

Scaling Up at a Glance

Today's organizations (public and private alike) are complex ecosystems with accountability to a diverse group of stakeholders (customers, employees, investors, community, etc.). Often times these organizations use high impact strategies to innovate, re-invent, and manage change.

This document outlines scaling up and high impact strategies amid managing change that many organizations must grapple with in order to stay current and relevant.

In researching and examining literature, best practices, and high impact strategies, the following articles were found to be informative tools that can provide beneficial insights for implementing innovation and scaling up high impact strategies and managing change. This document ends with a suggested model for change as well as activities that leaders can use in their respective institutions to manage change.

- https://ssir.org/articles/entry/why_proven_solutions_struggle_to_scale_up
- http://www.tides.org/wp-content/uploads/2018/08/Tides_Stagnation_Chasm_20180810.pdf

As the complexity of organizations are examined, Social Innovation as a paradigm shift can be used; meaning that we must lead, manage, initiate, deploy, execute initiatives (current and new), and produce outcomes differently than the current norms that we produce in a change receptive eco-system.

Articles summary: Many social innovations fail because they are unable to bridge the “stagnation chasm.” Both articles provide an overview of the resources, ecosystems, and skills needed to overcome stagnation chasm.

The recommendations enumerated in these articles are applicable to complex organizations such as public, private, and non-profit.

In these articles, the authors call for a deeper analysis, understanding, and action to overcome the barriers that stunt proven social innovations from reaching maximum impact. The authors further assert that there is no universal formula and no one has all the answers when deploying social innovation. Today, throughout the life cycle of an organization, we have more knowledge than ever before. We have more data, deeper insights, and richer case studies to inform our work concerning social innovation. The field continues to grow, with an ever-expanding circle of change makers, funders, and partners (private and public) noticing what works and what does not, and exchanging lessons learned.

By proposing the stagnation chasm as a framework for understanding needs in the field (related to social innovation), highlighting promising solutions, and suggesting steps forward, the authors hope to encourage additional research and on-the-ground experimentation among funders who seek to increase the pace of progress toward a more just, sustainable, and prosperous world for everyone.

What does scaling mean?

There is not a universal definition of scale. Duke University's Center for Advancement of Social Entrepreneurship has proposed, “social innovations have scaled when their impact grows to match the level of need.” Jeffrey Bradach, managing partner and co-founder of The Bridgespan Group, provides an alternate perspective on scale: “How can we get 100x the impact with only a 2x change in the size of the organization?”

By design, the authors did not set a precise definition of scale in their research, because they wanted to explore the factors that had been important for a broad range of social innovations to achieve widespread impact over the past 30 years. Scaling impact can look different for different innovations.

Geoff Mulgan, director of the Young Foundation, a center for social innovation, social enterprise and public policy has created a valuable tool for understanding the unique and varied paths that social innovations take as they scale up. The author **identified five pathways to scale**, which are summarized below: **advocacy, networks, programs, franchising, and direct control**.

Pathways of Growth and Replication	
Advocacy	<i>Spread through advocacy, persuasion, and the sense of a movement; e.g. environmental nonprofit response to acid rain pollution in U.S.</i>
Networks	<i>Grow through professional and other networks, helped by some evaluation; e.g. the 12-step program of Alcoholics Anonymous</i>
Programs	<i>Replicate through programs and partnerships, sometimes with payment, IP, technical assistance and consultancy; e.g. fair trade certification program</i>
Franchising	<i>Spread by an organization, using quality assurance, operational systems, and other support; e.g. Grameen Bank's replication within Bangladesh and then worldwide</i>
Direct Control	<i>Organic growth of a single organization, sometimes including takeovers, sometimes with federated governance structure; e.g. Amnesty International or Greenpeace</i>

