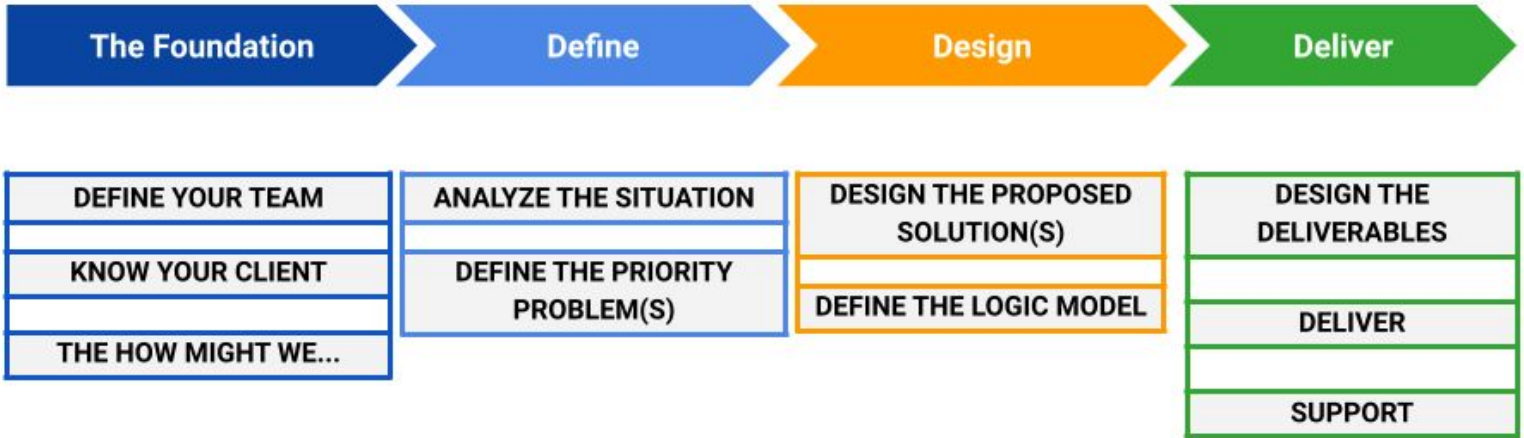


# Social Entrepreneur Corps Community Consulting Process

[Social Entrepreneur Corps](#) participants provide remote consulting support for grassroots organizations supporting their local communities. Participants work in teams of no more than 8 and are supported/coached by Greg Van Kirk, an Ashoka Fellow and World Economic Forum “Social Entrepreneur of the Year (Latin America) 2012”, as well as by select mentors/coaches. Teams engage with local organizational leaders, team members, community leaders, families and constituents, amongst others. The focus of this process to diagnose and design “with, not for” in order to co create practical and sustainable strategies, tools and solutions. Following is the summary process:



## THE FOUNDATION

During this phase of the process participants focus on understanding their own team, their community client, and begin to gain an understanding of the questions, that if answered, will help the organization to further its mission.

DEFINE YOUR TEAM	KNOW YOUR CLIENT	THE HOW MIGHT WE...
<b>CALIBRATE</b>	<b>CALIBRATE</b>	<b>CALIBRATE</b>
What's your WHY?	What's their context?	What's their new HOW MIGHT WE...
What are your core values?	Who are their stakeholders?	Why's this their HOW MIGHT WE...
Who's on your team?	What's their overall vision?	Who do they hope to support?
What are your assets and deficits?	What's their history?	What are some of their draft ideas?
What's your team manifesto?	Who's on their team?	<b>LEVEL SET</b>
What are your roles, responsibilities, and processes?	What are their desired outcomes?	<b>RECALIBRATE</b>
What are your expectations of yourselves and your client?	What are their indicators of success?	
<b>LEVEL SET</b>	What are their measurement techniques?	
<b>RECALIBRATE</b>	What are their resources?	
	What are their activities?	
	What are their outputs?	
	What's their SWOT?	
	What are their perceptions?	
	What are their expectations of you?	
	<b>LEVEL SET</b>	
	<b>RECALIBRATE</b>	

## DEFINE

During this phase of the process participants focus on defining who their working with and what the priority challenges/opportunities are. Teams work to both gain a granular understanding and a systemic perspective. They work to understand the local culture and context.

