

Agenda in the Community Sector

ANSER Keynote, 2011 June 1, Fredericton, NB

Fredericton, NB

Jacquelyn Thayer Scott, O.C., Ph.D.
Past President & Professor of Orgl Mgmt &
Strategy
Shannon School of Business, Cape Breton
University

Things to talk about

- A brief reprise of Tim Brodhead's fine essay
- Some added analysis, and the science that brought us to here
- A look at some 'trail-blazers'
- Looking ahead - and what we, as academics, can do

Brodhead's 'Drivers'

- a world of constant, accelerating change (new knowledge and technology)
- 'birth-pangs' of the green economy
- aging, diverse, urbanized population and no growth in workforce
- global economy moves to Asia and Latin America while our productivity lags, infrastructure degrades, and institutions resist

Incremental, Challenges

- Financial - government cuts and policy changes, donor fatigue, lack of working and venture capital to the Sector
- People - Harder to recruit both paid staff and volunteers - lower salaries/benefits, short-term funding horizons, not enough effort on diversity, general aging

Incremental, Challenges (2)

- Structure - poor outcomes measures, lack of 'creative destruction,' growth in organizational numbers and increased competition for funder/donor attention
- “Let a thousand flowers wither.”

Financial Remedies

- need for purpose-built financial institutions to deal with working and venture capital issues
- more professionally and competitively managed service providers
- more comparative assessments and cluster evaluations using different approaches

Remedies (2)

- People
 - turn volunteer programs on their heads, 'reconfigure work to meet volunteers' personal needs'
 - improve volunteer management - train, integrate and orient continuously
 - better use of ICT for work effectiveness of staff and volunteers (and board?)

Remedies (3)

- Structure
- new organization forms that open new funding opportunities (e.g., CICs in UK, L3Cs in several US states, social impact bonds, program-related investments from foundations)

Social Innovation

- National focus - partnership and advisory office within PMO (as in UK and US)
- Regional/local efforts to link community needs and academic research through Knowledge Transfer Offices, service learning and cross-sectoral initiatives

Discussion's Stimulus to Social Innovation

- Encourage an asset-based approach to dealing with public policy questions about the 'benefits economy' as needs outstrip revenues

Agenda

- Reposition sectoral self-image in two parts - a *caring* sector and a *creative* sector
- Government to view Community Sector as an indispensable partner
- Business to embrace a role 'beyond the triple bottom line'
- Develop resiliency, adaptation - innovate, collaborate, celebrate

sectoral perceived

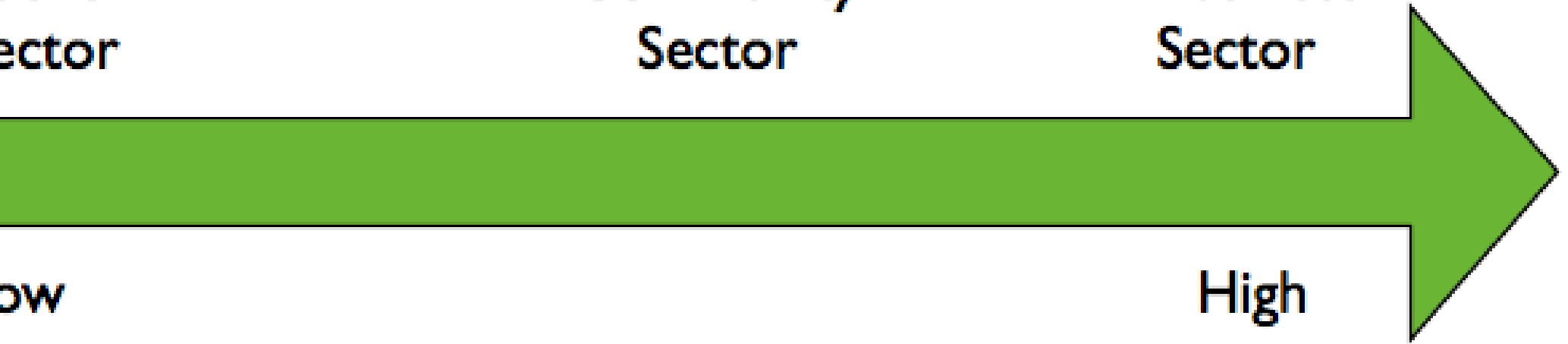
Public
Sector

Community
Sector

Business
Sector

Low

High



US Interstate Map



ing Canada's Newbie Parliament

by **Gershon Mader**

FOLLOW

Management and leadership consultant; author of *The Power of Strategic Commitment*.

