



Innoweave

Practical Tools for Social Innovation

Introduction to Scaling Impact Webinar

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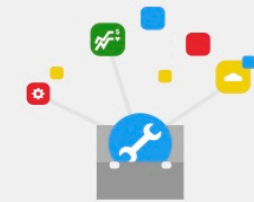
University of Waterloo





Passionate leaders of successful community organizations are looking for new ways to **enhance their impact** and solve enduring problems.

Fortunately, **new tools and approaches** are helping organizations generate greater impact, more quickly and sustainably.



What is Innoweave?

Innoweave helps community sector leaders **learn about, select and implement new approaches** to enhance their impact.

Each approach has its own **Innoweave module**.



IMPACT AND STRATEGIC CLARITY
Helps an organization use data and evidence to **articulate its 3-5 year impact goals and clarify how it will achieve those goals**. Then develop an action plan and a learning agenda.



SOCIAL ENTERPRISE
Enables an organization to **directly advance its mission by selling a product or service**.



DEVELOPMENTAL EVALUATION
Helps organizations use rigorous real time feedback to **improve the design of a new initiative** as it is being implemented.



COLLECTIVE IMPACT
Enables a group of organizations to address a major challenge by developing and working toward a common goal that fundamentally **changes outcomes for a population**.



SOCIAL FINANCE
Enables an organization to **accesses repayable investments** to purchase an asset, launch a new initiative, scale, or better manage financials.



CLOUD COMPUTING
Enables organizations to use **web-based tools to work more effectively and efficiently** internally and with their network.



SCALING IMPACT
Helps an organization assess options and develop a plan to **expand its impact to the next level** by scaling "out" its programs or scaling "up" by influencing systems.



OUTCOMES FINANCE
Helps organizations develop, use, fund and **scale successful prevention and early intervention approaches** by aligning funding with results.



KNOWLEDGE MOBILIZATION

How It Works

Innoweave provides **a range of online and in-person supports** for each module.



www.innoweave.ca

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Scaling Impact

Improving OUTCOMES

NOT just organizational GROWTH



SCALING OUT

Replicating and disseminating successful programs,
products, processes
and other innovative approaches



Example of a Scaling Out



YMCA Ulan Bator, Mongolia



Why is Scaling Out Important?

- Increasing Benefits – more initiatives or programs to address problems
- Broadening Impact – helping more people and communities
- Develops a ‘platform’ from which broader change efforts might be initiated and/or anchored; (experience, knowledge, reputation, etc)



SCALING UP

Working with opportunities and barriers at broad system levels, with the goal of addressing the root causes of complex problems

