

Theory for change: A workshop on methods for social progress

Social Innovation Summit, 12 November 2019

Nora van der Linden



Kennisland

since 1999

independent

non profit

researchers, activists,
lobbyists, designers,
strategists

+200 projects

Education, Health, Cities







Foto: Kennisland / CC BY



Photo: Anke Teunissen / CC BY

Stuck in the system

- Why do these people get stuck in the system?
- Why does our system seems to work against them instead of support them?
- How can we get unstuck? On an individual level and on a systems level.





Photo: Kleon3 / CC-BY SA



Photo: Kheel center / CC-BY



Photo by Thomas Kelley / CC BY






Image: The opt project / CC-BY









An aerial photograph of a city at sunset. The sky is a mix of orange, yellow, and blue. The city below is densely packed with buildings, mostly in shades of brown and grey. The text is overlaid on a dark, semi-transparent rectangular area in the upper left portion of the image.

How can we use all this collective intelligence, experience and expertise to work on big societal transitions?



License of the image

*How can we make these
transitions inclusive processes?*



License of the image

world of systems

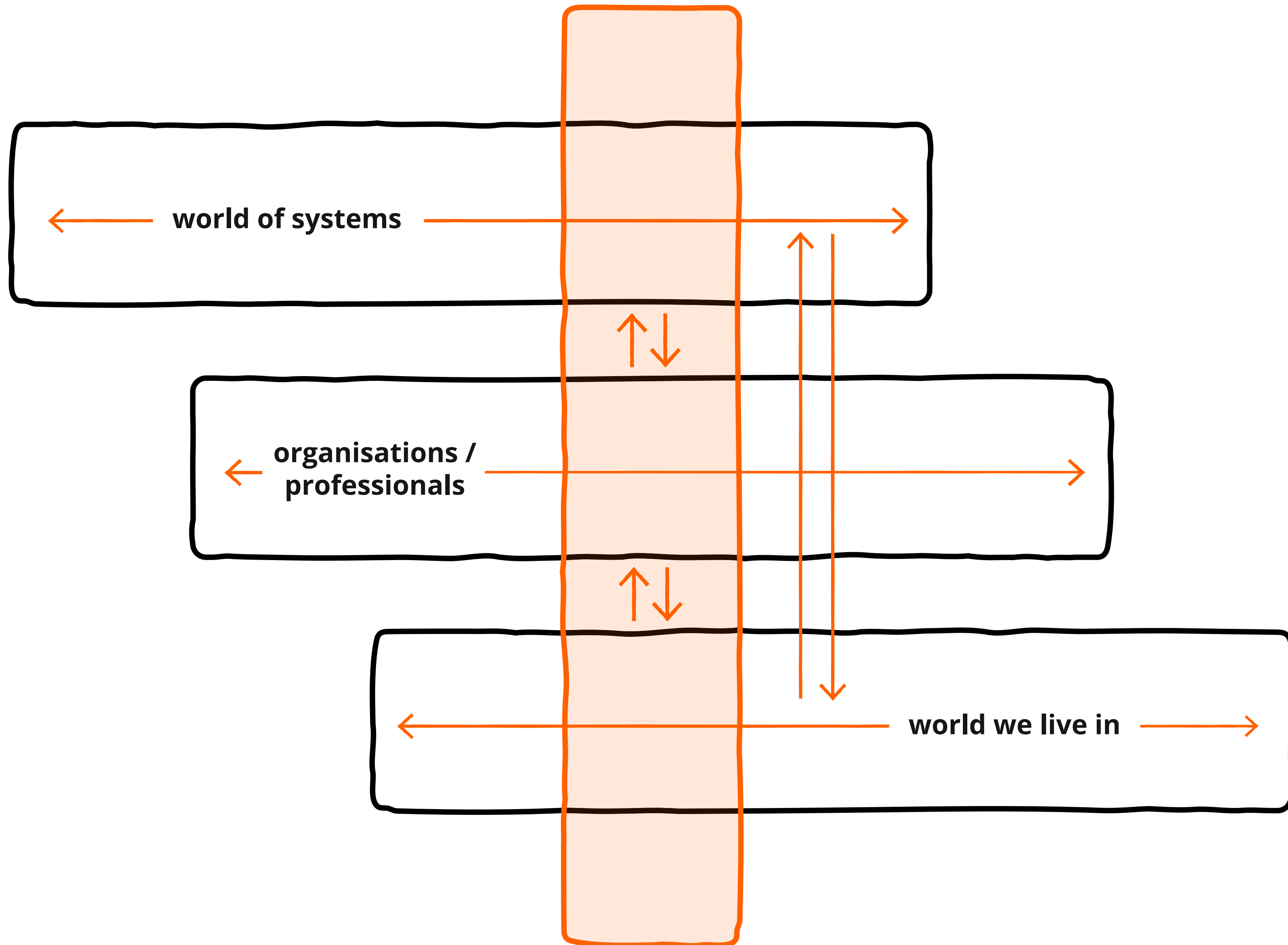
(policy, laws, institutions)

