

Innovation and Social Entrepreneurship

Social Innovation

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Social Innovation



Tim Brown and Jocelyn Wyatt

Design Thinking for Social Innovation



“Design thinking incorporates constituent or consumer insights in depth and rapid prototyping, all aimed at getting beyond the assumptions that block effective solutions. Design thinking—inherently optimistic, constructive, and experiential—addresses the needs of the people who will consume a product or service and the infrastructure that enables it.”

Do you agree that Design Thinking is “inherently optimistic”? Why?

Tim Brown and Jocelyn Wyatt

Design Thinking for Social Innovation



“Design thinkers look for work-arounds and improvise solutions—like the shrimps, crabs, and snails—and they find ways to incorporate those into the offerings they create. They consider what we call the edges, the places where “extreme” people live differently, think differently, and consume differently. As Monique Sternin, now director of the Positive Deviance Initiative, explains: ‘Both positive deviance and design thinking are human-centered approaches. Their solutions are relevant to a unique cultural context and will not necessarily work outside that specific situation.’”

What are the implications of this on scaling a design solution?

Tim Brown and Jocelyn Wyatt

Design Thinking for Social Innovation



“It’s critical that the people designing a program consider not only form and function, but distribution channels as well.”

What is a distribution channel?

Tim Brown and Jocelyn Wyatt Design Thinking for Social Innovation



“To achieve divergent thinking, it is important to have a diverse group of people involved in the process. Multidisciplinary people— architects who have studied psychology, artists with MBAs, or engineers with marketing experience—often demonstrate this quality. They’re people with the capacity and the disposition for collaboration across disciplines.”

How can you jump-start this approach in your own projects?

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“To operate within an interdisciplinary environment, an individual needs to have strengths in two dimensions—the “T-shaped” person. On the vertical axis, every member of the team needs to possess a depth of skill that allows him or her to make tangible contributions to the outcome. The top of the “T” is where the design thinker is made. It’s about empathy for people and for disciplines beyond one’s own. It tends to be expressed as openness, curiosity, optimism, a tendency toward learning through doing, and experimentation”

Are you a T-shaped person? Why or why not? How could you get there?

Roger Martin and Sally Osberg

Social Entrepreneurship: The Case for Definition



“The word entrepreneurship is a mixed blessing. On the positive side, it connotes a special, **innate** ability to sense and act on opportunity, combining out-of-the-box thinking with a unique brand of determination to create or bring about something new to the world. On the negative side, entrepreneurship is an ex post term, because entrepreneurial activities require a passage of time before their true impact is evident.”

How do you feel about the use of the word “innate” here?

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Social Entrepreneurship: The Case for Definition



“Successful entrepreneurship, [Schumpeter] argues, sets off a chain reaction, encouraging other entrepreneurs to iterate upon and ultimately propagate the innovation to the point of ‘creative destruction,’ a state at which the new venture and all its related ventures effectively render existing products, services, and business models obsolete.”

Do you see this happening, presently? Where? How?

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Social Entrepreneurship: The Case for Definition



“The entrepreneur is attracted to this suboptimal equilibrium, seeing embedded in it an opportunity to provide a new solution, product, service, or process. The reason that the entrepreneur sees this condition as an opportunity to create something new, while so many others see it as an inconvenience to be tolerated stems from the unique set of personal characteristics he or she brings to the situation – inspiration, creativity, direct action, courage, and fortitude. These characteristics are fundamental to the process of innovation.”

Back to innate: are these characteristics built or born?

Roger Martin and Sally Osberg

Social Entrepreneurship: The Case for Definition



“We believe that the critical distinction between entrepreneurship and social entrepreneurship lies in the value proposition itself.

For the entrepreneur, the value proposition anticipates and is organized to serve markets that can comfortably afford the new product or service, and is thus designed to create financial profit. From the outset, the expectation is that the entrepreneur and his or her investors will derive some personal financial gain. Profit is *sine qua non*, essential to any venture’s sustainability and the means to its ultimate end in the form of large-scale market adoption and ultimately a new equilibrium.”

“The social entrepreneur, however, neither anticipates nor organizes to create substantial financial profit for his or her investors – philanthropic and government organizations for the most part – or for himself or herself. Instead, the social entrepreneur aims for value in the form of large-scale, transformational benefit that accrues either to a significant segment of society or to society at large... the social entrepreneur’s value proposition targets an underserved, neglected, or highly disadvantaged population that lacks the financial means or political clout to achieve the transformative benefit on its own.”

Roger Martin and Sally Osberg

Social Entrepreneurship: The Case for Definition



“We define social entrepreneurship as having the following three components:

(1) identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefit on its own...

Examine your own work; what is this equilibrium?

Roger Martin and Sally Osberg

Social Entrepreneurship: The Case for Definition



“We define social entrepreneurship as having the following three components:

(2) identifying an opportunity in this unjust equilibrium, developing a social value proposition, and bringing to bear inspiration, creativity, direct action, courage, and fortitude, thereby challenging the stable state’s hegemony...

Examine your own work; what is the opportunity and social value proposition?

Roger Martin and Sally Osberg

Social Entrepreneurship: The Case for Definition



“We define social entrepreneurship as having the following three components:

(3) forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and through imitation and the creation of a stable ecosystem around the new equilibrium ensuring a better future for the targeted group and even society at large.”

Examine your own work; what is the new equilibrium?

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Social Entrepreneurship: The Case for Definition



“But unless it is designed to achieve large scale or is so compelling as to launch legions of imitators and replicators, it is not likely to lead to a new superior equilibrium... they should not be confused with social entrepreneurship.”

How do you feel
about that?



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How can we rationalize the specifics of a given design solution – requiring deep understanding of a local population – and the scaling required of social entrepreneurship?

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