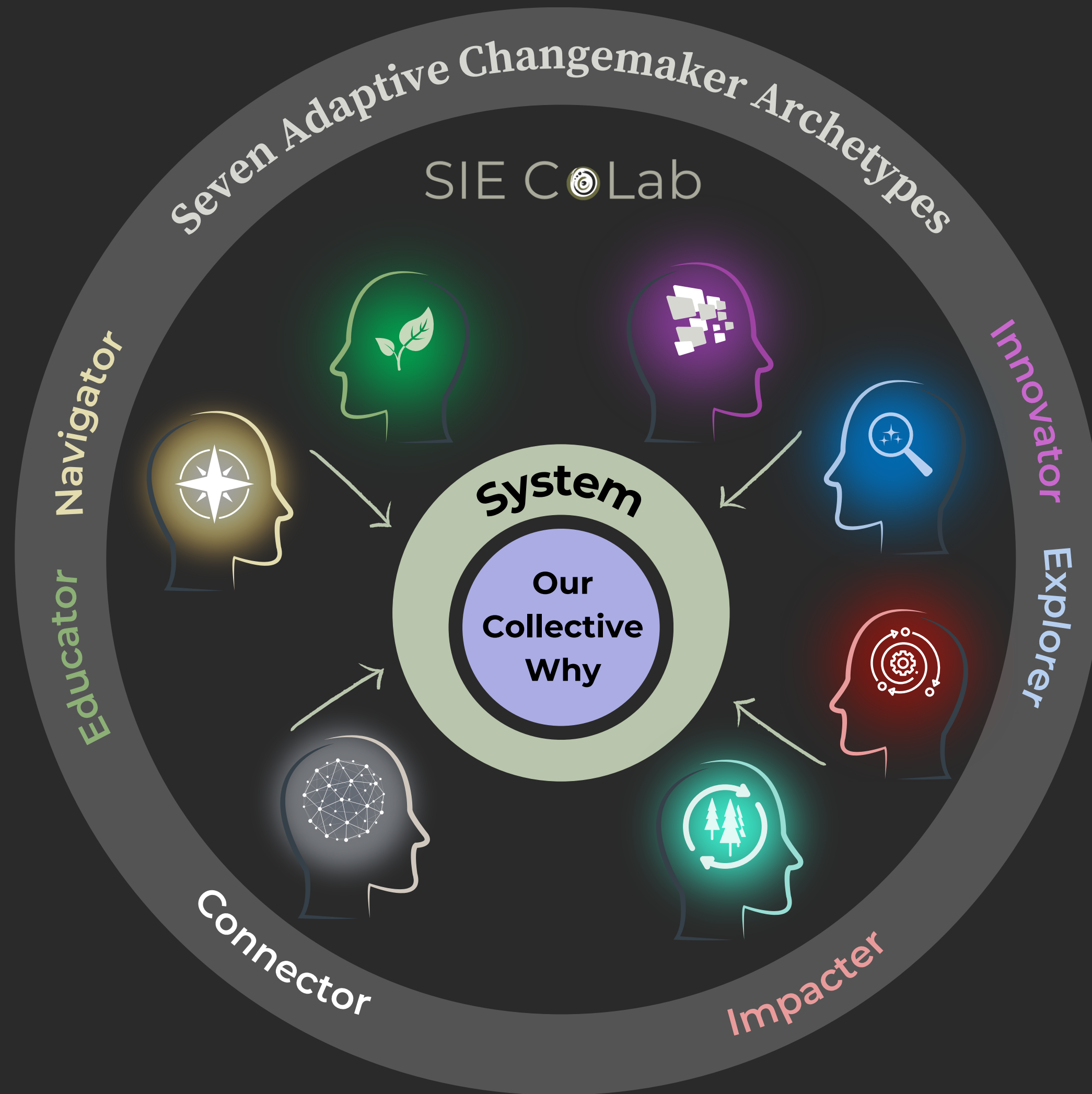
The unique, critical lenses, attributes, and skillsets these archetypes represent are essential to affecting key system levers—hidden “below the surface,” yet greatly influencing outcomes: system structures; power dynamics & norms; and, ultimately, mindsets, heartsets, & frameworks.

Most approaches to systems change, while being presented as “disruptive,” “renewing,” and “systemic” processes, are actually based on relatively siloed and dated mental models.

They tend to promote incremental change within the sclerotic (rigid, non-adaptive) boundaries of existing systems’ established and persistent designs, essentially perpetuating—even reinforcing—the status quo.

Until we address the deep layers of the systems through an archetypes framework, systems change remains an abstraction, merely allowing incremental change within existing parameters.