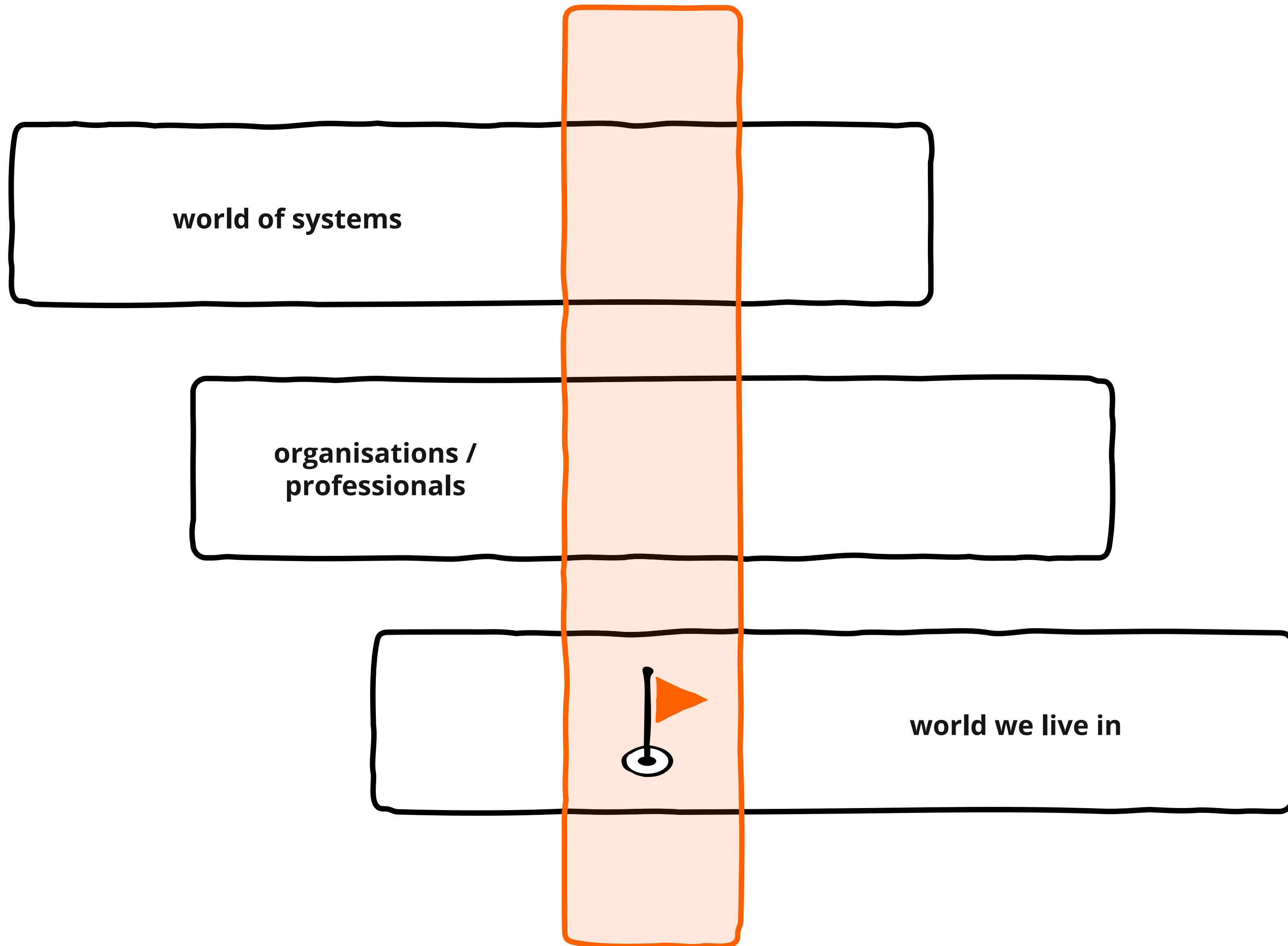
organisations / professionals

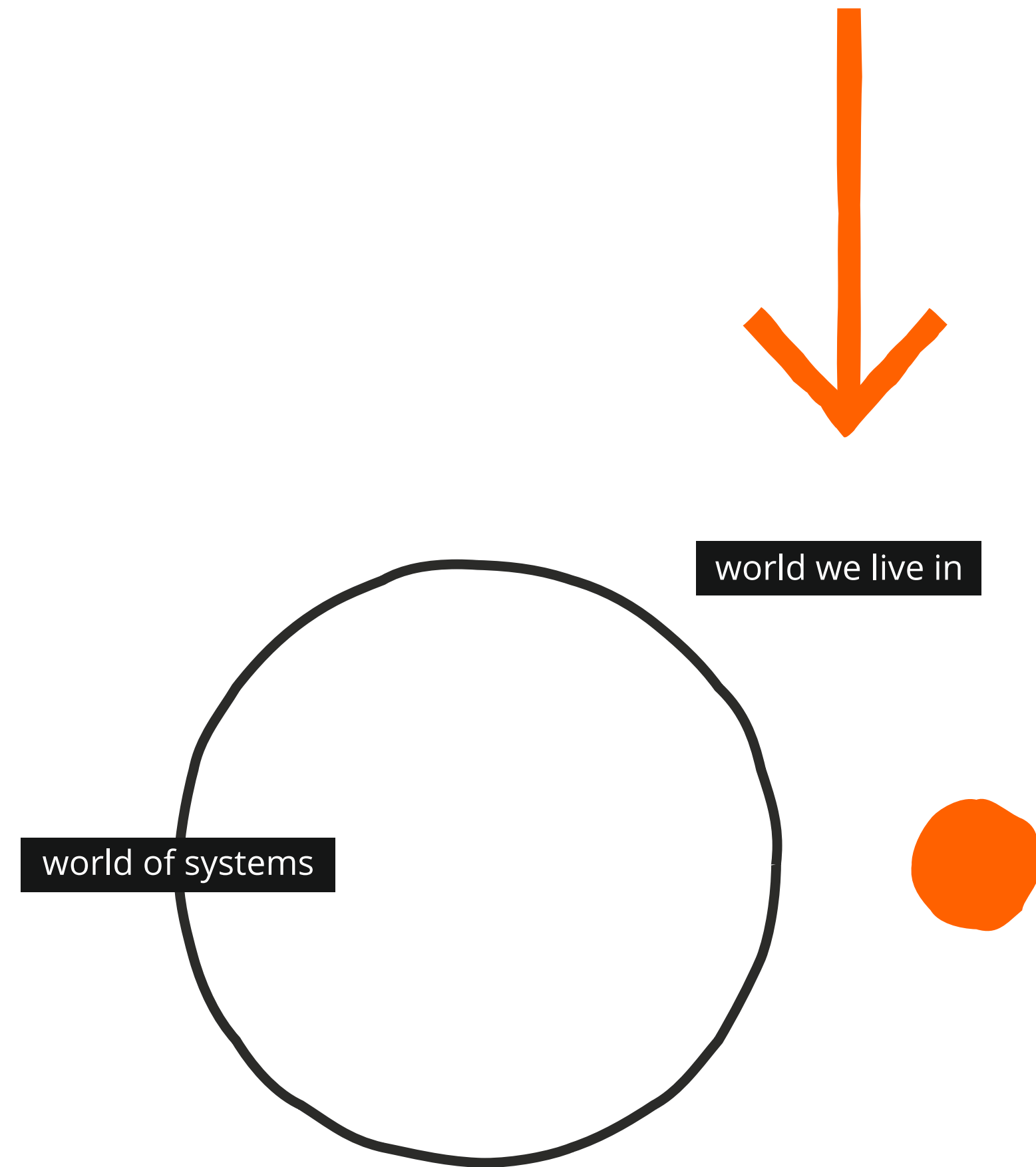
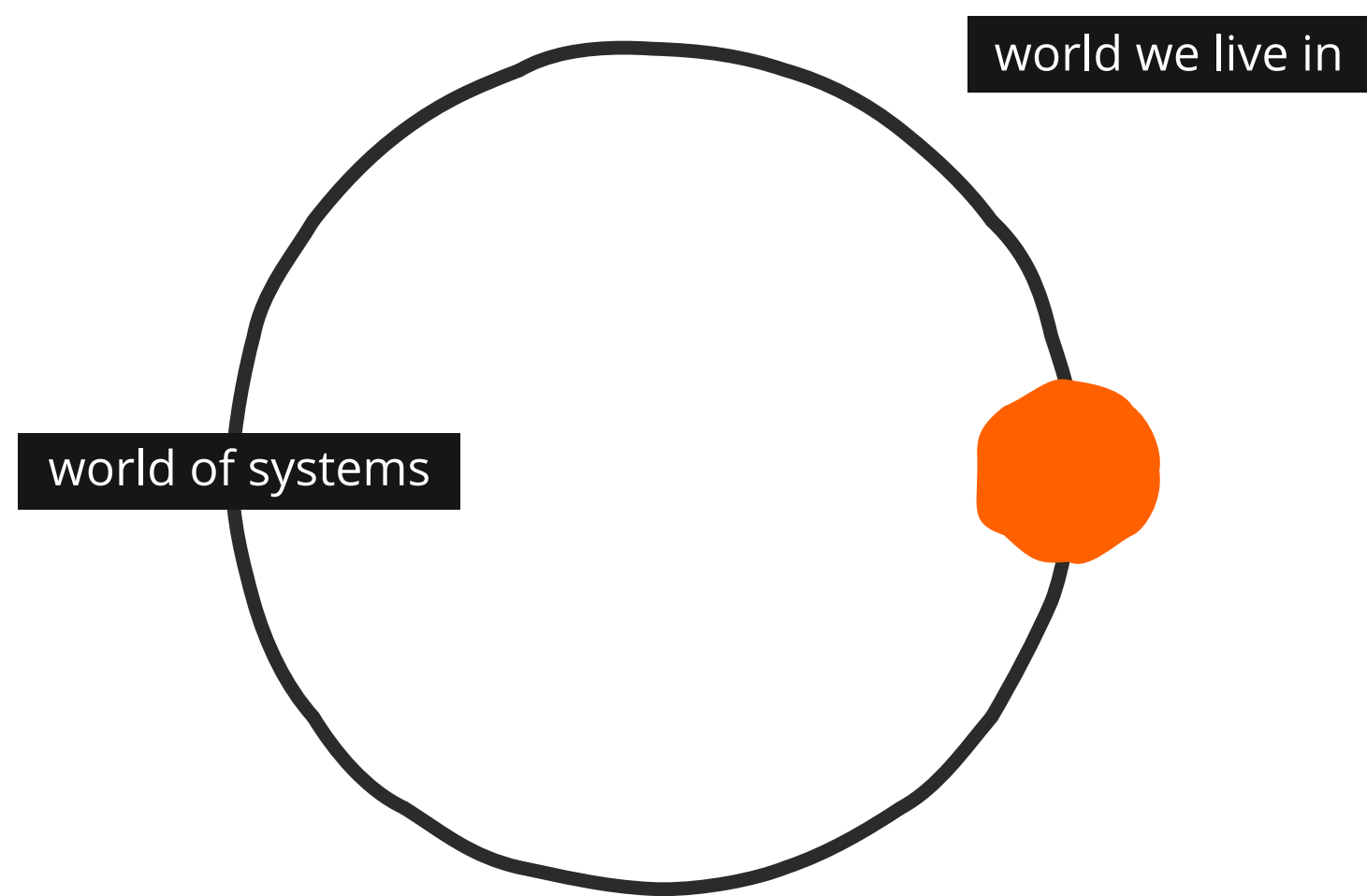
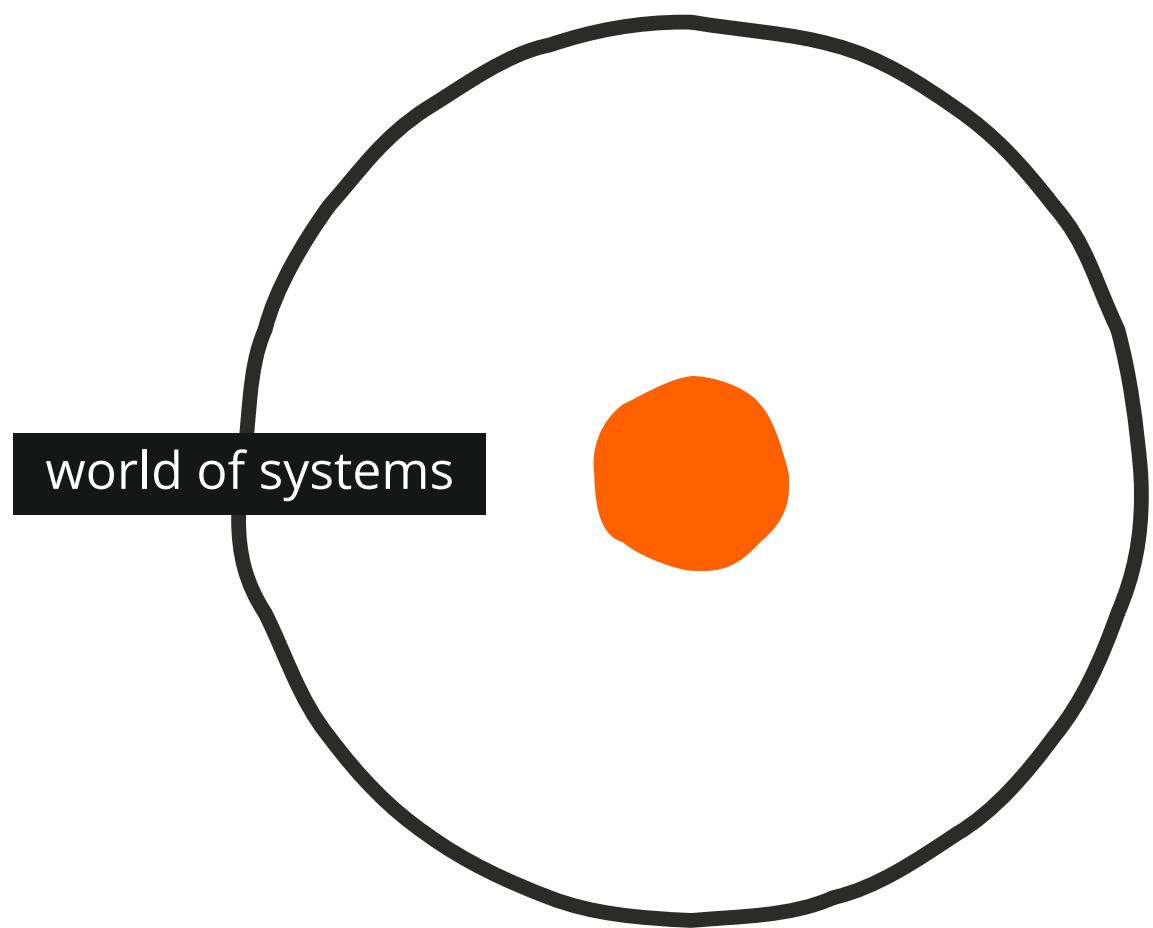
world we live in

