

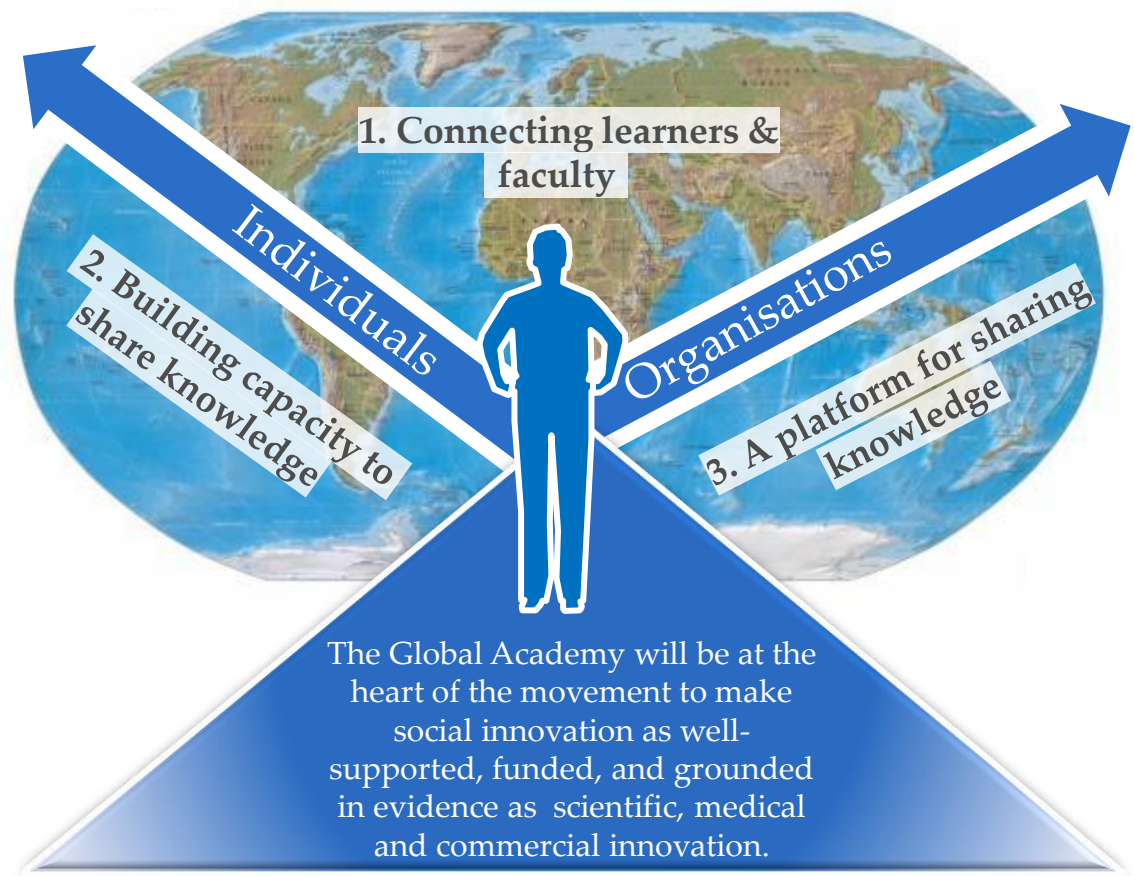
Global
Innovation
Academy

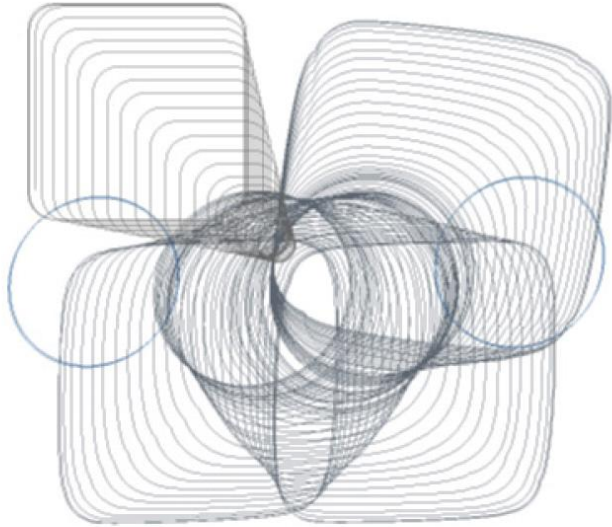
The Global Innovation Academy Vision

A new model of learning to serve a global field of practitioners, needing constant real-time learning, held together by a shared knowledge platform gathering together tools, case studies and methods.

- The fully mature version of the Academy would be:
 - active across the globe,
 - working with **thousands of social innovators** every year,
 - connecting a **burgeoning alumni network**
 - making available a **wealth of materials** documenting social innovation methods and examples
 - sharing the most effective and **cutting edge** developments in sustainable social innovation.
- This is a new approach to learning will help government, the social sector and industry learn more quickly from one another to solve social challenges.

Objective: To build the skills and capacity needed to achieve breakthrough innovations to meet social needs.





Global
Innovation
Academy

**Why – and
why now?**

The greatest challenges of the 21st century are complex – and cut across sectors

The big challenges of our times – from climate change to poverty, obesity to isolation and drugs – are by their nature complex, and the solutions have to involve all sectors of society. Many of the people charged with tackling these problems feel stuck, unable to shift systems and institutions fast enough.



Big barriers stand in the way of progress

Despite the best efforts of individuals and organisations working in the field, the barriers that prevent progress can appear intractable. Big institutions – whether public, private or non-profit – may be trapped in older models of activity. There may be a lack of finance, skills or just time to design and grow better solutions. Promising innovations may work on a small scale but be hard to scale up.



Innovation is the only way to overcome these barriers

In some fields the priority is to improve, or to adopt methods that have been proven to work. But in many of the most important fields, although there are promising models there isn't sufficiently hard evidence that particular methods will work everywhere. Progress depends on innovation: adapting promising models from elsewhere and creating entirely new ones.

