

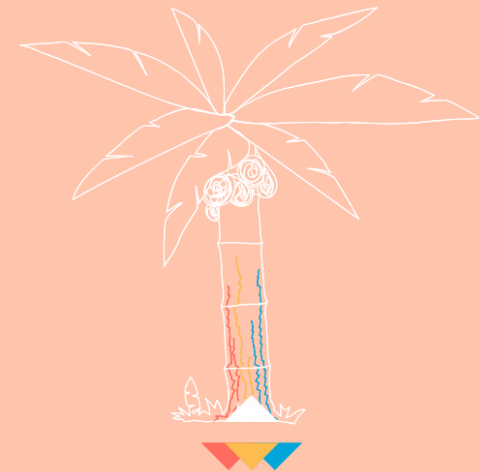
# SYSTEMS CHANGE CRASH COURSE

INTRO



# SYSTEMS CHANGE CRASH COURSE

INTRO



# HOW THE COURSE WORKS

## PRACTICE SYSTEMS THINKING TOOLS IN 3 MODULES

### MODULE 1

#### Identify a Systems Change You Can Focus On

- Iceberg Root Cause Analysis Tool
- 5 R's Flowchart

### MODULE 2

#### Craft an Actionable Plan to Extend Your Impact

- Indirect Impact Framework (A/D/P)

### MODULE 3

#### Develop Your "New Leadership Manifesto" for Systems Change

- Let Go Radar
- Collective Leadership Map
- Wellbeing Balance Beam



Pssst, expect practice,  
not perfection

# COURSE OUTCOMES

## WHAT YOU'LL UNDERSTAND:

- what **systems change** is and how it can accelerate/deepen **impact**
- how to apply a number of **tools for systems thinking**
- the role of **inner transformation** in being a systems entrepreneur
- the difference between **scaling** your impact and scaling your organization

## WHAT YOU'LL WALK AWAY WITH:

### A STRATEGY FOR SYSTEMS CHANGE THAT INCLUDES:

- a clear **goal**
- a list of **milestones** to get there
- concrete **steps** for achieving these milestones
- a list of **assumptions**

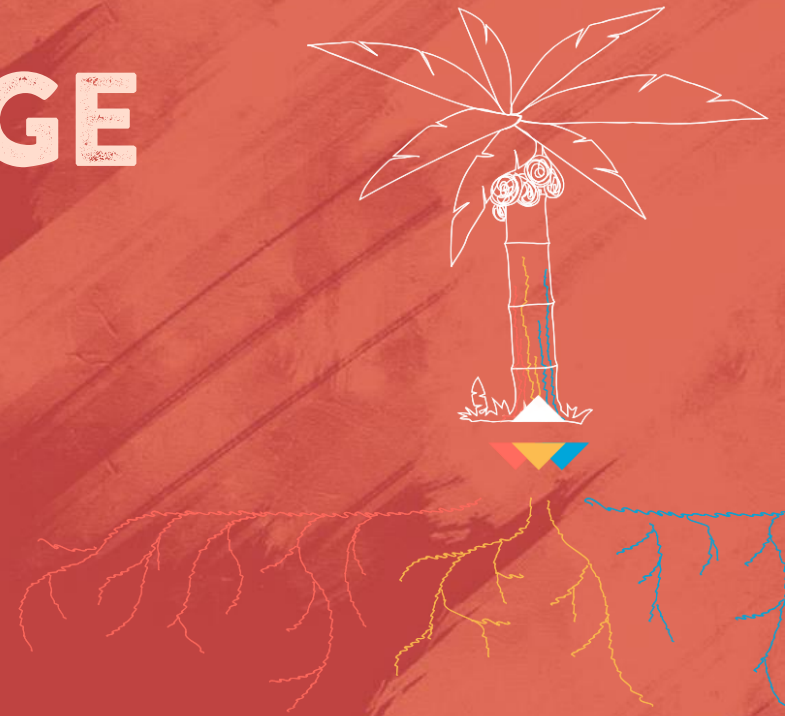


Remember: This is a crash course - so it's a quick intro!

# SYSTEMS CHANGE CRASH COURSE

## MODULE 1:

Identify a Systems Change  
You Can Focus On



30  
SEC

# YOUR BUILDING BLOCK



PROBLEM

CREATE A QUICK SKETCH, OR 3-5 WORDS TO IDENTIFY THE PROBLEM-AREA YOU ARE PASSIONATE ABOUT TACKLING. E.G. DEFORESTATION, POLLUTION



VISION

USE AN IMAGE, OR 1 SENTENCE TO SUMMARIZE YOUR VISION. YOU MIGHT SAY IT IS "A WORLD WHERE [THE PROBLEM] DOES NOT EXIST. E.G. "A WORLD WHERE POLLUTION DOES NOT EXIST."

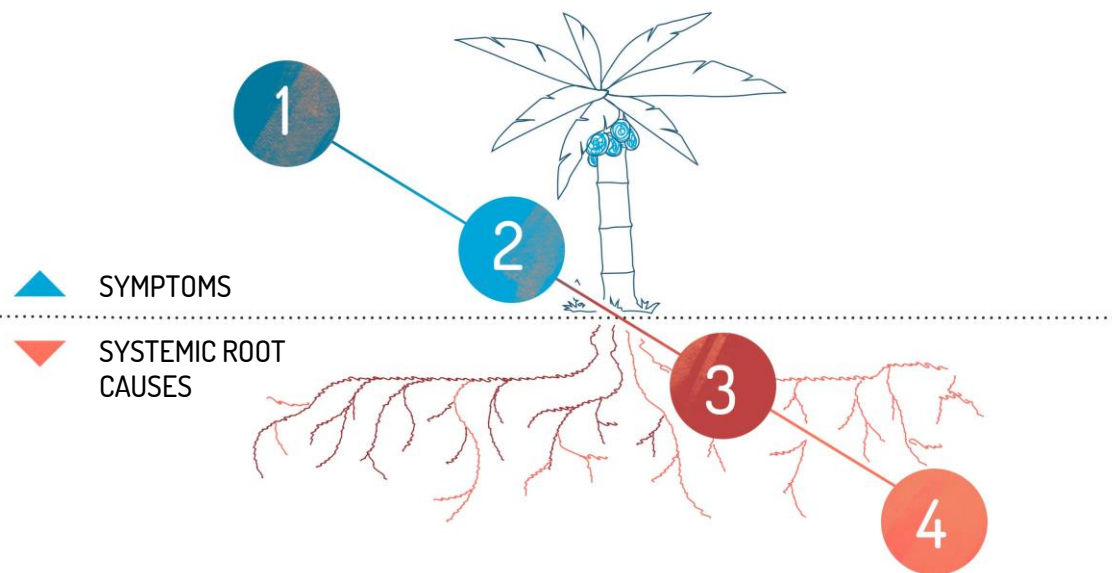


Your Building Block, Systems Change Crash Course by Odin Mühlenbein and Reem Rahman, Ashoka.