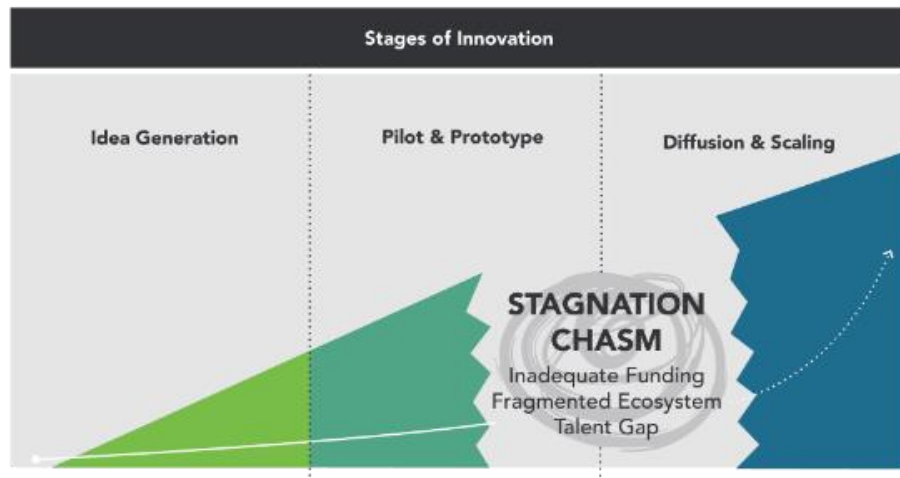
The author's research also affirmed that scaling up a social innovation to achieve deep and sustained impact often entails an assortment of the strategies listed above, employed thoughtfully over a long time to build momentum, support, and widespread adoption.

Moving from identifying a problem to scaling up a solution is called "the innovation continuum," as the authors asserted. This model helps organizations to identify the needs, opportunities, and strategies most critical at various points in a social innovation's trajectory.

The Innovation Continuum



As organizations applied the innovation continuum to the cases these authors studied, they identified barriers to scale that often trap social innovations in a stagnation chasm before they achieve diffusion and scaling.



In the authors' research, three barriers were identified that repeatedly block social innovations from reaching their broadest impact: (1) inadequate funds for growth, (2) the fragmented nature of the social innovation ecosystem, and (3) talent gaps. If organizations are serious about propelling proven social innovations to achieve widespread impact, they must find solutions that overcome each of these barriers. The remaining segments of the article explored more details of these three barriers.

The authors concluded both articles by stating:

“To tackle large social problems, one cannot be intimidated into working at the fringes or allowing ourselves to feel satisfied with small steps forward. We need big leaps for humanity and for our planet to address issues like climate change and the impact of technology on the labor market or narrowing the attainment gap. We are equipped with more information and material resources than ever before in history.”

Managing Change amid Innovation and Scaling Up

ADKAR is an acronym that represents the five milestones or outcomes an individual must achieve for change to be successfully realized: **awareness, desire, knowledge, ability** and **reinforcement**. When applied to organizational change, this model allows leaders and change management teams to focus their activities on what will collectively drive individual change and produce organizational results. This document provides an overview of ADKAR¹ milestones.

The diagram (next page) provides detailed definitions for the five milestones of ADKAR. What follows next is a summary of change management model, five milestones of ADKAR model, as well as activities that leaders can employ in their respective institutions to manage change.



¹Reference Citation: <https://www.prosci.com/adkar/adkar-model>

What follows next, provides **tactics** and **suggested activities** for **building effective skills** for each **five ADKAR milestones** for successful implementation of **change**.

Awareness: Communication, effective sponsorship, coaching by managers and supervisors, readily accessible information and resources that support the Awareness milestone of the ADKAR is discussed next.

