FIVE STEPS TO **GREATER SOCIAL IMPACT**

02/27/2019

MOVES THE NEEDLE

INDEPENDENT SECTOR

HELLO!

heather hiscox, co-founder

Hi there! I am the co-director of Social Impact Programs at Moves The Needle. I am a nonprofit professional and a social entrepreneur.
I am here to **disrupt how we** change the world.

MOVES THE NEEDLE

© Moves the Needle All rights reserved

Today we will learn

- How you can create value, not waste
- How you can apply the 5 Es of Lean Innovation
- How to access free innovation coaching!

ABOUT
MOVES THE NEEDLE

Moves The Needle exists to **transform** organizations to continuously innovate by **empowering** people to discover and create **new value** for their customers.

HOW WE TRANSFORM:
INNOVATION TRANSFORMATION ARCHITECTURE

capabilities

People - practitioners, coaching corps, leadership, and executives

systems

Supporting innovation practices - proven tools, measuring impact and integrating into existing systems.

management

Implementing transformation - preparing, kickstarting, accelerating, and scaling; allocation of capital and resources; communication; and innovation governance.

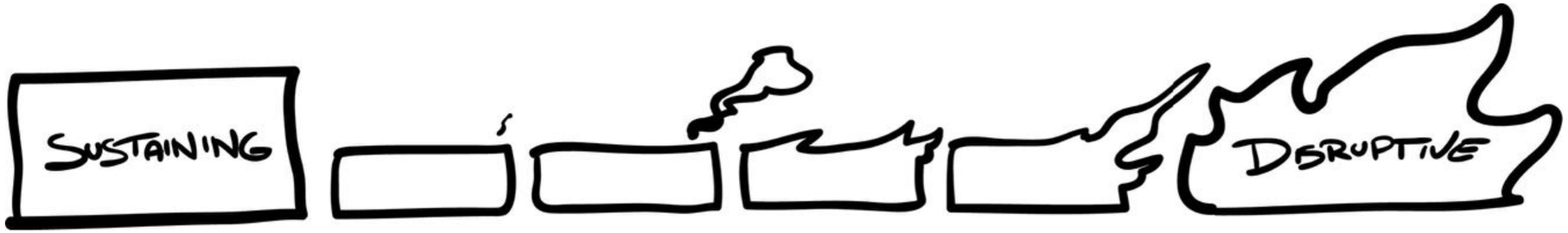
let’s talk about innovation…

what does it mean to innovate?

INNOVATION:

DELIVERY OF **NEW VALUE** IN THE CUSTOMER'S EYES

INNOVATION CONTINUUM



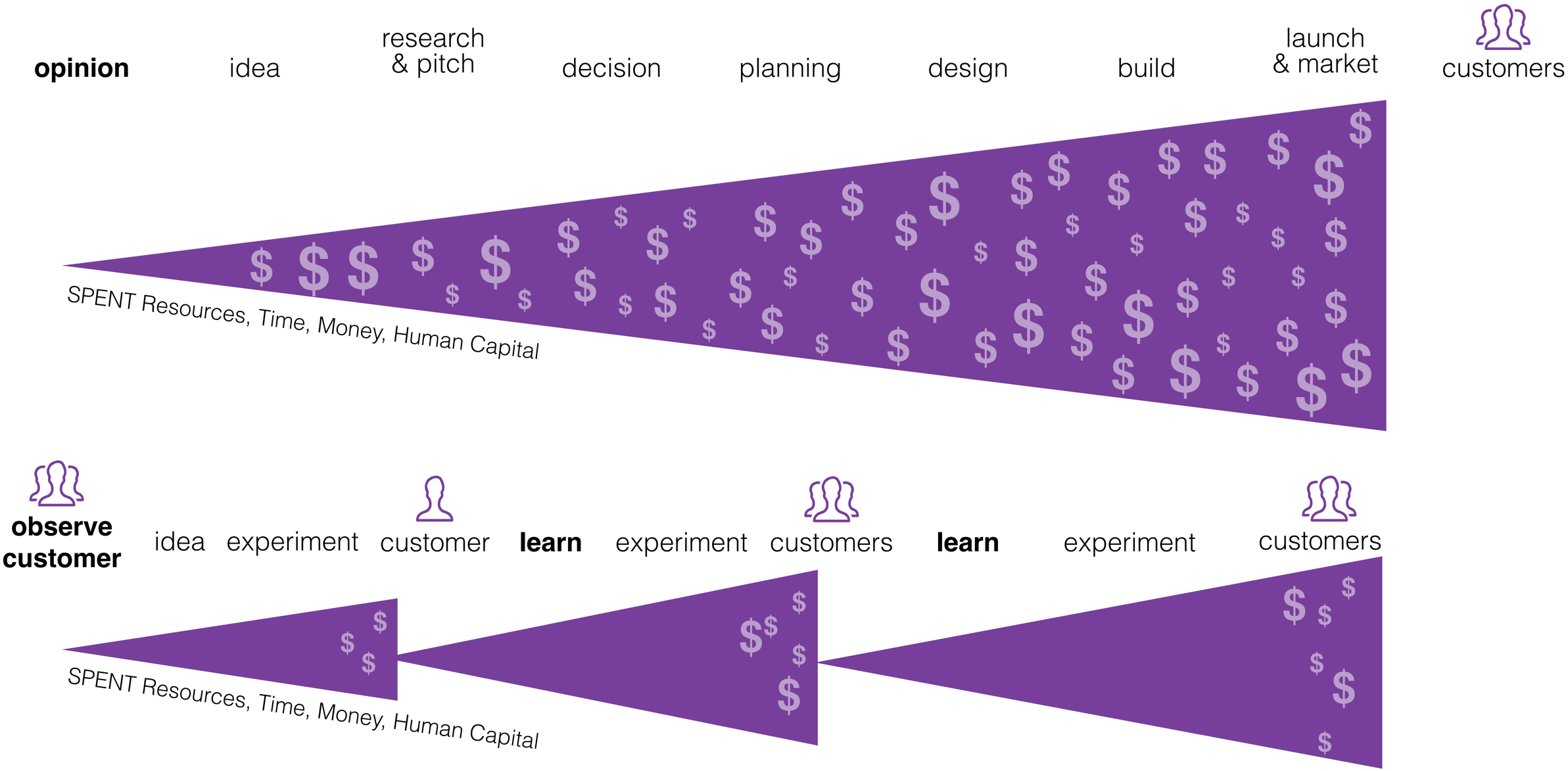
Existing Market
Problem Well Understood
Innovation Improves Differentiation
Incremental Change
Branding Leads The Way

Unknown / New Market
Problem Not Well Understood
Innovation is Dramatic
Radical Change
Program/Service Leads The Way