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# 3 LEVELS OF IMPACT



## 1- DIRECT SERVICE

Addressing the immediate needs of specific individuals or communities

## 2- SCALED DIRECT SERVICE

Reaching lots of people or communities with a direct service approach

## 3- SYSTEMS CHANGE

Tackling a root cause for a social problem, in such a way that it changes the way a system operates

## 4- MINDSET SHIFT

# QUIZ

## 3 TYPES OF IMPACT: LET'S LEARN VIA TREES!

**DIRECT SERVICE**      **SCALING DIRECT SERVICE**      **SYSTEM CHANGE**      **SHIFTING MINDSETS (SYSTEMS CHANGE)**

<b>1</b>	A network of <u>5,000 volunteers</u> who are committed to planting trees at least 1 week/ year				
<b>2</b>	<u>New ways of earning money</u> from living trees are introduced (eco-tourism, superfood derived from leaves, etc.) that benefits local communities more than cutting the trees down (source: <a href="#">Nicolas Metro</a> )				
<b>3</b>	Forest ecosystems are <u>now understood</u> to be living beings that are protected by rights				
<b>4</b>	Planting <u>ten trees</u> yourself				



# QUIZ

## 3 TYPES OF IMPACT: LET'S LEARN VIA TREES!

		DIRECT SERVICE	SCALING DIRECT SERVICE	SYSTEM CHANGE	SHIFTING MINDSETS (SYSTEMS CHANGE)
1	A network of <u>5,000 volunteers</u> who are committed to planting trees at least 1 week/ year		X		
2	<u>New ways of earning money</u> from living trees are introduced (eco-tourism, superfood derived from leaves, etc.) that benefits local communities more than cutting the trees down (source: <a href="#">Nicolas Metro</a> )			X	
3	Forest ecosystems are <u>now understood</u> to be living beings that are protected by rights				X
4	Planting <u>ten trees</u> yourself	X			

# THE IMPACT SPECTRUM

## DEEP DIVE



TYPES OF IMPACT	DEFINITION	KEY QUESTIONS TO CONSIDER
Direct Service (e.g. planting trees)	Addressing the immediate needs of specific individual or community	<p>Are you reaching your intended social change, with the right target population? Are you measuring...</p> <p><u>b. Reach (width)</u></p> <ul style="list-style-type: none"> <li>● # of people that benefit from these outcomes</li> <li>● how representative those people are of the target population</li> </ul> <p><u>a. Outcomes (depth):</u></p> <ul style="list-style-type: none"> <li>● % increase in income</li> <li>● % decrease in infant mortality</li> </ul>
Scaling Direct Service (e.g. global network planting trees)	Solving a social problem at a regional or nationwide level	<p>The same questions apply as in direct service, but also:</p> <ul style="list-style-type: none"> <li>● How many cities or regions do you cover?</li> <li>● What is your growth rate? (not necessarily the size of your organization).</li> <li>● # of organizations that replicate your work? (e.g. via franchising, licensing, partnerships, training, consulting...)</li> </ul>
System Change (e.g. new incentives that mean no more trees get cut down)	Tackling a root cause for a social problem, in such a way that it changes the way a system operates	<p>Are you shifting an element of a system?</p> <ul style="list-style-type: none"> <li>● Does the system have different <u>resources</u> available?</li> <li>● Are there more or different <u>people</u> participating in the system?</li> <li>● Have important <u>relationships</u> changed, e.g. from hierarchical to participatory?</li> <li>● Are there new <u>rules</u> in place, e.g. policy changes such as by drafting legislation, providing testimony, organizing citizen action, or establishing new standards?</li> </ul>
System Change-Mindset Shift (e.g. re-imagining trees to have their own rights)	A particularly powerful type of system change, as new ways of thinking lead to new systems, structures, rules, etc. that are more aligned with the new thinking	<p>Are new norms being created in multiple parts of society, such as across many types of institutions? This is very difficult to measure, but might be measured by:</p> <ul style="list-style-type: none"> <li>● Before vs. after shifts in attitudes or intentions (<a href="#">Source: Fant, et al</a>)</li> </ul>

# THE IMPACT SPECTRUM (CONT'D)

## DEEP DIVE



**SYSTEM CHANGE** An approach of tackling the root causes of a problem by identifying and creating shifts in the systems that are responsible for the problem. The goal is for the new state of the system to produce better outcomes on an ongoing basis. Ideally, these better outcomes are achieved in a more efficient way than by continuously treating the symptoms of the problem.

Shifts in a system can include, but are not limited to, unlocking new resources for the system to draw on, introducing new elements to the system (or getting rid of existing ones), changing the relationships between elements, improving flows of information, changing the rules that govern behaviour in the system, and changing the mindsets of the actors in the system.

# WORKSHEET

## IMPACT REFLECTION

LIST 1-3 QUICK BULLET POINTS OF YOUR MOST IMPORTANT ACTIVITIES OR IMPACT TO DATE.