To find new, successful approaches for overcoming barriers

1

Identify, borrow and adapt the best solutions from across the globe

- Learning from successful local projects
- Looking to international best practice

2

Spur innovation within organisations and networks

- Innovation and new ways of working are encouraged
- Staff at all levels empowered to innovate and trained to deliver

Both approaches require staff with the right knowledge and capabilities

Innovation depends on skills

Some people are naturally creative. But a critical lesson from other fields is that successful innovation depends on skills – skills of observation, learning, multiplying ideas, finance, design and growth – and that these skills can be learned. Many individuals have some of these skills; but it's very rare for individuals to have the entire skill set needed to make innovation work – from prompt to systemic change.

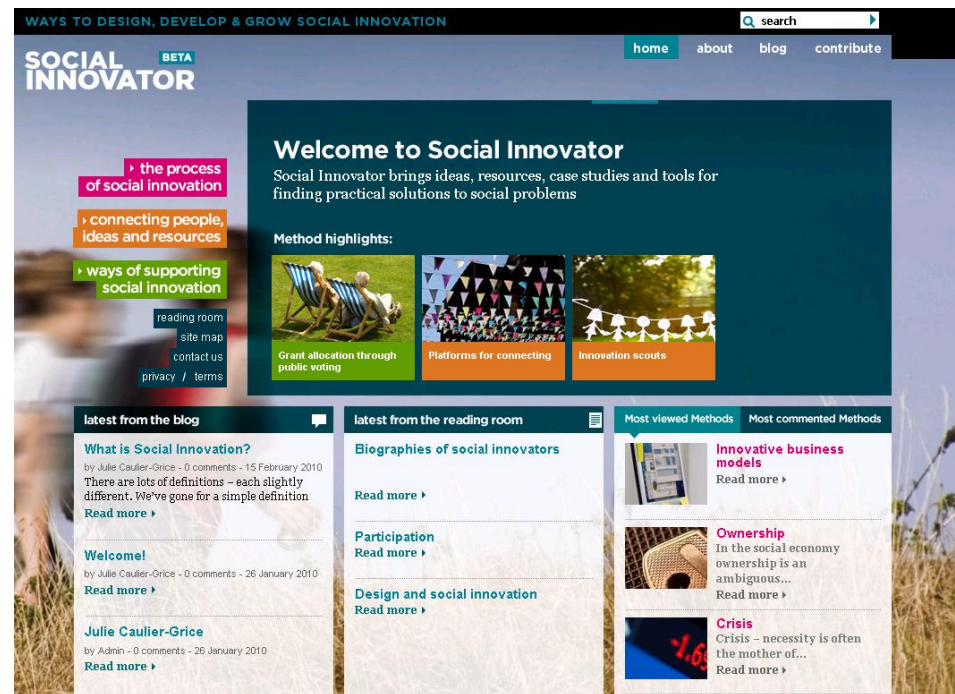
The Global Innovation Academy aims to meet this need – providing skills, experiences and habits to make individuals, teams and organisations more effective at solving complex challenges.

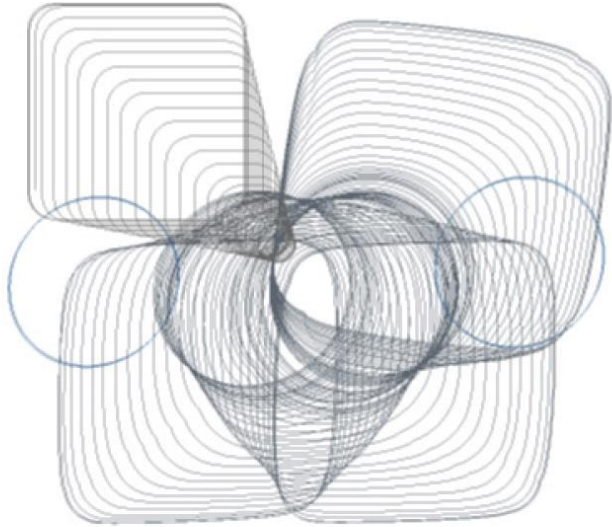
**Capacity
Building**



Social innovation methods

Preparatory work has gathered extensive information about methods currently being used by social entrepreneurs, public agencies, businesses and foundations around the world - and what works. Some of this is already available in books and on websites such as SIX and socialinnovator.info – with a growing body of case studies and guides to challenges such as scaling up or design.





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The Academy in action

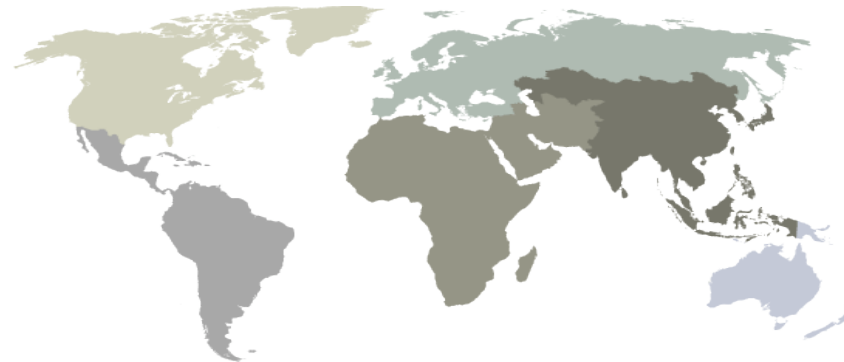
The Academy in action

The curriculum pedagogy combines rigour with flexibility to be relevant across cultural and social contexts

Faculty is made up of leading experts and practitioners, and provides the intellectual core of the organisation and its grounding in experience

Local partners deliver training to ensure the academy's work is relevant to participants across the world

The organisational structure will be a central hub of the Academy, overseen by a small number of trustees, with local delivery partners sharing in ownership.



