

Where does innovation come from?

New Ideas— New Approaches Supporting Innovation

National Federation of Voluntary Bodies

23 October 2007

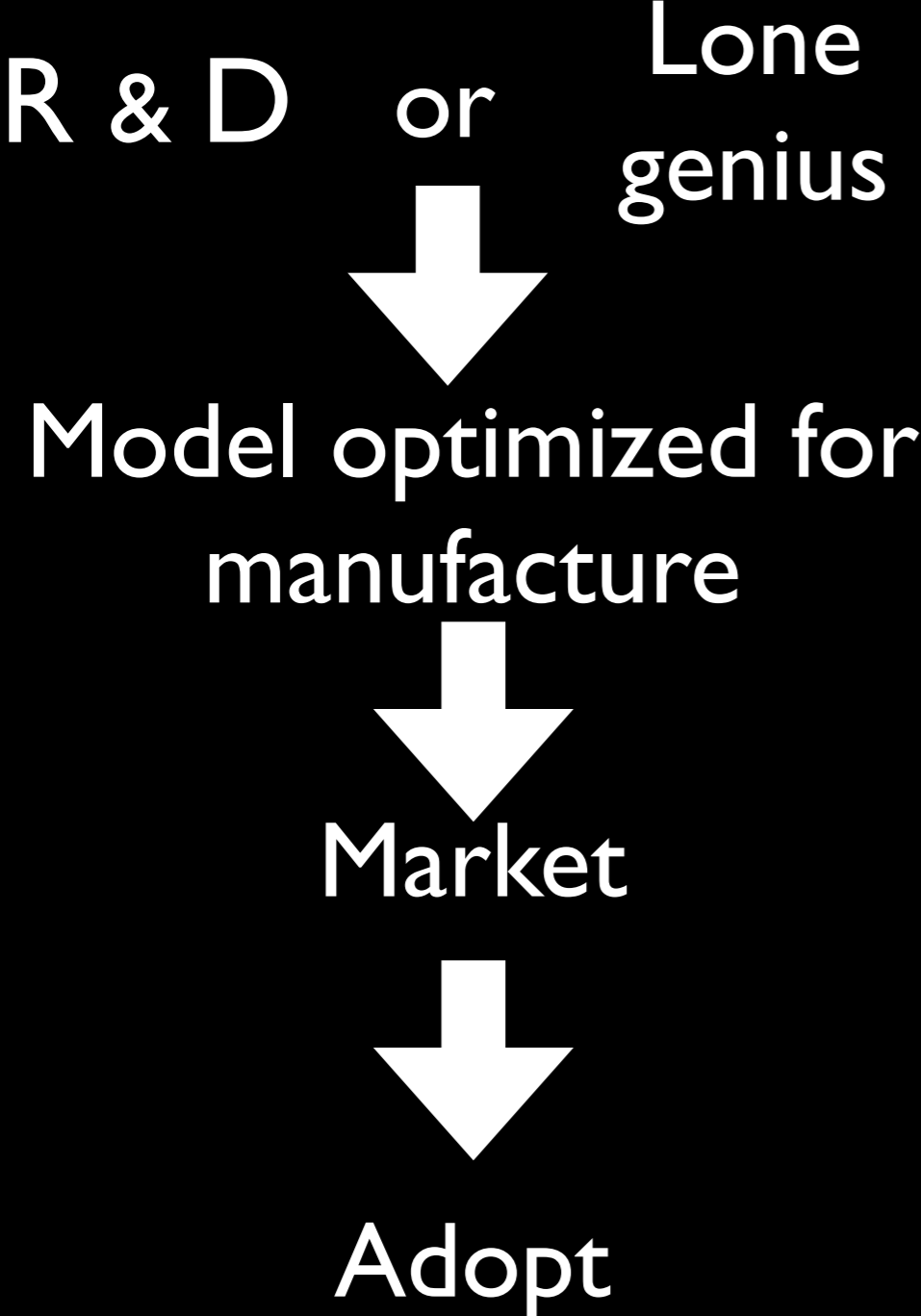


John O'Brien

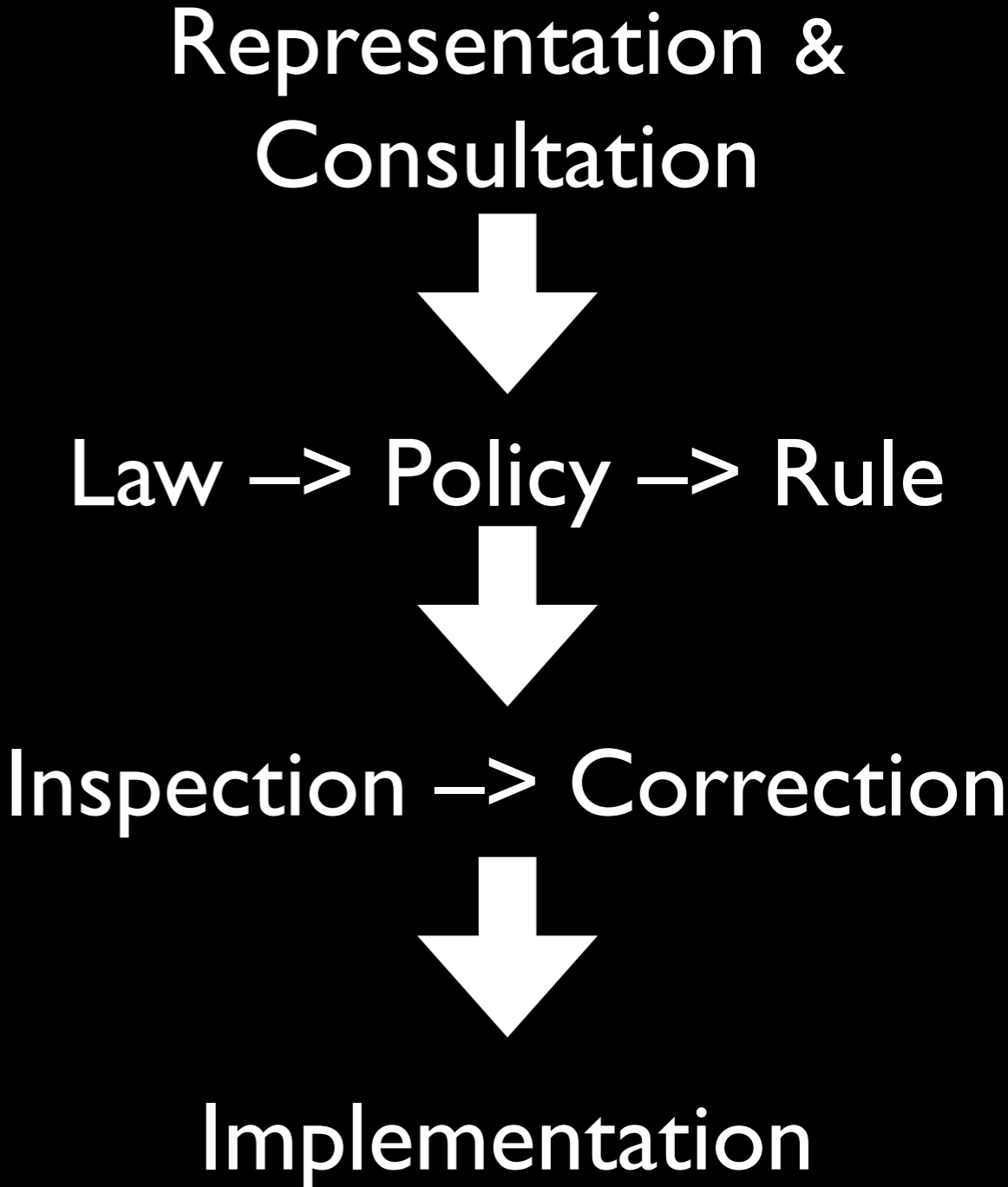
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A common way to think about innovation is to see it as a result of a **Push** approach to allocating resources

