



Jewish Poverty Challenge

Reckoning with Uncertainty



NETWORK
of Jewish Human
Service Agencies





Session One Reckoning w/ Uncertainty

1. *The Calendar*
2. *The Toolkit*
3. *Talking Uncertainty*
4. *The Self Assessment*
5. *The Problem Statement*
6. *Discovery*



The Calendar

1. **August-** Reckoning with Uncertainty
 - a. Content: level set assessment meetings; discovery types, etc
 - b. Recommended Action: self assessments, discovery deliverables, toolkit work, growth wheel
2. **September-** Assessing the Value Delivery System
 - a. Content: client journey, data mining, business model canvas, operating model canvas, creating better assumptions
 - b. Recommended Action: complete canvasses, map service delivery, more discovery
3. **October** Crafting or Re-crafting Your Intervention(s)
 - a. Content: Exploring types of Interventions, rethinking the landscape; capturing knowledge, generating efficiencies, and adapting solutions - the coherence premium.
 - b. Recommended Action: Design & Frame Solutions

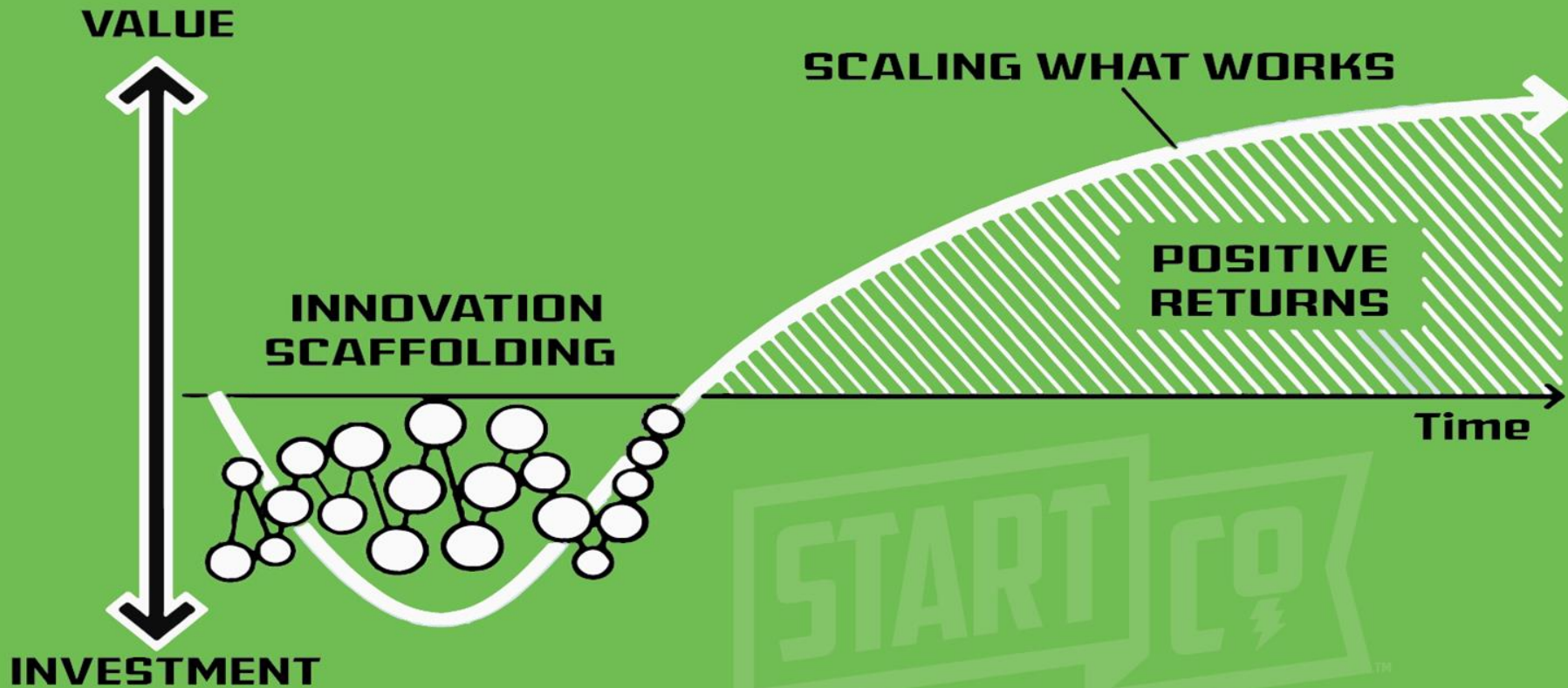
The Calendar

4. **November- Risk Factors & Competitive Landscape**
 - a. Content: Risk Mitigation
 - b. Recommended Action: risk table
5. **December- Talking Scale**
 - a. Content: train the trainer, technology implementation, scaling operations, modifying the service model, creating/enhancing partnerships
 - b. Recommended Action: create a scale strategy
6. **January- Business & Service Model**
 - a. Content: business development and fundraising; reaching, engaging, and retaining clients; onboarding and relationship management; working towards stability; pitching
 - b. Recommended Action: construct business model and prepare pitches