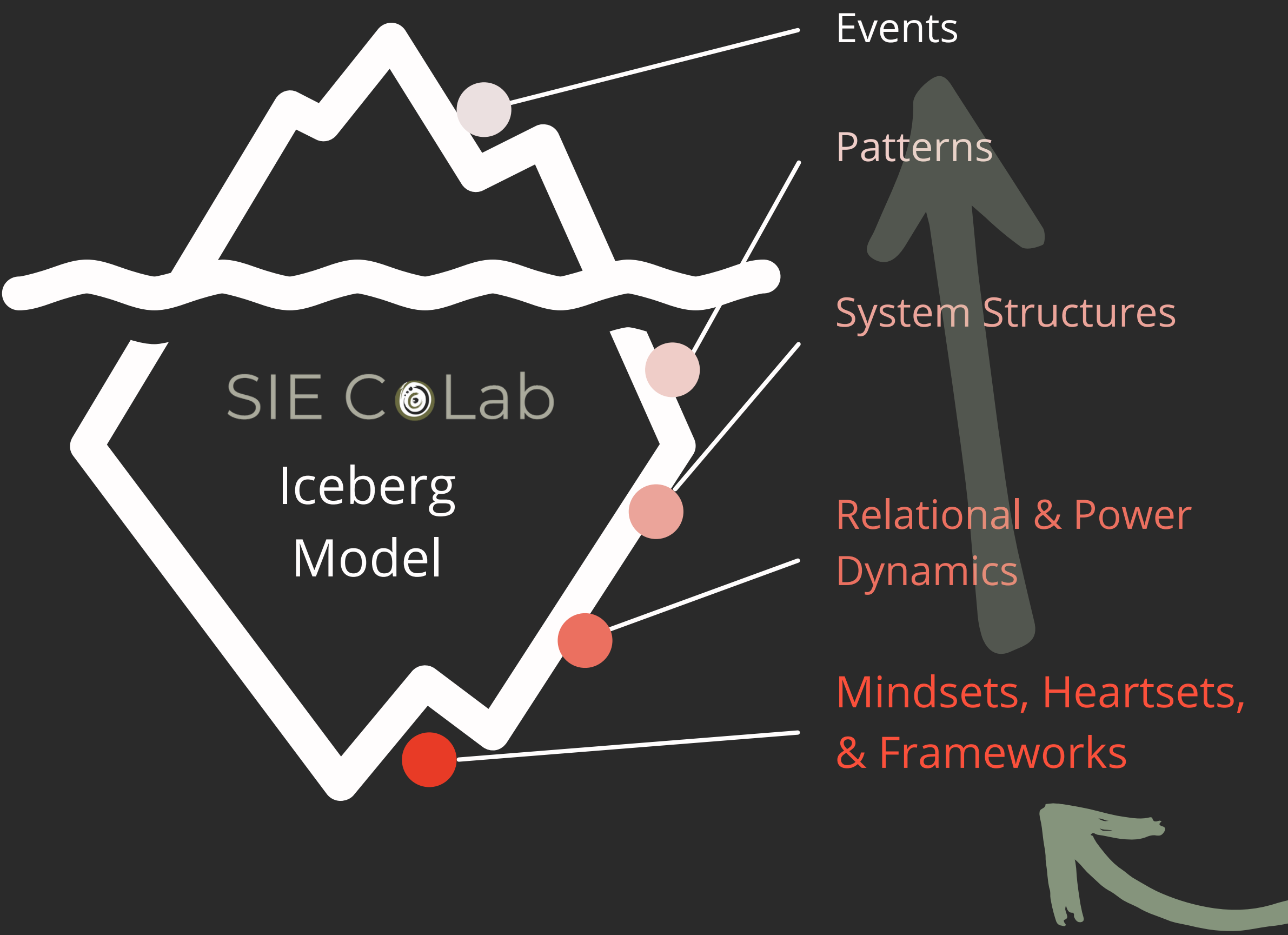
By harnessing the system’s collective intelligence, the Seven Changemaker Archetypes allow us to redesign the levers themselves to catalyze transformational change.



SIE C^oLab

Seven Adaptive Changemaker Archetypes

Together, these Archetypes provide a framework that guides the recruitment & formation of intentionally diverse communities of Adaptive Changemakers that reflect the collective creativity, intelligence, and potential of the entire system.



