



FACT SHEET

EFFECTING COMMUNITY CHANGE

How can CCIs create and manage change at the community level?

This section pertains to creating and managing change at the system or community level (i.e., the change that CCIs are attempting to make). Relevant areas of literature include planning strategies for community change, design thinking, appreciative inquiry, and pathways to system change.

Planning Strategies

Two effective planning strategies for CCIs in situations in which there is little understanding of cause-and-effect and in which the context is unpredictable:

1. Emergent strategy
 - Learning by doing because desired results may emerge through experimentation.
 - Focuses more on rapid planning and implementation cycles.
2. Umbrella strategy
 - Often used when there is a clear vision of desired results and how to accomplish them but in a complex environment with little control over outside actors.
 - Focuses on aligning practitioners' activities under a "strategic umbrella".

Although structured pathways and processes are still required in CCIs, managers must be prepared to monitor activities and outcomes and adapt accordingly.

Design Thinking

- An adaptive and circular process-related framework for creating effective solutions for social issues. Emphasizes intuition, optimism, system thinking, and improvisation.

Three overlapping and dynamic "spaces" that teams can use to refine ideas and explore new directions to solve issues:

1. **Inspiration:** A problem or opportunity that motivates a search for solutions.





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2. **Ideation:** A process of generating, developing, and testing ideas and solutions.
3. **Implementation:** A process of applying solutions to the real world.

Appreciative Inquiry

- A process of effecting system change that involves searching for and mobilizing positive potential. Focuses on strength, innovation, and untapped potential.

Five key stages:

1. **Topic choice:** Selecting a positive topic to explore.
2. **Discovery:** Discovering and mobilizing factors that give life to an organization.
3. **Dream:** Developing a clear, results-oriented vision for reaching potential.
4. **Design:** Co-constructing a shared vision of the ideal organization through dialogue.
5. **Destiny:** Constructing the vision through innovation and action.

Pathways to Change

- Strategies for effecting community change that involve directing efforts towards larger scale variables and thus impacting the system that created the social problem in the first place.

Five pathways:

1. **Volcano:** Organization begins with a lot of internal energy and experiential learning that drives scaling up before it reaches system-level change (i.e., “eruption”).
2. **Beanstalk:** Involves consistency, drive, and a strong, central leader in order to “climb” up to the system level without compromising initial vision and goals.
3. **Umbrella:** Organization initiates the emergence of an innovation by providing overarching funding from which the initiative can grow.
4. **LEGO:** Involves a bottom-up approach in which system change begins at the community level where local collaborations build on existing assets and momentum.
5. **Polishing Gemstones:** Emphasizes creation and quality control of a program and systematic process so that it can be successfully replicated in different contexts.

NOTE. Information in this Fact Sheet comes from the following references: Auspos & Cabaj, 2014; Brown & Wyatt, 2010; Cooperrider & Srivastva, 1987; Cooperrider & Whitney, n.d.; Design Thinking Blog, 2014; Westley et al., 2014.



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