Social
Entrepreneurship

CATALYZING CHANGE
Time, Priorities and Change Management

Session by

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Directed Social Change

Time - 24/10-12

Your team

Scope - Your role

Your ambition

How to Manage Constraints

To Catalyze change

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Changescape Analysis

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Landscape - Changescape

What is Changescape Survey

In this step, the Changemaker tries to understand the context of his Changemaking situation – termed 'Changescape'.

He collects information about and analyzes the different elements in his 'Changescape'.

THE 4 Ps of CHANGESCAPE SURVEY

- **Past Perusal** - Finding out about past events and behaviors to get clues about current situation

- **Potential Mapping** - Mapping Resources and their potential - positive or negative - for change

- **People Profiling** - Mapping roles and Profiling people based on their degree and type of influence

- **Pin the Root** - Digging deeper to understand the root cause of the problem & addressing it.

P1 - Past Perusal

The first P refers to finding out about the history of the community. Not in the pedantic, academic sense, but from the perspective of past events or influences that may have impacted current community situation and behaviors. The past is a part of the continuum of community evolution. It is the core around which the community's current physical assets, their traditions, norms, behaviors, beliefs, attitudes and skills are built.

A study of the major events, historical relationships, origin of visible patterns gives important cues about root causes of problems and what approach is likely to work with the community

P2: Potential Mapping

A form of 'Resource Mapping, in this segment the Changemaker identifies all elements that have the potential to influence the change making process.
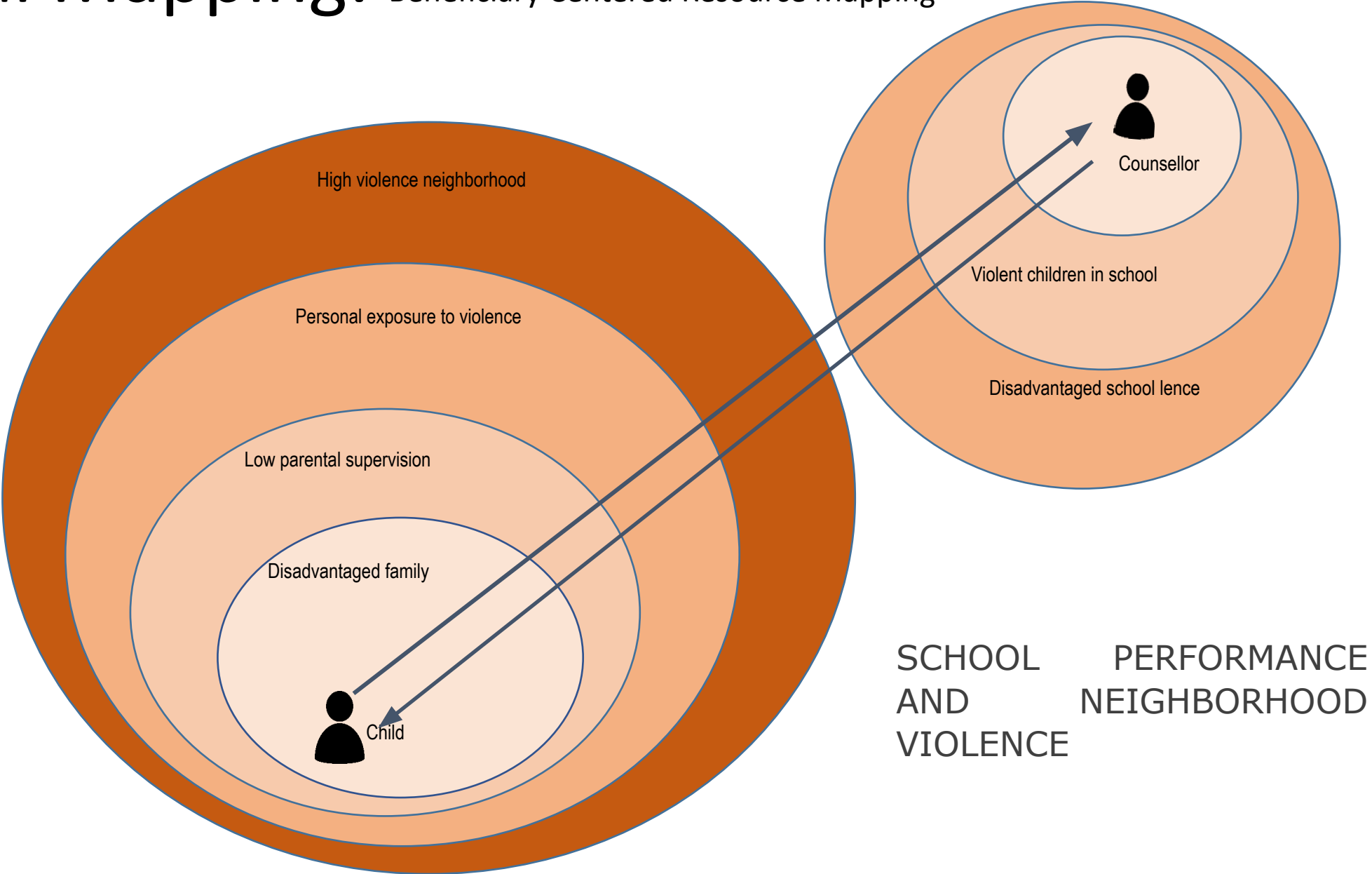
-Infrastructure,