SIE CoLab

Seven Adaptive Changemaker Archetypes



Navigator



Educator



Innovator



Explorer



Connector



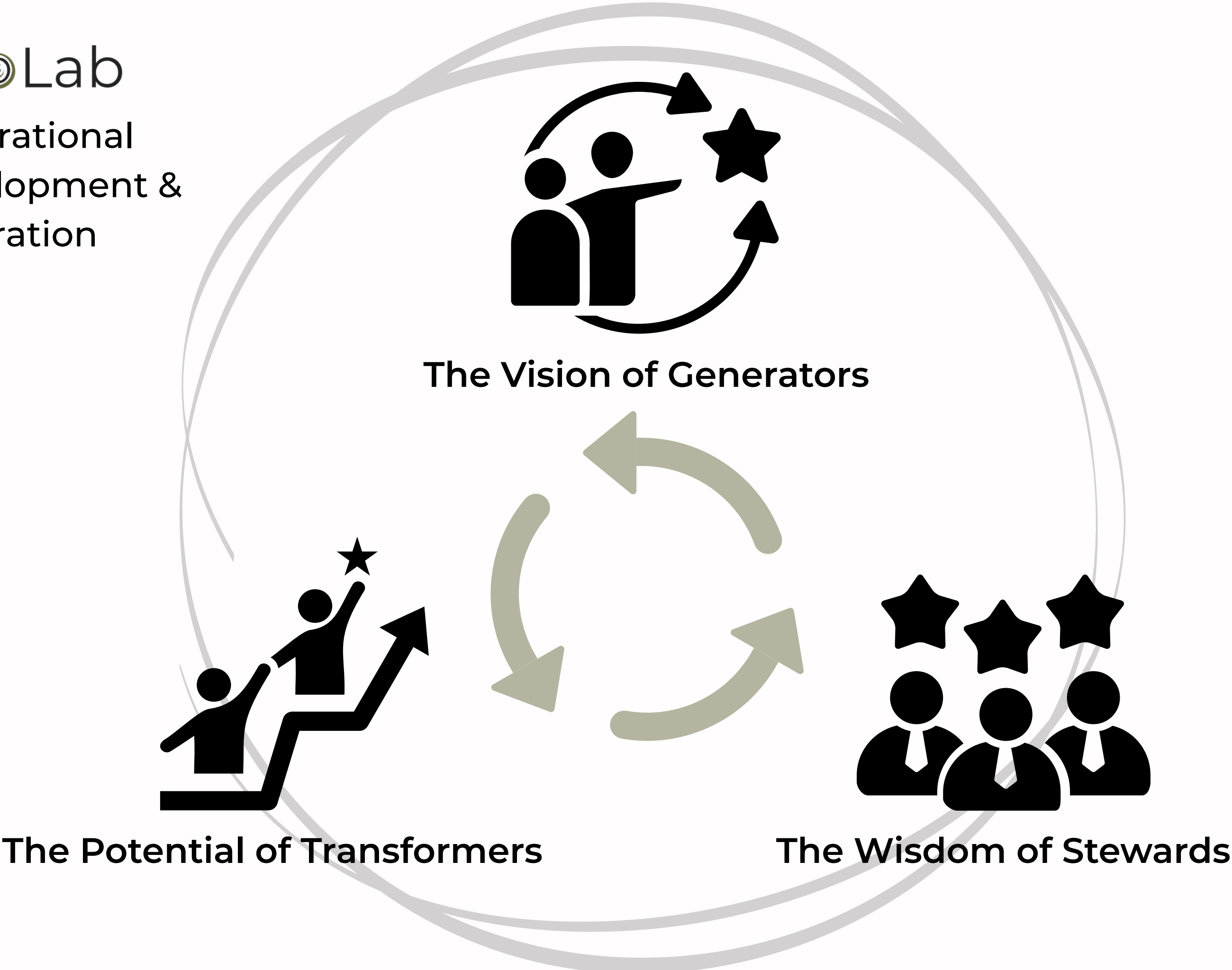
Impacter



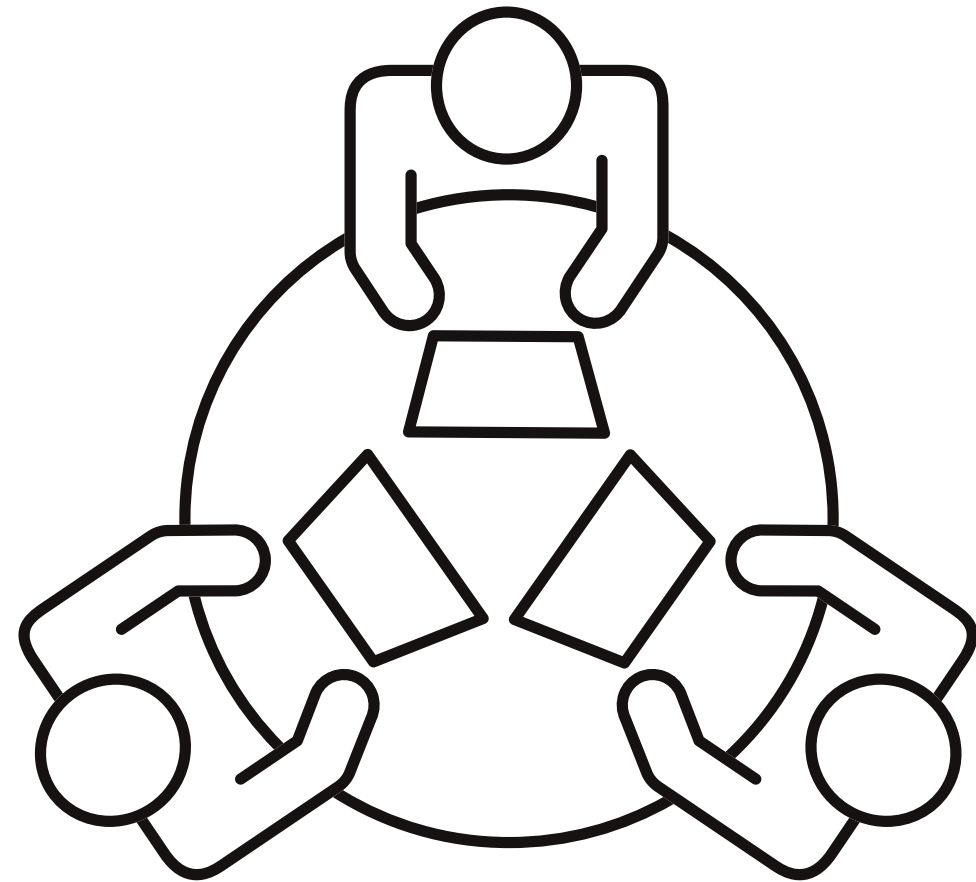
Regenerator

SIE CoLab

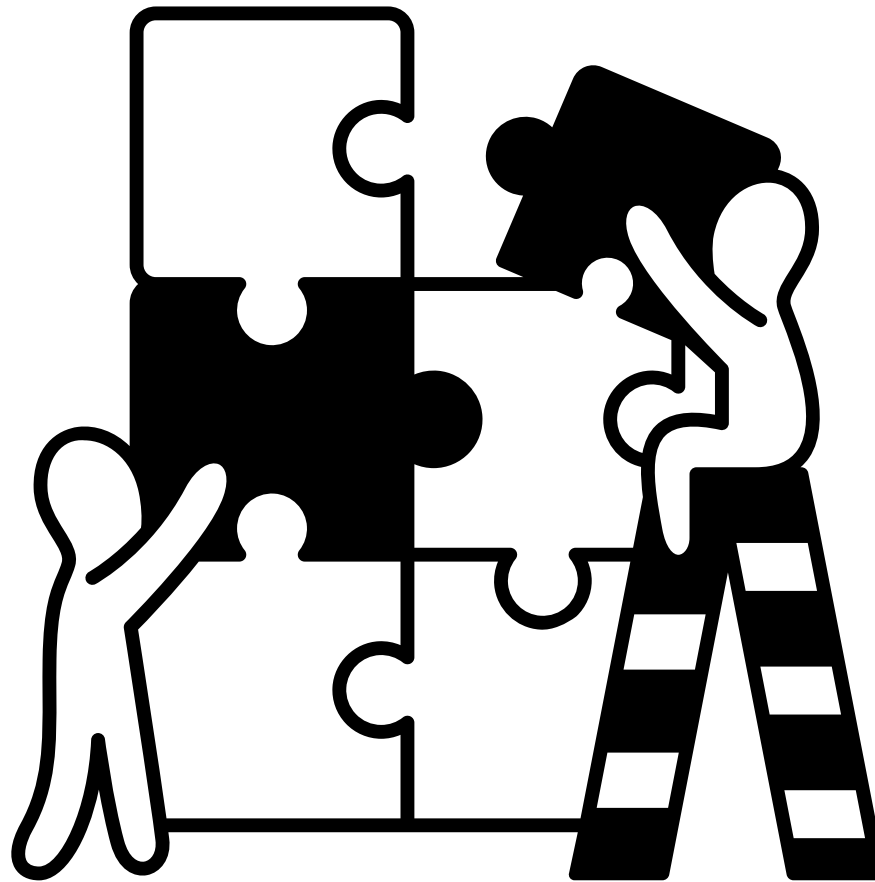
Intergenerational
Talent Development &
Collaboration