- **Communication**
(**Activities-** Employ the most audience appropriate communication tools to communicate the change with team members.)
- **Effective sponsorship (being visible and present)**
(**Activities-** Engage the team and collect feedback as appropriate. Direct communication with teams increases adoption of the change. Build a coalition that reinforces the awareness messages at all levels. This includes enabling each team to communicate the reasons for change through multiple communication channels and throughout the organization.)
- **Coaching by managers and supervisors**
(**Activities** – Respective leaders should be able to articulate to the team, “what the change is about? And how would change impact their work?” Face-to-face communications with the team is a good starting point. Providing a safe space and opportunities for honest, straightforward and confidential discussions with the team also helps to correct misunderstandings, curb rumors, and provide an opportunity to collect feedback from the team, which helps leaders to better understand the background conversation. Leaders should strive to clarify “what’s in it for me or us both at the individual and institution level?”.)
- **Readily accessible information and resources**

(Activities – Transparency builds awareness on an ongoing basis and supports not only the current change but also future changes. Increasing visibility and creating a culture that values open sharing of information that translates directly to increased awareness of the need for change for respective unit.)

Desire: Effectively sponsoring the change with employees/peers, equipping managers and supervisors to be change leaders, assessing risks and anticipating resistance, engaging employees in the change process, and aligning incentive programs to support the Desire milestone of ADKAR will be discussed next.

- **Effectively sponsoring the change with employees/peers**

(Activities- Leadership team must identify & partner with a team champion who is passionate about their work and projects and bring a spirit of innovation and entrepreneurship to this relationship. The professional development (PD) activities that leaders devise are designed as such that other stakeholders including the President/CEO will take part in PD activities. This PD activity and the PD activities for the team and others promote awareness, advocacy, and garner support at the institution both from the top and at the grass-root faculty level. It is anticipated that a champion at the unit can be instrumental to this work by bringing others along (and promote vertical and horizontal integration of ideas, visioning, capacity building, and advocacy at organization for capacity building or initiatives alike with support from President and the senior leadership team). In other words, this champion can be the key element of change at the unit.)

- **Equipping managers and supervisors to be change leaders**

(Activities- As leaders engage their team members, focus on sharing two aspects of this engagement: Short-term engagement, the team develops a credible award worthy project; Long term engagement, using lessons learned from short term engagement to build capacity and seeking opportunities beyond the life-cycle of change. Additionally, leaders must work with their team by drawing their attention to transformative aspects of their proposed change work beyond the life cycle of funding by assessing the broader impact at the organization. Activities that promote teams to become change leaders can be best leveraged by the leadership team, drawing upon their practical experiences, expertise, and sharing these experiences or case studies. Most importantly, leadership team should look for change management training and share these resources with the team and promote their participation in such PD seminars/workshops.)

- **Assess risks and anticipate resistance**

(Activities- Leadership team must include readiness assessments that identify potential challenges & points of resistance. Readiness assessment information will be developed using surveys, pre-visit narratives, and audit reports, a collection of leadership team's observation notes during formal and informal visits with the respective teams. These assessment results serve as proactive planning tools designed to identify and target resistance and mitigate known risks from the onset. Combining assessments about the size and scope of the change itself with assessments about institutional readiness reveals the overall risk of the change. Change impact assessments identify the transitions required from different areas of the institution and the unique challenges for specific groups. With this information, leadership team and respective team members can strategically develop special strategies and tactics to proactively build desire. Special tactics may address areas of potential resistance or offer tailored support to those most impacted (process as well as people.)

- **Engaging employees in the change process**
(Activities- Using direct participation in and developing ownership of the change by the team is a fast and effective way to build support and desire at the organization. Leadership team should pay close attention to following phenomenon unfolding at the institution. Respective team plays many different roles in the change process. They may get involved in creating the needed solution or participate in testing the new solution to provide feedback on and input for improvements. Natural influencers and peer leaders can engage as change champions or members of a change agent network. Actively engaging key individuals in the change produces a multiplying effect in overall levels of desire to support the change, and ultimately can lead to significant increases in the speed and success of adoption.)
- **Aligning incentive programs**
(Activities- Leadership team anticipates that providing a preliminary stipend for respective team's participation in the change process, which can serve as an incentive for team members. It is important for respective leadership to provide incentives to staff, mid-level leaders, and senior leaders who promote, seek, and secure proposed change outcomes. Leadership team should share with respective team best practices from other organizations. Best practices confirm that such incentive program can advance innovation, capacity building, and promote engagement of key individuals at the organization.)