Push for Products



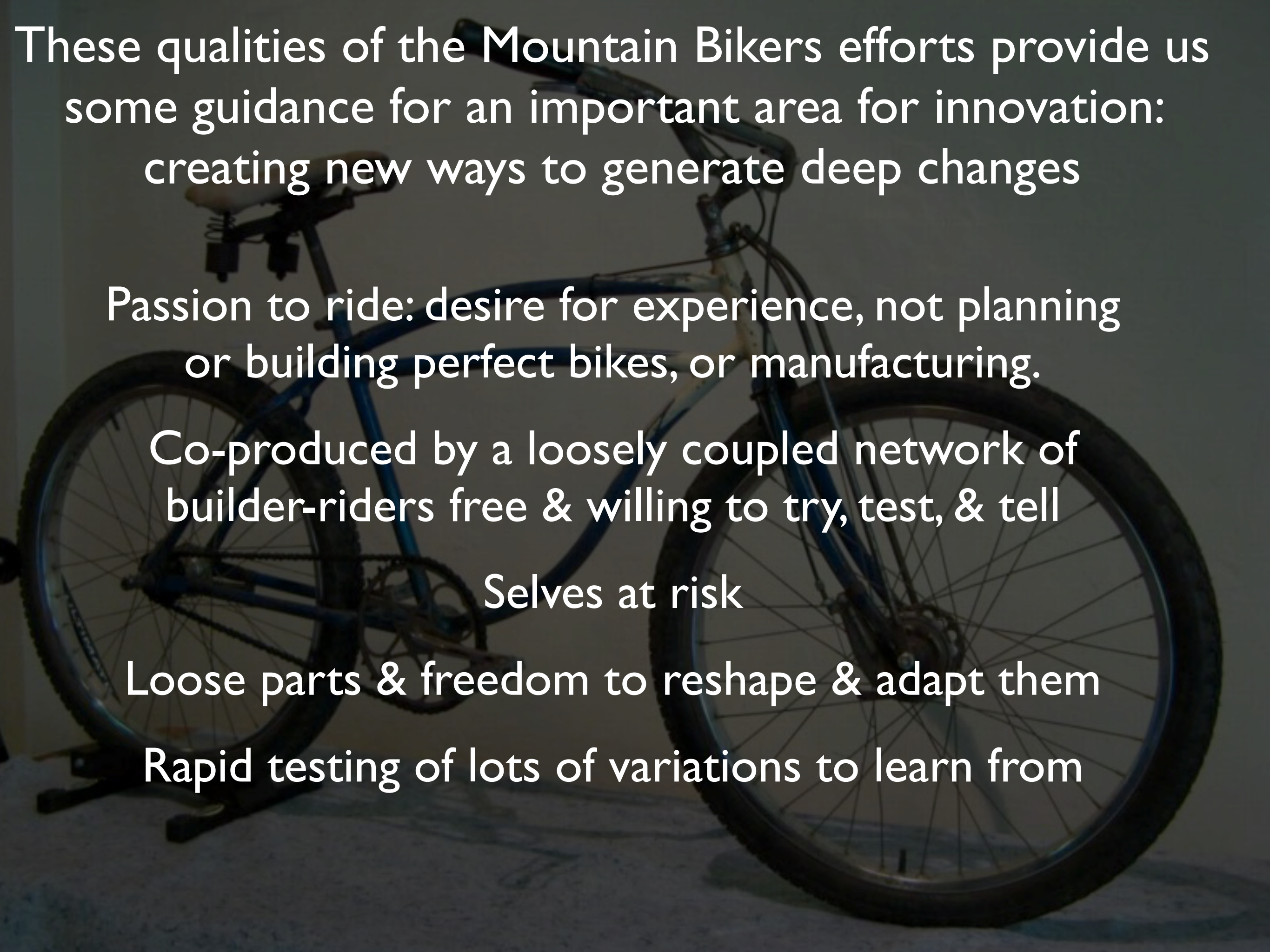
Push for Policies





In fact, Mountain Bikes emerged from among a group of passionate bike riders who wanted the challenge of riding on Northern California mountain trails. They built **clunkers** for one another adapting old bike frames, experimenting with tires & breaks. As these prototypes grew more refined, one of their number saw a commercial opportunity & began to manufacture them.