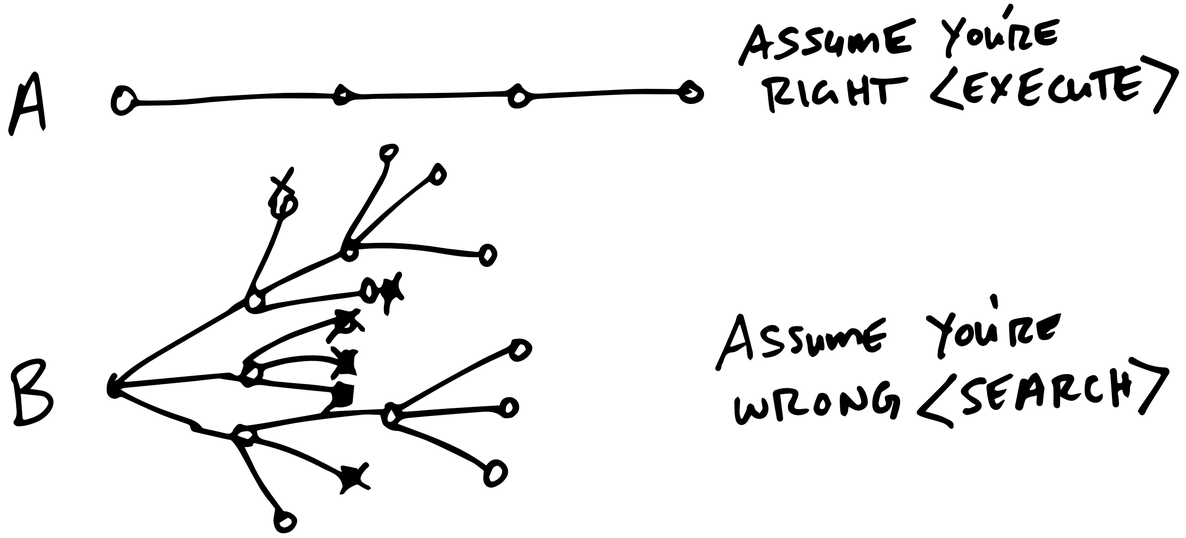
MOVES THE NEEDLE

© Moves the Needle All rights reserved

FROM POLITICS AND POWERPOINT TO INNOVATION THROUGH EVIDENCE



OPERATIONALIZING LEAN INNOVATION



triangulation

Follow the evidence not the roadmap, strategic plan, or organization need. Multiple experiments, over time, will lead to success.

- Bet small, learn big
- Follow your evidence
- Continuously eliminate the unknown

MOVES THE NEEDLE

© Moves the Needle All rights reserved

WHAT IS LEAN?

LEAN:

Reduction of waste in producing **known** value
(Customer, problem, solution are **known**)

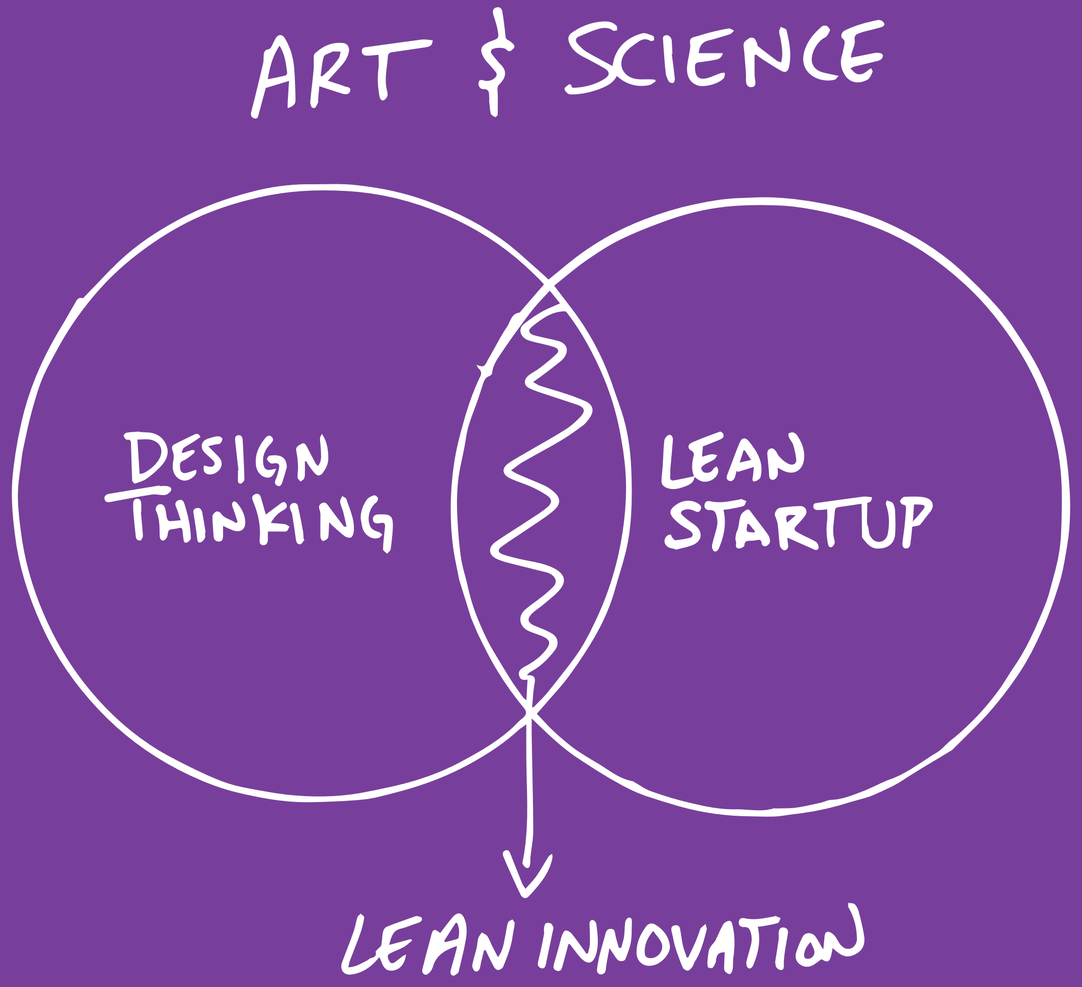
LEAN INNOVATION:

Reduction of waste in discovering **new** value
(Customer, problem, solution are **unknown**)

MOVES THE NEEDLE

© Moves the Needle All rights reserved

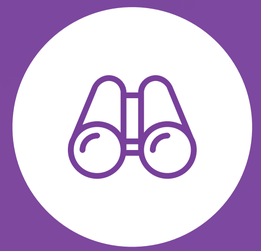
LEAN
INNOVATION



MOVES THE NEEDLE

© Moves the Needle All rights reserved

5 Es OF LEAN INNOVATION



EXPOSE

EMPATHIZE

EXPLORE

EXPERIMENT

EVIDENCE

MOVES THE NEEDLE

© Moves the Needle All rights reserved

CASE STUDY

MOVES THE NEEDLE

© Moves the Needle All rights reserved

SELF AWARENESS

5 Es OF LEAN INNOVATION

EXPOSE

EMPATHIZE

EXPLORE

EXPERIMENT

EVIDENCE

MOVES THE NEEDLE

© Moves the Needle All rights reserved

EXAMPLE:

***Challenge*:** The fire department was seeing an increase in calls to 9-1-1 for people recently released from the hospital and hospitals were readmitting patients with preventable, negative heath outcomes.

***Customer*:** Older adults that live alone and lack social connections to help them after being released from the hospital.

***Problem*:** These older adults don't want to be alone and need help, but they don't know where to turn

Document your focus

Challenge

Customer

Problem

what do I/we know for sure?

For what do you have evidence and lots of confidence?

what do I/we still need to learn?

Where are there areas of uncertainty?

what do I/we know for sure?

For what do you have evidence and lots of confidence?

what do I/we still need to learn?

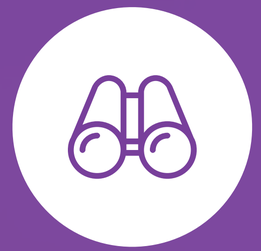
Where are there areas of uncertainty?

Challenge

Customer

Problem

5 Es OF LEAN INNOVATION



EXPOSE

EMPATHIZE

EXPLORE

EXPERIMENT

EVIDENCE

MOVES THE NEEDLE

© Moves the Needle All rights reserved

walk a mile in their shoes

Personally **experience** your customers' perspective

Seeing what people really **do**, not just what they say.

Understanding **why** people say what they say.

Talk to and observe your customers.

MOVES THE NEEDLE

© Moves the Needle All rights reserved

CUSTOMER CONVERSATION
TIPS

- One customer at a time
- Listen, don’t pitch. Look for emotion
- Ask open-ended, non-leading questions
- Ask for referrals and if you can come back for more
- No hypotheticals, no “would you”, no “ifs”
- Flip the conversation

MOVES THE NEEDLE

© Moves the Needle All rights reserved

INTERVIEW DEBRIEF

What was surprising to you? Why?

Has your opinion changed? What did you learn? What do you still need to learn?

What is driving your customers' behavior? Why?