-people,
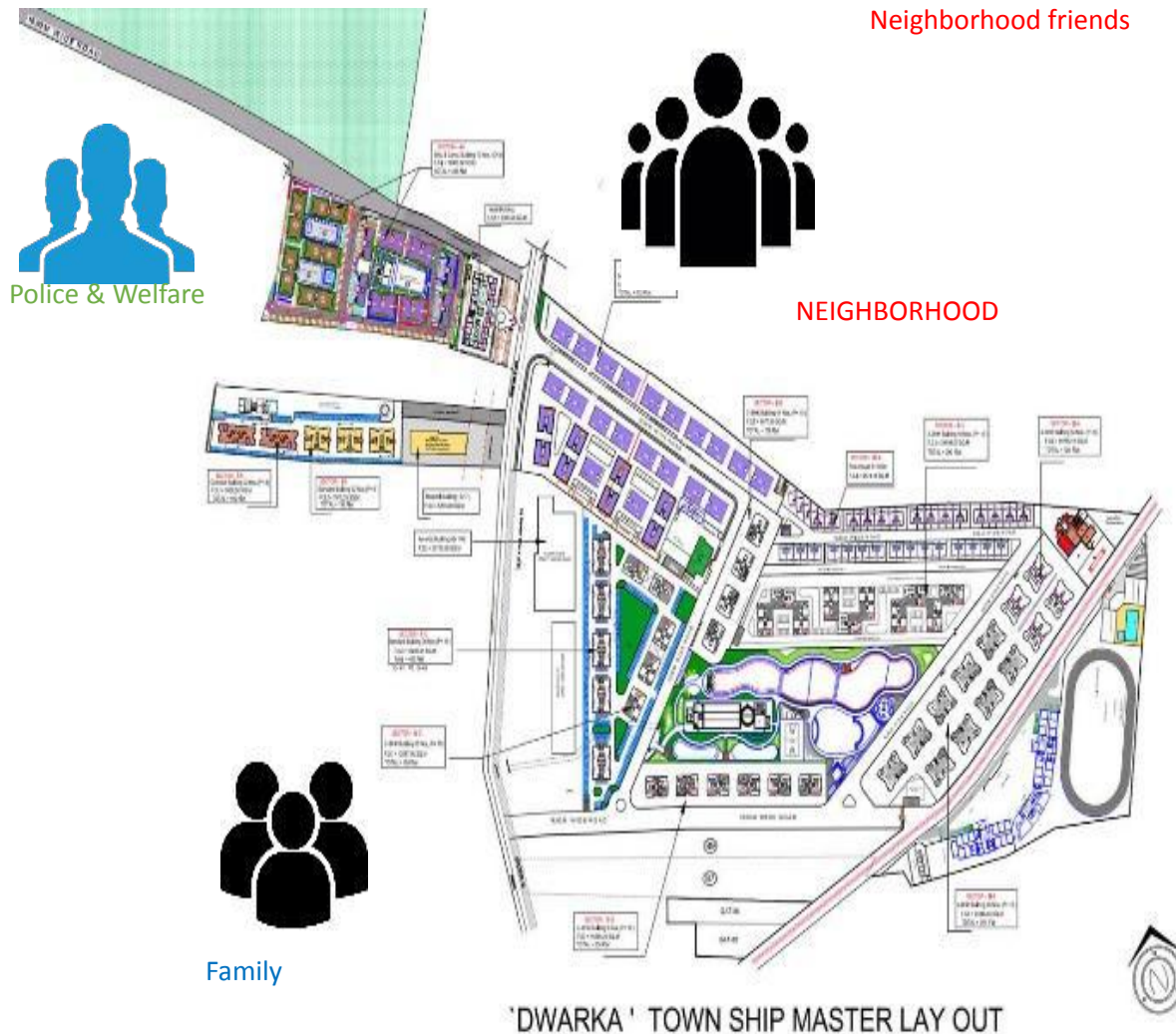
-networks,

-geography,

-technology

-and all other resources that may have a positive or negative influence on the change effort.

The Resource Potential Map becomes a record of assets and liabilities from the perspective of the change we are trying to create. This record helps the Changemaker create a strategy that leverages the strengths of the assets and neutralizes that of the unfavorable elements in the community.

Potential Mapping: Beneficiary Centered Resource Mapping

High violence neighborhood

Personal exposure to violence

Low parental supervision

Disadvantaged family

Child

Counsellor

Violent children in school

Disadvantaged school lence

SCHOOL AND PERFORMANCE VIOLENCE NEIGHBORHOOD

SCHOOL

Neighborhood friends

Police & Welfare

NEIGHBORHOOD

School friends

School authorities

Family

'DWARKA' TOWN SHIP MASTER LAY OUT

BENEFICIARY

IDENTIFYING opportunities, you can leverage and the threats you need to neutralize.

INDEX: FAVORABLE, UNFAVORABLE, MIXED

P3 – People Profiling

People Profiling for stakeholders in the program is done to understand the roles different people/ groups play. It is used to minimize resistance and maximize support for the Social Innovation plan. Here the Changemaker categorizes the stakeholder groups in the community based on their expected relationship with the change:

Types of Profiles

- **Changemakers** – This is the set that initiates the change-making process. Usually the non-profit team, it may also include community leaders who proactively push for change.

- **Beneficiaries** – As the name suggests, this is the set that will benefit from the change that is being aimed for.

- **Change adopters** – The vehicles for change, this is the set of people that adopt the Changemaker's message and then use it to create the intended benefit for the beneficiaries. Their influence over the beneficiaries is the reason for their choice as Change Adopters. For example, mothers may be the change adopters for a hand wash campaign to improve the health of children. Often, the change adopters may be the beneficiaries themselves.

- **Change Resistors** – This is the set of people who are against the proposed change. They actively or passively persist in opposing the Changemaker's efforts. The Changemaker needs to convert them into change adopters or to neutralize their negative sentiment about the cause.

- **Change legitimizers** – These are the people whose endorsement of the change acts as a seal of approval and gives a fillip to adoption by the community. They can give legitimacy of different types – legal (as by government), social (by leaders, celebrities) or moral (by religious leaders).