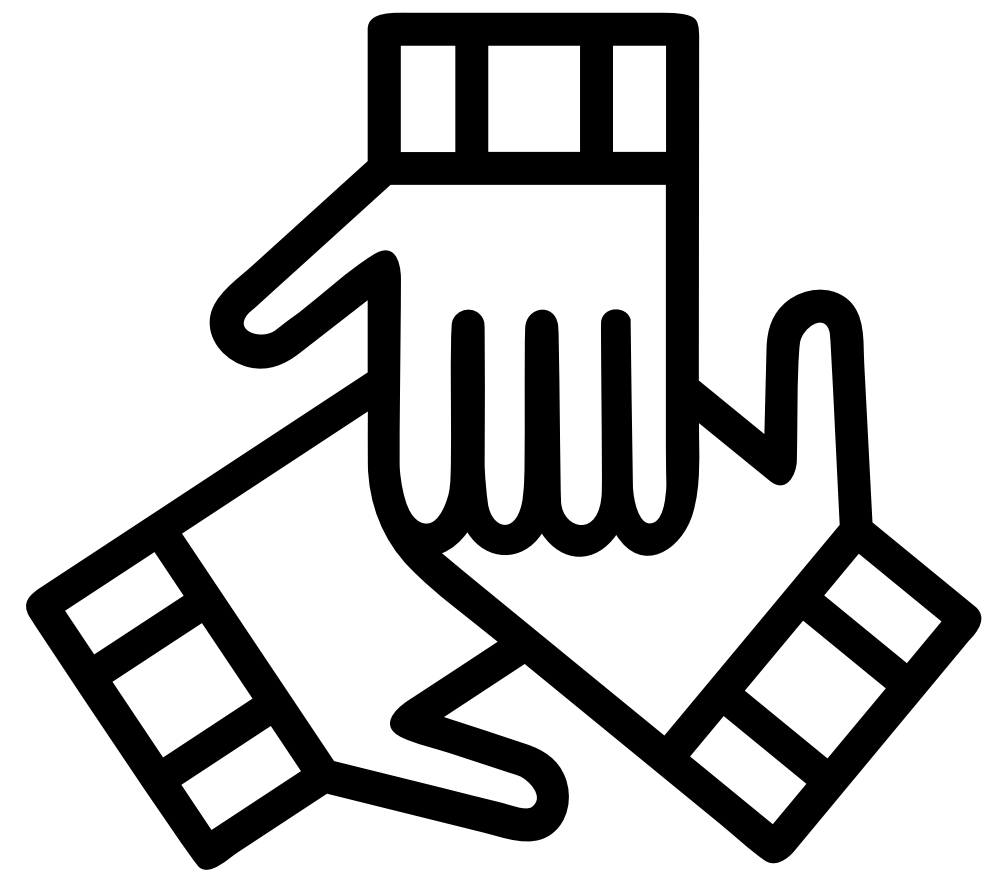
Co-Design



Co-Create



Co-Lead



When applied holistically and synergistically,
the SIE CoLab's Transformational Systems Change framework
generates a compounding effect that is regenerative & distributive.