These qualities of the Mountain Bikers efforts provide us
some guidance for an important area for innovation:
creating new ways to generate deep changes

Passion to ride: desire for experience, not planning
or building perfect bikes, or manufacturing.

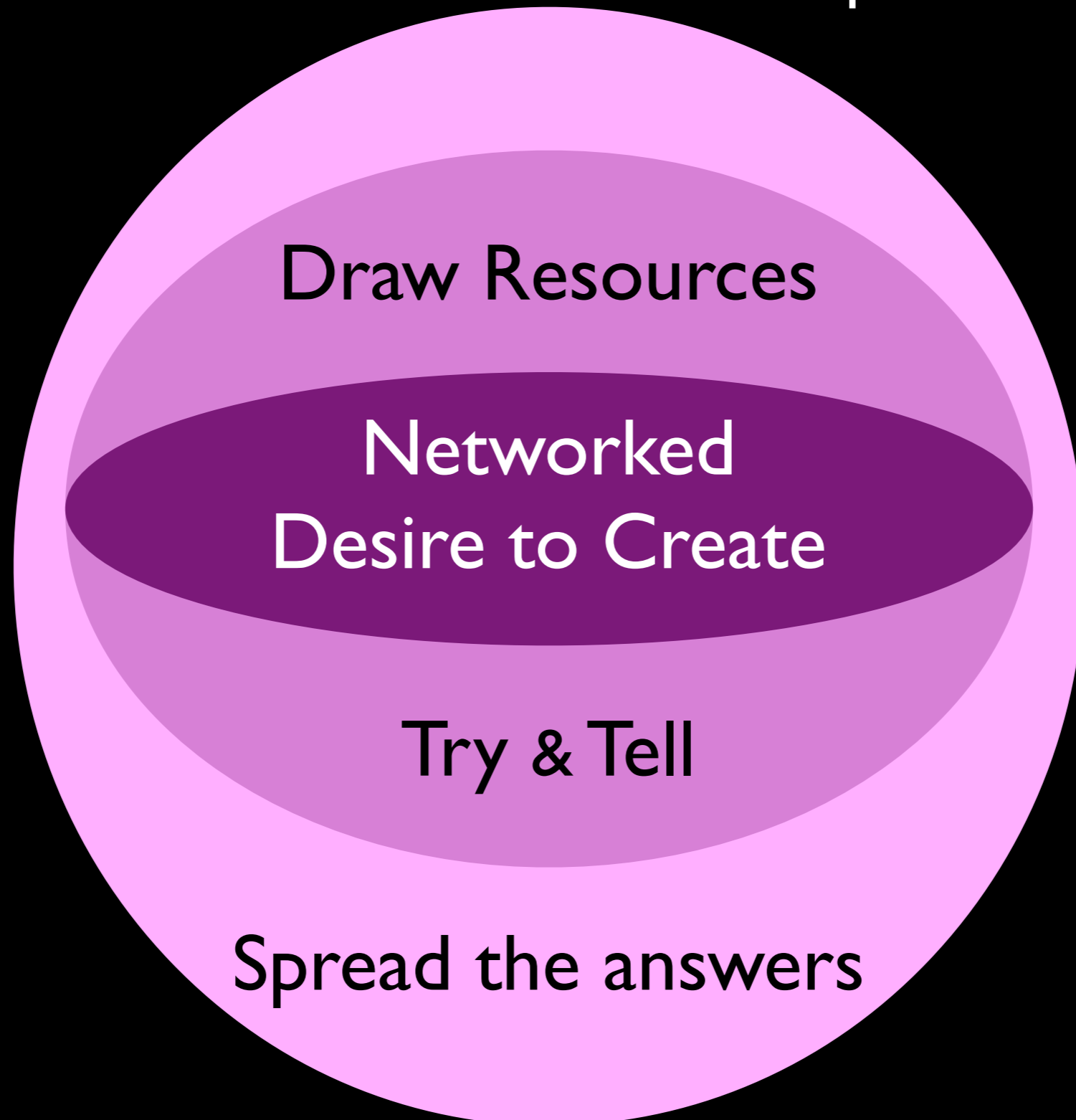
Co-produced by a loosely coupled network of
builder-riders free & willing to try, test, & tell

