

WHAT CONDITIONS FOSTER INNOVATION IN COALITIONS

- ✓ **Risk-taking:** Support, encouragement and reward for testing new ideas, speaking out or challenging the status quo
- ✓ **Resources:** Available time, authority, autonomy, money and information
- ✓ **Shared Information:** Collaboratively collected by members and disseminated to all
- ✓ **Specific Outcomes:** Innovative strategies and outcomes beyond expectations
- ✓ **Tools and Techniques:** Support for and investment in innovation, capacity building and tool selection
- ✓ **Rewards Systems:** Meaningful rewards and recognition
- ✓ **Team Environment:** High level of honesty, respect and open communication

HOW DO WE CULTIVATE INNOVATION AND ORGANIZATIONAL LEARNING IN OUR COALITIONS

- ✓ **Listen to the voices of your partners**
 - Go into the community, visit organizations, hold summits, planning retreats, focus groups and town hall meetings
 - Convene a strategic improvement team
 - Recruit passionate, “leading edge” members
 - Build support networks: face-to-face, electronic, print and audio-video forums to help community and members exchange experiences/ideas and solve problems
 - Keep asking lots of “what if” questions

- ✓ **Efficiently leverage the best internal and external ideas**
 - Learn from others’ experiences – swipe good ideas
 - Build strong team/organizational, benchmarks, outcomes and feedback loops; set targets for innovation
 - Develop alliances with other coalitions and partnerships
 - Ensure that reward and recognition processes encourage cooperation, open learning, improvement and innovation across boundaries
 - Invest in people, not things
 - Help leadership to see beyond what is to what could be

- ✓ **Cultivate a culture that honors experimentation**
 - Build a supportive, flat, decentralized and team-based organization
 - Experiment early and on a small scale with pilots; improve by making mistakes, experiencing failure and learning from both
 - Make all coalition members responsible for personal, team and organizational change
 - Create a regular review process for coalition leaders and teams to reflect on failures and successes; publish lessons learned after launching a new strategy or change
 - Set up “good tries” clearinghouse or fair to swap ideas and spread learning about what does or doesn’t work

Clemmer, J. (2009). Growing @ the Speed of Change: Your Inspir-Actional How-To Guide for Leading Yourself and Others Through Change. <http://www.jimclemmer.com>

CULTIVATING A CULTURE OF INNOVATION IN YOUR COALITION

1. Each group will focus on 1 of 3 factors that cultivate innovation in coalitions: a) Listen to voices; b) Leverage best ideas; or c) Cultivate experimental culture. In group, each individual shares one thing in assigned area that his/her coalition does to promote creativity or innovation.
2. Use shared ideas to come to group consensus on the coalition practice or strategy that is most likely to promote a culture of creativity & innovation in that area.
3. After sharing by all groups, decide on one practice or strategy for each area that you will try to implement in your own coalition to promote a culture of innovation.

Listen to Voices of Your Partners

What You Do Now

What You Could Do

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| 1. | _____ | _____ |
| | _____ | _____ |
| 2. | _____ | _____ |
| | _____ | _____ |

Efficiently Leverage Best Ideas

What You Do Now

What You Could Do

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| 3. | _____ | _____ |
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| 4. | _____ | _____ |
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Cultivate Culture that Honors Experimentation

What You Do Now

What You Could Do

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