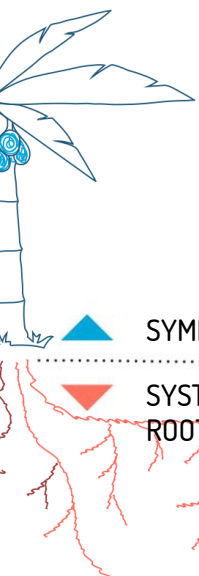
HINT: LIST QUALITATIVE (STORIES, TESTIMONY, ETC.) OR QUANTITATIVE (NUMBERS, STATISTICS, ETC.) INFO.  
IF YOU HAVEN'T GOTTEN STARTED YET, IT COULD JUST BE AN IDEAS OF THE IMPACT YOU HOPE TO CREATE!

- 
- 
-

# WORKSHEET: 3 LEVELS OF IMPACT

List your impact or activities to types of impact.

*Hint: it's okay if you don't have any yet (share your hopes), or if you have multiple types!*



**DIRECT IMPACT** Addressing the immediate needs of specific individuals or communities

**SCALED DIRECT IMPACT** Reaching lots of people or communities with a direct service approach

**SYSTEMS CHANGE** Tackling a root cause for a social problem, in a way that changes the system's operation

**SYSTEMS CHANGE — MINDSET SHIFT**



**Note: expect practice, not perfection!**

# SAMPLE SYSTEMS

## DEEP DIVE



There's more!

### ECONOMIC

- local and international
- legal (cars) and illegal (drugs)
- formal (job market) and informal (marriage market)
- Relevant parts can include workers, companies, professional associations, entry policies, economic incentives, etc.

### CULTURE

- Local to international
- Topic areas (criminal law, traffic law, martial law)
- Case law, statutory law, law of the strong, laws of tradition
- Legislation, law enforcement, legal interpretation
- Relevant elements can include: laws, police, politicians, judges, scholars, court proceedings and decisions, legal arguments, ways of implementing laws, etc.

### LEGAL

- Areas: ideologies, shared knowledge, arts (music, literature, performing arts), language (and other forms of communication)
- Aspects: dynamics with which culture spreads and changes, ways in which culture influences behavior, interplay between cultural and economic systems
- Relevant elements can include: artists, places and institutions for exhibitions and performances, social norms, values, and prejudices, aesthetic preferences

### SOCIAL FABRICS

- Families
- Circles of friends
- Neighborhoods
- Clubs, societies, associations, etc.

### EDUCATION

- Formal (Kindergarten, schools, universities) and informal (parenting, hobbies, self-guided learning)
- Public and private
- Professional and personal
- Relevant parts can include institutions, list of acknowledged professions, curricula, certifications, preferences for certain types of knowledge and skills, people's willingness and ability to learn

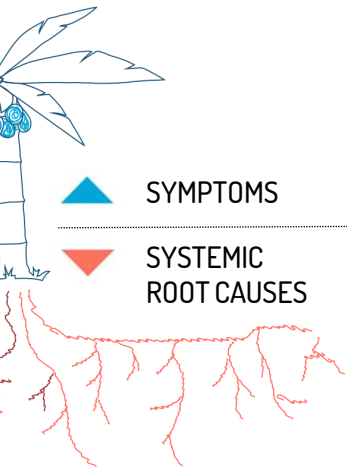
### HEALTHCARE

- Public and private
- Formal (hospitals) and informal (shamans, grandmothers)
- Treatments and prevention
- Relevant elements can include: public subsidies, doctors, insurance companies, hospitals, medical codes of conduct, industry associations, medical training institutions, people's eating habits and lifestyles, etc.

### POLITICAL

- Local to international
- Topic areas (health, education, economy)
- Regarding different entities: governments, corporations, cultural institutions, supranational organizations, etc.
- Relevant elements can include: parties, elections, rallies, lobbyists, voters, diplomats, laws, international treaties, revolutions, war, negotiations, power, influence, etc.

# WORKSHEET: IDENTIFY 3 SYSTEMS THAT DRIVE THE BIG PROBLEM YOU CARE ABOUT



## BIG PROBLEM

## THREE SYSTEMS THAT DRIVE THE BIG PROBLEM

System #1:

drives the big problem since

System #2:

drives the big problem since

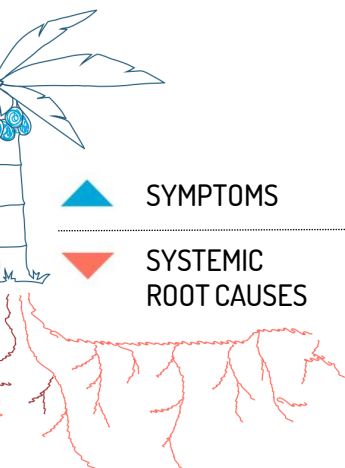
System #3:

drives the big problem since

Note: expect practice,  
not perfection!

**SAMPLE SYSTEMS:** Arts, Crime, Culture, Economic, Education, Healthcare, Legal, Military, Political, Public Administration and Utilities, Religion, Social Fabrics, Sports, Transportation

# WORKSHEET EXAMPLE: IDENTIFY 3 SYSTEMS THAT DRIVE THE BIG PROBLEM YOU CARE ABOUT



## BIG PROBLEM

The United States has 21% of the world's prisoners despite having only 5% of the world's population and has severe racial disparities.  
Source: [NAACP](#)

## THREE SYSTEMS THAT DRIVE THE BIG PROBLEM

### System #1:

The US criminal defense system

**drives the big problem since** many accused don't have the knowledge and resources that are required to match the representation of the prosecution in court

(public defenders are overworked, under-resourced, and often not well equipped to effectively represent the huge caseloads they manage, and the accused often don't have the means to get better support)

### System #2:

The US court proceedings system

**drives the big problem since** bails people pay to be free while they wait for their court date are too expensive, causing people to stay in prison longer.

### System #3:

The US jail system

**drives the big problem since** it is for-profit, which provides incentives for keeping people incarcerated.


Source: Economist



# Next Worksheet:


## How Does Your System Work Right Now?

1. Pick the ONE system you can focus on:
2. Briefly list 2-3 prominent parts of the system that need changing. Use the checklist at the bottom for help. Feel free to draw!