Selves at risk

Loose parts & freedom to reshape & adapt them

Rapid testing of lots of variations to learn from

Innovation in generating deep change might come from Pull: the creation of active platforms that call together a network around an irresistible desire to create. draw needed resources, learn by acting, & so build know-how & shift expectations





From Push to Pull- Emerging Models for Mobilizing Resources

John Hagel & John Seely Brown

Working Paper, October 2005

Read more about push vs pull
www.johnseelybrown.com/pushmepullyou4.72.pdf



Networked
Desire to Create

It begins in desire
what do we feel drawn to create to
connect our work to our highest purpose?

[We] recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities.

–UN Convention on the Rights of
Person's with Disabilities

Article 27



Persons with disabilities have the opportunity to choose their place of residence and where and with whom they live on an equal basis with others and are not obliged to live in a particular living arrangement

Persons with disabilities have access to [the] personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community

–UN Convention on the Rights of
Person's with Disabilities

Article 19: a) b)



[We] recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible

↑
vision

current reality

↓
**00's spend most or all of their day in services
created as alternatives to inclusive work
environments**

Persons with disabilities have access to [the] personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community

↑
vision

current reality

↓
00's living in institutions

Who are “Persons with disabilities”

Not realistic
for those we
support

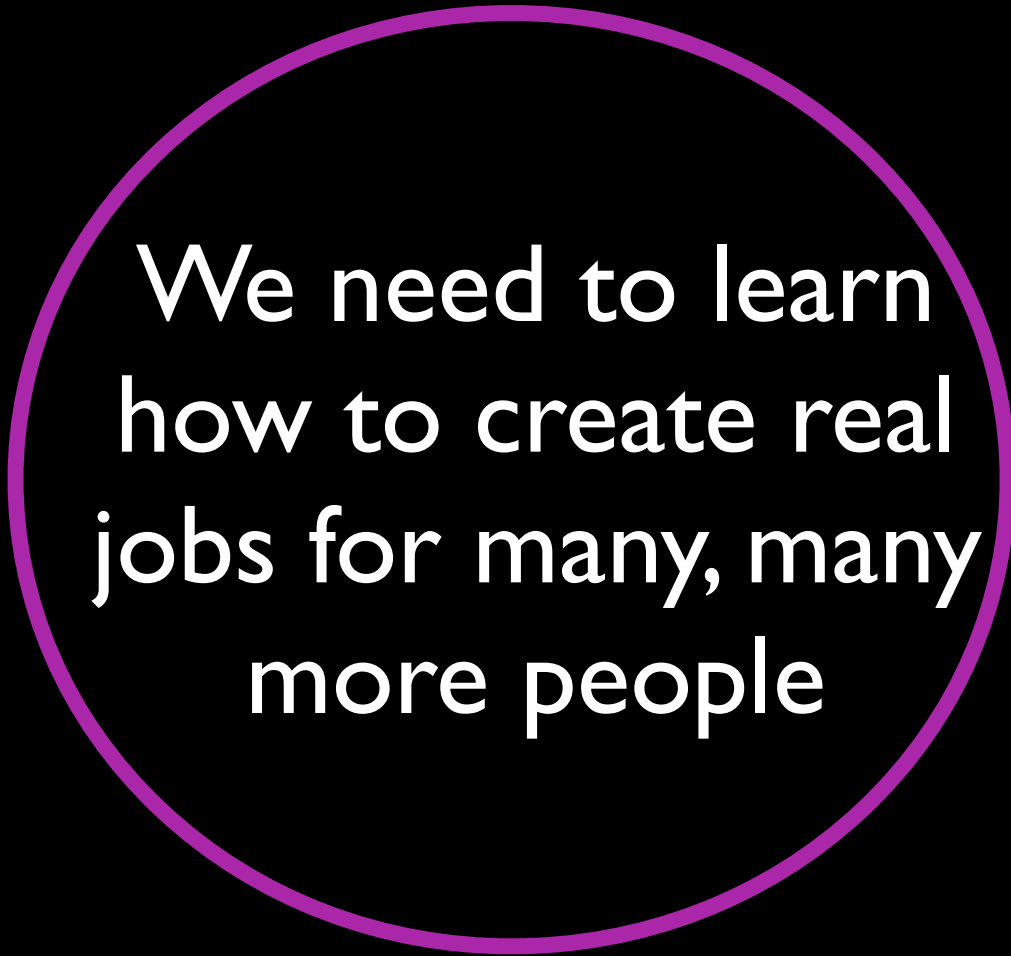


We can't predict,
we have to create

00's spend most or all of their day in
services created as alternatives to inclusive
work environments

This is people's or
families' choice &
we have no
business trying to
change their minds

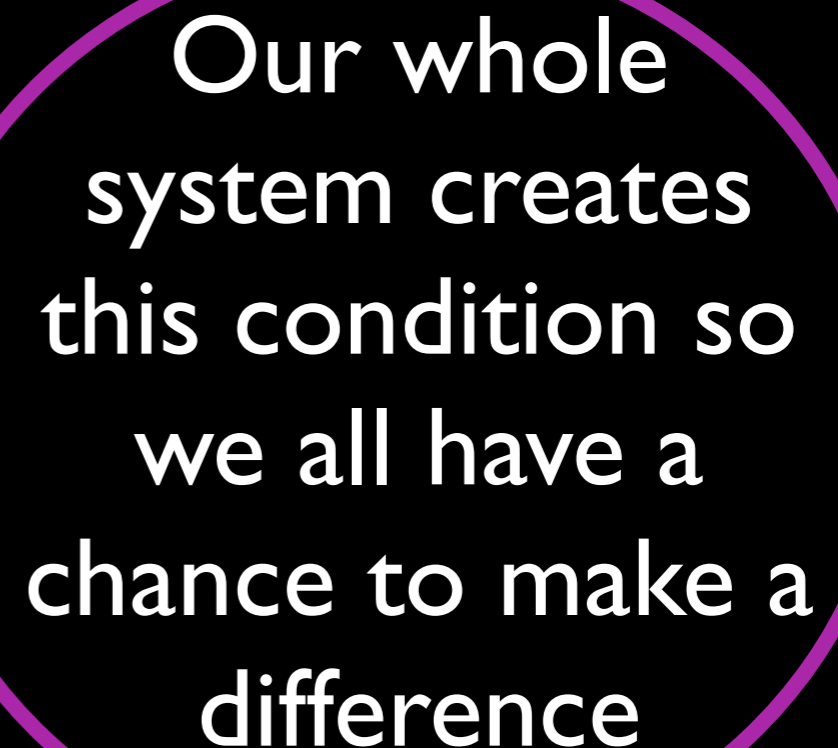