Events and courses are run to meet customers needs – from high intensity 1 day seminars and 3 day workshops to lower intensity year long learning-by-doing

Participants will be diverse – from the public, not for profit and private sector, as well as individuals

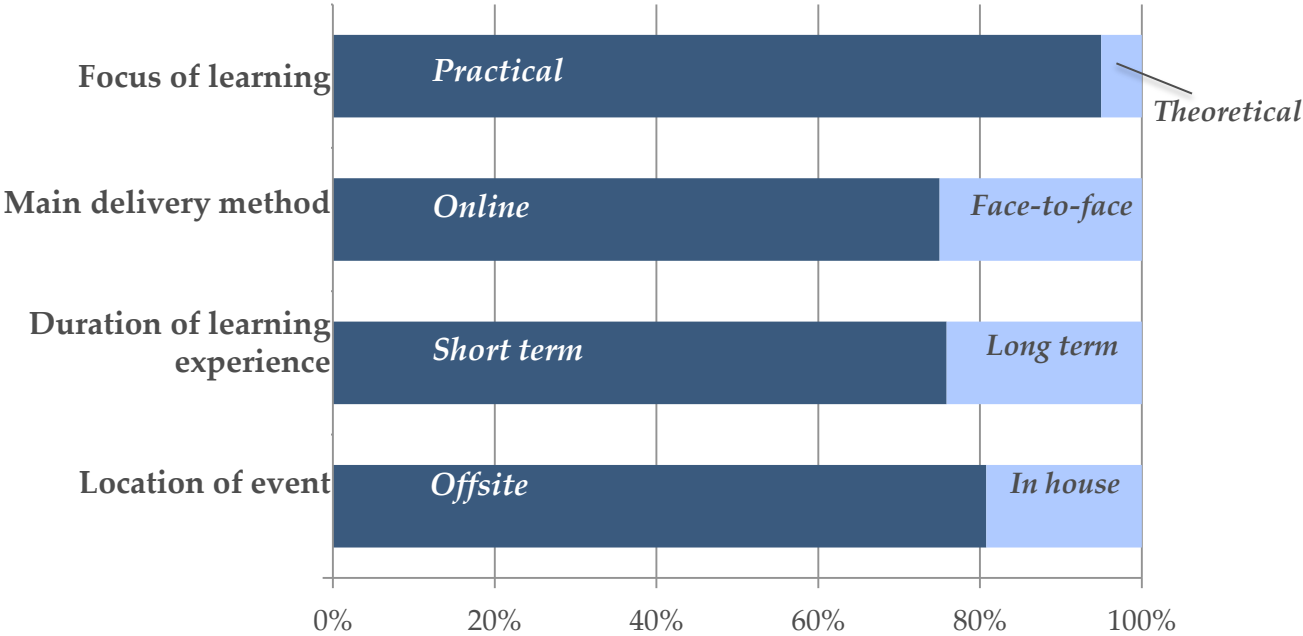
A large alumni network will be created to improve support and collaboration within the field

An online platform will support the international sharing of best practice and generate dialogue on what works and what does not.

Delivery model: A practice-based approach to learning

Young Foundation research surveying the field globally indicates that the majority of potential recipients of Academy services prefer practical learning, blended learning, achievable in short timeframes and (if delivered face-to-face) offsite.

Potential Academy Participants: Preferred Delivery Model



Source: Young Foundation survey

The Curriculum: Framework

Curriculum framework

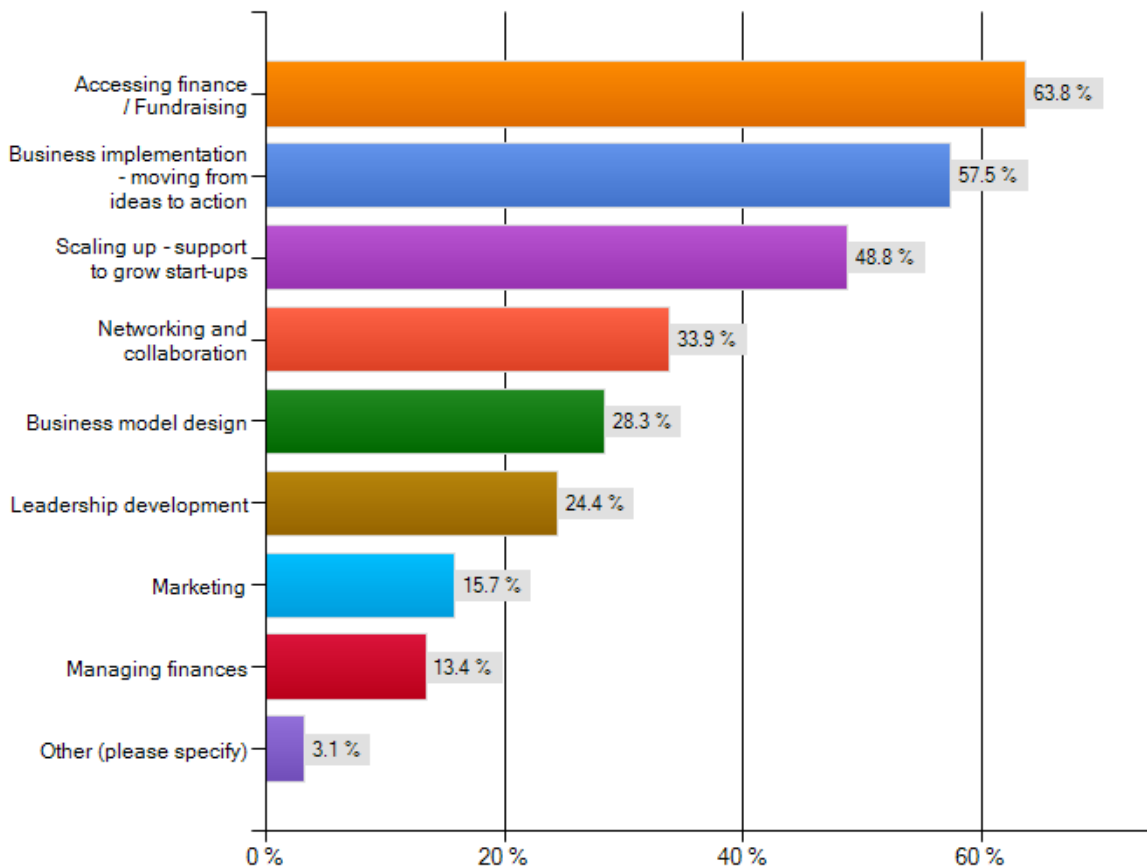
The Curriculum Framework is the foundation of the Global Academy.