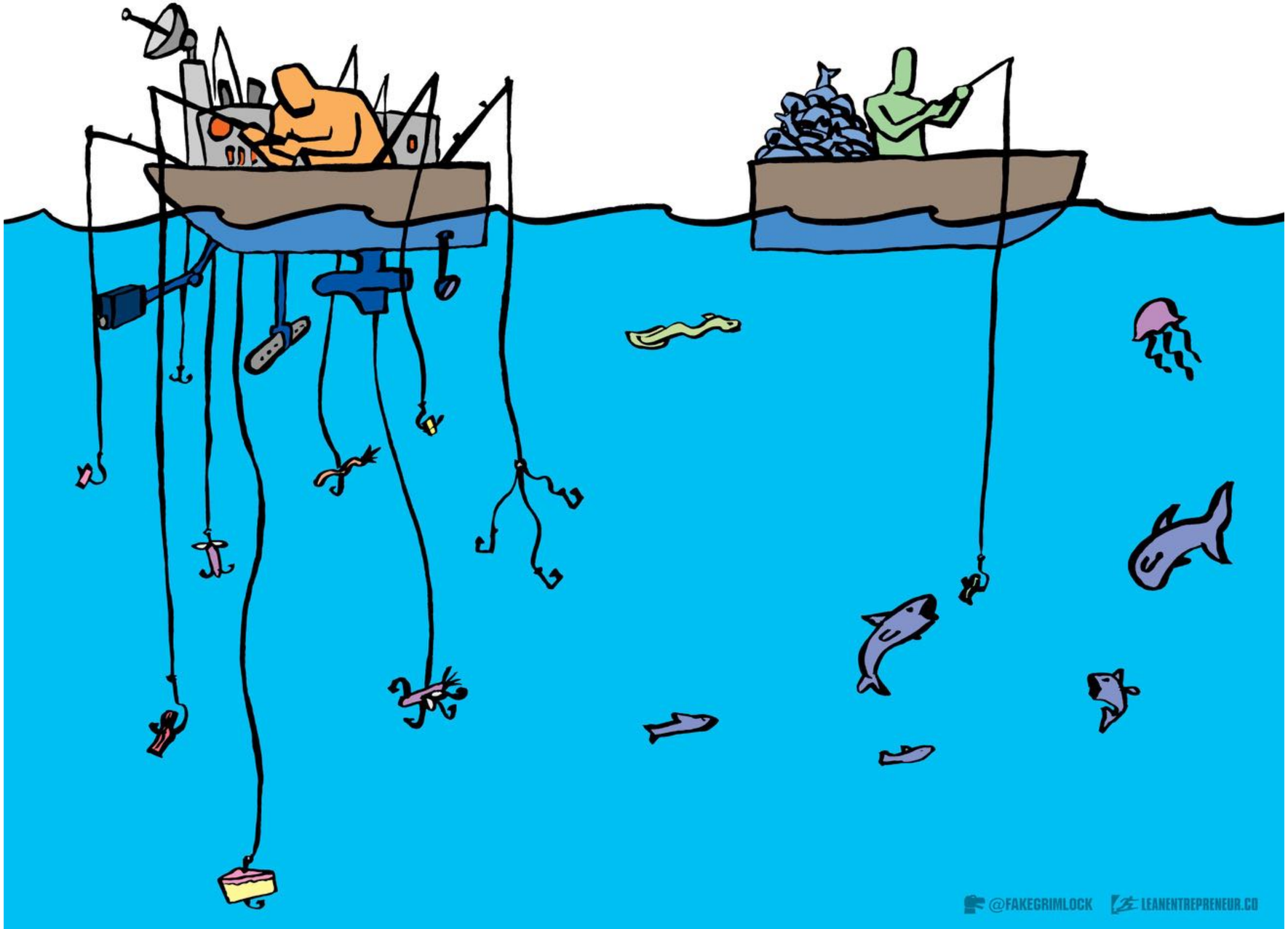
What are their emotions? Expectations? Needs?

Group, categorize, identify affinities

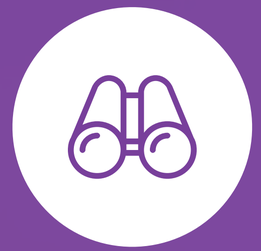
Where are the common themes?