Employers
won't hire



We need to learn
how to create real
jobs for many, many
more people

00's living in institutions

Nothing to do
with me and
my
organization



Our whole
system creates
this condition so
we all have a
chance to make a
difference

If you're not part of the problem,
then you can't be part of the
solution.

–Bill Torbert

Personalized support for choice of supports to live & work included

What % of current investments have great potential for improvement in supporting these outcomes?

0% — 25% — 50% — 75% — 100%

A horizontal scale from 0% to 100% with major tick marks at 0%, 25%, 50%, 75%, and 100%. A purple oval highlights the 50% mark.


How committed am I to significantly improving this capacity?

0% — 25% — 50% — 75% — 100%

A horizontal scale from 0% to 100% with major tick marks at 0%, 25%, 50%, 75%, and 100%. A purple oval highlights the 75% mark.

To make the necessary changes

Small
improvements
in what we
are already
doing



Deep change:
there will be real
losses to face

If we decide to create the deep changes that will increase our ability to realize the vision of people well supported & included as contributing citizens we will encounter some tension between the reasons we claim support & the change we want to be.

We have claimed public support because...

...we provide places for people to live & spend the day

...we provide professional care & treatment

...we keep people safe & make them happy

Networked
Desire to Create

We create value by supplying & supporting

trustworthy

respectful

resourceful

people

who are willing

to be recruited into relationship by the person

to invite imagining better

to act with the person & allies

A way to change that honors people's right to self-determination

Stop deciding for people who they will live with & how they will spend the day (PUSH) & assist people to create platforms that give them ways to pull the resources they require in order to live a life that makes sense to them (PULL)