- **Co-drivers** – These are stakeholder sets, not directly engaged with our program, that form the change ecosystem for our work. Their activities add to or take away from the impact that we can create. Together with us, they form the 'field' and its trends, operating rules, partnerships etc. The co-drivers offer the potential for partnerships or for addressing those elements of the change process that are beyond the purview of the Changemaker's project. For maximum impact, it would make sense for a change-maker to align his program plans with co-drivers.

Understanding the Changescape – 4 Ps helps program planning

- **Past**   Unexplained responses may stem from that

- **People**   Profile them to identify assets

- **Potential**   Map resources

- **Pivot**   Identify the Root Cause of the problem

More about the 4ORCE Social Innovation Framework in : Effective Social Innovation – Planning Guide for Changemakers by Jyoti Sharma – available on Amazon
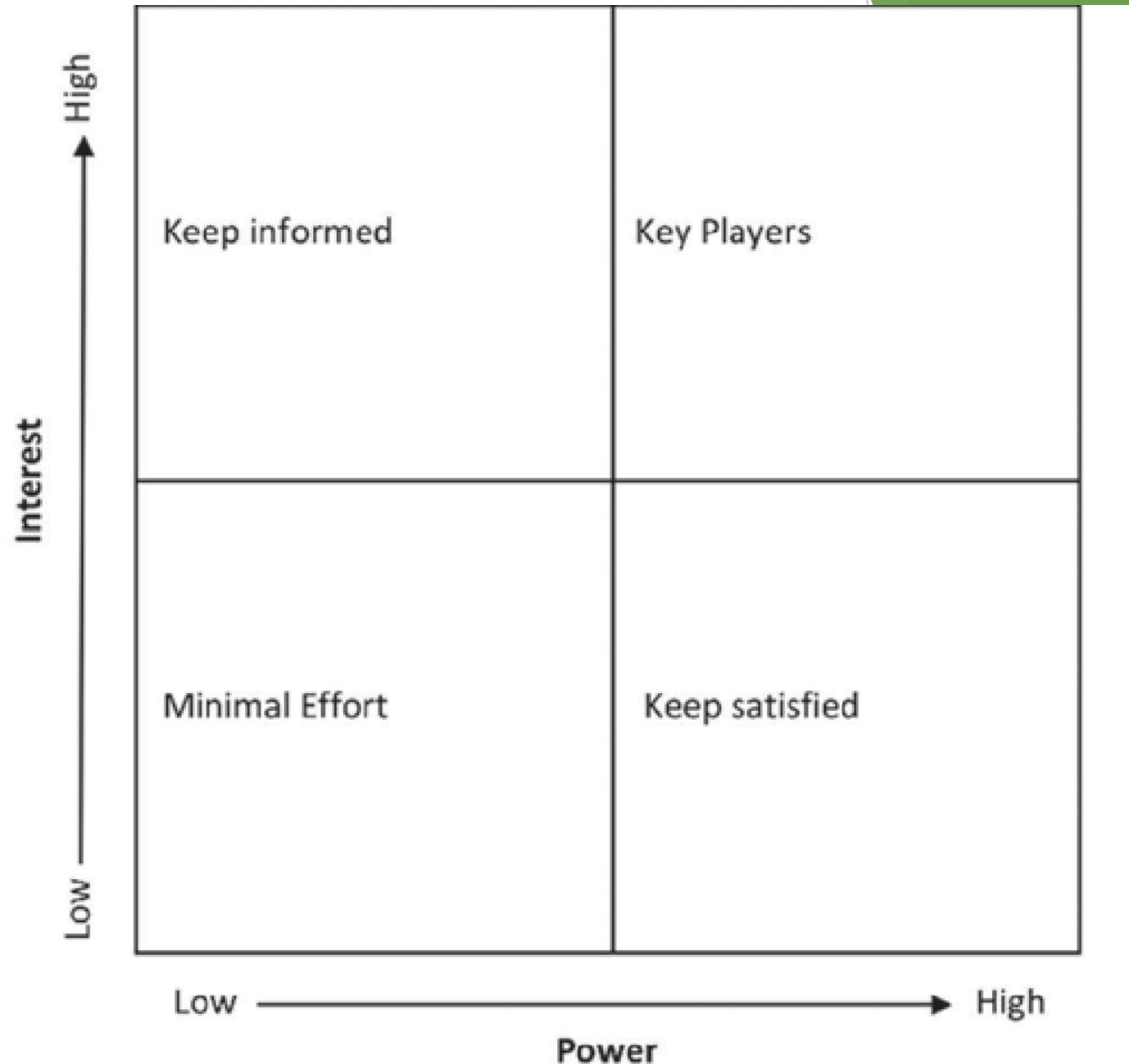
People