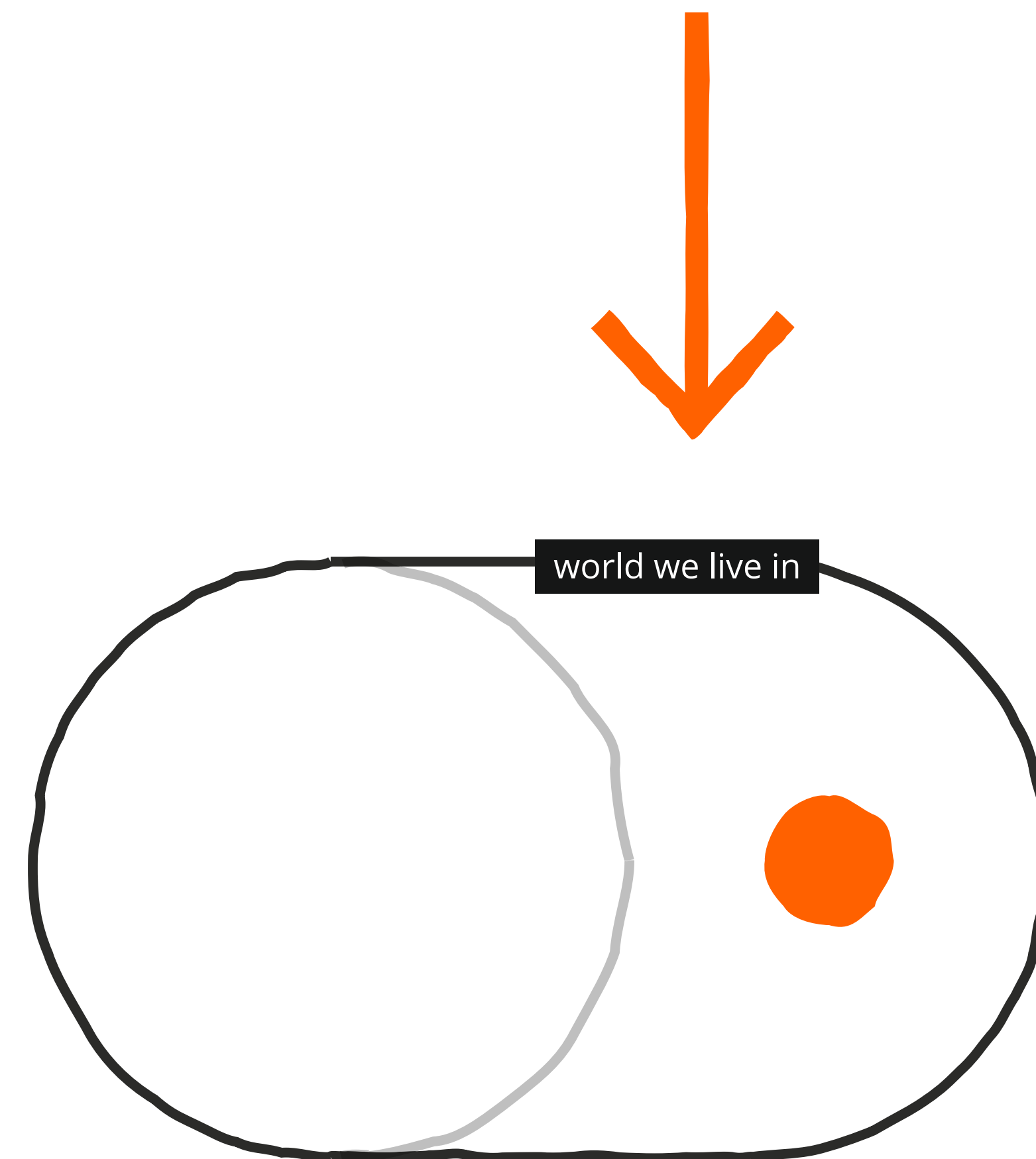
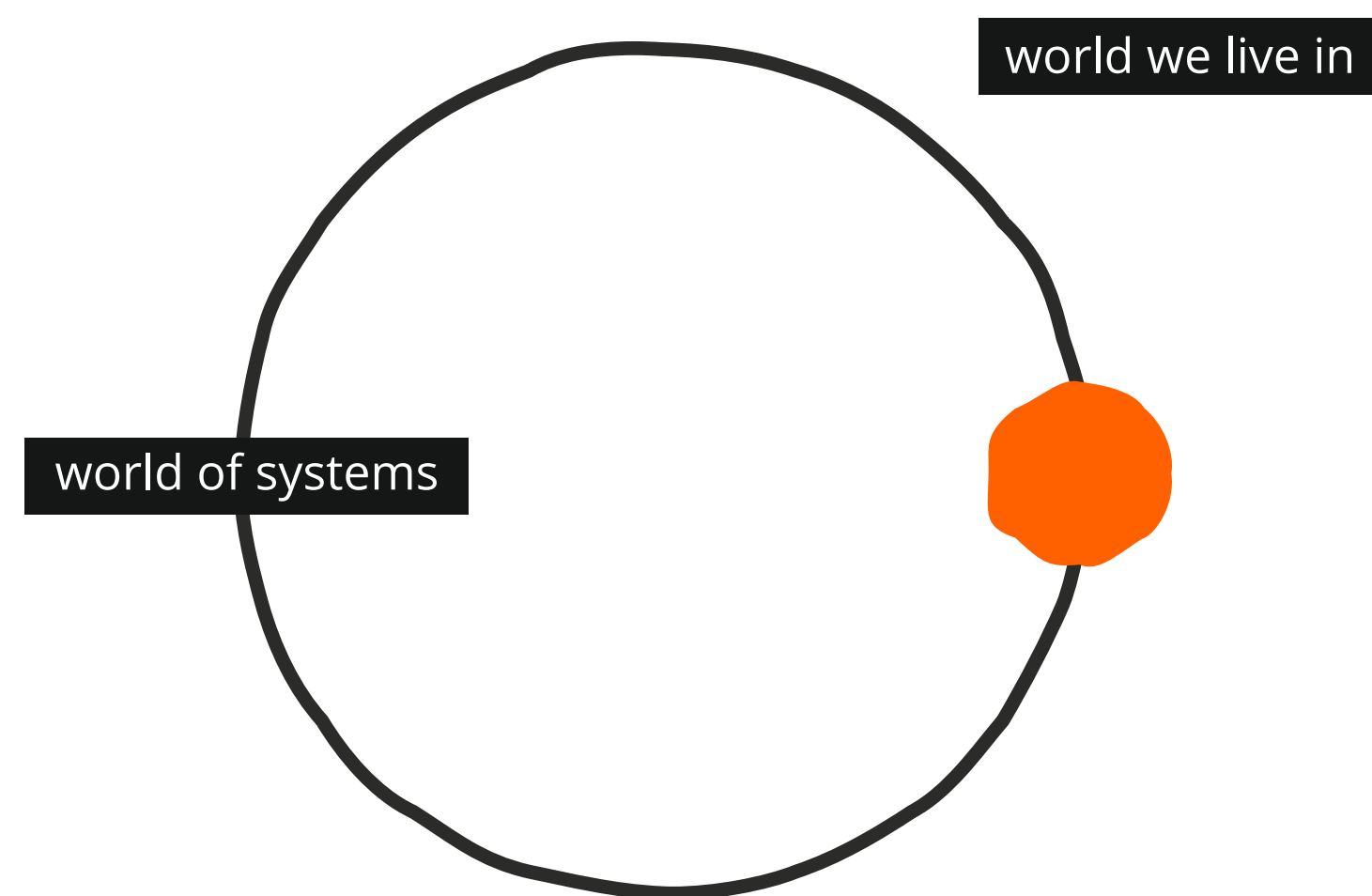
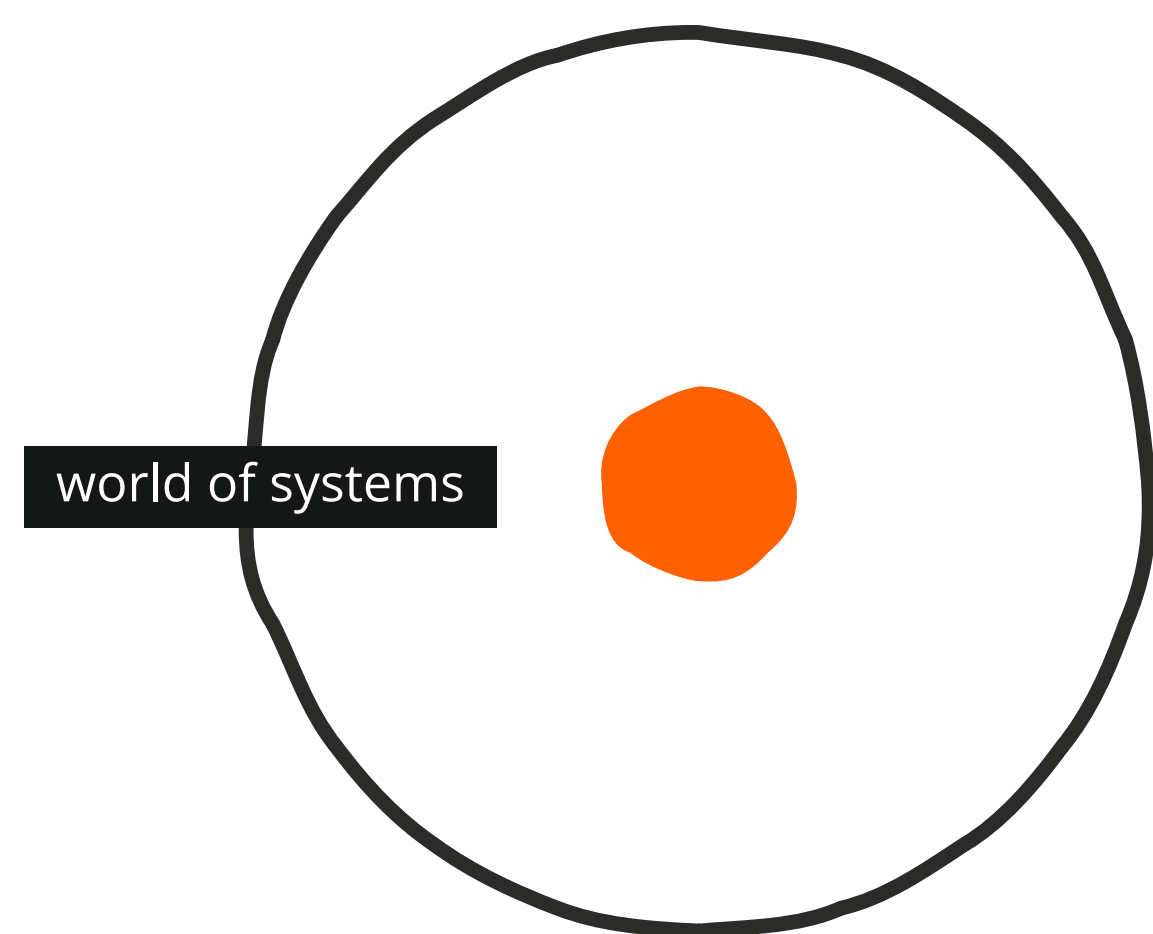
(citizens, elderly, people in need of care, pupils, students, etc)