ANALYZE THE SITUATION
<b>CALIBRATE</b>
Who are the proposed constituents?
What's their current context?
What are their pain points/problems?
Why do these pain points/problems exist?
What's the scale of the pain points/problems?
Who's already working locally to address these pain points and how?
Who's already working regionally to address these pain points and how?
Who's already working globally to address these pain points and how?
<b>LEVEL SET</b>
<b>RECALIBRATE</b>

DEFINE THE PRIORITY PROBLEM(S)
<b>CALIBRATE</b>
What's the priority problem you hope to address?
Who's most affected by the problem?
What's the scale of the problem?
What are the root causes of the problem?
What are the consequences of the problem?
What's the nature of the current response(s) to the problem?
<b>LEVEL SET</b>
<b>RECALIBRATE</b>

## DESIGN

During this phase of the process teams dive into the design work. They work with local leadership to help create empathetic, dignified, equitable and empowering solutions focused on achieving the desired outcome.

DESIGN THE PROPOSED SOLUTION(S)
<b>CALIBRATE</b>
What's the proposed solution?
What are the required features of the solution?
What are the future potential enhancements?
What's unique about the solution?
What are the Strategic Trimtabs and how are they being integrated?
What are the Tactical Trimtabs and how are they being integrated?
How and where does the solution address the problem?
How does the solution put empathy in action?
How is the solution empowering?
How is the solution dignified?
How is he approach trusting?
How does the solution prioritize diversity, equity + inclusion?
Who and what are the positive deviants?
How will the solution overcome personal, social and/or structural challenges?
Who are the innovators and early adopters?
Who are the key stakeholders?
What are the 4 P's of the solution?
How does the solution address the keys to adoption?
How might the solution scale?
Why might the solution fail?
What might the deliverables be?
What ongoing support might you or others provide?
<b>LEVEL SET + RECALIBRATE</b>

DESIGN THE LOGIC MODEL
<b>CALIBRATE</b>
What's the desired outcome?
What is/are the indicators of success?
What are the measurement techniques?
What are the required resources?
What are the required activities?
What are the outputs?
What's the SWOT?
What might the deliverables be?
What ongoing support might you or others provide?
<b>LEVEL SET</b>
<b>RECALIBRATE</b>

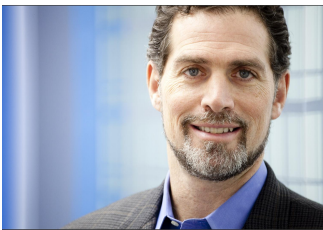
## DELIVER

As a final step, teams design of their deliverables and present them to organizational leadership. Upon delivery, participants have the opportunity to provide additional support moving forward.

DESIGN THE DELIVERABLES
CALIBRATE
LEVEL SET
RECALIBRATE
DELIVER
CALIBRATE
LEVEL SET
RECALIBRATE
SUPPORT
CALIBRATE
LEVEL SET
RECALIBRATE

## GUEST MENTORS/COACHES

As noted, throughout the process participants have the opportunity to receive mentoring and coaching from a diverse group of accomplished leaders and professionals. This is also an opportunity to expand networks and ask questions about career paths and personal journeys. Two examples of guest mentors/coaches are as follows:



### JORDAN KASSALOW - EYELLIANCE + VISIONSPRING

Jordan is the Co-Founder of EYelliance and Founder and Co-Chairman of VisionSpring. He is as well a practicing optometrist. Jordan is founder of the Global Health Policy Program at the Council on Foreign Relations, an Ashoka Fellow and a Skoll Awardee. He recently co wrote the book "[Dare to Matter: Your Path to Making a Difference Now.](#)" Jordan lives in New York City.



### ALANNA HUGHES - PER SCHOLAS

Alanna is currently Senior VP for Implementation Strategy at Per Scholas. Prior to this she was a manager at Deloitte, entrepreneurship consultant at MIT, program assistant at Ashoka and a Peace Corps Volunteer. Alanna graduated with her BSFS from Georgetown University and completed her MBA (MIT Sloan School of Management) and MPA (Harvard University John F. Kennedy School of Government) in 2016.

