Intersections. Followers. Marshmallows

How To Consider Everything and Everyone As Innovators for Social Entrepreneurship

Cleveland Justis
Principal, Potrero Group
How Breakthroughs Happen
The Surprising Truth About How Companies Innovate
Andrew Hargadon
Foreword by Kathleen Eisenhardt
coauthor of Competing on the Edge
HARVARD BUSINESS SCHOOL PRESS

Build Your Company's Capacity to Change the World
SUSTAINABLE INNOVATION
Andrew Hargadon
Combine.
Collaborate.
Connect.
Look at OLD things in NEW ways.
Strong Ties. Weak Ties.
Seek New Domains Of Knowledge

Be a Lifelong Learner
Activity
What was that like?

1. Be present
2. Ground yourself
3. Make it personal
Be A Mirror
Find Inspiration
In Unlikely Places
The Great Marshmallow Challenge
Build the Tallest Freestanding Structure

The winning team is the one that has the tallest structure measured from the table top surface to the top of the marshmallow.

Time: 18 mins
1. The entire marshmallow must be on top: The entire marshmallow needs to be on the top of the structure. Cutting or eating part of the marshmallow disqualifies your team.

2. Use as much or as little of the kit as you wish: You can use as many or as few of the 20 spaghetti sticks.

3. You may break up the spaghetti: You’re free to break the spaghetti to create new structures.

4. The final structure must be free-standing: You (or anything else) cannot hold on to the structure when the time runs out. Anyone or anything touching or supporting the structure at the end of the exercise will be disqualified.
Who Consistently Performs Poorly?
Recent Business School Graduates
Recent Kindergarten School Graduates
Why?
Kids perform better than business students on nearly every measure of innovation because they prototype.

Every project has hidden assumptions.
Diverse skills matter

Build connections, help people, and build relationships
how does this apply to my work?
FIND YOUR UNIQUE INTERSECTION
Key Questions

1. What is your organization the best in the world at?
2. What problem are you solving?
3. What are your customers/stakeholders telling you?
4. What is your organization not going to do?
5. Where does innovation come from within your organization?
Take 10 minutes to answer these questions for your organization and/or a collaboration you’re working on…

1. What is your organization the best in the world at?
2. What problem are you solving?
3. What are your customers/stakeholders telling you?
4. What is your organization not going to do?
5. Where does innovation come from within your organization?
<table>
<thead>
<tr>
<th>Strategic Plan</th>
<th>A guide to the choices, tradeoffs, metrics, milestones, and outcomes an organization chooses to pursue in a specific period of time.</th>
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</thead>
<tbody>
<tr>
<td>Strategic Business Planning</td>
<td>Using strategy to guide your organization’s business model toward sustainability and impact.</td>
</tr>
<tr>
<td>Business Plan</td>
<td>A plan for how an organization will structure and govern itself, conduct business, succeed in its industry, maintain financial strength, and fulfill on its mission.</td>
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Partnerships

11 PARTNERSHIP IMPACTS

- Efficiency
- Scale
- Creativity
- Resource sharing
- Expanded connectivity
- Trust
- Partner culture awareness
- Added capacity
- Individual effectiveness & resilience
- Collaborative culture

Foundational Impacts  Operational Impacts  Outcome Impacts

Generating, Scaling Up, and Sustaining Partnership Impact: One Tam’s First Four Years
http://onetam.org/sites/default/files/basic/Generating_Scaling_Up_and_Sustaining_Impact-One_Tam%27s_First_Four_Years.pdf
“Next Level” Partnership

Think Big.
Be Curious.

- Look adjacent possible
- Embrace ritual
- Practice not saying “no”, but saying “yes, and…”
- Allow room for moonshots
Outdoor Afro

POTRERO GROUP

#OPTOutside

Will you go out with us?
• Bring a “mirror” so the other person can see themselves.
• Place the “mirror” so it shows them not just themselves, but their environment.
• Don’t prop it up lazily, show you’re engaged by taking the energy to hold it up yourself.
• Hold it in front of your face so they can see their own “reflection”.
• Invest in a beautiful “mirror” that is complex and dynamic and nice to look at (i.e. practice these skills!)

First Penguin Award
Consider everything and everyone as potential innovators.
Remember...

Abandon the myth of the lone innovator.

Help build and support connections throughout our communities.

Help people take action.

Consider everything and everyone (*not just the money*).

Pursue new models and unlikely partners.
Activity
Apply it

Have a 10 minute discussion with this person:

Deep dive into a current collaboration OR find unique perspective from an unexpected place...

Where you are strong?

Where you are stuck?

What is your next step?

Where might you turn to for innovation?

Practice being present and being a mirror!
Write it down...we’ll send it to you

1. Draft a note to yourself
   • *What do you want to have moved forward in 3 months?*
   • *What do you want to hold yourself accountable to?*
2. Address an envelope to yourself
3. Potrero Group will mail the note to you in early June
Change is uncomfortable. But not unnavigable.

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https://www.linkedin.com/company/potrero-group/

Articles/Case Studies

Brian O’Neill’s 21 Partnership Success Factors
The National Park Service

Engaging Your Community: A Toolkit for Partnership, Collaboration and Action
John Snow, Inc.

Generating, Scaling Up, and Sustaining Partnership Impact: One Tam’s First Four Years
By Amy Pickel, Ph.D., and Leigh Goldberg

Why The Lean Start-Up Changes Everything
Harvard Business Review

The Strategic Plan is Dead. Long Live Strategy.
Stanford Social Innovation Review

Books

Business Model Generation: A Handbook for Visionaries, Game Changers and Challengers
By Alexander Osterwalder

Connecting to Change the World: Harnessing the Power of Networks for Social Impact
By Peter Plastrik, Madeleine Taylor, and John Cleveland

The Art of Gathering: How We Meet and Why It Matters
By Priya Parker

The Non-Profit Business Plan: The Leader’s Guide to Creating a Successful Business Model
By David La Piana, Heather Gowdy, Lester Olmstead-Rose, and Brent Copen

Creating Business Plans (HBR 20 Minute Manager)
Harvard Business Review
WHAT'S NEXT?
thank you
more about us at potrerogroup.com