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ed: May 16 2011 00:49 AM | Updated: about 10 hours ago

**House of Commons faces an 'organizational transformation,'
that may be a good thing.**

May 2, the people of Canada sent more never-before-elected members to Parliament than ever before. Several of them between the ages of 19 and 21. Parliament now faces the challenges many growing organizations see in situations where they must quickly engage and align a large number of new, inexperienced people. Parliament has also lost many experienced incumbents, and with them much of its institutional memory and traditions. This happens in all rapidly changing organizations.

The Prime Minister and the new leader of the Opposition face significant challenges in engaging and aligning all of these new MPs – but no more than many organizations face during mergers and acquisitions, rapid growth, or large-scale projects.

Related Links:

[Video] Introducing the NDP Freshman Class



Shared Diamond

Long-term trend toward
amalgamation, then
fragmentation in human
history

“optimum fragmentation”...

...between too much unity
(China?) and hyper-
fragmentation (India?)



Lin Whitney-Smith

6 information revolutions

each of last 3 had two
phases

phase 1: benefits existing
elites

phase 2: common people
gain access and elites
seek to control/repress the
innovation



transformational change analysis

- psychiatry - behavioural patterning in organizational change; better use of intelligent memory
- psychology - gamification theories
- bio-physics - system sustainability, quantum coherence
- evolutionary biology - evolutionary/genetic connections of cooperation, eusociality

Shoshana

Zuboff

- historic transition happening in capitalism from 'managerial' to 'distributed'
- 5 new functions arise as reconfigurations of assets 'defined by the unmet needs of individual end users': inversion, rescue, bypass,



Economy of mutations

- ✉ E-mail
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Learning mutations encompass five essential functions: inversion, rescue, bypass, reconfiguration, and support. Plotting mutations along the axes rescue/bypass or support/inversion shows that mutations vary in the degree to which they have developed each of these functions.