The framework will guide what learning opportunities the academy offers and the academy's approach to learning.

The development of the Curriculum Framework will be a collaborative endeavour, bringing together learning experts, practitioners and other leaders in the field to co-design the framework.

The range of learning areas offered by the Academy will be informed by the existing demand. Research by the Young Foundation (opposite) indicates that access to finance, business implementation and scaling up will be early priorities for the Academy.

Top 3 areas identified by practitioners as learning priorities

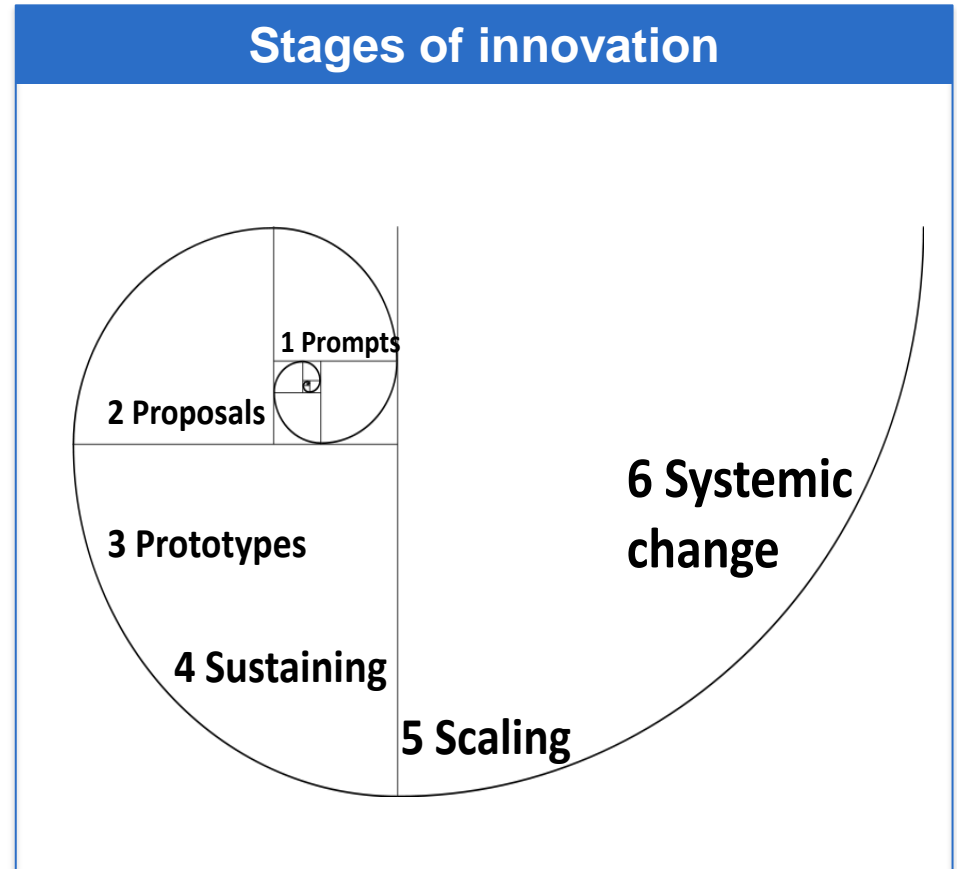


Source: Young Foundation survey

Learning that covers tools, processes and sectors

The Academy's content will cover:

- i) stages of innovation, from the prompts that initiate innovation to the challenges of systemic change
- ii) key tools (finance, design, organisational design)
- iii) specific sectors (health, education, welfare &c), all drawing on a growing body of case studies and methods.



Local partners

The Academy will support local partners to develop and deliver courses and events to both a local and international audience.

The role of local partners will include:

- contributing best practice approaches and methods to the Academy core curriculum
- delivering training and services in designated region
- contributing to ongoing curriculum development
- shaping and refining the academy model as steering committee representative

The benefits to local partners are:

- access to material/core content, training and technical assistance
- access to the underlying technology
- speakers/experts
- opportunity to build brand and reputation
- chance to increase pricing
- savings on product development/R&D



Faculty: Drawing on the expertise of leading innovators

People working in the field of social innovation want to learn from practitioners rather than theorists. We've focused on building up a faculty that combines excellent teaching and facilitation skills with a feel for how innovation happens in the real world.

Many of the individuals involved have strong track records of work at all levels. Our aim over the next 12-24 months will be to steadily grow the faculty to encompass all regions of the world and major languages so that the academy can offer teachers for a wide range of types of course and event.

A system of exchanges will be used to grow a group of teacher/facilitators familiar with case studies and methods from around the world.

Role of the Faculty

- advise on selected curriculum development
- provide support and client services on select engagements
- speak at conferences, seminars and other academy-related events



Motivation for involvement

- The opportunity to get involved beyond their day-to-day work and the potential to consult/provide expertise internationally
- Opportunities for individual professional development (eg. developing teaching or facilitation skills)
- Be part of a strong community and develop partnerships with others leaders in the field

Participants: The value proposition

Target Customer	Value Proposition	Product or Service
Public Sector – Local government – National government – Innovation departments	– Solve some of your greatest strategic, operational, and fiscal challenges – Work/lead more effectively; get out of your box – Understand a specific innovation method and how it can help you	– Bespoke training – Seminars – Briefs – Cases and models
NGOs – Service providers – INGOs – Local NGOs	– Solve some of your greatest strategic, operational, and fiscal challenges – Position yourself at the forefront of the field – Work/lead more effectively; get out of your box	– Bespoke training – Seminars – Cases and models
Corporate – Strategy – Business development – CSR staff	– Establish new lines of business or new ventures – Increase the effectiveness of your existing corporate social responsibility programs	– Bespoke training – Cases and models
Individuals – Managers – Delivery workers – Consultants – Active citizens	– Find ways to be more innovative and encourage innovation in your workplace/organisation – Talk to experts on how to establish new organisations or get your idea off the ground	– Bespoke training – Seminars – Cases and models

Alumni: A connected group of change agents

A large alumni network will be created to improve mutual support and collaboration within the field. The network is expected to be filled with the leading practitioners and pioneers today as well as many future leaders in third sector, public sector and private industry.