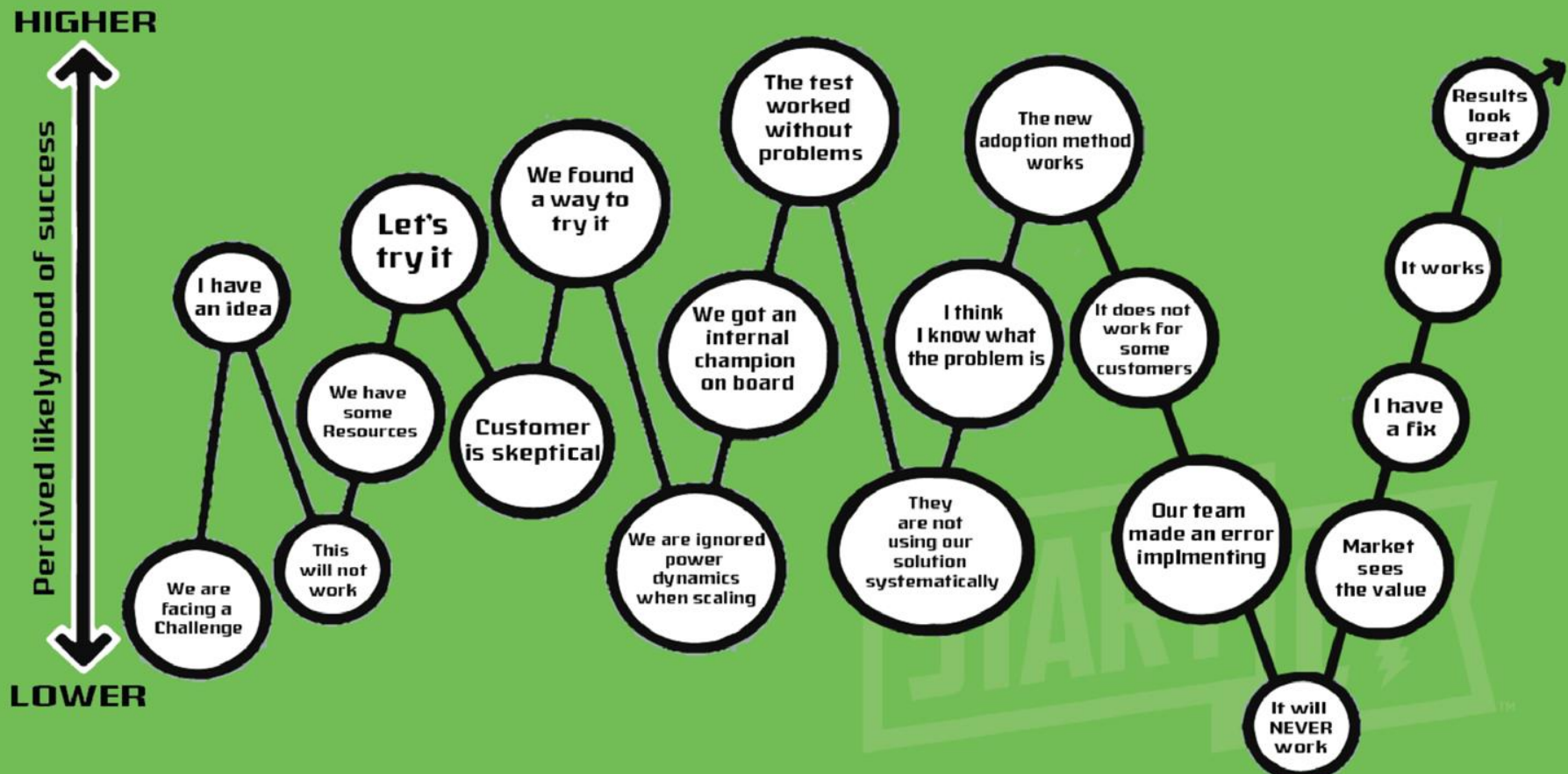
Common Themes

1. **The Power of Social Innovation** by Stephen Goldsmith
2. **When Innovation Goes Wrong** by Stanford Social Innovation Review

The Path to Getting To What Works



The Innovation Process: Reckoning With Uncertainty



Uncertainty Landscape

Problem

Solution

Adoption

Consequence

Identity

Managerial

The Self Assessment 20 Questions to Better Understand Your Social Environment

Sample Question

On a scale of 1 to 5, rate how difficult you believe the following stumbling blocks will be to overcome in the effort to reform public sector procurement processes? (1= Not at all difficult; 5 = Extremely difficult) Rank

- *Concern over adapting outside innovations to local context*
- *Political expediency & momentum will always drive funding decisions*
- *Opposition from incumbent providers and their sponsors*
- *Lack of political will, especially at a time of transition*
- *Aversion to risk & fear of failure*
- *Daily responsibilities leave little time for rethinking and rebuilding*
- *No market discipline to clear out old & incentivize new ideas*
- *“Experts” rarely seek citizen input or client voice*
- *Years of rules and regulations built on top of one another*
- *Administrative or bureaucratic hurdles too high*

The Self Assessment

Sample Question

On a scale of 1 to 5, rate the impact of each of the following policies (at state, city, and philanthropic level) on breaking down barriers to innovation in your community (1 = Unfamiliar to me; 5 = Making an impact here) Rank

- *Sunset provision (forces budget justification regularly)*
- *Performance measurement and/or outcome-based budgeting Funding preventive measures when possible*
- *Repurposing public dollars from what does not work to what works*
- *Funding that requires collaboration across traditional boundaries*
- *Funding that continues, rather than ends, when an idea is shown to work*
- *Competitive funding/putting grant-funded projects up for bid Incentives for investment in R&D or new technologies*