### Resources

- 1
- 2
- 3
- 4




### Rules (& MINDSETS)

- 1
- 2
- 3
- 4




### Roles

- 1
- 2
- 3
- 4



### RELATIONSHIPS


- 1
- 2
- 3
- 4



### Results


- 1
- 2
- 3
- 4




**Are any of the 5R's....** ✓Missing? ✓Illegitimate? ✓In conflict? ✓Weak? ✓Unnecessary? ✓incentivized for bad results?  
 ✓Needing to be shifted to a different type? (*formal instead of informal, local instead of national, less hierarchical, etc.*)



### Results

- 1
- 2
- 3
- 4

-  What has changed
-  Roles
-  Relationships

Source: The 5R framework was by developed by Tjip Walker, USAID

# RESOURCE

## How Systems Can Transform Resources into Results

## DEEP DIVE



	Types / Aspects	Resources	Roles	Relationships	Rules	Results
<b>Economic</b>	<p>Local (street food market) and international (fashion supply chain)</p> <p>Legal (bread at a bakery) and illegal (heroin at the street corner)</p> <p>Formal (job market for accountants) and informal (marriage market)</p>	<p>Natural resources, capital, labor, production assets, land, technology, trust, goodwill.</p>	<p>buyer, seller, producer, consumer, worker, professional association, union, certification agency, facilitator, mediator, arbitrator, marketplace.</p>	<p>Buys from, sells to, certifies, mediates between, matches demand and supply, moves information along, create price transparency for.</p>	<p>Taxes</p> <p>Laws: patent and copyright laws, labor laws, investment laws, international trade laws</p> <p>Policies within companies: HR, organizational paradigms, procurement, etc.</p>	<p>Economic value: jobs (number, their qualities, accessibility and distribution), profits and their distribution, demands of buyers getting met</p> <p>Innovation, pollution, cultural consequences, influences on politics, distribution and concentration of market share, who can participate in which roles, etc.</p>
<b>Legal</b>	<p>Local (rules for garbage collection) to international (WMT regulations)</p> <p>Topic areas: criminal law, traffic law, martial law, etc.</p> <p>Origins / status: case law, statutory law, law of the strong, laws of tradition</p> <p>Legislative, Executive, Judiciary</p>	<p>Existing body of law, time, money, expertise, goodwill, acceptance by society, evidence (in court proceedings), arguments.</p>	<p>Police, lawmaker, judge, accused, defender, prosecution, scholar, parliament, government, ministry, inspection authority,</p>	<p>Consults, makes proposals, decides among themselves, adjudicates on, tries to convince, implements,</p>	<p>Government and parliamentary system: constitution, parliament proceedings, design of ministries</p> <p>Court proceedings</p> <p>Ways to look at the law</p> <p>Social norms, e.g. around corruption</p>	<p>Laws getting introduced, changed, applied, revised, etc.</p> <p>The effect of laws, e.g. economic, social, cultural, ecological, etc.</p> <p>Verdicts and legal opinions</p> <p>Societal perceptions about the state, government, parliament, etc., shifts in voters' preferences, e.g. for parties, candidates, or political platforms</p>
<b>Cultural</b>	<p>Ideologies</p> <p>Shared knowledge</p> <p>Arts: music, literature, performing arts</p> <p>Language (and other forms of communication)</p> <p>Dynamics with which culture spreads and changes, ways in which culture influences behavior and vice versa</p> <p>Interplay between culture and other systems, like the economy</p>	<p>Ideas</p> <p>Existing body of cultural artifacts</p> <p>Knowledge and skills</p> <p>Time and money</p>	<p>Creator of new ideas and artifacts: artists, scientists, politicians</p> <p>Distributor of ideas: schools, parents, influencers, marketers, spin-doctors, museums, friends</p> <p>Platforms for ideas to meet and change: scientific debates and journals, networks of artists, coffee houses, internet discussion boards</p> <p>"Consumers" and users of culture:</p>	<p>Spreads idea to, influences norms, values, prejudices, or aesthetic preferences of</p>	<p>Ideologies, social norms, values, prejudices, and aesthetic preferences</p> <p>Norms in certain fields or cultural institutions, e.g. how theatre plays are produced or what 'real rap' is</p> <p>Rules around subsidies and public investments in culture</p>	<p>New or changed ideologies, social norms, values, prejudices, and aesthetic preferences</p> <p>Behaviours and their effect, including in other fields (like cultural effects on the economy)</p>

# WORKSHEET:

Summarize your targeted systems change

**IN THE** \_\_\_\_\_ **SYSTEM,**  
 ▲ Insert name of system  
**WE WANT TO,**

\_\_\_\_\_ **A** \_\_\_\_\_ :

CHOOSE ONE: ▼  
 ADD / CHANGE / GET RID OF

CHOOSE ONE: ▼  
 resource / role / relationship / rule

SUMMARY OF  
 THE CHANGE ►

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**THIS WILL  
 LEAD TO:**

DESCRIPTION OF IMPROVED RESULT: ▼

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# HOMEWORK:

Practice systems thinking by  
Openly questioning... with others!

1. How confident are you that these are the systems that are actually driving the problem?
2. How confident are you that these are the drivers that make most sense for you to highlight?
3. For each of the systemic drivers, do you have a trustworthy source to verify what you outlined?
4. Are you aware of credible sources that critique your analysis?

## DEEP DIVE



0 1 2 3 4 5 6 7 8 9 10  
Not confident very confident

0 1 2 3 4 5 6 7 8 9 10  
Not confident very confident

YES - COULD EASILY FIND - NO

YES - COULD EASILY FIND - NO

# HOMEWORK:

Identify your assumptions...  
And then discuss!