# CHANGEMAKING FRAMEWORKS: EXAMPLES

Throughout the definition, diagnostic and design phases, [Social Entrepreneur Corps](#) participants will have the opportunity learn about and use tools (“changemaking frameworks”) modified by, adapted and or designed by Social Entrepreneur Corps leadership over the past 20 years. These help to get to the right answers from the right questions and create platforms for productive conversations and ideation.

Please find examples of these Changemaking Frameworks in the following pages.

## Changemaking Framework: Know Your Core Values

### Description:

Core values are the deeply ingrained principles that should guide all of you and your team/organization's decisions and actions. They serve as its cultural cornerstones and are inherent and sacrosanct; they should ideally never be compromised, either for convenience or short-term gain.

What are your core values? Are they clear? Do they help you when tough decisions need to be made? Or are they just sitting on a web page somewhere?

Clearly understanding, internalizing, and externalizing your core values individually, as a team, and as an organization is critical to building the kind of culture you aspire to. In addition, your solution/innovation and how it aspires to solve the problem confronting your constituents should reflect those values.

### Framework Guide:

This can be done for personal, team and/or organizational core values. It's a great activity to do within your team and/or with your constituents. It should help to spark very important conversations that get to WHY's and build empathy and understanding between individuals and groups.

First, spend exactly 3 minutes (no more) and circle your top 20 core values from the worksheet. Add some if you don't see them.

Next, spend exactly 1 minute and from those 20 circle the top 10.

Then, spend exactly 30 seconds and circle the top 5.

Finally, take 10 seconds and circle THE most important core value.

Upon completion, if you're working with others, share how the process felt and what everyone decided. Do people align? Do the values align with the work and/or innovation/solution? How hard or easy was this? Did you learn anything?

Acceptance	Change	Energy	Inquisitiveness	Patience	Sensitivity
Accomplishment	Cheerfulness	Enjoyment	Insightfulness	Passion	Service
Accountability	Comfort	Environmentalism	Integrity	Peace	Sharing
Accuracy	Commitment	Ethics	Joy	Perceptiveness	Silence
Achievement	Community	Equity	Justice	Perseverance	Simplicity
Activeness	Compassion	Excellence	Kindness	Persistence	Sincerity
Adaptability	Competition	Excitement	Knowledge	Persuasiveness	Solitude
Adventure	Completion	Exploration	Leadership	Playfulness	Spirituality
Affection	Concentration	Fairness	Learning	Reflection	Spontaneity
Altruism	Confidence	Faith	Logic	Power	Stability
Ambition	Connection	Flexibility	Love	Practicality	Strength
Appreciation	Consciousness	Friendship	Loyalty	Preparedness	Structure
Artistry	Contentment	Fun	Making a difference	Presence	Success
Assertiveness	Contribution	Generosity	Mastery	Proactivity	Support
Attentiveness	Cooperation	Grace	Maturity	Recognition	Sustainability
Awareness	Courage	Gratitude	Meaning	Recreation	Teamwork
Balance	Courtesy	Growth	Mellowness	Reliability	Thankfulness
Beauty	Creativity	Happiness	Mindfulness	Reputation	Thoroughness
Belonging	Curiosity	Health	Modesty	Resilience	Thoughtfulness
Benevolence	Daring	Helpfulness	Motivation	Resolution	Trust
Bliss	Decisiveness	Honesty	Nature	Resourcefulness	Truth
Boldness	Dependability	Hopefulness	Neatness	Respect	Understanding
Bravery	Determination	Humility	Non-conformity	Responsibility	Uniqueness
Brilliance	Devotion	Humor	Obedience	Sacredness	Volunteering
Calmness	Discipline	Inclusion	Open-mindedness	Sacrifice	Warm-heartedness
Capability	Diversity	Imagination	Optimism	Self-control	Willingness
Carefulness	Education	Impact	Organization	Selflessness	Wisdom
Certainty	Empathy	Independence	Originality	Self-reliance	Wittiness
Challenge	Encouragement	Individuality	Outrageousness	Self-respect	Wonder

# Changemaking Framework: Problem to Solution Categorization

## Description:

It is critically important to understand that the nature of every problem is slightly different and thus there are different strategies to addressing different problems. In an ideal world every problem would be eliminated. However this is not practically possible. Given this, see below the six ways of addressing a problem.