© Moves the Needle All rights reserved

ALL THE FISH



5 Es OF LEAN INNOVATION



EXPOSE

EMPATHIZE

EXPLORE

EXPERIMENT

EVIDENCE

MOVES THE NEEDLE

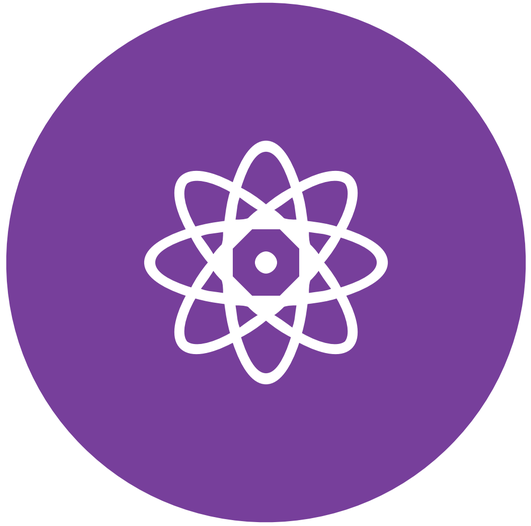
© Moves the Needle All rights reserved

BRAINSTORMING
RULES

Document everything

One idea per Post-it

Quantity > Quality



Defer judgment

Open access to all

The crazier the better

MOVES THE NEEDLE

© Moves the Needle All rights reserved

PRIORITIZE SOLUTIONS

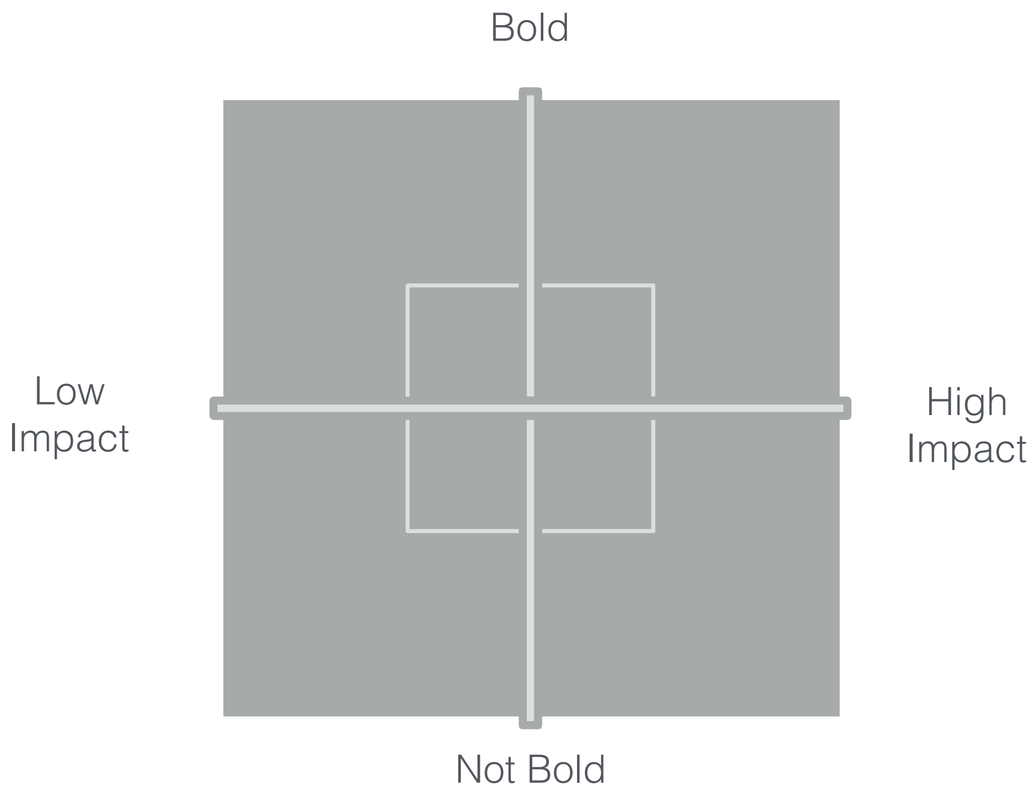
Solution Prioritization allows you to organize and sort your solution ideas based on boldness and impact.