- Changemakers
- Change Adopters
- Beneficiaries
- Change Legitimizers
- Change Resistors
- Co-drivers

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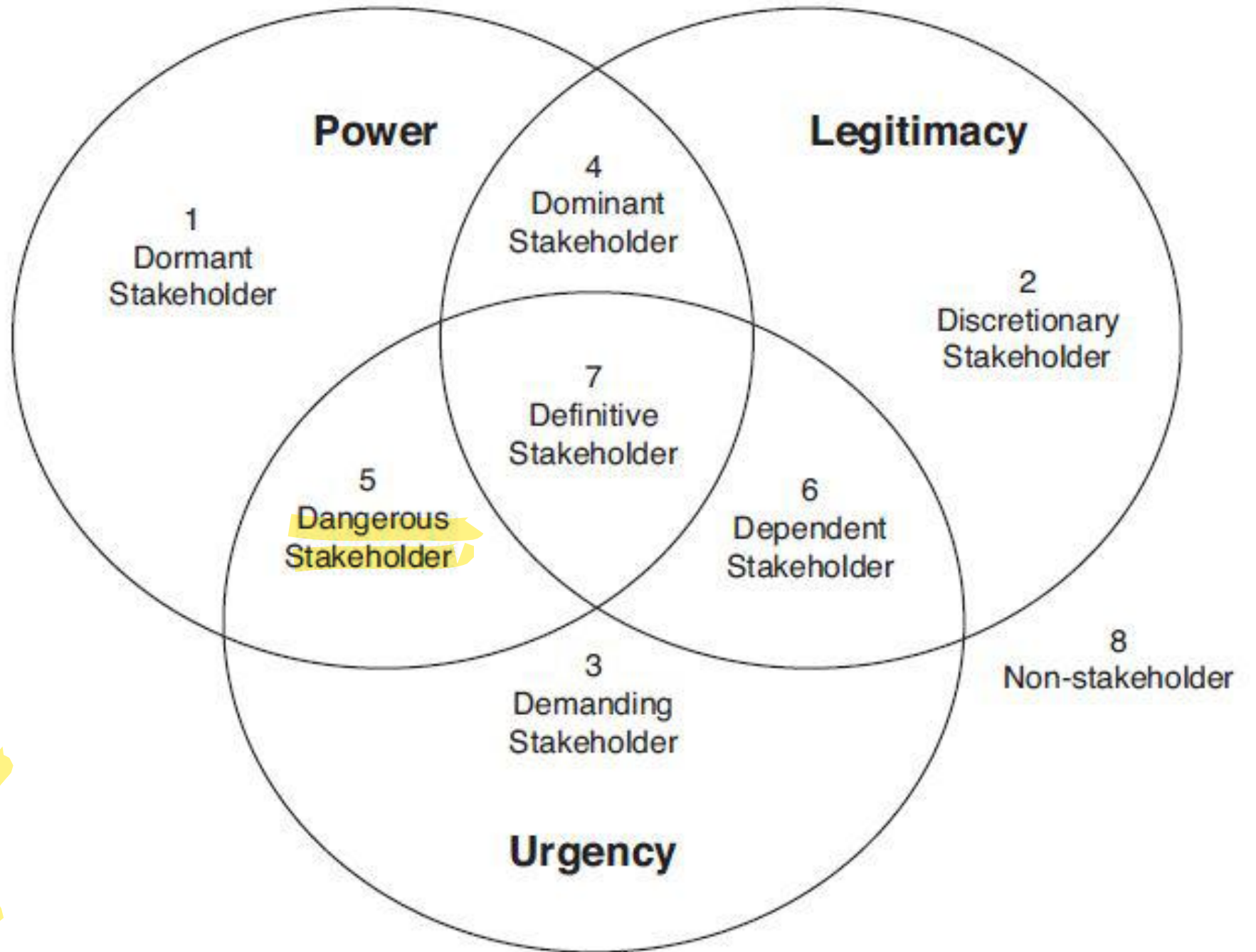
Mendelow Stakeholder Framework