## DEEP DIVE



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Talk with someone about the results from the previous exercise...ideally someone outside of the organization

For each of the systems worksheets you used on the problem you'd like to tackle, mark down S, M, or W, for strong, medium or weak for assumptions

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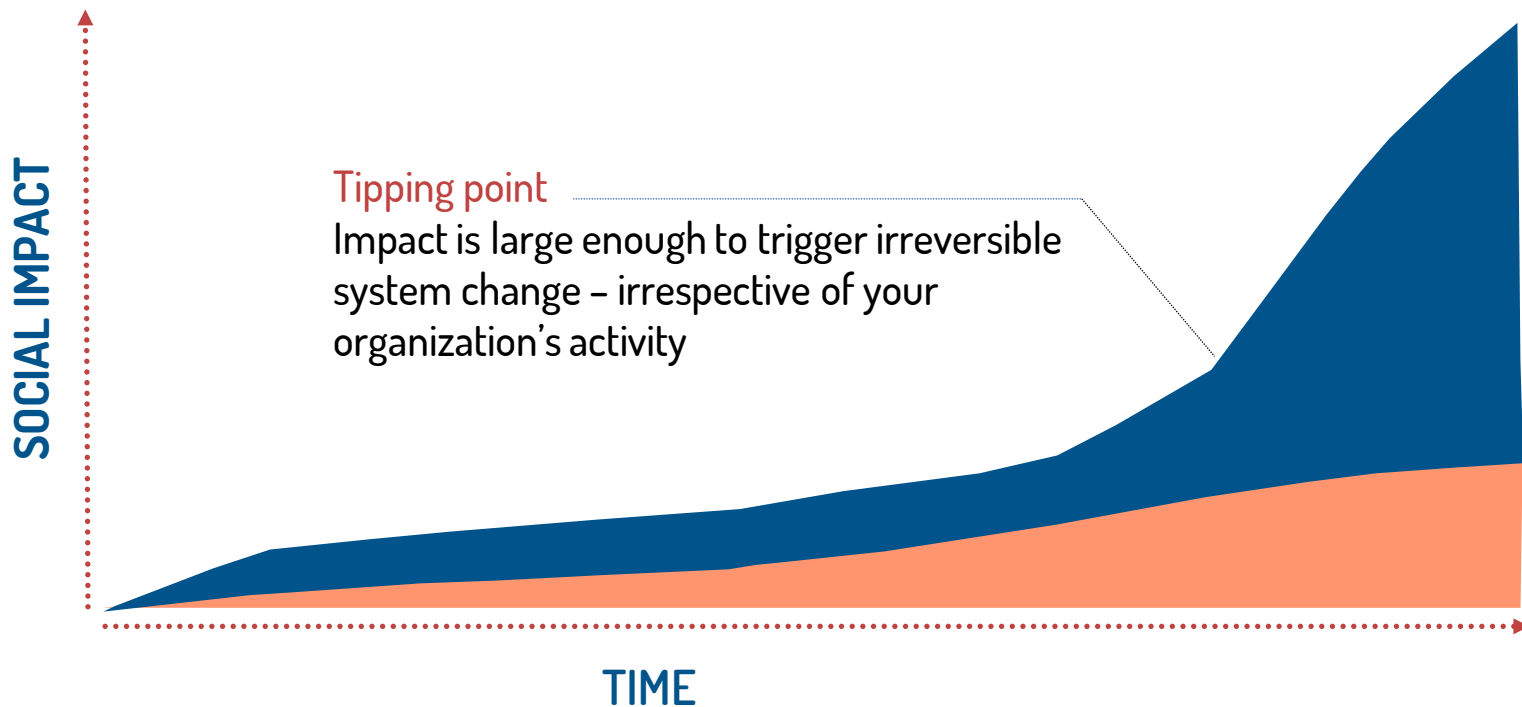
# SYSTEMS CHANGE CRASH COURSE

## MODULE 2:

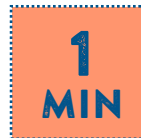
Craft an Actionable Plan  
To Extend Your Impact



# INDIRECT IMPACT IS WHERE THE MAGIC HAPPENS!



- Impact created by your organization (direct)
- Impact that you helped others to create (indirect)



# DOUBLE CHECK YOU HAVE YOUR BUILDING BLOCK



PROBLEM

CREATE A QUICK SKETCH, OR 3-5 WORDS TO IDENTIFY THE PROBLEM-AREA YOU ARE PASSIONATE ABOUT TACKLING. E.G. DEFORESTATION, POLLUTION



VISION

USE AN IMAGE, OR 1 SENTENCE TO SUMMARIZE YOUR VISION. YOU MIGHT SAY IT IS "A WORLD WHERE [THE PROBLEM] DOES NOT EXIST. E.G. "A WORLD WHERE POLLUTION DOES NOT EXIST."





# THERE ARE SIX TYPES OF SOLUTIONS



## Product and service delivery

Provide goods and services to customers or beneficiaries to directly address social problems

*e.g. rural diarrhea medicine via soda crates (ColaLife)*

## Capacity building

Improve the abilities of individuals or other organizations to generate social impact

*e.g. fundraising bootcamp (UnChartered)*

## Knowledge development

Collect data, research new technologies, or develop new ideas to tackle a problem more effectively

*e.g. how-to book on childcare (PLAYbook)*

## “Movement” building and Behaviour change

Create awareness for social issues and mobilize your audience to take action

*e.g. youth voting mobilization (Bite the Ballot)*

## Ecosystem development

Strengthen a network, industry, or even an entire sector by fostering better communication, common standards, etc.

*e.g. Fair Trade Label (Fair Trade USE)*

## Advocacy

Help to change the laws, regulations, and policies in both the public and private sector

*e.g. less PTSD via meditation teaching in school (Mahirishi Inst.)*

More likely to create direct impact

More likely to create indirect impact

# EXAMPLE: SIX TYPES OF SOLUTIONS, A.C. JUSTICE PROJECT



## Product and service delivery

Provide goods and services to customers or beneficiaries to directly address social problems

*e.g. Participatory defense projects in Silicon Valley to help people directly. Also serves as a lab to improve the model, document stories, etc.*

## Capacity building

Improve the abilities of individuals or other organizations to generate social impact

*e.g. Trainings for community organizers and public defense attorneys*

## Knowledge development

Collect data, research new technologies, or develop new ideas to tackle a problem more effectively

*e.g. The De-Bug book & curriculum as a tool for teaching on topics of inequity, immigration, and more.*

## “Movement” building and Behaviour change

Create awareness for social issues and mobilize your audience to take action

*e.g. De-Bug Magazine is a free and accessible bilingual print publication that features personal stories on community issues and illustrations from local artists.*

## Ecosystem development

Strengthen a network, industry, or even an entire sector by fostering better communication, common standards, etc.