Knowledge: Attention to current level of knowledge, attention to capability and capacity to learn, focus of knowledge transfer, attention to resources available for education and relevant training, and effective training/education programs focus on the pace of on-boarding training that support the Knowledge milestone of ADKAR will be discussed next.
- **Attention to current level of knowledge**
(Activities- Assessing and gauging respective team's understanding level of change is critical. Respective team may possess varying degree of knowledge and understanding for the proposed change. The size of the knowledge gap directly impacts the probability of success for individual team members as well as the organization. For individuals with a considerable knowledge gap at individual team as well as the organization level, leadership team must plan for significant time and effort needed to develop the required knowledge.)
- **Attention to capability and capacity to learn, focus of knowledge transfer**
(Activities- Leadership team should pay close attention to learning styles of team as well as their capability and capacity (for both learning and carrying their respective proposed change role). For example, if a team member has the capability to learn, they may not have the capacity to take on the mental process of learning new skills (grant proposal development from ideation stage to a written proposal stage). They may not be able to connect the dots (in terms of relationship between their proposal and planning (short- and long-range at the organization). In interactions with the team, leadership team should learn and draw on both their Strengths Finder™ and/or DISC™ assessment(s) and teams' assessment results to leverage these findings for matching distinct working and learning styles by guiding and sharing with team members the resources (inside and outside of their respective organization) that facilitate their capacity and capability building to learn (training and workshops.)
- **Attention to resources available for education and relevant training**
(Activities- Using leadership team expertise and networks as well as the professional network and resources available at the organization, leadership team should guide and share resources

for training with respective team that increases their knowledge base and capabilities to move their change proposal from current state to desired stage.)

- **Effective training/education programs focus on the pace of onboarding training**
(Activities- The following can help leadership team to guide respective team members in all three: knowledge transfer, capacity, and capability building.)
 - Job Aids
 - One-on-One coaching
 - User groups/forums

Ability: Day-to-day involvement and active engagement from managers, access to subject matter experts, hands-on exercise during training, and adoption and performance monitoring that support the Ability milestone of ADKAR model will be discussed next.

- **Day-to-day involvement and active engagement from managers**
(Activities- Leadership must work closely with their respective team to identify and problem-solve challenges that serve as barriers for advancing the organization's goals and objectives that are aligned with the leadership goals and objectives. Moreover, leadership team should support respective team in their endeavor by sharing practical examples, and other known and tested resources as appropriate. The working relationship with the team can be leveraged by leadership team as it provide (a) one-on-one coaching, (b) offering practical solutions to team challenges and problems, and (c) modeling the desired ability and skills. The leadership team must also establish a safe, supportive environment where respective team can voice their concerns without feeling marginalized. Leadership team should also provide their team support by providing timely feedback and direction as needed. Leadership team should create feedback channels to identify gaps in processes or tools as their respective team embark on developing their change proposal.)
- **Access to Subject Matter Experts (SMEs)**
(Activities- SMEs are also key resources in supporting and fostering ability. SMEs are experienced and provide additional knowledge when the question at hand is beyond respective team's knowledge, expertise or current resources.)
- **Hands-on exercises during training**
(Activities- Leadership team must draw upon their experiences and practical knowledge base as well as other tested and evidence-based resources to guide their team in their journey of ideation, visioning, and innovative thinking when developing and managing projects, which ultimately leads to sustainable and desired change.)
- **Adoption and performance monitoring**
(Activities- Leadership team should provide timely, adequate, and constructive formative feedback to their team on what they are doing well and what areas they need to improve. Formative feedback can shed light on behaviors and skills that respective team is employing to advance their project. Moreover, this information provides the organization with insights about the level of skills and abilities that respective team has developed and is employing to advance their aspirations in the area of the proposed change and capacity building.)