(Power versus Interest Strategy Grid).

Mitchell

Tri Attribute Stakeholder mapping framework

Power

Legitimacy

1 Dormant Stakeholder

4 Dominant Stakeholder

2 Discretionary Stakeholder

7 Definitive Stakeholder

5 Dangerous Stakeholder

6 Dependent Stakeholder

3 Demanding Stakeholder

8 Non-stakeholder

Urgency

Six generic stakeholder management strategies.

- ► Lead
- ► Collaborate
- ► Involve
- ► Defend
- ► Educate
- ► Monitor
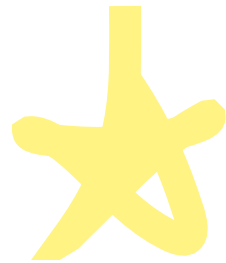
P4- Pinning the Root

Successful and sustainable social innovation requires that we pin down the root causes of problems, observed behaviors and previous successful efforts and incorporate that learning in our program design.

The 4th P is an attempt to understand the common denominator that drives the problem or that which drives the successful initiatives within the community. Here, the Changemaker tries to get to the 'root cause' of a problem by the technique of the '5Whys'. He also analyzes 'what works' in the community to identify factors that community responds to positively. The basic premise in this 4th P is that knowing the root causes and the success factors of earlier attempts gives the Changemaker valuable cues for planning his program.

The root cause is the pivot around which your problem and its solution revolves

- Why

- Why

- Why

- Why

- Why
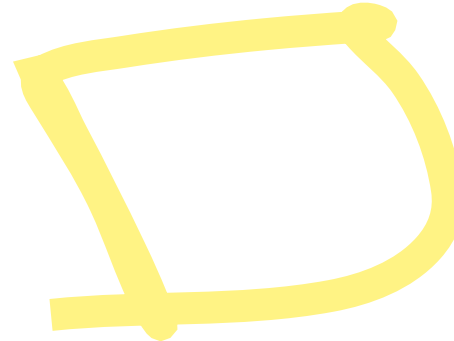
https://www.youtube.com/watch?v=yTSzLfLUUHA