*e.g. National Participatory Defense Network (NPDN) as a platform for practitioners to connect to share best practices*

## Advocacy

Help to change the laws, regulations, and policies in both the public and private sector

*e.g. End Money Bail campaign  
[STOP THE CRIME FREE HOUSING PLAN](#)*

More likely to create direct impact

More likely to create indirect impact



# WORKSHEET: 6 SOLUTION TYPES

Brainstorm at least one new “Indirect” Solution

## Product and service delivery

Provide goods and services to customers or beneficiaries to directly address social problems

*e.g. rural diarrhea medicine via soda crates (ColaLife)*

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Improve the abilities of individuals or other organizations to generate social impact

*e.g. fundraising bootcamp (UnChartered)*

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*e.g. less PTSD via meditation teaching in school (Mahirishi Inst.)*

More likely to create direct impact

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# WORKSHEET: SELECT AT LEAST 2 DELIVERY MODELS TO EXPLORE



Be in control, less open  
Slow, more expensive

Give up control, more open  
Quick, cheaper

Growth/ fully owned replication	affiliation	dissemination
<p>Organic growth</p> <ul style="list-style-type: none"> <li>• Organic growth (excl. replication)</li> <li>• Branching</li> </ul> <p>Inorganic growth</p> <ul style="list-style-type: none"> <li>• Mergers</li> <li>• Acquisitions</li> </ul> <p>.....</p> <p>.....</p>	<ul style="list-style-type: none"> <li>• Subcontracting</li> <li>• Joint Ventures</li> <li>• Social Franchising</li> <li>• Social Licensing</li> <li>• Strategic Partnerships</li> <li>• Federations</li> <li>• Associations</li> <li>• Accreditation</li> </ul> <p>.....</p> <p>.....</p>	<ul style="list-style-type: none"> <li>• Consultancy</li> <li>• Training</li> <li>• Open Sourcing</li> </ul> <p>.....</p> <p>.....</p>

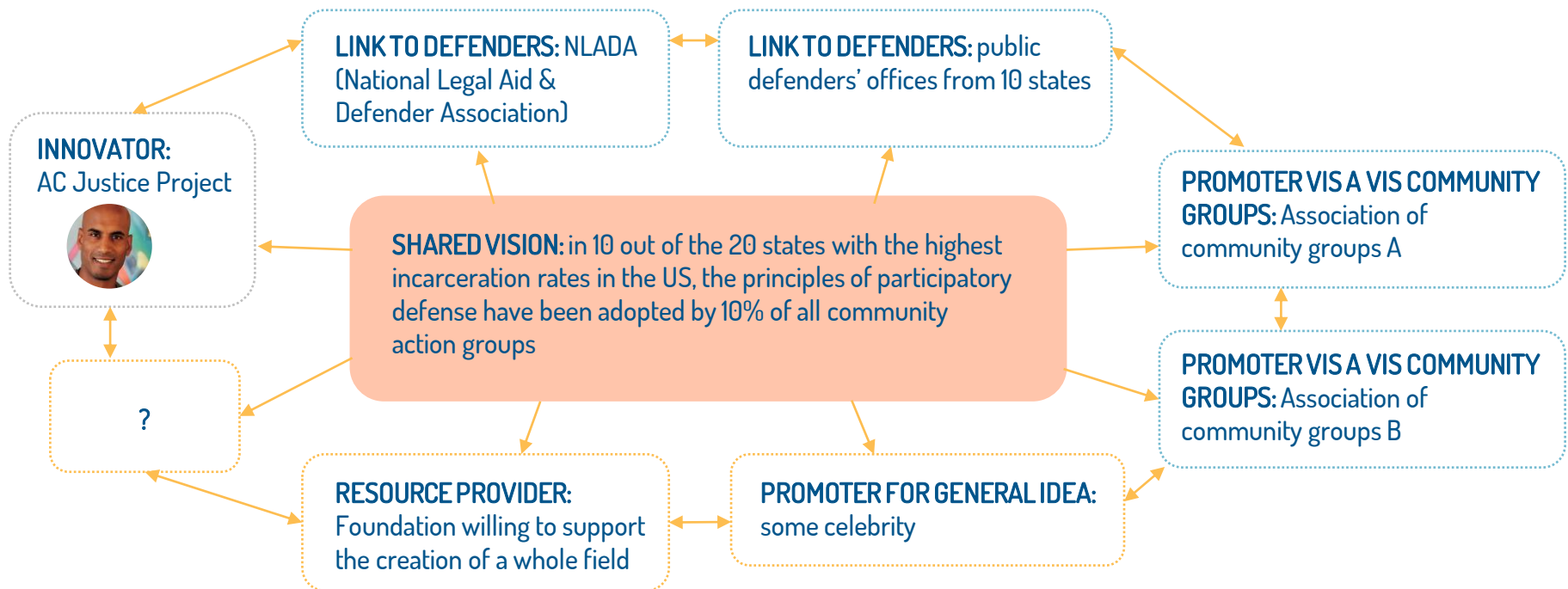
Source: Based on ICSF (2015) "Social Replication Toolkit", [toolkit.springimpact.org](http://toolkit.springimpact.org)

Delivery Models, Systems Change Crash Course by Odin Mühlenbein, Michela Fenech, Nadine Freeman, and Reem Rahman, Ashoka.