Person & allies

Networked
Desire to Create

Networked
Desire to Create

Networked
Desire to Create

Networked
Desire to Create

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Desire to Create

Networked
Desire to Create

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Desire to Create

Networked
Desire to Create

Networked
Desire to Create

Organization

Networked
Desire to Create

Networked
Desire to Create

Networked
Desire to Create

Nation

Networked
Desire to Create

Networked
Desire to Create

Innovation originates in listening

Listening grows from creating stillness & connection

stop

makes room for

*to create new
ways*

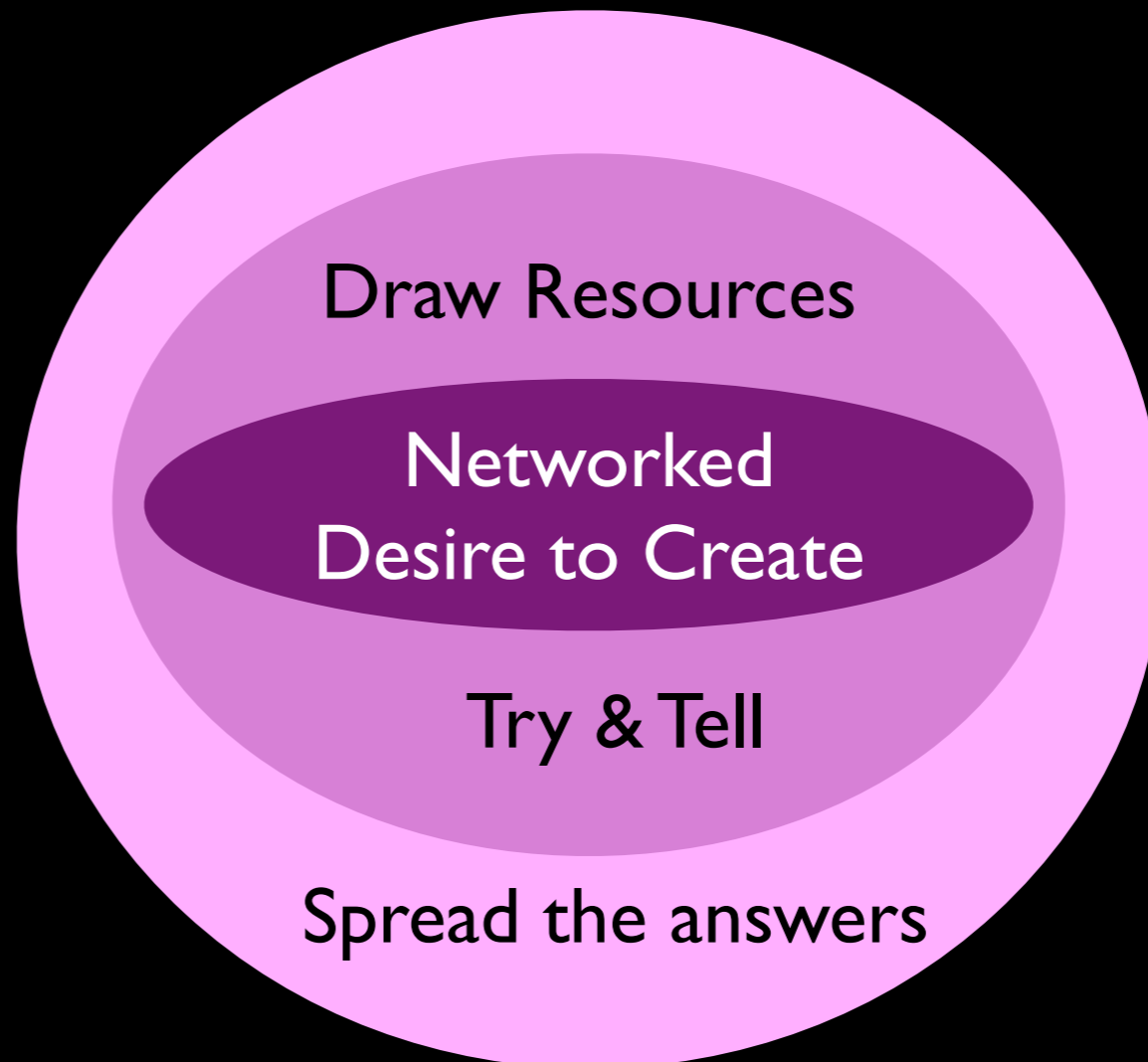
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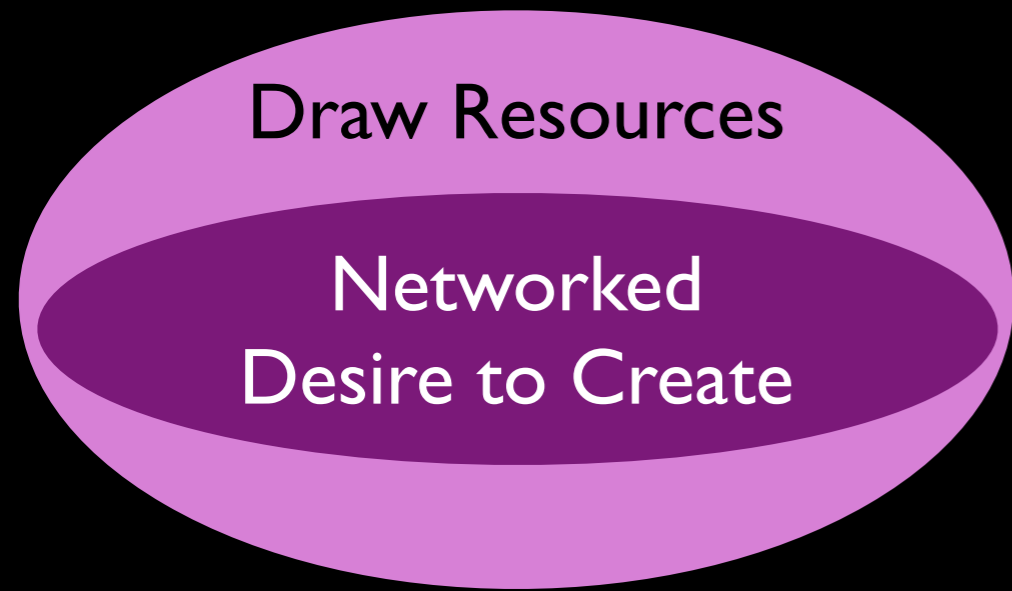
still