leadership programmes

putting on agenda

learning programmes

lobbying

action research

challenges

design thinking

incubators

social labs

co creation

campaigns

learning networks

crowdsourcing

publications



better living, learning, working

tested solutions

sustainable infrastructures for innovation

learning ecosystems

knowledge

smarter organisations and professionals

innovators

inspiration

future scenarios

strategies of change



CASE: Our New School

Start-ups in education: how can we innovate education based on the need & desires of *unusual suspects*?



Challenge + incubator

- An open crowdsourcing instrument
- To find the unusual suspects and break through established system
- Radical innovators and representatives of the world of systems learn with each other
- Makes bottom-up innovation visible and show what's possible



Agora Amsterdam:
leren op jouw manier!

Laterna Magica '0-18
jaar' nieuwsgierigheid
als bron.

Het Forum, waar we
het hele jaar door
samen scholen.

De Alan Turing School.

Kairos College
voortgezet
vrijeschoolonderv

Amsterdamse
School

School for Excellence
Amsterdam, durft
levensvragen als
uitgangspunt te
nemen.

Een Latijnse school.

KLEIN AMSTERDAM -
leren in de
tussenruimte.

VIA Marzano: c
school voor tien
zestien jaar, m
schoolsucces v

Het atelier is het
hart van de school.