The Problem Statement

Problem formulation | Organizations may incorrectly frame the problem that they aim to solve, and identifying that problem accurately may require several iterations and learning cycles.

Problem Background (6-8 sentences)

Customer Sets (list them)

- ❑ Quick 1-2 sentences on how problems differs for each

What is the shelf life of the problem?

The Problem Expanded

Problem Drilldown

How are you currently solving this problem?

How do you typically work around this problem?

Do you expect this problem to improve, worsen or stay the same in the upcoming year? Why?

Why is it a significant problem?

Intensity of Pain

What would be the impact of solving this problem?

How many people are affected by the problem?

What percentage of the day/week do you spend fixing the problem?

How much would you be willing to pay to solve this problem?

Problem Ownership

Who else at the company/business shares these problems?

Who would most benefit from solving this problem?

The Problem Expanded

Decision Making Power

What was the last solution you invested in?

Who also is involved in decision making?

Do you need to collaborate before making purchase decision?

Business Processes

How are you currently handling problem x?

Who gets involved? When?

What tools, procedures, or solutions are you currently using?

How did you decide to use them?

Calculation of ROI

How much time do you estimate solving problem x currently?

How much money do you invest solving problem x?

How many man hours do you invest in solving problem x?

Quantify the loss in dollars, time, frustration, etc.

What Is Your Idea?

1. *Strong & sustainable demand*
2. *Acceptable financial risk*
3. *Simple operations*
4. *Feasible*
5. *Fundable/profitable*
6. *Channels of delivery*
7. *Scale*
8. *Defensible*

Various Types of Discovery

1. *Personal Discovery*
2. *System Discovery*
3. *Civic Discovery*
4. *Predictive Discovery*

Power of Storytelling by Nancy Duarte