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Envision Impact

Primary and Ripple

Primary & Ripple

IMPACT
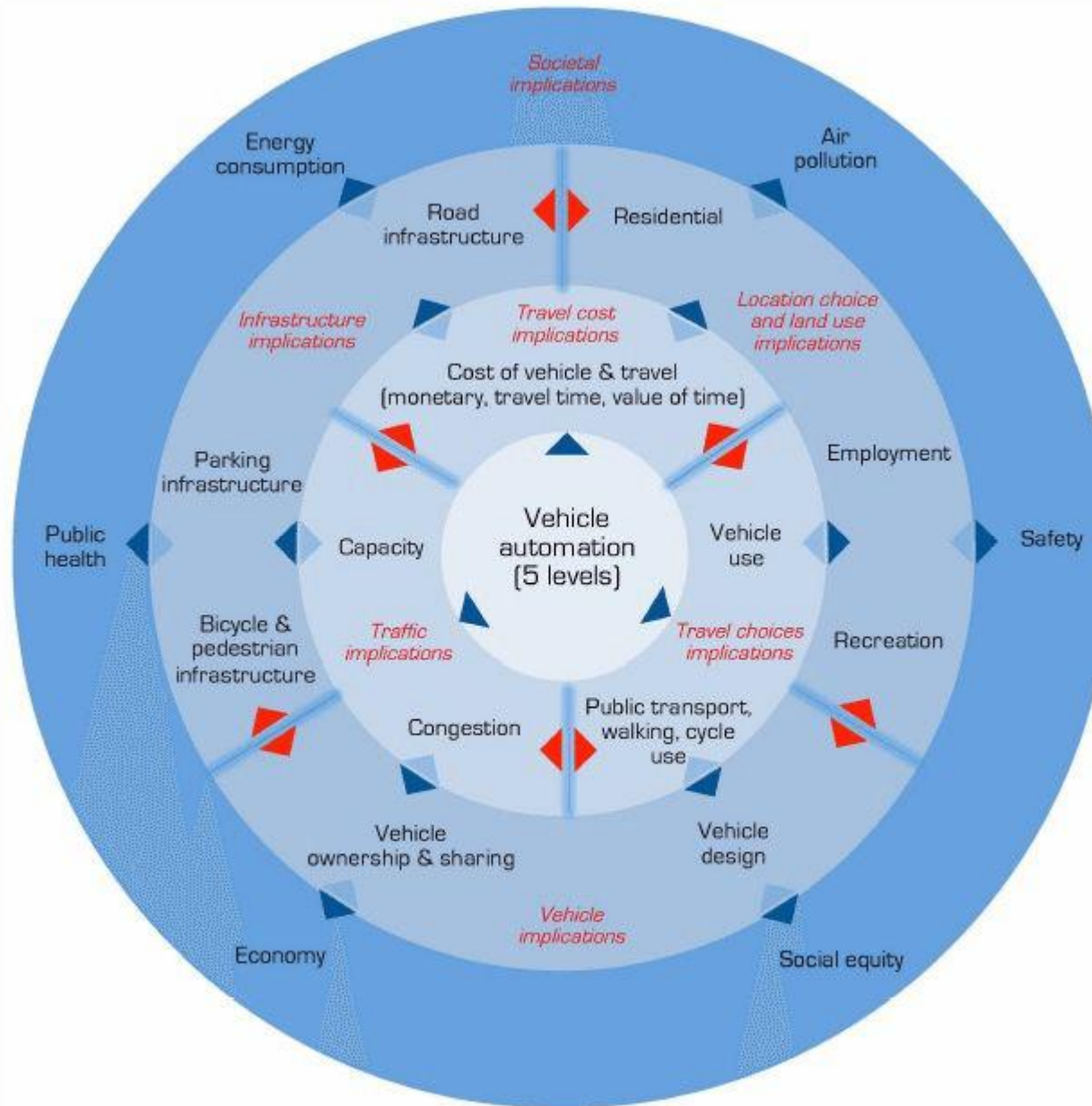
Figure 1: The ripple effect of automated driving.

Impact of School Counseling – Primary and Ripple?

High violence neighborhood

Personal exposure to violence

Low parental supervision

Disadvantaged family

Child

Counsellor

Violent children in school

Disadvantaged school lence

SCHOOL PERFORMANCE AND NEIGHBORHOOD VIOLENCE

Assignment 1

- Describe the idea you want to develop/the organization you want to study / the research area you have selected

- - Idea Title ; Description; What social problem does it solve; How are people coping with this problem currently; which SDG it fits in and why did you select this idea/organisation/topic?

- - Draw the theory of change graphic for your idea/organisation.