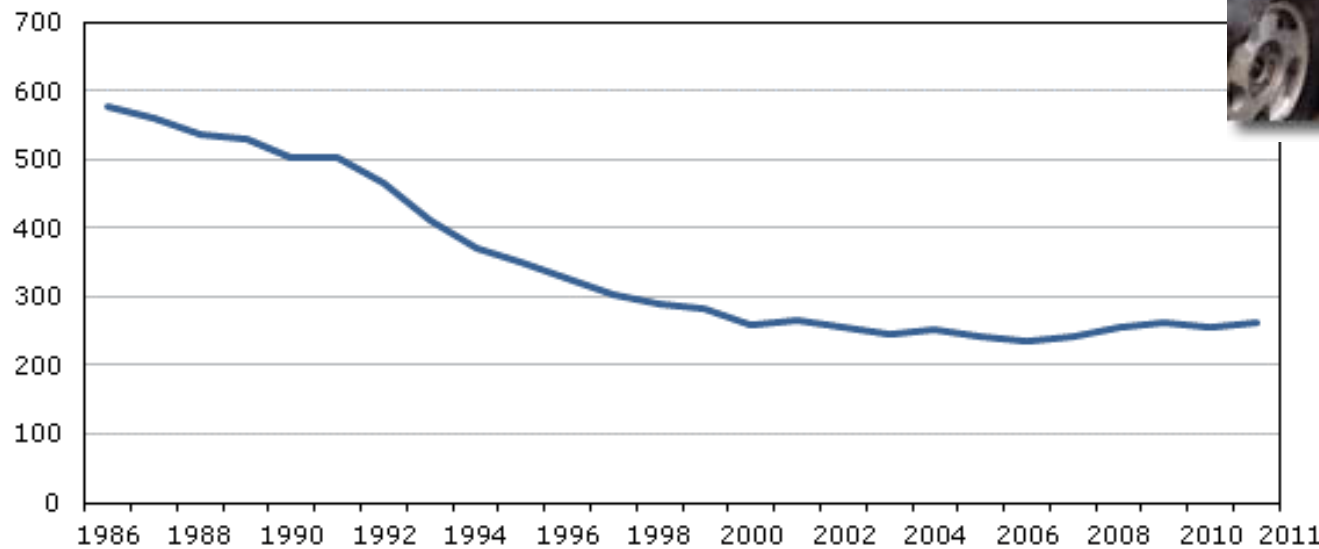


Example of a Scaling Up



Police-reported impaired driving incidents, Canada, 1986-2011

rate per 100,000 population



Source: Statistics Canada, Canadian Centre for Justice Studies, Uniform Crime Reporting Survey.



Case: R Life

- Grew from the Imagine Campbell River Project (2010-11)
- Personal resilience important in mental health, making positive choices about drugs and alcohol
 - Provides training and support for service agencies, individuals, communities and in schools
- Comprehensive curriculum and toolkit for workshops building resilience including 'train the trainer'



Questions About Scaling:

- WHY are you scaling?
- WHAT (exactly) are you scaling?
- HOW is a scaling plan best delivered?



A Starting Point – WHY??

- What brought you and your team to the point where you are thinking about scaling?
- In what ways are your team's individual stories the same?
- In what ways are their stories different? – what are the counter-narratives?
- Do you have common understandings and motivations for moving forward on scaling?



Recognizing Innovation – WHAT?

- What are the elements of this new initiative?
- Can you identify what is product, process, program, project, platform?
- Is the “innovation” one of these elements? A combination of these elements?
- WHAT IS THE ‘ESSENCE’ OF THE INITIATIVE?



Planning your Pathway – HOW?

- Is it about offering an *established*, proven service in a *different* context or to a *different* population?
- Is it about offering a *new* service in the *same* context or to a *similar* population?
- Is it about offering a *new* service in a *different* context or to a *different* population?



Leadership for Scaling Out – HOW?

- Is your program attractive to your funders, volunteers or other stakeholders? Do you have their support to begin scaling out?
- What are the economics of scaling? Do you own the program model?
- Does what you're trying to do around scaling fit well with your mission and your abilities?
- Who else does work similar to yours? Of the collective that is operating in your context, is it YOU or some other agency that is best placed to effectively scale the new service or program?



Scale from Other Perspectives – HOW?

What are the:

- Legal implications...
- Economic implications...
- Cultural implications...
- Ecological implications...
- Technological implications...
- Political implications...

Of your scaling out strategy?



Identifying constraints – HOW?

- What new skills, resources or alliances would you need to take advantage of these scaling opportunities? Do you have this internal capacity?
- What are the key constraints you face to implementing your strategy?
- What and/or Who do you need to interact with to change those constraints?
- How could interacting with those support or enhance your intended impact?



Implications for Practitioners

- Scaling requires viewing problems and their solutions from a very strategic perspective.
- New resources are required – there can be significant human, time, energy, financial costs.
- While scaling, you may need to let go of integral elements of your organization.



Implications for Practitioners

- Organizations need to find their **unique** pathway for scaling up; may be many factors to consider.
- Certain skills are required, including organizational self-awareness, adaptability, relationship-building.



Who Should attend?

- Organizations that ***are planning on scaling*** and want to **develop a strategy**
- Leadership team (rather than individuals)



Workshop: Get greater clarity on:

- Your initial conditions / starting point
- What, exactly, you want to scale
- Your motivation to scale impact
- Different options for scaling
- Opportunities, barriers, risks and limitations of different scaling strategies
- Next steps in developing a scaling strategy



Workshop Activities

- **Assessing** environmental context
- **Developing** alternate pathways
- **Clarifying** scaling strategy



Participate in a Workshop

- Review online materials innoweave.ca
- Find a workshop in your region
 - If there isn't one? Hosting? Deliver internally?
- Complete self-assessment
- Apply
- Pre-work



Up-Coming Scaling Workshops

- February 6, 2014 in Toronto
- March/April in Calgary
- Others in the future



Thank You

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