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# EXAMPLE

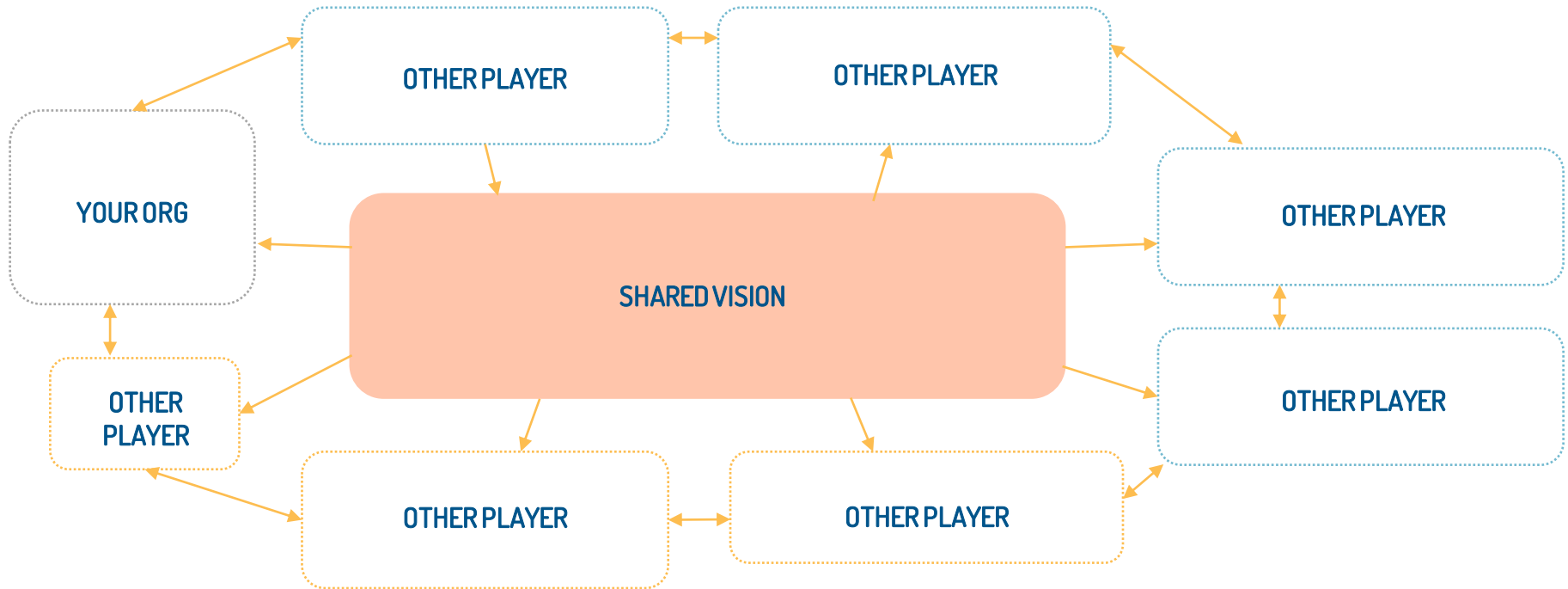
In order to achieve **VISION/ KEY STEP**, we need x, y, z to work together.



# WORKSHEET: BUILDING YOUR SMART NETWORK BRAINSTORM 2-3 NEW PARTNER TO NEWLY ENGAGE

PLAN TO ENGAGE

ALREADY ENGAGED

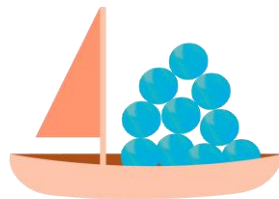


# WORKSHEET: 3-PART ACTION PLAN FOR EXTENDING YOUR IMPACT

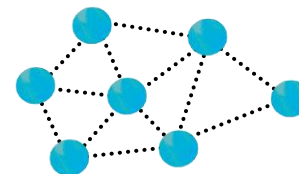
Milestone:



## 1. Solutions



## 2. Delivery Models



## 3. Partnerships

The things you do to generate social impact.

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

The techniques to spread your Solution.

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

How you engage and align others around a shared goal.

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

# WORKSHEET EXAMPLE: A.C. JUSTICE PROJECT 3-PART ACTION PLAN FOR EXTENDING YOUR IMPACT



**Milestone:** in 10 out of the 20 states with the highest incarceration rates in the US, the principles of participatory defense have been adopted by 10% of all community action groups

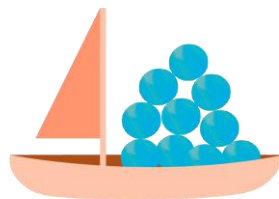


## 1. Solutions



The things you do to generate social impact.

- a) time saved campaign
- b) train the trainer
- c) Participatory defense movement building

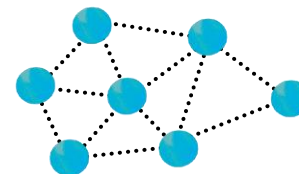


## 2. Delivery Models



The techniques to spread your Solution.

- a) Open source
- b) Training
- c) Idea: Participatory Defense Institute



## 3. Partnerships

How you engage and align others around a shared goal.

- a) National associations: Gideon's Promise and the National Legal Aid and Defender Association
- b) Public defenders' offices in Pennsylvania, Birmingham, New Orleans, and several counties in California
- c) Idea; Convening an annual gathering of a network of practitioners



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## DEEP DIVE

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# CRITERIA TO TEST YOUR IDEAS



The approach directly contributes to a Milestone in the System Change Journey.



There is no obvious way to achieve that Milestone more elegantly.



There is no obvious way to achieve that Milestone in a way that better leverages the Fellow's and their organization's strengths and assets.



The approach focuses on indirect impact.



The approach does not include activities for which other players would be better suited (and willing to play a role).

# SYSTEMS CHANGE CRASH COURSE

## MODULE 3:

Busting the Lone Hero Myth  
Develop New Leadership Skills  
For Systems Change



**30  
SEC**

# YOUR BUILDING BLOCK

**PROBLEM**

IDENTIFY THE PROBLEM-AREA IN THE WORLD THAT YOU FEEL COMPELLED TO TACKLE.

**VISION**

WHAT'S YOUR VISION FOR TACKLING THE PROBLEM?



Vision Building Block, Systems Change Crash Course by Odin Mühlenbein and Reem Rahman, Ashoka.

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# EXAMPLE:

Write 3 different versions of your vision.

**INSTRUCTION:** DOUBLE CHECK! IS YOUR VISION STATEMENT:

## Too broad?

If so, others won't be motivated to contribute

WE AIM TO END INJUSTICE EVERYWHERE.