The benefits of the alumni network are :

- Developing greater sense of community within the innovation field
- Increasing collaboration and cooperation within the field
- Continuing the tradition of learning and teaching

Technology: To enable collaboration

- Connecting people from across the world to share ideas, experience, knowledge and expertise will require a range of platforms. Many people already use platforms for collaborating with their peers and for sourcing information and expertise.
- The Academy will aim to imbed its products within existing platforms initially and carefully assess the need for a dedicated platform as the Academy grows.

Phase 1

New platform for internal collaboration, utilise existing platforms for participants

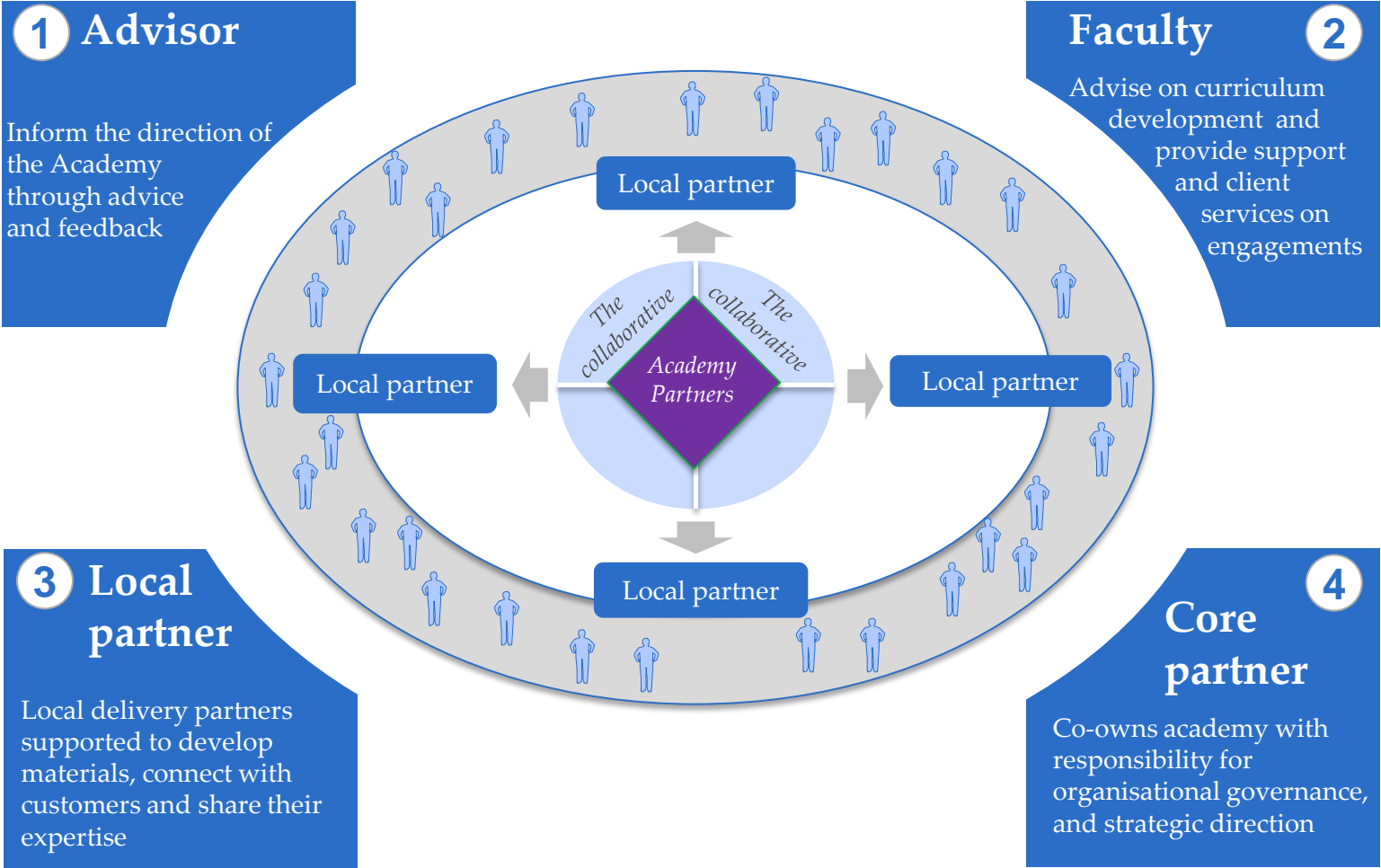
- *The initial online platform will support sharing materials and collaboration within the Academy – primarily with co-deliverers, faculty and partners*
- *The internal Academy platform will utilise existing off-the-shelf products where possible.*

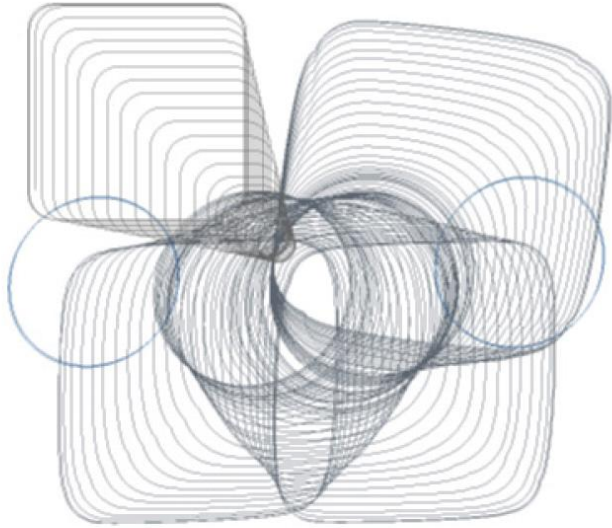
Phase 2

Assess need for a new and dedicated online platform for participants

- *As the Academy grows, it will work with participants to assess whether existing platforms can incorporate Academy products (such as access to materials, video capability, online collaboration etc)*
- *If gaps emerge, the Academy will consider whether a new and dedicated platform is required for Academy participants and what features any new platform may require*

How you can be more involved in the academy





Global
Innovation
Academy

**Impact on the
ground**

Impact on the Ground

The Global Innovation Academy will have far reaching impacts across individuals, organisations, broader society as well as the social innovation field.