Economy of mutations

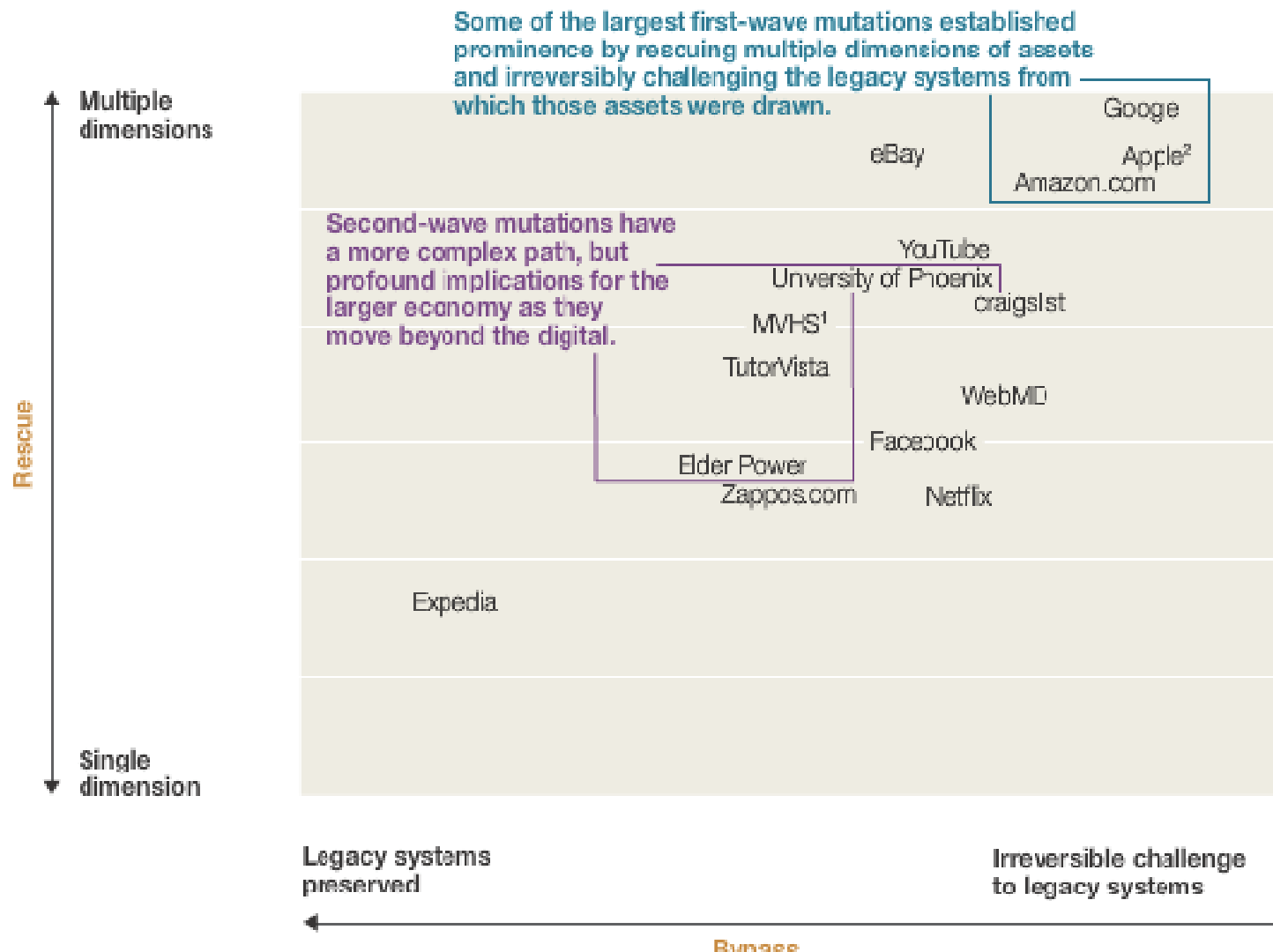
exhibit 1 | exhibit 2

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see companies'
configuration

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Economy of mutations

exhibit 1 | exhibit 2

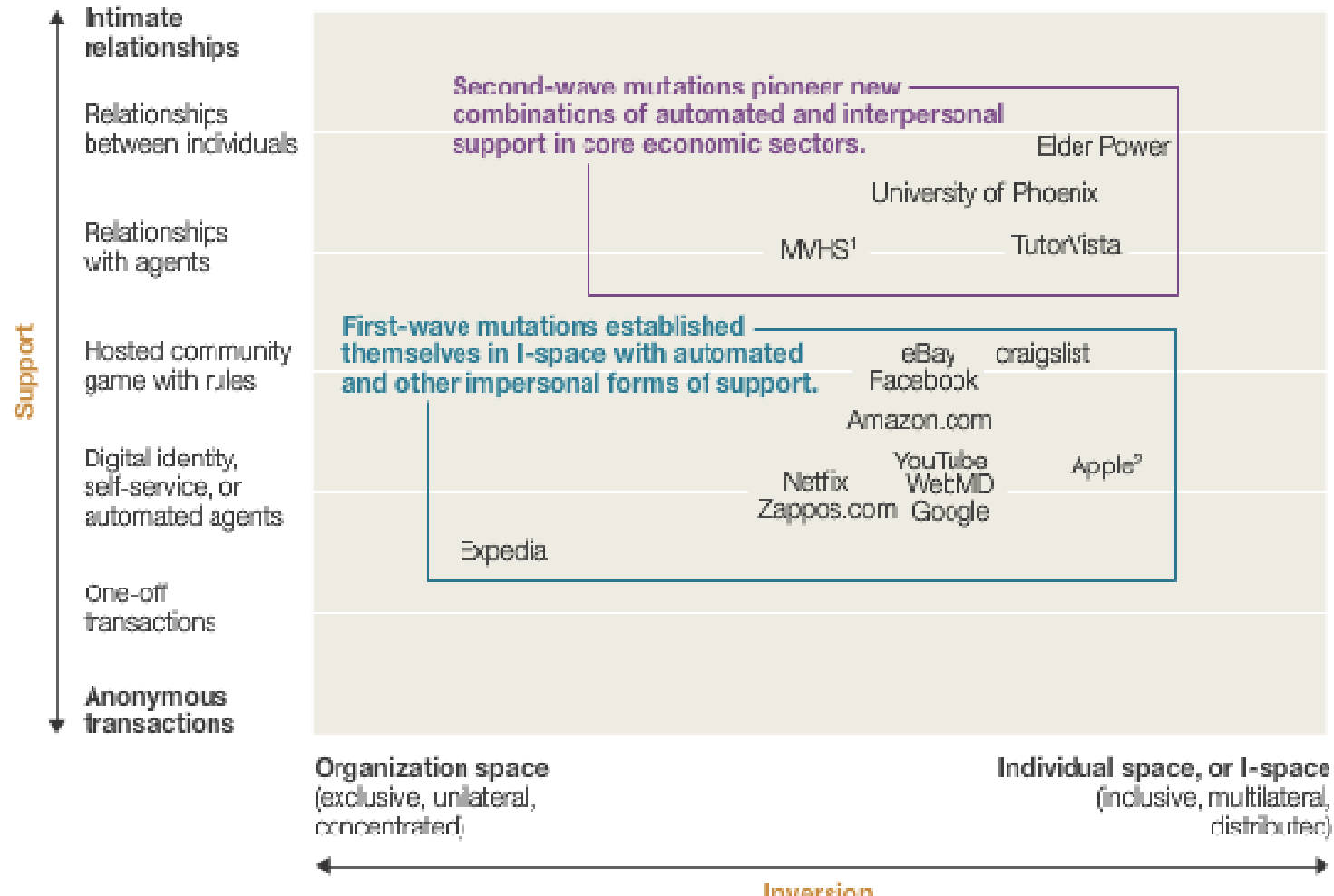
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Gary Hamel