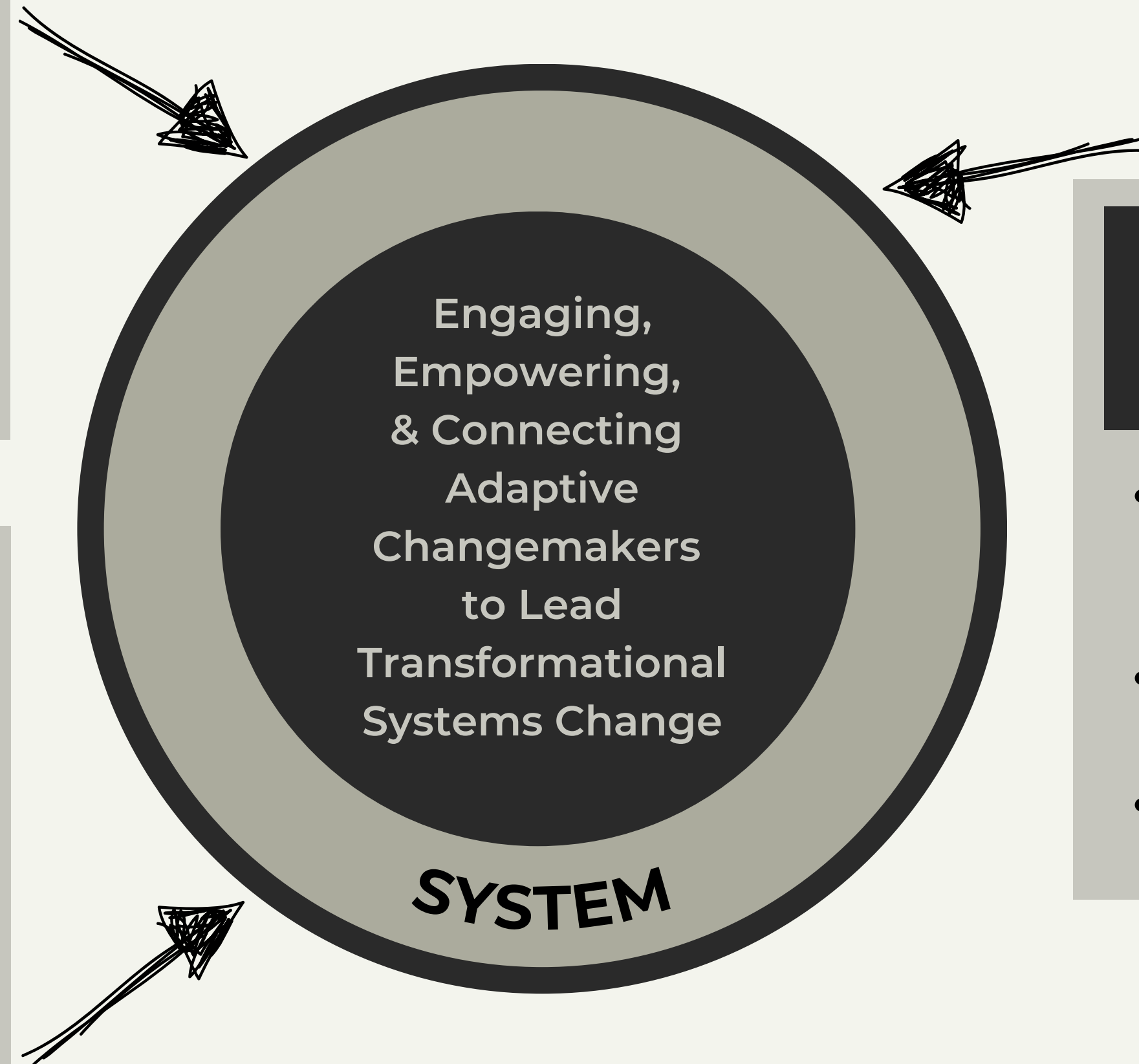
SIE CoLab Client-Partner Compounding Framework

Sectors Within the System:

- Private
- Public
- Nonprofit/Civic

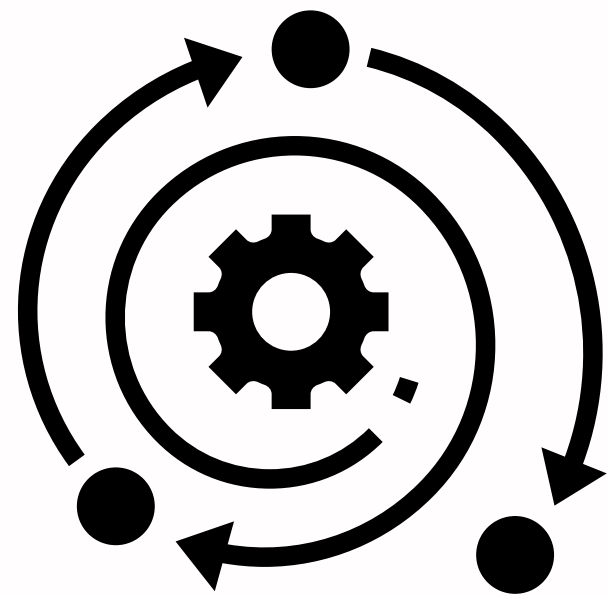
Levels Within the System:

- Individual Level
- Organizational Level
- Systems Level
*(Includes Networks,
Ecosystems, and Globally-
Networked Ecosystems)*



Types of Adaptive Changemakers Within the System:

- Impact-Driven Practitioners, Organizations/Enterprises, and Networks
- Forward-Thinking Educators & Institutions of Learning
- Impact-Driven Investors



Impact



SIE CoLab
**Transformational
Approach to
Regenerative
& Distributive**

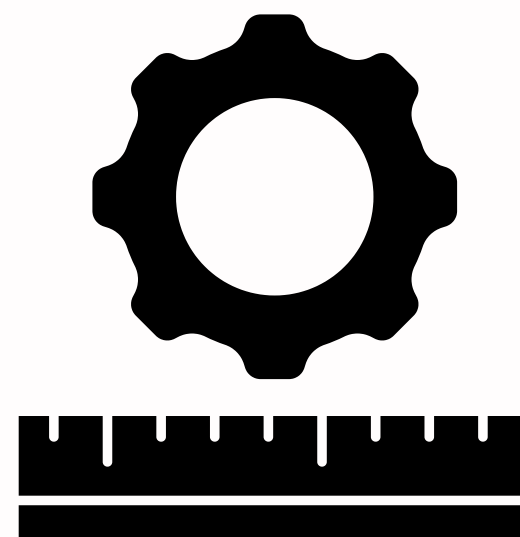
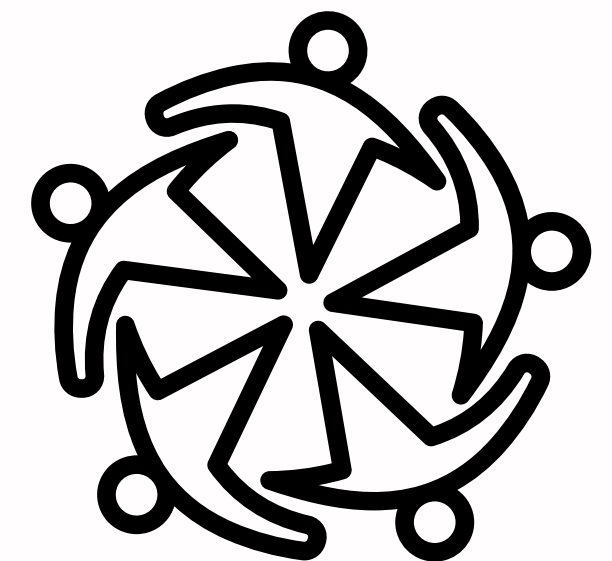