Individuals have improved skills, capabilities and confidence

- Greater number of individuals turn their ideas into action
- Innovators more motivated by sharing stories of success and failure
- Individuals encourage their workplaces and governments to be more innovative

Organisations are more effective, efficient and innovative

- Social sector organisations find new ways of delivering services and create new services that better meet their clients' needs
- Government find more effective and cheaper ways to meet citizens needs
- Businesses discover new business lines and deliver more effective programs that improve social wellbeing

Society has services that better meet needs and fill existing gaps

- Society has fewer unmet needs and social wellbeing is improved through more effective services
- Major social challenges are overcome through innovative thinking
- Innovation results in sustainable change

Social innovation field matures and operates at capacity

- Innovation becomes a routine part of life and is considered mainstream with common methods and tools
- Strong networks of social innovators exist
- Progress is accelerated in the field, building on well documented successes and failure.

Examples from the field: improving civil service capability

Current situation

- The mayor of a large city in Asia is facing significant challenges, from cutting carbon emissions and energy use to providing education for citizens and new migrants.
- He's aware that his own agencies and departments tend to block new ideas.
- He's also aware of projects that have delivered impressive results in similar situations – and of experiments to integrate innovation into the personal development, training, and culture of organisational management and front-line service delivery.
- He now wants to retrain staff at all levels to be better at managing innovation – and adopting successful innovations from elsewhere.

How the Academy could assist

Connecting learners and teachers

- Provide information to the Mayor on a training and other learning events that are currently occurring around the world in social innovation
- Connect the Mayor with other public leaders who have implemented large organisational change programs to encourage social innovation in the public sector
- Organise for a roundtable, seminar, workshop or other event to be held in the Mayor's city, bringing in a range of international experts and developing a specific package of materials to work through with his staff to increase their ability to innovate

Building capacity to share knowledge

- Work with the Mayor to document his experience of organisational change, building the knowledge base of social innovation and assist the Mayor critically reflect on their own interventions

Facilitating the sharing of knowledge

- Provide the Mayor with a range of materials developed with the support of the Academy that demonstrate what has and has not worked, documenting projects in sufficient detail to be replicated
- Directs the Mayor to the Academy's easily accessible website which contains a library of materials on public sector innovation

Examples from the field: developing coalitions for change

Current situation

- A new Australian centre for social innovation brings together public, private and community partners to design new solutions to social problems.
- The centre's chief executive has been able to connect with colleagues across the globe to share and exchange knowledge, practice, and ideas.
- She often struggles to identify methods that will engage practitioners, leaders, and community members in the process of innovation.
- They've found that all of their projects require some re-skilling – whether of senior and junior officials, managers in business partners and NGOs, providers of finance. But no-one is providing those skills – or reliable guidance on which methods are most likely to deliver results.

How the Academy could assist

Connecting learners and teachers

- Connects the Chief Executive with other members of the Academy's faculty and alumni in Australia – building her network with other individuals also wanting to progress social innovation in Australia
- Organises a roundtable, seminar, workshop or other event to be held in the Australia - bringing in a small number of leaders who have developed effective coalitions for change in their countries and learnings are shared about how to effectively develop a coalition for change
- Promotes a co-hosted training event to the public, private and community sectors to assist in building momentum for change.

Building capacity to share knowledge

- Co-hosts a training event with the Chief Executive, providing support to her and her organisation to develop materials for the event

Facilitating the sharing of knowledge

- Provide the Chief Executive with a range of materials developed with the support of the Academy that demonstrate the most successful approaches to solving similar problems she is facing.
- Directs the Chief Executive to the Academy's easily accessible website which contains a library of materials on social innovation

Examples from the field: effective cross-sectoral partnerships

Current situation

- A major global business recognises that it needs to change radically. For decades the company has manufactured electronic hardware.
- However core leadership in the organisation recognise that the biggest growth over the next several decades will come in sectors such as health and care.
- These are fields where governments and NGOs play critical roles – and where value comes as much from what people do as from the tools they employ.
- The company needs to rethink its ways of working, its alliances and its marketing, and above all how it innovates new combinations of products and services

How the Academy could assist

Connecting learners and teachers

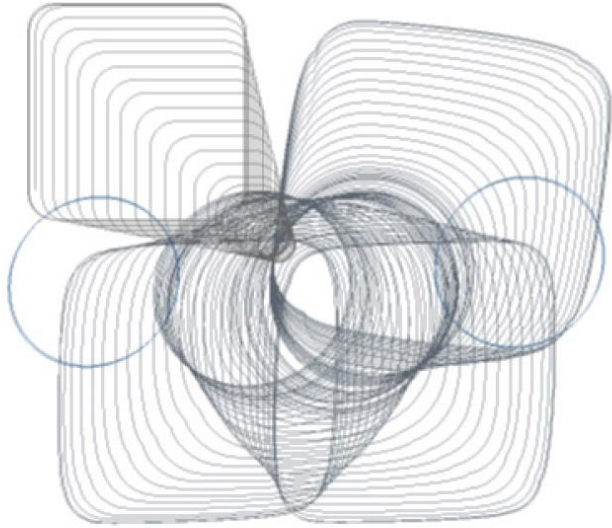
- Connects the business with other businesses who have faced a similar innovation problem and worked effectively with governments and the NGO sector to develop products that better meet clients needs
- Brings in a series of experts locally and internationally to work with the business over a series of months to use social innovation techniques such as ethnography to better understand their customers and develop products that meet their social needs and behaviours

