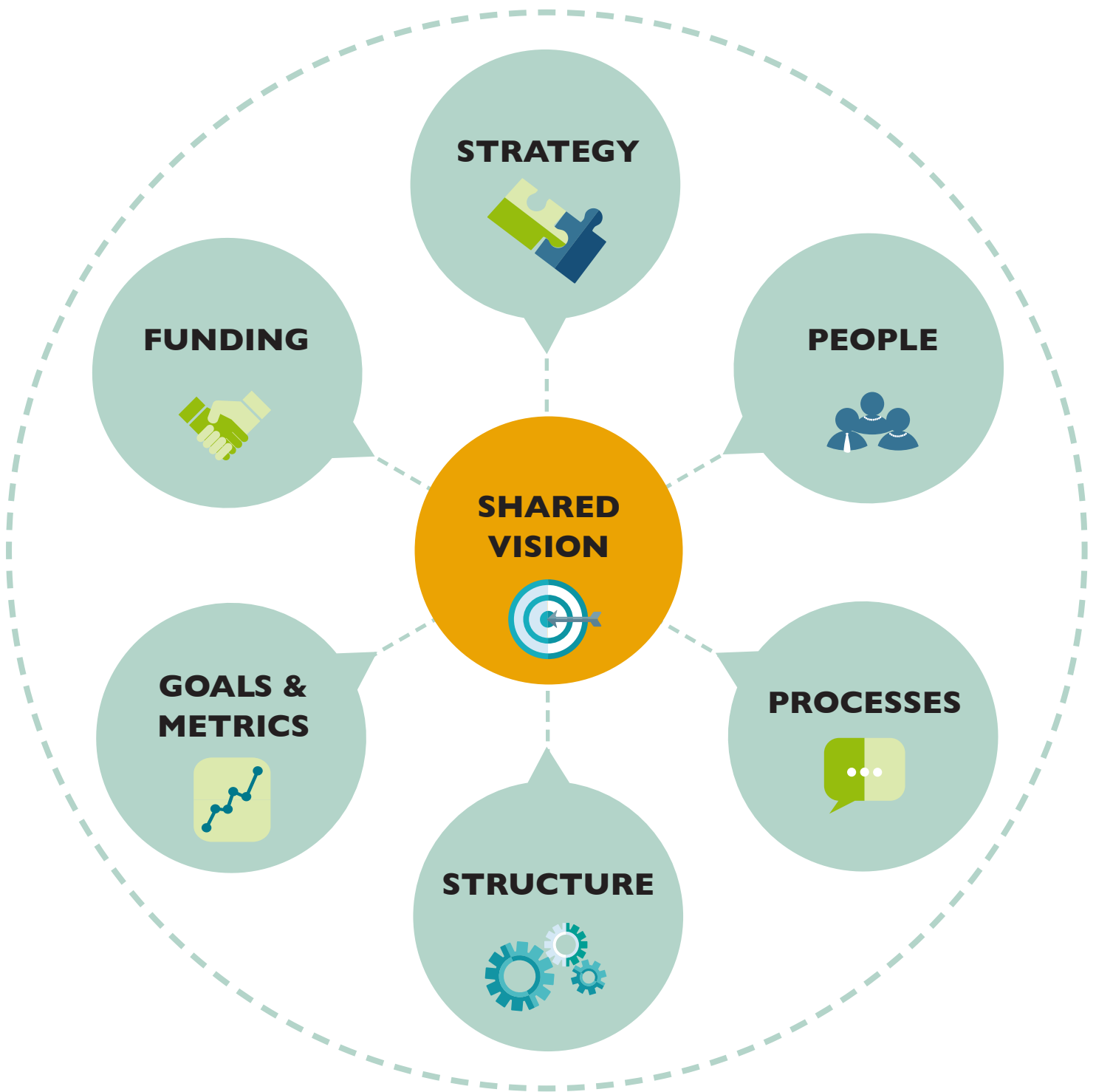


# Innovation Network Model





## SHARED VISION

**Align and ingite the effort across diverse interests**

- An audacious vision that's meaningful, specific, and shared by all key stakeholders
- A shared and well-defined statement of strategic intent, including conditions for success



## FUNDING

**Fuel the learning, thinking, and doing of the network**

- Funding is secured for basic operation of network, including meetings and program team
- Initiative funding is accessible and flexible to respond to learning and tactical shifts



## STRUCTURE

**Ensure accountability, high performance and support**

- Key constituencies represented in the network
- Network includes both content and context experts
- Roles and responsibilities are clearly defined for all
- Design team is shepherding process and strategy
- Program team is executing on clearly-defined program strategy
- Initiative chairs understand their roles, and have both accountability and support
- Initiatives are assessed and adapted at regular intervals



## PROCESSES

**Support clarity, equity and engagement of all**

- Decision-making roles, processes, and standards are defined and consented to by all participants
- An efficient process exists for initiative groups to receive feedback on their initiatives from the network and modify tactics in response
- The design team leads a regular process for assessing the range of initiatives, their viability, and need for s strategic adaptation
- A communications plan is in place to ensure that participants and broader stakeholder groups are informed of and engaged in the broader work



## PEOPLE

**Maximize the wisdom, commitment and efforts of all**

- The network is continually connected to the vision and strategic intent
- Participants adopt open, reflective, and learning mind-sets, and treat assumptions as hypotheses to be tested
- Participants are oriented toward action, and ideate and prototype rapidly
- Participants are able to give and receive feedback to build trusting working relationships
- Key tensions articulated and handled as sources of innovation and strength
- Each participant experiences both personal accountability and support from others
- Program staff are able to build momentum across diverse interests



## STRATEGY

**Maximize the social impact of time, money and people**

- Hypotheses about key barriers and opportunities are explicit and shared
- Systemic and experiential shifts are clearly articulated
- Theory of change is articulated and held as hypothesis
- Key leverage points and influencing forces are identified
- Initiatives are well-defined, can be prototyped and align with analysis above
- Each initiative has a clearly-defined goal, metric, strategic intent, systems analysis, key strategic shift, and theory of change
- The strategy is driven by empathy, compassion, and generosity



## GOALS & METRICS

**Ensure meaningful work toward achievable ends**

- Goals are clear, shared and measurable
- Focus and frame are clearly articulated
- Metrics are clearly articulated
- The network has a function and roles for tracking metrics
- Metrics are reported to the network on a regular basis and mined for learning and action