Een VMBO gericht op
de specifieke
ontwikkelings-
kenmerken

De trampoline-
Een sch...

PLAN #108

Plans

Filter: PLANS (124)

Sorteer: WILLEKEURIG DATUM GESELECTEERDE PLANNEN

PLAN #15



1308 VOTES

PLAN GOES TO INCUBATOR

'Laterna Magica '0-18
jaar' nieuwsgierigheid als
bron.'



— Annette van Valkengoed

PLAN #69



835 VOTES

PLAN GOES TO INCUBATOR

'De Alan Turing School'



— Ebel Kemelling

PLAN #86



279 VOTES

PLAN GOES TO INCUBATOR

'KLEIN AMSTERDAM -
leren in de tussenruimte'



— Eva Vesseur, Floor Lamet, Marco
Dekker, Rick Amado, Judith
Fischer





image: CC BY Kennisland

CASE: Social Labs

A methodology for inclusive change making

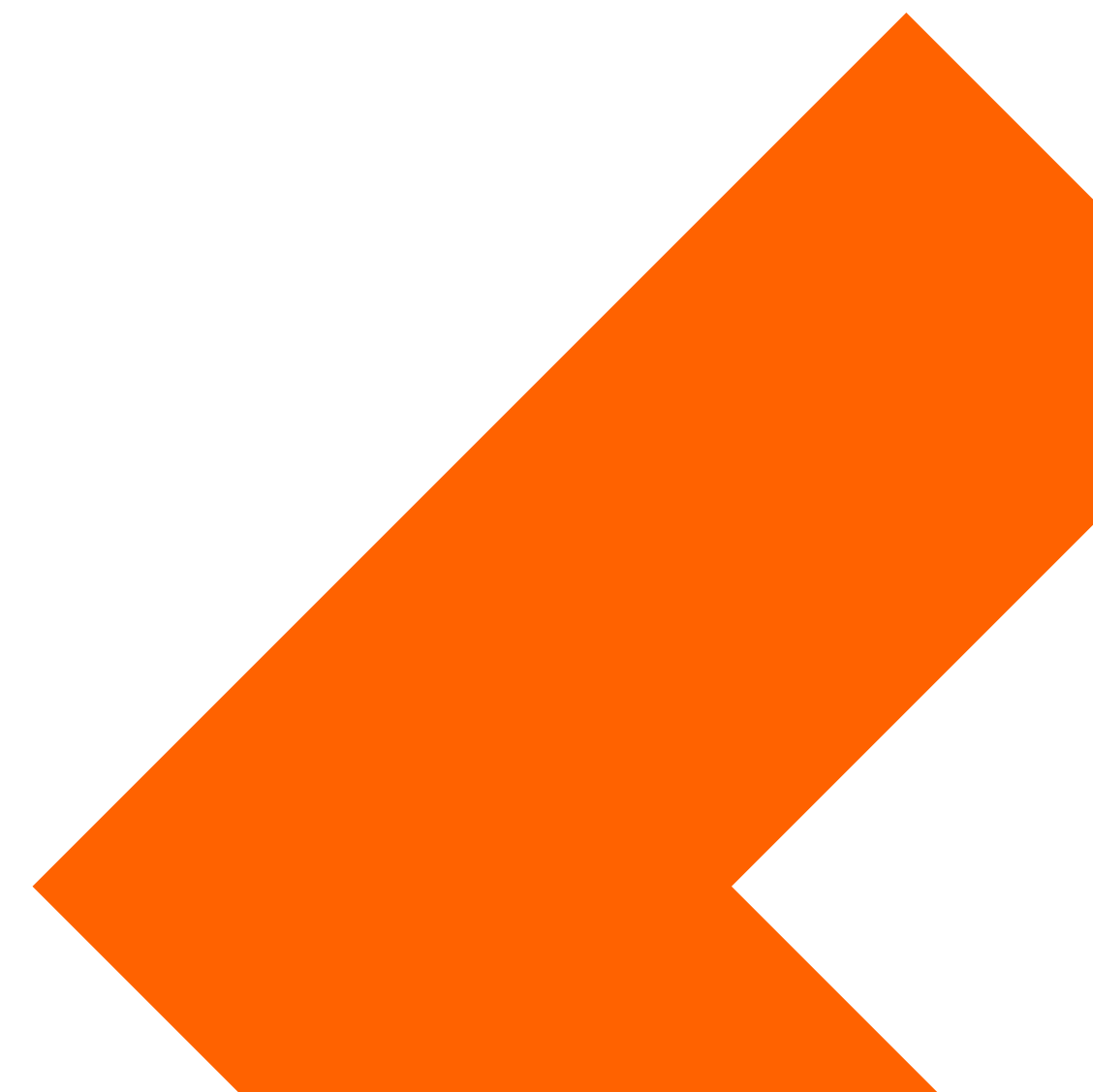


A social lab is a vehicle for new types of interventions, policymaking and doing research, that results in better lives for citizens and systemic innovation.



Basic principles

- A lab works with a multidisciplinary team of civil servants, policy makers, researchers, professionals, artists, (social) designers and citizens
- A lab is open and inclusive throughout the process
- A lab is focused on research **and** action
- A lab takes place outside
- A lab is always temporary



Phases: Research, then action

Phase 1: prep

1. Formulate an open research question
2. Get acquainted with the local context
3. Build a multidisciplinary team
4. Find an open 'office' in the field

Phase 2: field work

1. Collect, interpret, check and publish stories with citizens and professionals
2. Pursue stories with citizens and organisations
3. Collectively analyse stories

Phase 3: ideas

1. Decide on urgent themes or 'common threads' based on collective story analysis
2. Generate ideas (ideation) that focus on one or more themes
3. Form smaller teams with (new) relevant stakeholders around ideas

Phase 4: prototypes

1. Prototype ideas with smaller teams in various rounds in various settings
2. 'Kill your darlings': collectively choose the most promising prototypes
3. Find adoption parents for prototypes and try to sustain collaboration



Work with a local multidisciplinary team...



...to collaborate and work at unusual places, like a little square in this neighbourhood



Photo: Kennisland CC BY

...to collect stories...



“What makes you get out of bed in the morning?” starts a conversation with the homeless citizens of Hong Kong



Photo: MaD Institute, CC BY

...to collectively analyse the stories...



...and look for recurring themes, in order to come to action





...to prototype: house swapping for elderly



in Amsterdam



Photo: Waarmakers, CC BY-NC-ND

Outcomes on 3 levels

- Outcomes for citizens
 - new relationships and (creative) initiatives in the neighbourhood
- Learning and developing new innovation methodologies
 - innovation competencies and strategies for participants
- Outcomes for the system
 - organising better support and services > inclusive policy making