Voice of Judgement

Voice of Cynicism

Voice of Fear





Make alliances
& let connections
give rise to curiosity

Who will be left out? Who among them can we invite to co-create what it takes?



everyone has both a responsibility and a right to contribute fully to society in Ireland, through an active and continuing engagement



Taskforce on
active
citizenship

TASC FHÓRSA UM SHAORÁNACHT GHNÍOMHACH

Increasing people's PULL by putting resources under their direct control

5 organizing principles that service providers can discover ways to adopt, even without national policy change.

These are derived from the work of



www.in-control.org.uk/

If someone needs on-going paid help as part of their life they should be able to decide how the money that pays for that help is used.

If someone needs help to make decisions then decision-making should happen as close to the person as possible, reflecting the person's own interests and preferences.

The system of rules within which people have to work must be clear and open in order to make it easy for the person to take control of their own support.

When someone is using their personalised budget they should be free to spend their funds in the way that makes best sense to them, without unnecessary restrictions.

People have a responsibility to explain their decisions and to share what they have learnt.

Horizons of Culture Change

New Ideas— New Approaches Supporting Innovation

National Federation of Voluntary Bodies

24 October 2007

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find downloads, books, & DVD's

www.inclusion.com/jobrien.htm

for more free downloads follow the link on this page to

The Center on Human Policy

In placing the rising voice of people with intellectual disabilities in historical continuity with the struggles of the Miners of Castlecomer, Dream Time Studios provides the context & the promise of the changes we must make together.



EQUAL

From the struggle for equality
comes friendship & unity

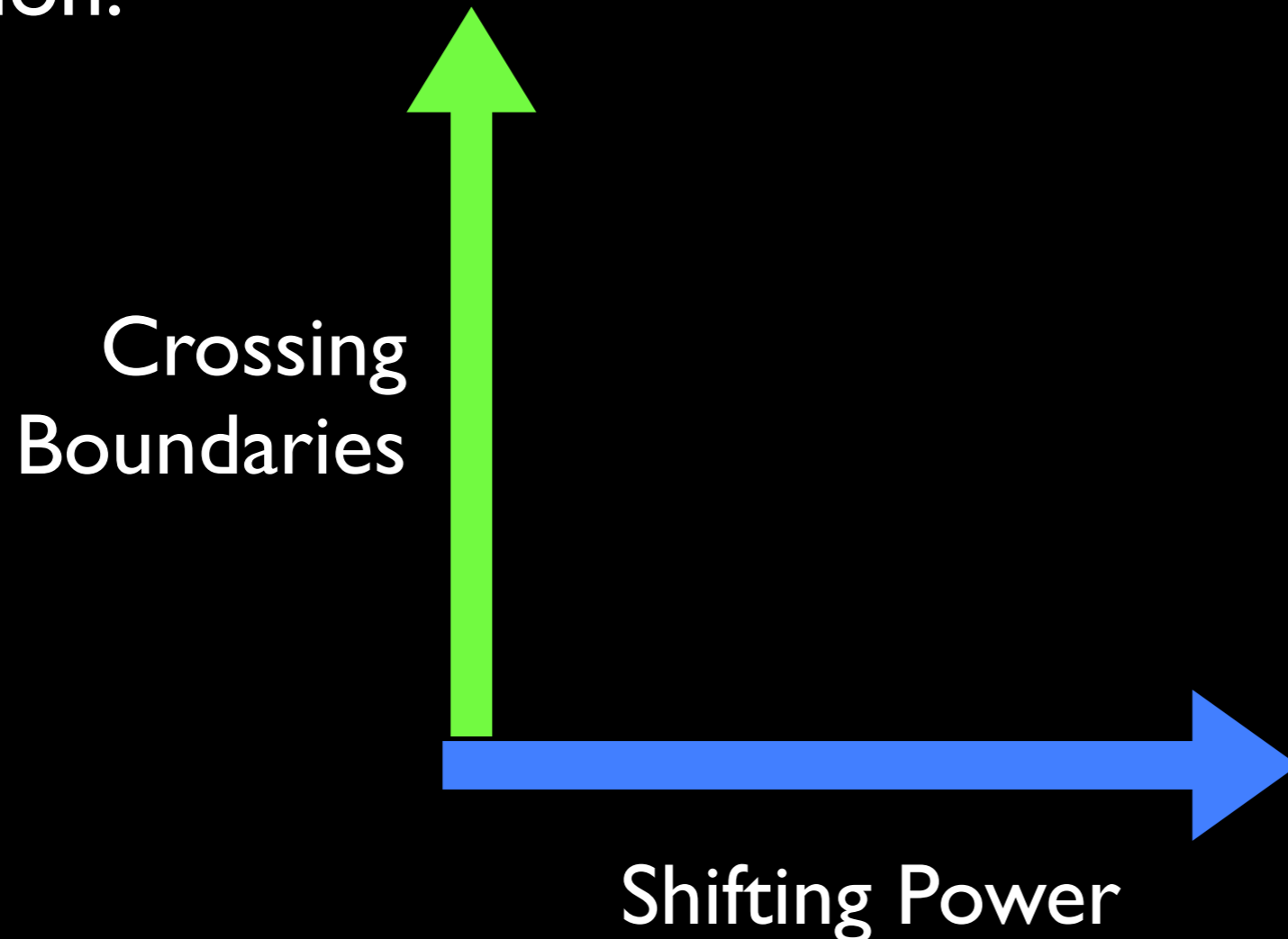
We must move our struggles
from the shadows into the light.