- a founder (among many) of the Management Innovation Exchange, known as the MIX
- Director of the Management Lab and Visiting Professor at London Business School
- *The Future of Management* (2007) named by amazon.com as best business book of the year
- Over 20 years has authored 15 HBR articles and is most reprinted author in HBR's history
- *Wall Street Journal* recently named him as the world's most influential business thinker; *Fortune* has called him the world's leading expert on business strategy



Appendix B:

The Renegade Brigade

Following individuals participated in the Management Lab-sponsored conference Future of Management, held on September 29 and 30, 2008 in Half Moon Bay, California:

Eric Abrahamson	Columbia Business School
Chris Argyris	Harvard Business School
Joanna Barsh	McKinsey & Company
Julian Birkinshaw	London Business School
Tim Brown	CEO, IDEO
Lowell Bryan	McKinsey & Company
Bhaskar Chakravorti	Harvard Business School
Yves Doz	INSEAD
Alex Ehrlich	Morgan Stanley
Gary Hamel	Management Lab
Linda Hill	Harvard Business School
Jeffrey Hollender	CEO, Seventh Generation
Steve Jurvetson	Partner, Draper Fisher Jurvetson
Kevin Kelly	Co-founder, <i>Wired</i>
Terri Kelly	CEO, W.L. Gore
Ed Lawler	University of Southern California
John Mackey	CEO, Whole Foods
Tom Malone	MIT

Marissa Mayer	Google
Andrew McAfee	MIT
Lenny Mendonca	McKinsey & Company
Henry Mintzberg	McGill University
Vineet Nayar	CEO, HCL Technologies
Jeffrey Pfeffer	Stanford University
CK Prahalad	University of Michigan
Leighton Read	General Partner, Alloy Ventures
Keith Sawyer	Washington University
Peter Senge	MIT
Eric Schmidt	CEO, Google
Rajendra Sisodia	Bentley University
Tom Stewart	Booz & Co.
James Surowiecki	<i>The New Yorker</i>
Hal Varian	University of California, Berkeley
Steven Weber	University of California, Berkeley
David Wolfe	Wolfe Resources Group
Shoshanna Zuboff	Harvard Business School (retired)

Why not?

What law decrees that our organizations have to be bureaucratic, inertial and politicized, or that life within them has to be disempowering, dispiriting and often downright boring? No law we know of. **So why not build organizations that are highly adaptable, endlessly inventive and truly inspiring?** Why not indeed. That's the goal that lies at the heart of the Management Innovation eXchange (MIX).



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Canada's Community Sector Organizations?

- In addition to Brodhead's points....
- Time to act -- ask for forgiveness, not permission!
- Don't wait for government to applaud the sector's criticality to our quality and way of life (aka hell freezing over)

Canada's Community Sector Organizations?(2)

- Sector needs to do bypass surgery to improve its efficiencies and skills in new forms of communications, new forms of organizational structures and relationships

Canada's Community Sector Organizations?(3)

- And for we academics....
- Improve our own tech literacy
- Aim for research quality, rather than quantity (yes, I know what gets rewarded)
- Rediscover Argyris, Lewis and Freire and the traditions of participative/action research
- Work with 'fringe' organizations at 'the edge'...make coalitions with 'the willing' (to change)
- Leave a legacy!