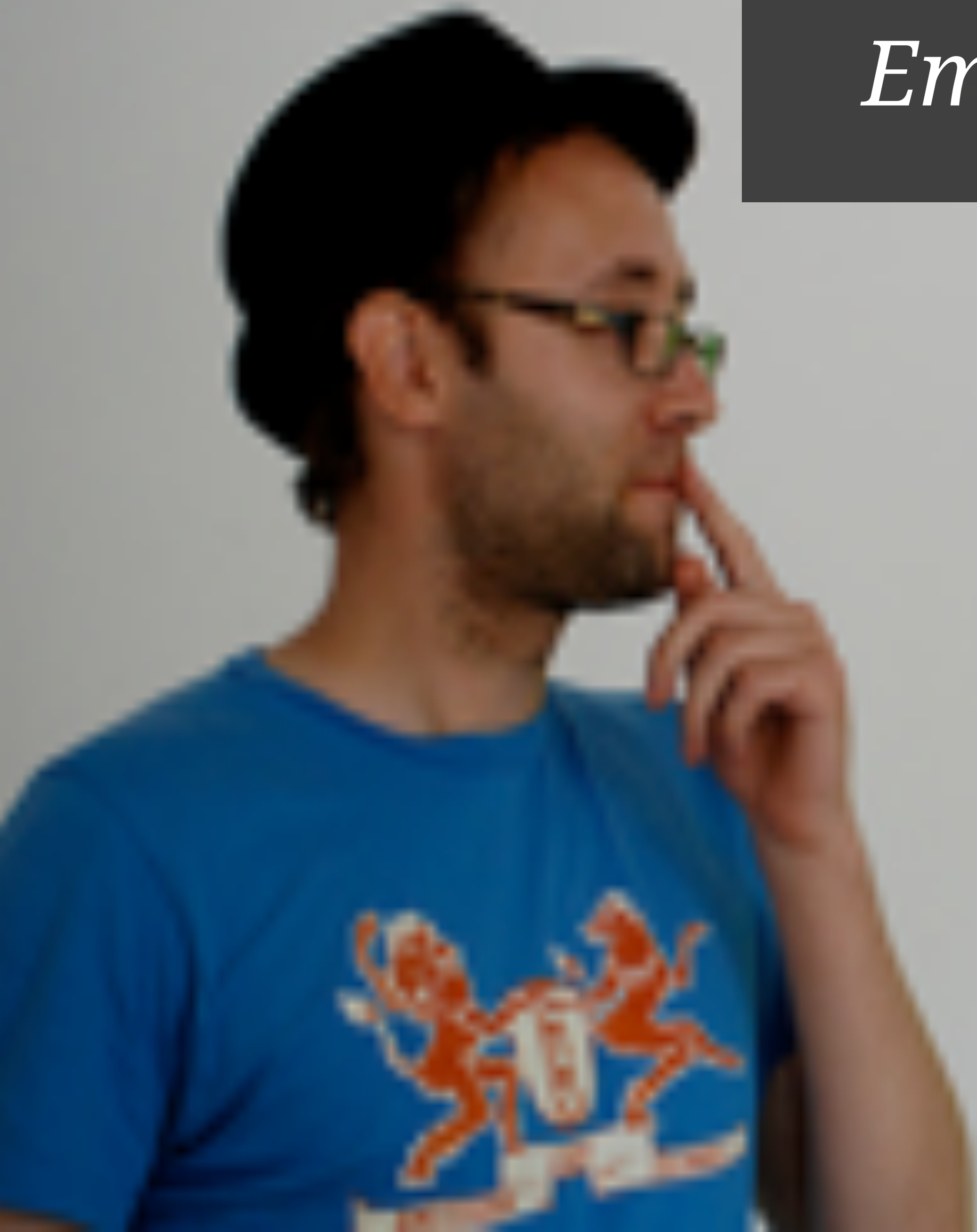


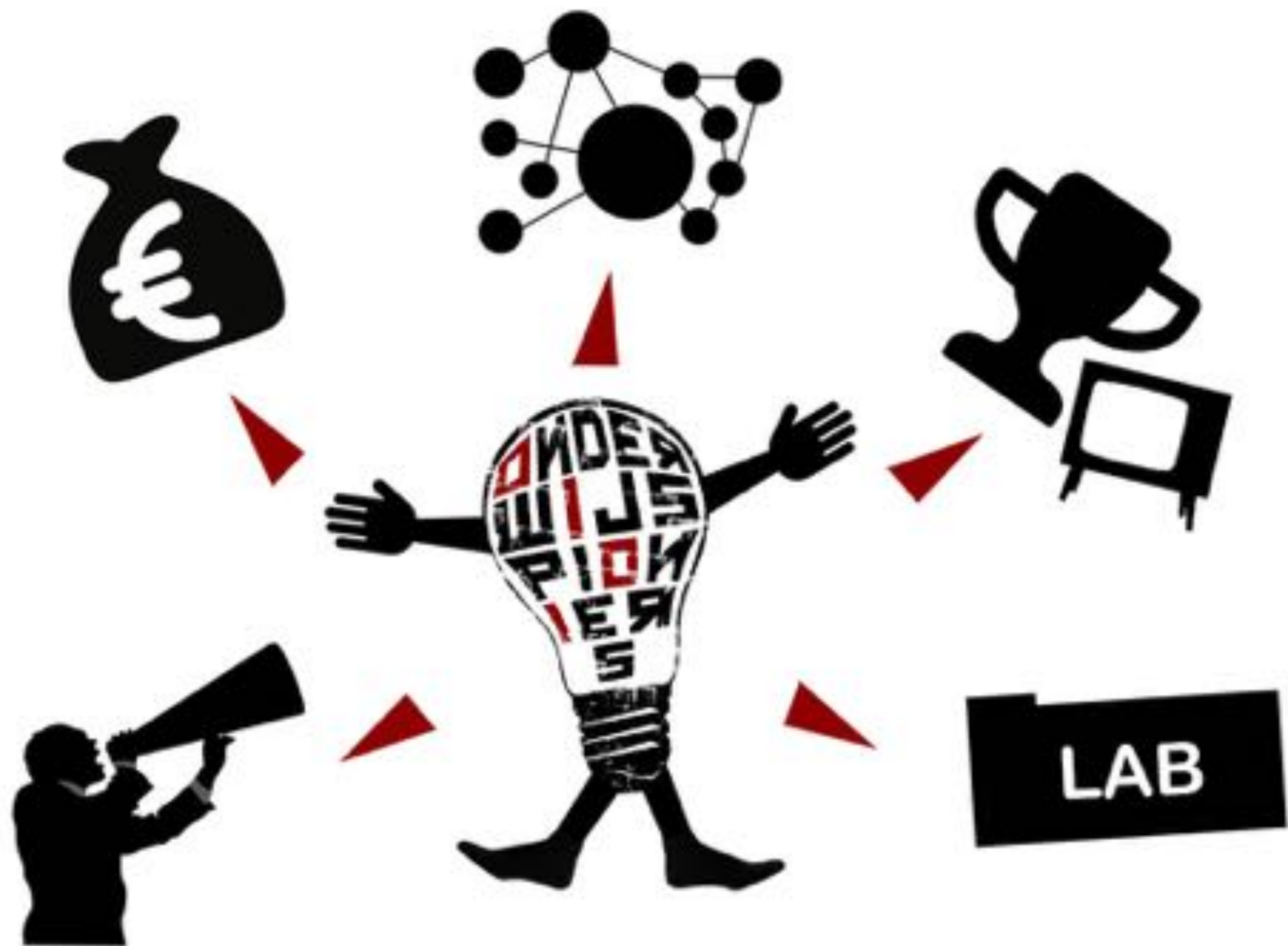
CASE: Education Pioneers

Labs for teachers



Empowering teachers with ideas





National fund for teachers



Funding up to € 75.000 +
toolkit, coaching, labs,
network, visibility



Change education by changing the teacher profession

- Teachers becoming **architects and developers** of education
- Teachers and school organisations take the **lead in innovation** of education by increasing their innovative potential
- Increase the **connection between ambitious and motivated teachers** and create a national learning community
- Stimulate **ownership, leadership, entrepreneurship** of teachers
- Recognition of **the role of teachers in innovation** and **improve the image** of teachership
- Organised **by and for teachers**