### Stop the problem

**Prevent it:** By preventing a problem from occurring (or recurring) we have perhaps the ideal solution. Think of preventing drunk driving.

**Eliminate it:** Eliminating a problem once and for all is the optimal way of attacking a problem but may not always be possible.

**Reduce it:** This is for some problems, for example waste, that cannot be eliminated entirely.

### Deal with the problem

**Treat it:** Here the damage caused is repaired or treated. Think of drug treatment.

**Tolerate It.** The effects of the problem are put up with. Measures are taken to endure these effects. This is for problems that are likely to exist and ways to deal with the consequences are needed.

**Redirect It.** The problem is deflected and sometimes the problem will simply be redefined as not a problem any more.

## Framework Guide:

What's the nature of your "problem" and innovation? What kind of problem is it and where can you and your team best intervene? Is there one way or are there multiple ways? Be realistic.

In the following exercise simply look at the priority problem you've identified and consider the relevance of each of the methods for solving problems. Write down your ideas in the first column.

Next, what can you and your team do through its innovation based on the relevance? Note down in the following column your solution ideas.

Please note that one way of solving a problem is not inherently better than another. Every problem and situation differs. You're simply trying to come up with the best way given the circumstances. And as you work you may end up addressing other ways.

In addition, you can use this for strategic and tactical problem solving guidance. This doesn't only apply to your customer but to problems with your own internal workings to get your solution to your customer.

	PROBLEM RELEVANCE	SOLUTION IDEAS
ELIMINATE IT		
PREVENT IT		
REDUCE IT		
TREAT IT		
TOLERATE IT		
REDIRECT IT		

# Changemaking Framework: Systems Deep Dive

## Description:

A systems thinking model that can be very helpful for getting from the particular to the underlying reasons is the iceberg model. We know that an iceberg has only 10 percent of its total mass above the water, while 90 percent is underwater. But that 90 percent is what the ocean currents act on and what creates the iceberg's behavior at its tip. This is the same for systems. There are four levels to the iceberg. They are as follows:

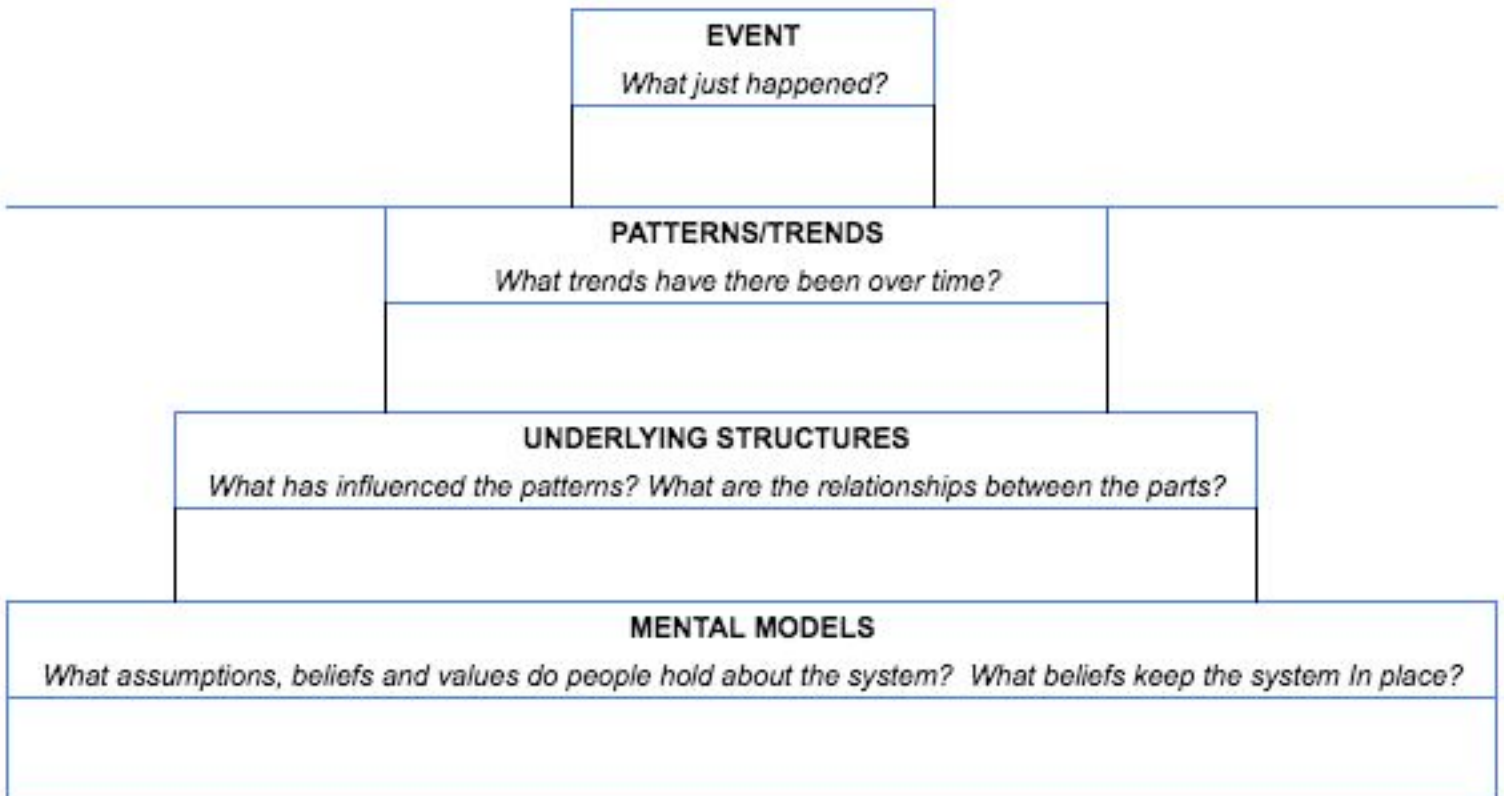
- **Event:** What's happening or just happened? This is at the visible level. We REACT if we are only seeing at this level.
- **Patterns/Trends:** Do you see this in other places as well? What's been going on over time? Is there a throughline? We can ANTICIPATE once we understand at this level.
- **Underlying structures:** What has influenced the patterns? What are the relationships among the parts? We are able to DESIGN once we comprehend the underlying structures.
- **Mental models:** What values, beliefs, and assumptions do people hold about the system? What keeps it in place as is? When we have an understanding of mindsets, we are truly able to TRANSFORM.

## Framework Guide:

Look at a challenge you, your team/organization and/or a particular stakeholder is facing and work through the model.

**First**, there's an event that has prompted dissatisfaction or frustration. What is it? Note this down in the appropriate place at the tip of the iceberg. There may be multiple events so you may want to do this several times. **Next**, is this a one time thing or is this part of a pattern? What's the pattern? Note this down. **Third**, why is this happening? What are the concrete reasons? Is a current solution clearly suboptimal for some reason(s)? Note this down in as much detail as possible as well. **And finally**, is there some underlying thought pattern or understanding that's driving the situation? This is where the real power to create change lies. Dig into this as deeply as possible and note this down.

To note, as you work through this you may want to iterate. The goal is to get to the real "WHY" and address the challenge at the lowest level of the iceberg possible.



# Changemaking Framework: Capital Mix Analysis

## Description:

Individuals, communities and organizations have a variety of relative strengths and weaknesses/gaps in their overall “assets” or “capital mix”. We fail when we only look through the lens of one or a few of these. Following are the 7 essential forms of capital we need to analyze during the diagnosis and design process.

