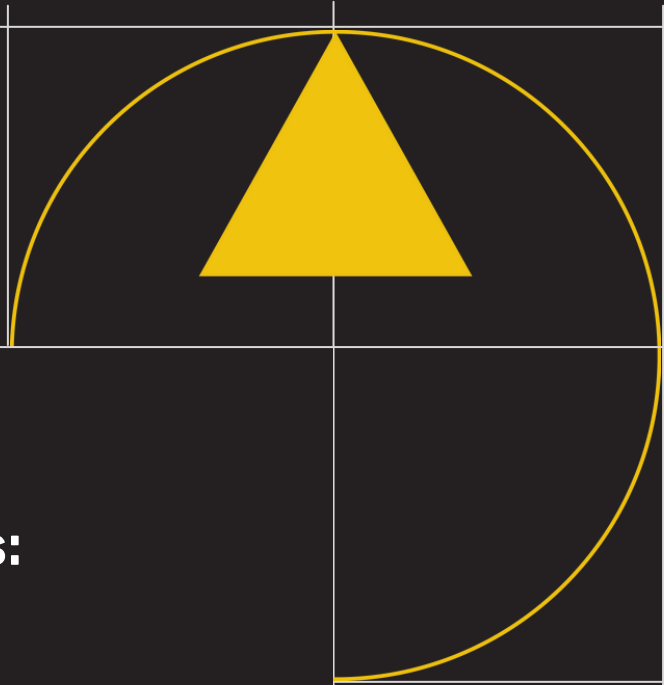
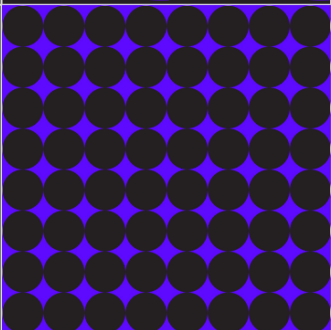
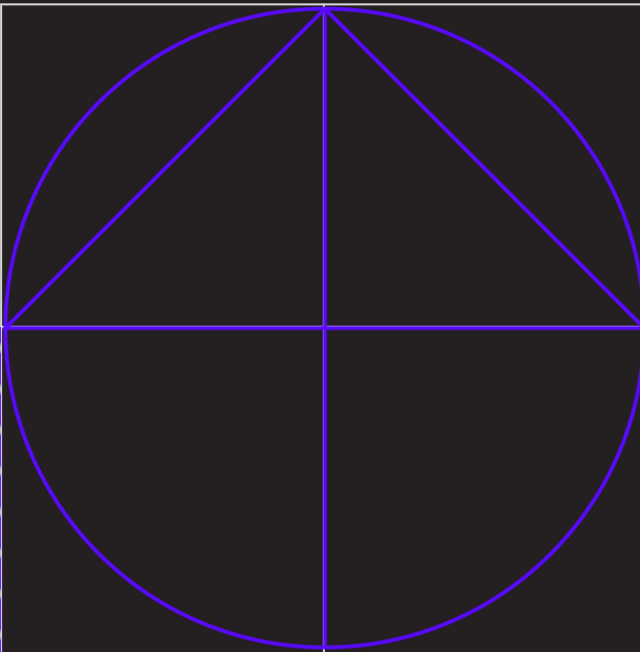
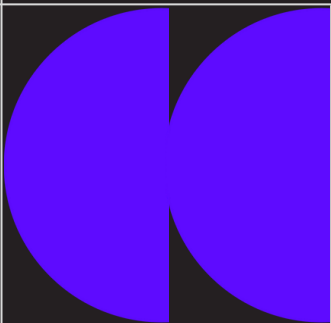


INNOVATION NORTH



Session 2 Key INsights:

SYSTEMS TRANSFORMATION



INsights On Systems Transformation

1. Ecological time can be split into “normal time” and “disruptive time.” In normal times, the future is considered an extension of the past, leading us to focus on our present surroundings and recurring patterns. In disruptive times, we must focus on how the future will be different, considering driving and emerging disruptors.

2. Disruption requires us to undertake both an “outer journey,” where we understand symptoms of disruptions, and an “inner journey,” where we understand the root causes.

3. We may not be able to control or prevent a disruption, but we can control our response to disruptions. When faced with a challenge to the status quo, an individual or organization can:

- Try to re-establish the past through spreading fear, hate, and ignorance among stakeholders (closed mindset)
- Spread courage, compassion, and curiosity (open mindset)

4. Judgement, cynicism, and fear impede cultures of positive forward movement.

5. To facilitate positive forward movement, it is important for individuals and organizations to understand their highest potential and purpose through developing greater self-knowledge and awareness. Organizations must do this through:

- Shifting from learning by listening and/or doing to learning by co-creating.
- Developing flatter governance structures that empower individuals.
- Encouraging practices that motivate employees to focus not only on the growth of the organization, but also the development of the ecosystem in which it exists.

Techniques To Facilitate Positive Forward Movement

Deep listening: In this practice, individuals are asked to directly listen to and understand a variety of stakeholders’ perspectives. This provides the individual with a diversity of perspectives and deep insights into the nature of the eco-system.

3D Mapping and 4D Mapping: In 3D mapping, team(s) attempt to develop relationships between different stakeholders by using objects as placeholders. This provides a clearer visual understanding of the ecosystem to the members of the team. In 4D

mapping, the objects are replaced by individuals, who are asked to roleplay each stakeholder. 4D mapping is stronger than 3D mapping because it reveals the structural, cognitive, and emotional aspects of various relationships in the ecosystem.

Check-In and Check-Out: One practice Partner shared that they implemented a check-in and check-out practice where everyone was informed of the agenda in advance and asked a check-in question to begin each meeting. Each person was required to answer, ensuring everyone had a voice.

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