Building capacity to share knowledge

- Identifies a similar business in another country which has faced similar problems, and works with that business to develop a package of materials that will assist this business learn from previous experiences in the field.
- Once the business finds new ways of working, the Academy collaborates with the business to develop materials that the business can then use as a trainer for other businesses facing similar problems – developing a further stream of income for the business

Facilitating the sharing of knowledge

- Directs the business to the Academy's easily accessible website which contains a library of materials on social innovation techniques that can help understand and engage customers more effectively



Global
Innovation
Academy

**Making it
happen**

Making it happen

Pathfinders and business model development

January-December 2011

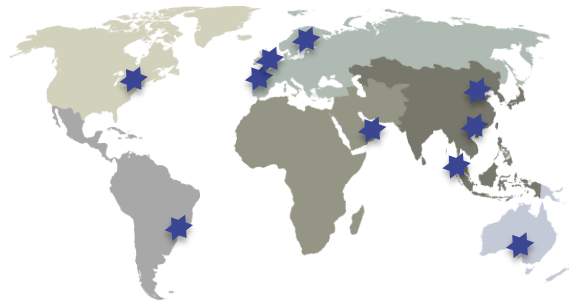
- Partnering with local providers to develop Academy model and curriculum
- Securing funding for each pathfinder
- Identifying key variables to test during pathfinders
- Evaluating pathfinder findings

- Securing core support for the Academy
- Refining business model and core “offer”
- Developing the faculty