Flow of Money

Ecology



**Knowledge, Culture,
Civic Engagement,
Intergenerational
Leadership**

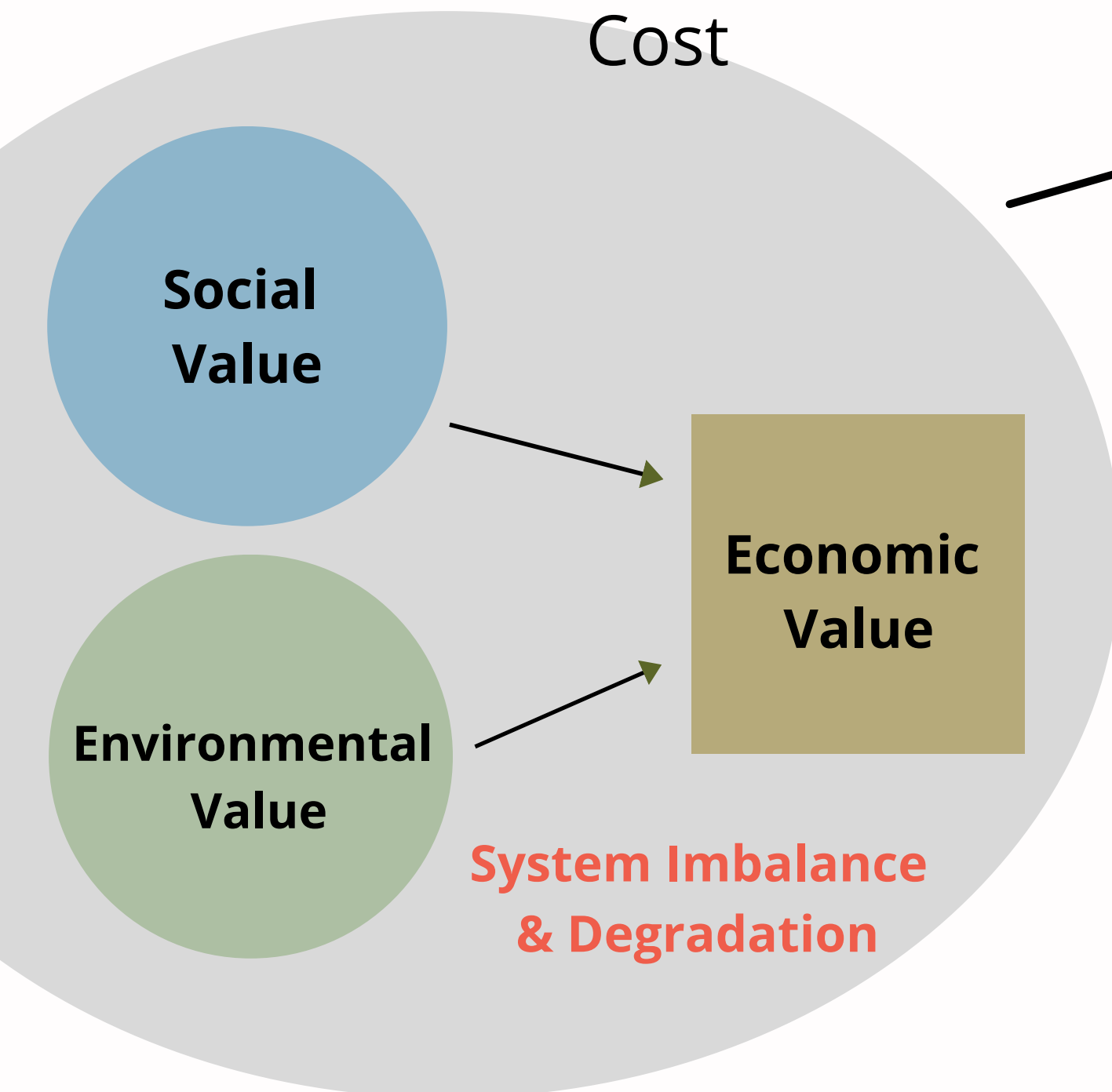


And How We Measure Them

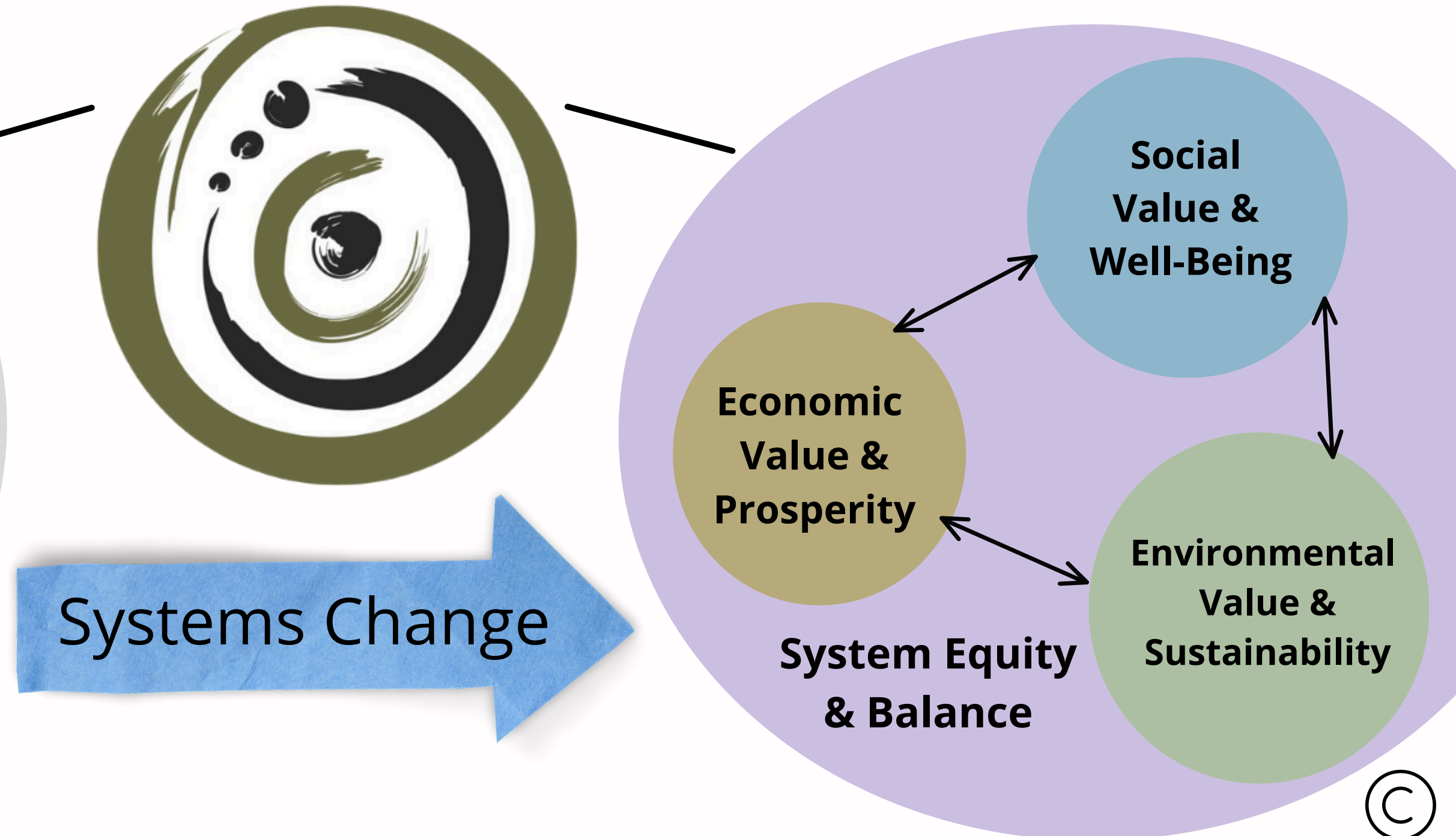
RESETTING THE VALUE PROPOSITION

**Ordinary Value Proposition :**

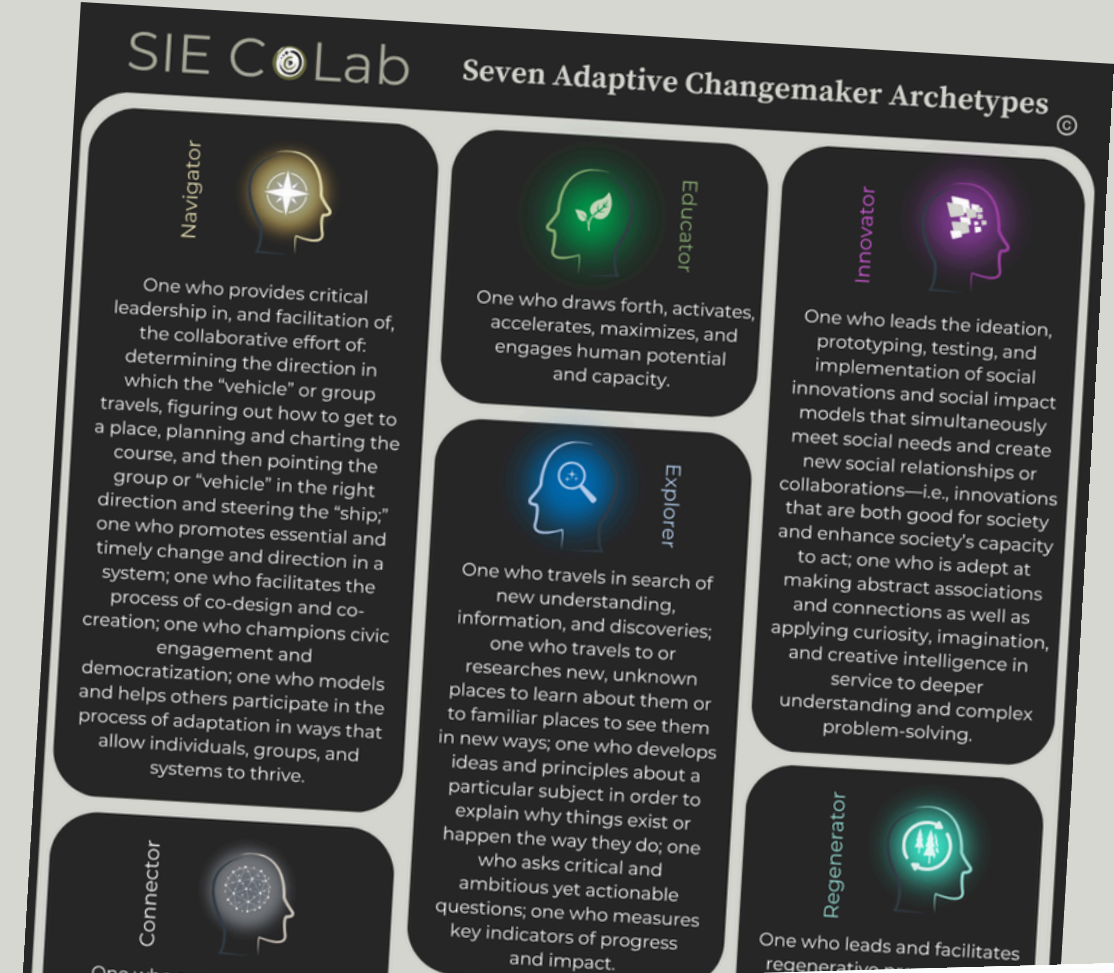
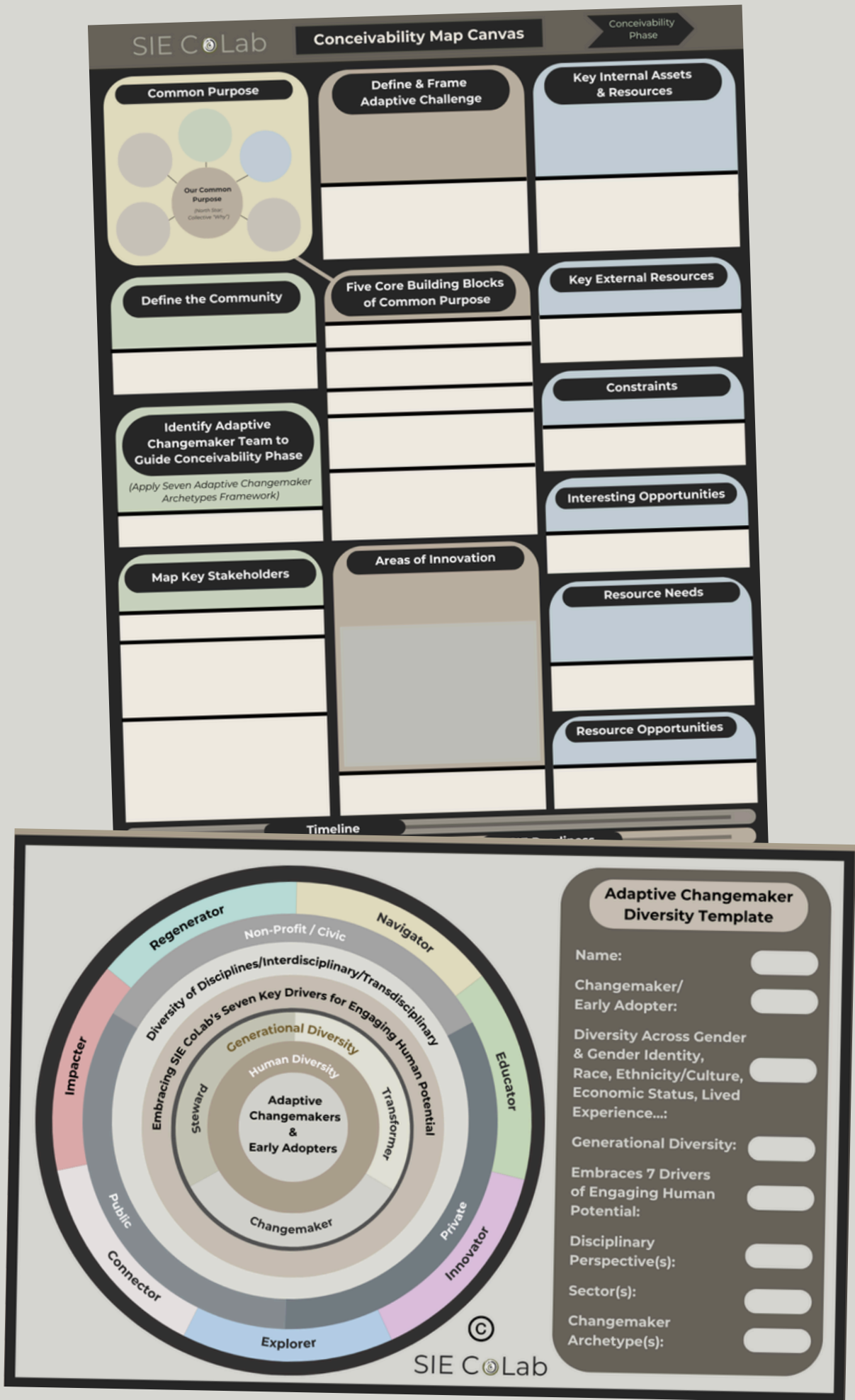
Endlessly Maximizing Extractive
Economic Growth & Profits at Any
Cost

**Transformative Value Proposition:**

Social, Economic, & Environmental
Benefit & Well-Being Across the System



The Framework & Model
Are Supported by a Library
of Tools & Resources



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Leading as an Adaptive Changemaker

VALUES SELF-ASSESSMENT