LERAREN MAKEN HET ONDERWIJS

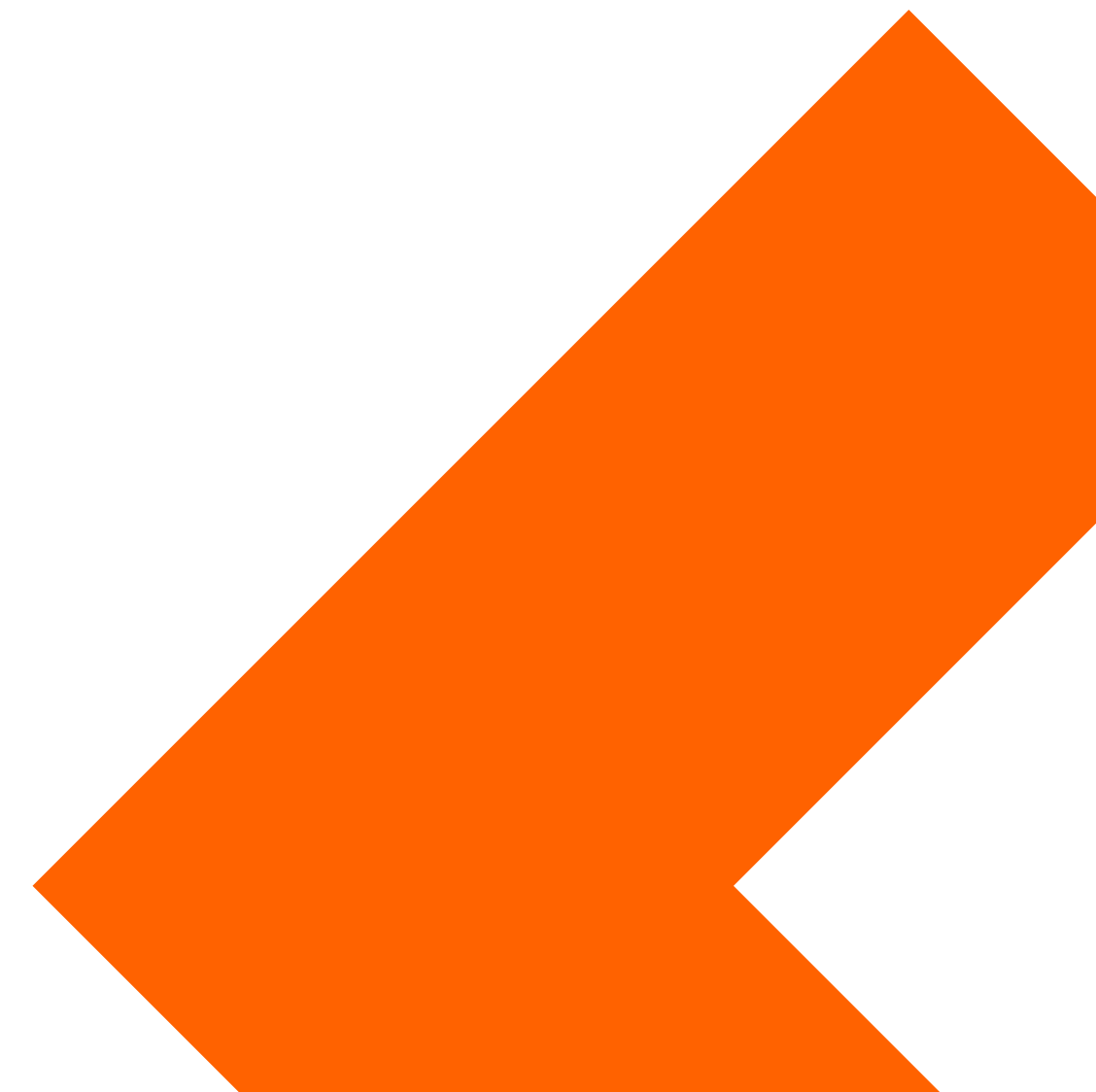


Ga naar www.jijmaakthetonderwijs.nl



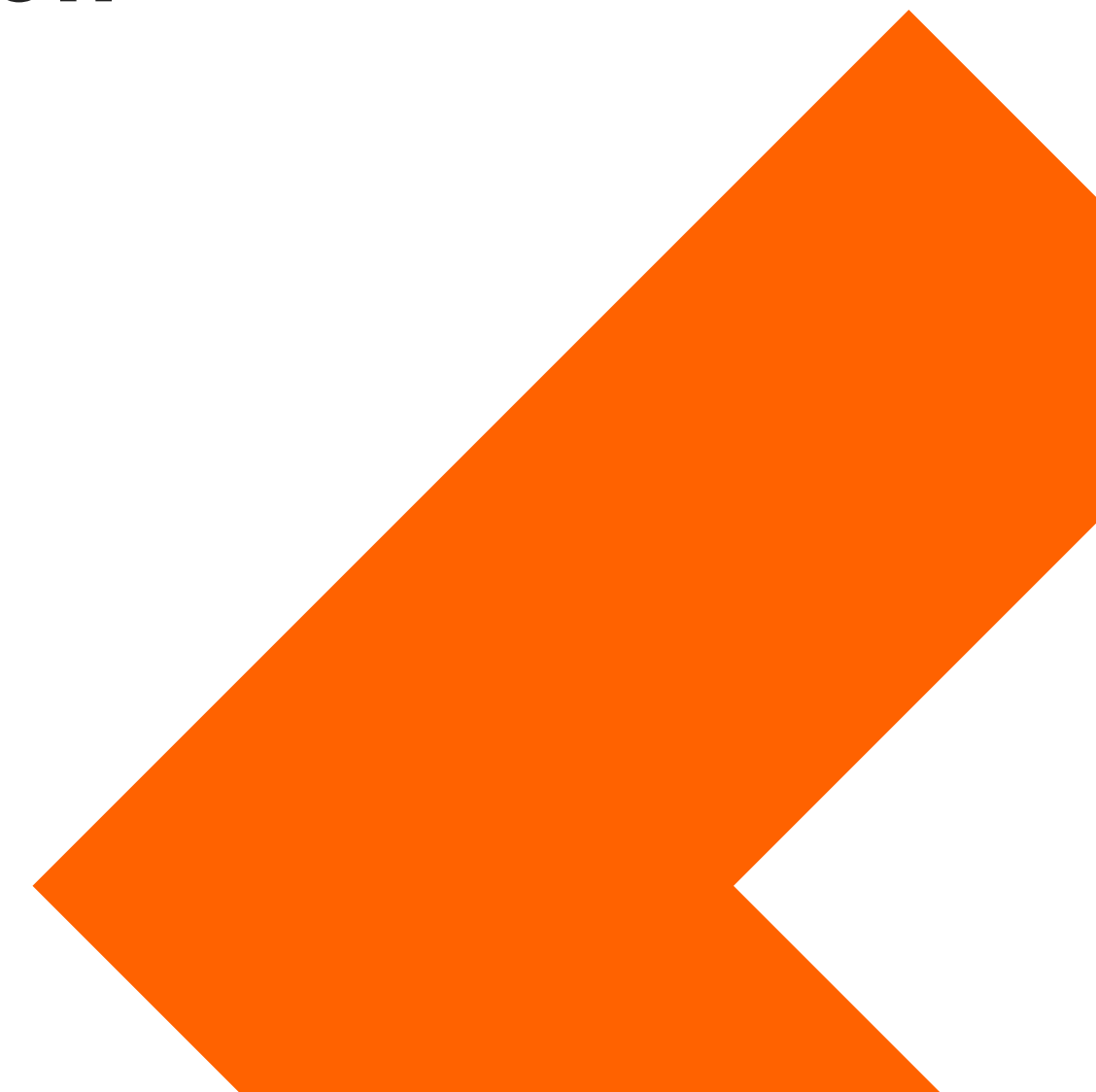
Principles that work (for now)

- Not individually smart, but collective intelligence
- Challenge and 'seduce' people instead of pushing them
- Support innovators (at the margins)
- Help to develop the innovation competencies of people
- Build infrastructures for permanent learning and innovation
- Focus on action and accept failures
- All the people involved are part of the solution
- Focus on the end user, work at every level



Principles that work (for now)

- Not individually smart, but collective intelligence
- Challenge and 'seduce' people instead of pushing them
- Support innovators (at the margins)
- Help to develop the innovation competencies of people
- **Build infrastructures for permanent learning and innovation**
- Focus on action and accept failures
- All the people involved are part of the solution
- Focus on the end user, work at every level