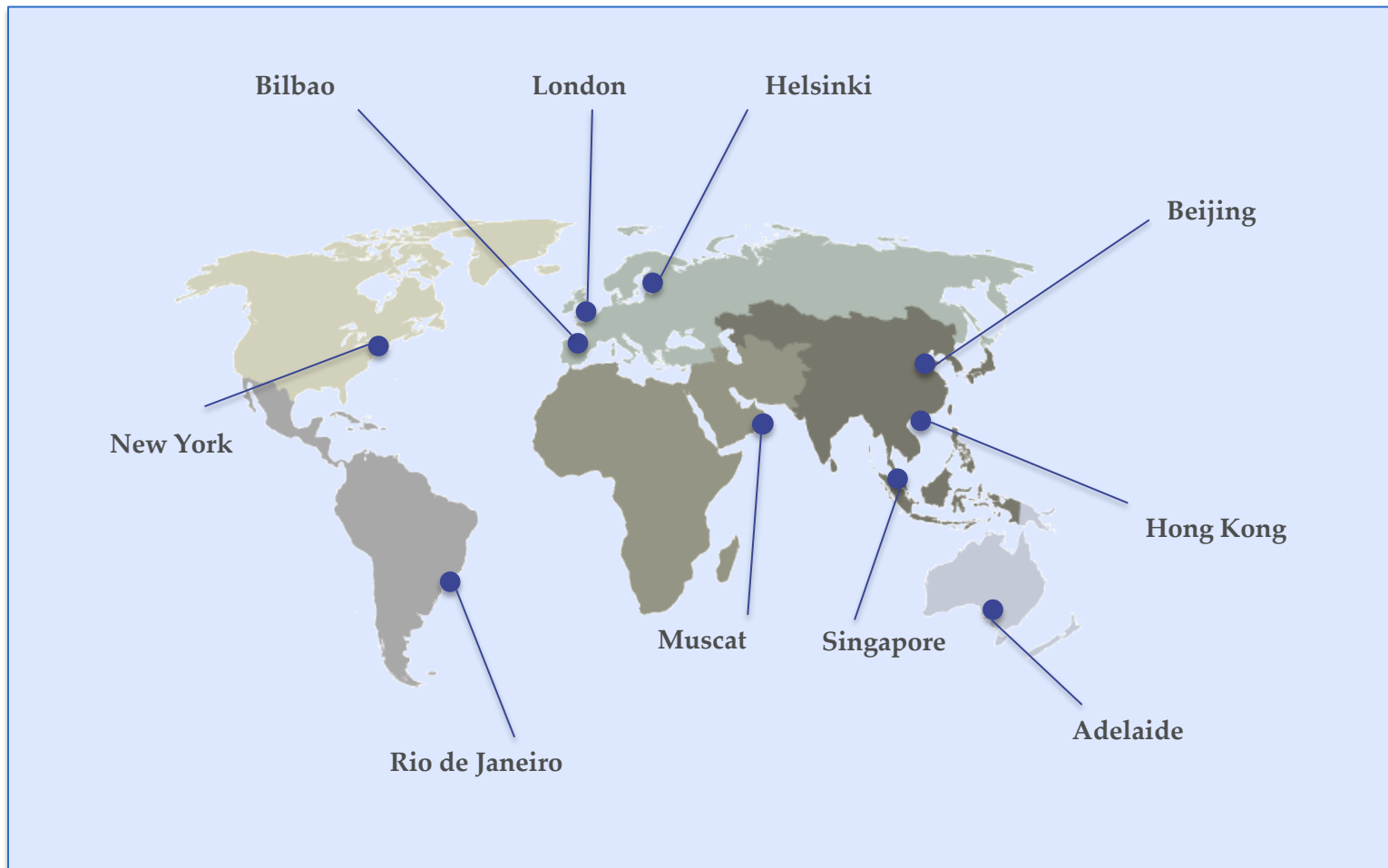
Launch

Spring 2012

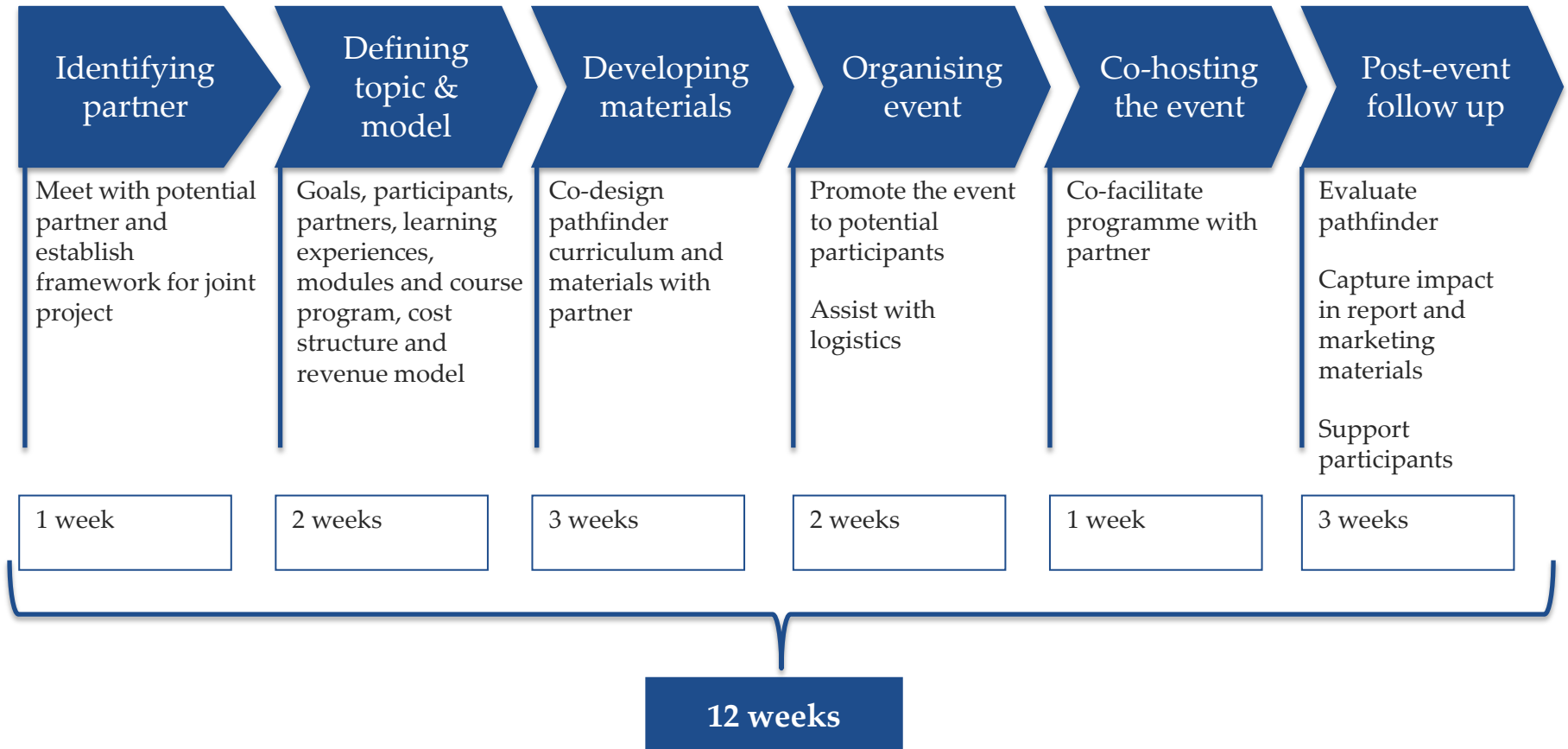
- Launching in 3-4 locations
- Launching online platform



10 potential pathfinder locations



Pathfinder timeframe



Inaugural pathfinder – Bilbao 10-12 April 2011

- Co-hosted by DenokInn at the Social Innovation Park in Bilbao
- 3 day learning experience with space for collaborative reflection on real life case studies in large-scale innovation and palliative care
- High calibre and diverse group of participants representing a dozen countries in Europe and farther afield



Feedback from the inaugural pathfinder

- 100% of participants said they would recommend a pathfinder to a colleague
- Overwhelmingly positive feedback in relation to:
 - The calibre of faculty
 - The quality and relevance of the case study examples
 - The need for the Academy and a desire to have an ongoing relationship in its development
- Suggestions from participants included:
 - Doing more in-depth case study examples
 - Refining our learning model to suit different cultures/styles e.g. mix of hands-on, didactic, etc

“From my point of view, the mix of intermediaries, public sector agencies, practitioners, consultants and researchers is rich and inspiring....”

“Exposing people with different backgrounds to real life social innovation examples and projects and collaboratively reflecting and thinking is very powerful.”

Participant feedback

Project timeline

Phase 1 : Research & Design <i>April-December 2010</i>	Action: <ul style="list-style-type: none">• Research report• Market analysis• Business plan	Partners: <ul style="list-style-type: none">• Rockefeller Foundation• London Business School• Macquarie, Cisco• Team of advisors
Phase 2: Pathfinders <i>January2011-September2012</i>	Action: <ul style="list-style-type: none">• Run pathfinders• Revised Business Plan• Vision for a scaled up Academy	Partners: <ul style="list-style-type: none">• Rockefeller Foundation• Gulbenkian Foundation• The Australian Centre for Social Innovation• Social Innovation Park Bilbao• International institutions
Phase 3: Launch <i>September2012</i>	Action: <ul style="list-style-type: none">• Run ongoing Academy programmes in 3-4 countries• Full governance and management structure in place• Launch technological platform	Partners: <ul style="list-style-type: none">• Local country partners in each location• Foundations supporting the Academy's core• Academy Faculty

Who is behind the Global Innovation Academy?

The GIA has evolved out of discussions involving many of the leading practitioners in the field worldwide. A key input has come from the Social Innovation eXchange (SIX), a global community of over 3000 individuals and organisations, including small NGOs and global firms, public agencies and academics committed to promoting social innovation and growing the capacity of the field.

The planning work brings together a range of other partners including the Rockefeller Foundation in New York, the Calouste Gulbenkian Foundation in Lisbon, DenokInn in Bilbao, SITRA in Helsinki, The Australian Centre for Social Innovation in Adelaide, YouChange in Beijing, as well as individuals including John Kao, Rosabeth Moss Kanter and Stephen Goldsmith.

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