## Too specific?

If so, no one else can also add a different type of solution to help with the problem

WE WILL HAVE CROWDFUNDING CAMPAIGNS FOR EVERY DEFENDANT IN OUR AREA WHO CAN'T AFFORD THEIR OWN DEFENSE

## Just right?

If so, it mentions a solution but leaves space for others to contribute their own unique contributions as well.

WE WILL SUPPORT COMMUNITIES TO ADOPT PARTICIPATORY DEFENSE APPROACHES AND FIND WAYS TO USE EXISTING LOCAL RESOURCES TO ENSURE #TIMESAVED

## Share with:

Who is one group or person you could contact to see if they might share and contribute to this vision as well?



# WORKSHEET:

Write 3 different versions of your vision.

**INSTRUCTION:** DOUBLE CHECK! IS YOUR VISION STATEMENT:

## Too broad?

If so, others won't be motivated to contribute

## Too specific?

If so, no one else can also add a different type of solution to help with the problem

## Just right?

If so, it mentions a solution but leaves space for others to contribute their own unique contributions as well.

## Share with:

Who is one group or person you could contact to see if they might share and contribute to this vision as well?



Ahoy! Expect Practice,  
Not Perfection.



# BREAKOUT REFLECTION: SHAREABLE VISION

1  
MIN

1 MIN EACH PARTNER

1

Share your vision.

2

Is your vision framed in a way to enable others to contribute in their own way?

3

Who is one group or person you could contact to see if they might share and contribute to this vision as well?



Ahoy! It's about being shareable....because you can only build buy-in through feedback, engagement, and **CHANGING** based on what you learn!



# REFLECT:

## Collective Leadership Map

What New Collective Leadership Qualities Could You Explore? How?

### Collective Leadership

1. STRUCTURE
2. DECISION MAKING
3. PEOPLE'S CAPACITY
4. RESOURCES AND INFORMATION
5. LEARNING
6. EMPATHY

Select 1-2 ideas of ways you could adopt a collective leadership approach:

A large, rounded rectangular box with a dashed black border, intended for writing notes or ideas.

# THE LET GO RADAR

**INSTRUCTIONS:** CHECK IF YOU HAVE BEEN ABLE TO LET GO IN ANY OF THE FOLLOWING WAYS. IF YOU HAVEN'T STARTED YET, CHECK WHAT MAY BE A BARRIER IN YOUR CURRENT WORK. NOT THAT YOU CAN TICK 'YES' ON BOTH SIDES OF THE RADAR. HINT: ASK TEAM MEMBER TO RATE TOO!

## Can't Let Go Yet



## Advances in Letting Go

### I tend to believe that:

- Yikes! If others do our model wrong it will jeopardize our work
- If several people are supposed to be leading to achieve the vision I may lose the spotlight needed for us to succeed.
- Eek! I know that when I share resources my organization will suffer financially
- If we collaborate too closely we will no longer be seen as the leader in the space
- Ahem, There are very specific steps that must be followed, otherwise I need to have the work re-done
- I am usually the right person to make a decision
- Wait! Unless I'm involved I've found that things seldom go right

### In the past 6 months:

- Partnerships: I have enabled specific ways others can also contribute to the problem I'm passionate about
- Collaborative Model: Phew! I've trusted someone else to implement our model and believe they could do well
- Paying it Forward: We have crafted a funding or business plan that allows us to be sustainable even while we share more with others (e.g. may include a fee or guidelines for sharing)
- Shared Vision: High Five! We've found other organizations who are equally co-leading this vision or movement with us
- Management: I have offered guiding principles when delegating, not just instructions
- Decision Making: I trust others on the team to make important decisions more often than not. Decisions are made by those best placed to make that decision (not always me!)
- Leadership Roles: Woohoo! I've found specific things my team can do that I've now stopped doing, and I don't interfere.







# BREAKOUT REFLECTION

## The Let Go Radar

Were you more on **the right or left** with the radar?

Which practices on the right could you see **yourself trying?**

Which practices could **help you** be more mindful of opportunities to let go & **create space for others** to contribute?

1 min per partner



There are many aspects to letting go. These are a few prompts to get you started.

# What are your Supports vs. Barriers for Wellbeing?

## What helps you be well?

[Think internal and external factors]

### Supports

- Excitement for future potential
- Being open and able to receive love
- Feeling a sense of power
- Feeling aligned with your values
- Belonging to a community
- Having a positive home environment
- Authentic & intimate relationships
- Experiencing financial security
- Other:

## What is preventing you from being well?

[Think internal and external factors]

### Barriers:

- Inability to speak truth
- Working in crisis-mode
- Feeling a lack of purpose
- Not having a supportive home environment
- Feeling misunderstood or alienated
- Guilt about not having enough time at home or work
- Experiencing Financial Insecurity
- Not giving priority to maintaining your physical health
- Lack of self-awareness and self-acceptance
- Other:

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- Other:

# Systems Change & You:

## Your Collective Leadership Game Plan

**INSTRUCTION:** CAPTURE YOUR KEY ACTIONABLE TAKEAWAYS OR ASPIRATIONS BASED ON THE PREVIOUS REFLECTIONS.

**1. My shareable vision is:**

*(not too broad, not too specific; leaves space for others to contribute their own unique contributions as well)*

**2. Who is one group or person you could contact to see if they might share and contribute to this vision as well?**

**3. The Collective Leadership areas I'll consider shifting towards include:**

*(structure, decision making, people's capacity, resources and information, learning, culture, conflict resolution)*

**4. One Way I'll Let Go**

*(via Let Go Radar)*

**5. Wellbeing:** I will re-focus, or find practices to help me with to reflect, reconnect with myself and re-centre:

# FOR YOUR SYSTEMS CHANGE JOURNEY:

Remember the systems change mantras!

## MODULE 1

**Aim for targeted system change!**

Or the symptoms will just reappear.

## MODULE 2

**Focus on indirect impact!**

Leverage is key.

## MODULE 3

**Open up!**

It's all about mindset.