We have repeatedly referred to a shift of culture. This indicates the depth & comprehensiveness of the work we must do. Technique & management have their roles to play in cultivating new contexts for action, but the necessary arts of leadership are, at their root, a matter of ethics.

Ethics is the quest of
less and less trivial modes
of human relatedness.

-Herbert McCabe, OP

The UN Convention directs us to reconsider our everyday practice in terms of 1) shifting power, so that we are exemplary in our respect for the rights of the people whose life-chances we so strongly shape; and 2) encouraging marginalized people to cross boundaries & take up valued social roles in ordinary places of learning, work, play, civic life, political organization, & cultural expression.





Crossing
Boundaries

In the discussions I heard in this conference, it is **shifting power that generates the greatest energy** & attracts the most attention. This seems reasonable given the emergence of advocates whose clear messages, confidently delivered, hold up a mirror to disrespectful practices, perpetuated by unthinking underestimation of the capacities of those we serve. There is so much to address on this dimension that it is perhaps understandable that we are less driven to attend to the value of personal inclusion –a value that figures less in the demands of advocates, whose own horizons are often bounded by the quest for better conditions in the service that currently structure their social world.

Shifting Power



Our discussions indicate 3 distinct spheres of action for shifting power.

Influential in
policy making &
service
management

In control of my
assistance & the
money that pays
for it

Seen & treated as
an equal by those
who assist me

Freedom from disrespect &
arbitrary control
Capacity to change services

Valued Roles and
contributions in
the rest of
community life

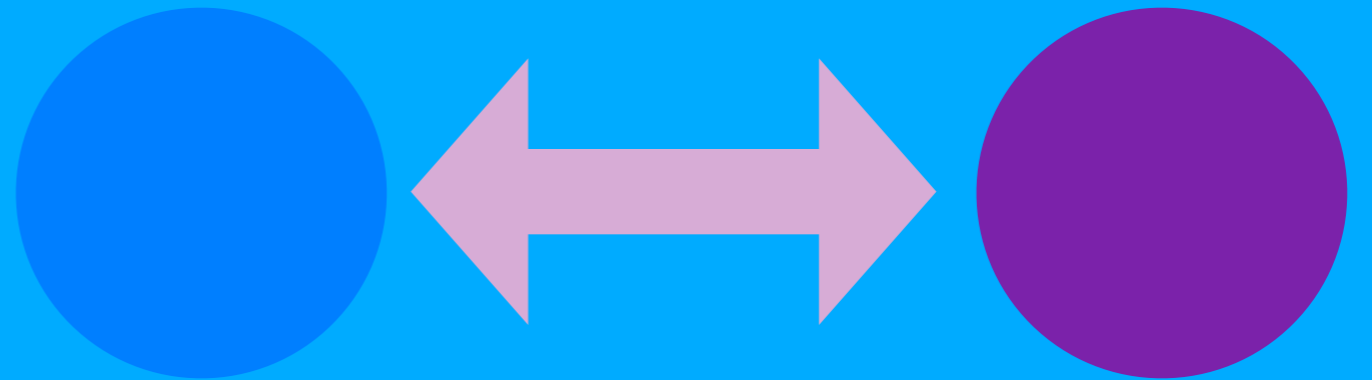
Valued Roles and
contributions
among people
with disabilities,
families, staff

Freedom to contribute &
change community

From
(often kindly)
subordination



To
the possibilities & struggles
of equality



Less trivial, more troubling
relationship

Service mediated space including
being “in the community” in the role
of service recipient.

* Client, Customer, Consumer

The Question of Inclusion

defines the horizon of the change we choose to engage will people experience greater influence over their conditions of

assistance **AND**

move into valued roles & good relationships in community?