- Financial (Economic) Capital: These are the economic resources available or accessible.
- Human Capital: These are the people who can work on an issue or challenge.
- Physical Capital: This includes things such as accessible raw materials, facilities, transportation, stores, machinery, energy, supplies, local bodies of water, plants, forests, agriculture, fish and animals.
- Social Capital: This is the networks of relationships among people who live and work in a particular society including formal and informal community groups that work together towards a specific purpose.
- Knowledge Capital: This is oftentimes called intellectual capital and is the intangible asset that represents valuable ideas, methods, processes and other intuitive talents that exist.
- Cultural Capital: Cultural capital falls into three categories: institutionalized (education or specialized knowledge), embodied (personality, speech, skills), and objectified (clothes or other belongings).
- Experiential Capital: These are skills and insights people have gained in work and life.

## Framework Guide:

This framework can be helpful either working together with your potential constituent(s) or within your team. The key is to avoid looking through a deficit lens, but rather from an asset perspective. We start with the assumption that we are all relatively “wealthy” in so many forms of capital. Understanding this and building on what exists, not just looking at what doesn’t, is critical for helping to empower change. The steps for this framework are as follows:

**First**, fill out the strengths that the constituent(s) has for each type of capital.

**Next**, look at the strengths and decide which ones can likely be most highly leveraged. Note these down. What are the strongest forms of “wealth”, so to speak? What’s unique?

**Third**, note down where weaknesses/gaps exist.

**And fourth**, looking at these weaknesses/gaps, try to identify where you/your organization/your innovation can or could potentially “intervene” to create strength/fill in a gap. This is where you assess where you are relatively “wealthy” and can add value.

Through this exercise you should get a 360 degree view of the capital mix and an idea of what to leverage and where to support.

	AREAS OF STRENGTH	LEVERAGE OPPORTUNITIES	AREAS OF WEAKNESS	POTENTIAL INTERVENTION AREA
FINANCIAL				
HUMAN				
PHYSICAL				
SOCIAL				
KNOWLEDGE				
CULTURAL				
EXPERIENTIAL				



# Changemakers Framework: Analyzing, Designing + Aligning Incentives

## Description:

Creating the right incentives and inspiring action for your team, your partners and/or your constituents (or helping others do the same) is likely one of the most challenging and important aspects of the design of your innovation. If you don't get this right, you're innovation will likely sit on the shelf. Additionally, incentives need to be aligned for all stakeholders as having incentives in conflict may work in the short term, but will cause failure in the medium and long term. As well, a simple dependence on monetary incentives is insufficient and may even be counterproductive at times. There are essentially three categories of incentives. They are as follows:

- **Personal Intrinsic:** These are “internal” motivators and are oftentimes the most powerful. People do things because they truly want to. It comes from within.
- **Personal Extrinsic:** These affect the personal, but come from outside forces. This is traditionally the default or the first place that is addressed. It is often necessary, but insufficient.
- **Organizational/Societal:** These are influences and sources of motivation that are less concrete, but no less important. It's also important to recognize these as sources of potential demotivation.

## Framework Guide:

One approach would be to do this for three stakeholder groups simultaneously; for your team, your partners and your constituents. Then you'll want to ensure alignment. However, you can certainly adapt this for whomever you feel it would be most helpful.

**First**, note down the stakeholder you are targeting at the top of the framework. **Next**, list out what you believe the current incentives (and disincentives) to be. Analyze this and see if you can find any challenges or gaps. This tells you where opportunities lie for modification. It's also important that you aren't simply guessing, but doing this with or after conversations with the appropriate stakeholder.

**After** you've analyzed the current situation, list out your ideas for new or different ways to incentivize or how to mitigate disincentives in the “Potential” column. Which ones are the most important? Which ones are the most actionable and “easy wins”? Which will be the easiest from a change management perspective?

		Stakeholder	
		Incentives	Potential
Personal Intrinsic	Self- Actualization	Current	Potential
	Sense of Purpose		
	Role Modelling		
	Collaboration		
	Storytelling		
	Fun		
	Sense of Community/Association		
	Sensemaking		
	Happiness		
	Morality		
	Decreased stress		
	Family		
Personal Extrinsic	Advancement		
	Money		
	Punishment		
	Humiliation		
	Recognition		
Organizational/ Societal	Vision		
	Crisis		
	Evidence		
	Transparency		
	Policy		
	Regulation		