Accountability	Ethics	Nature/Natural World/Wildlife
Achievement	Excellence	Nurturing
Adaptability	Excitement	Openness/Open-Mindedness
Adventure/Spirit of Adventure	Fairness	Optimism
Ambition	Faith	Organized
Artistic Appreciation & Skill	Family	Passion
Authenticity	Financial Freedom	Patience
Awe/Wonder	Financial Stability	Patriotism
Balance	Fitness	Peace
Beauty/Appreciation of Beauty	Flexibility	Performance
Being the Best	Forgiveness	Persistence/Perseverance
Big Picture/Systems Perspective	Freedom	Personal Fulfillment
Calmness	Friendship	Personal Growth
Candor	Fulfillment	Play
Caring	Fun	Professional Growth
Cautiousness/Prudence	Future Generations	Positivity/Positive Attitude
Centeredness	Giving/Generosity	Productivity
Certainty	Global Perspective	Prudence
Challenge	Good Judgement	Purpose
Change	Gratitude	Realism
Clarity	Growth	Recognition
Coaching/Mentoring	Harmony	Relationships
Comfort	Health	Reliability
Commitment	Honesty/Truth	Respect
Common Good	Hope	Risk-Taking
Communication	Humanity	Safety
Community	Humility	Security
Community Involvement	Humor	Self-Actualization
Compassion	Inclusiveness	Self-Awareness
Competence	Independence	Self-Control/-Discipline/-Regulation
Conflict Resolution	Individuality	Safety
Connection	Initiative	Service
Consistency	Inner Peace	Significance
Courage/Bravery/Valor	Innovation	Spirituality
Creativity/Innovation	Integrity	Spontaneity
Critical Thinking	Intelligence	Stability
Curiosity	Intimacy	Success

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