Reinforcement: Celebration and recognition, rewards, feedback from employees, audits/performance management system, and accountability systems that support the sustainability of ADKAR milestone will be discussed next.

- **Celebration and recognition**
(Activities- Celebrating successes and recognizing meaningful contributions to change are commonly cited tactics to reinforcing change. In addition to celebrating the achievement of the desired outcome, leadership team should encourage respective team members to recognize the short-term successes that build momentum, energy and enthusiasm. Meaningful recognition can be private and public, formal and informal. Leadership team should investigate how respective team members recognize their employees before offering suggestions and recommendations.)
- **Rewards**
(Activities- Leadership team should investigate how current incentive and reward system work and exist at the organization before offering recommendations. There may be some institutional policies that impede the awarding of incentives and rewards. Nonetheless, leadership team can offer best practices for rewards, recognition, and awards to respective team members or unit(s) or departments.)
- **Feedback from employees**
(Activities- The evaluation and assessment of change at the institution for strategies and activities that the team will employ are critically important and vital to sustainability of change throughout the life cycle of the Change proposal and beyond. Leadership team should provide formative feedback from impacted (respective team and senior leaders) and organization/units. Asking employees how they are doing with the change allows them to articulate their progress and identify their pain points and concerns. Leadership team can seek feedback from respective team members through interviews, focus groups and surveys. This formative feedback helps both the leadership team and respective team members to better understand where the change is taking hold as planned and where it is struggling.)
- **Audits/performance management system**
(Activities- Leadership team should work closely with specific dashboards, key performance indicators (KPIs), and metrics established at the organization. These processes and tools can serve as audit/performance management system(s). Most importantly, they can assess and measure the success of change after the organization deploys change and throughout the lifecycle of the change and maturity period. Reinforcement for sustainability also includes using measurement systems and ongoing evaluations of progress that the team is making. Conducting formal assessments and analyzing performance data allows the team to know if a change is taking hold (sustainable). Process checklists, usage data, and data from other outputs help both the leader and the team to understand how new systems, supportive processes, and tools are being utilized at the organization. Well-constructed performance audits indicate how engaged is the organization/unit/department with the change. Additionally, dimensions of team (talents, expertise, or abilities) contribute to change. Audits and performance assessment are essential tools for the change at the organization/unit/department; and can provide valuable information about where to take corrective action and provide more support or resources. These measurement systems also highlight where a change is being adopted and implemented with success, so the team can recognize and celebrate progress, creating more energy and enthusiasm around the change.)
- **Accountability systems**
(Activities- Leadership team should work closely with team members to build accountability mechanisms and processes which provide ongoing reinforcement. If such accountability

systems are not developed and integrated into the structure of the team within the organization, sustainability will fade away and become transactional.)

Conclusion and Implications for Practice

Today's organizations (public and private alike) are complex ecosystems with accountability to a diverse group of stakeholders (public, private, etc.) Often times these organizations use high impact strategies to innovate, re-invent, and manage change.

As one examines the complexity of organizations, one can use Social Innovation as a paradigm shift meaning that we must lead, manage, initiate, deploy, execute initiatives (current and new), and produce outcomes differently than the current norms that we produce in a change receptive eco-system.

This document identified five pathways to scale, which are: advocacy, networks, programs, franchising, and direct control.

Three barriers in particular repeatedly block social innovations from reaching their broadest impact: (1) inadequate funds for growth, (2) the fragmented nature of the social innovation ecosystem, and (3) talent gaps. If organizations are serious about propelling proven social innovations to achieve widespread impact, they must find solutions that overcome each of these barriers. Change management models can be used to promote social innovation and to achieve widespread impact.

Leaders and managers can use ADKAR Model for change to manage change in complex organizations that use social innovation as a means for scaling up. ADKAR model is supported by five milestones: Awareness, Desire, Knowledge, Abilities, and Reinforcement. This document also provided an overview of activities that leaders and managers can use to advance change using ADKAR milestones.