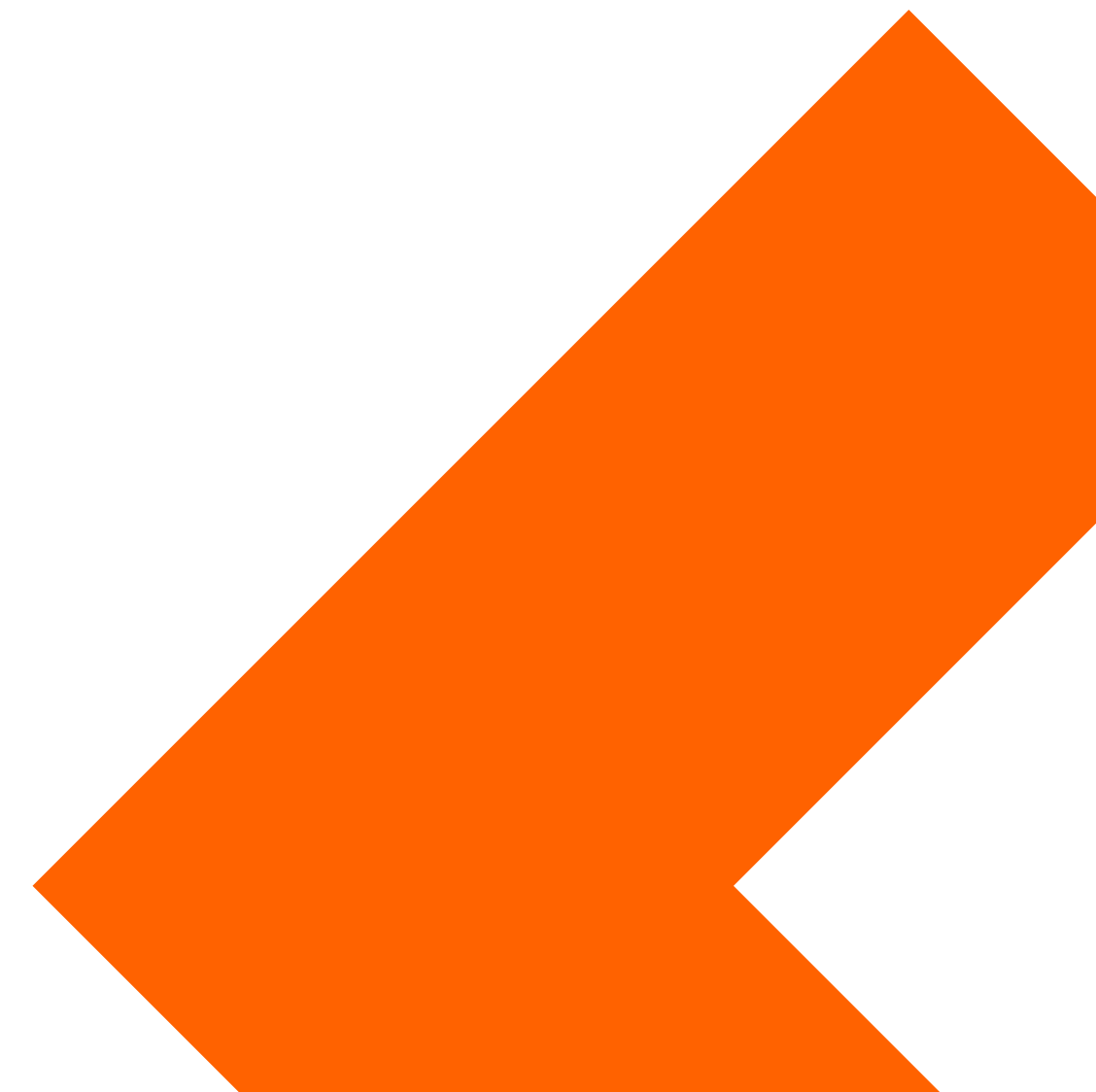
Struggles

- Who is the **owner** of 'in between' spaces?
- Is it always **political**? (spoiler: yes)
- How do we create **time** for professionals and citizens?
- How to deal with **failures**?
- Is it about **outcomes** or about the **process**?
- To scale or not to **scale**?



What is your challenge?

- Working on innovating your organisation?
 - Changing the system from within
- Struggles when you're a radical innovator?
 - Building an innovation outside the system
- Want to design an inclusive process?
 - How do you engage people that are outside your own bubble?
- Want to take on a big social issue?
 - Where to start?



Development canvas

SIS Malmö 2019

Who are you?

Organization

Challenge

Date:

Version #:

Hej!

Who's sitting at your table?



1. What?

What issue do you want to tackle?
What are your main assumptions?



2. Who?

Who is your main target group?
If you reframe your question in their words, how would it sound?

3. Your new approach

What new approach do you want to test?
Why is it different?
Why is this going to succeed?

4. Skills

What skills do you need to make it work?
What skills do your co-workers need to have or develop?



5. Change

What will change if your new approach works? On which level(s)?



Resources

Which resources do you need to realize your new approach?

Important lessons

How will you learn during this process? Who will learn with you?

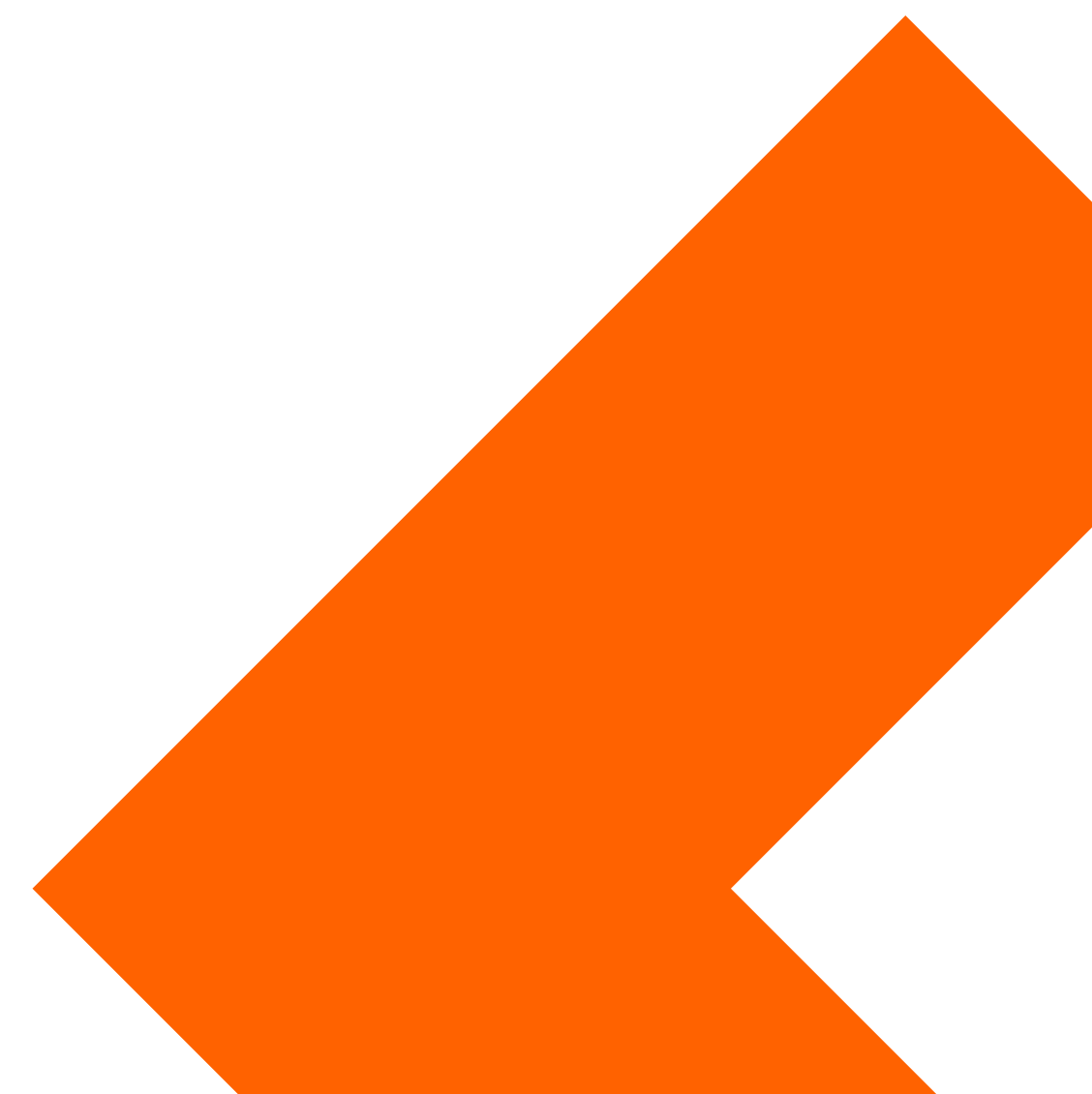
Next step?

What will be the first thing to do to make it happen?



Canvas

- Be short
- Be bold
- Question yourself
- Question others
- Use knowledge and experience of your peers
- Start with people
- End with people





Thank you!

KL researches and designs
social progress.

Nora van der Linden nl@kl.nl



This presentation is licensed under a Creative Commons Attribution license.
Profile pictures: [Giorgos Gripeos](#) CC BY