Bold

viewed as “breakthrough” in the eyes of the customer

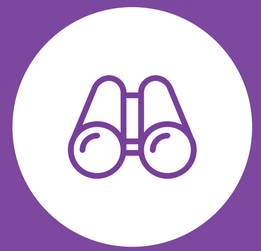
Impact

likely to solve your customer’s problem



© Moves the Needle All rights reserved

5 Es OF LEAN INNOVATION



EXPOSE

EMPATHIZE

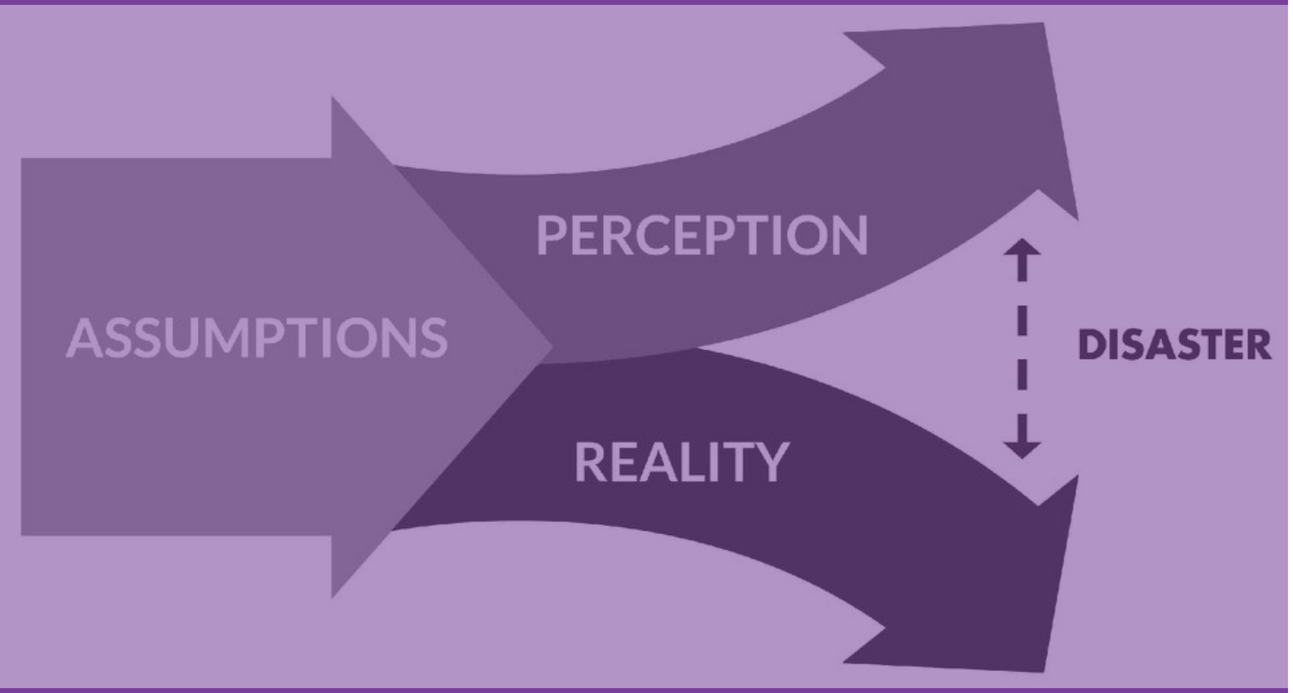
EXPLORE

EXPERIMENT

EVIDENCE

MOVES THE NEEDLE

© Moves the Needle All rights reserved



assumptions

"Something taken for granted or accepted as true without proof"

- Opinions vs. Facts
- Say vs. Do
- Evidence vs. Ideas

(Hint: What you think is fact, is likely an assumption)

MOVES THE NEEDLE

© Moves the Needle All rights reserved

BRAINSTORM
ASSUMPTIONS

“Customer will _____”

What are you taking for granted as fact? What must be true for your solution to be successful?

Ex: “Customer will know about the program.”

Ex: “Customer will have information about the program.”

Ex: “Customer will be able to ID patients using the enrollment criteria.”

Ex: “Customer will refer patients to the program.”

Ex: “Customer will share info about the program with their colleagues.”

PRIORITIZE
ASSUMPTIONS

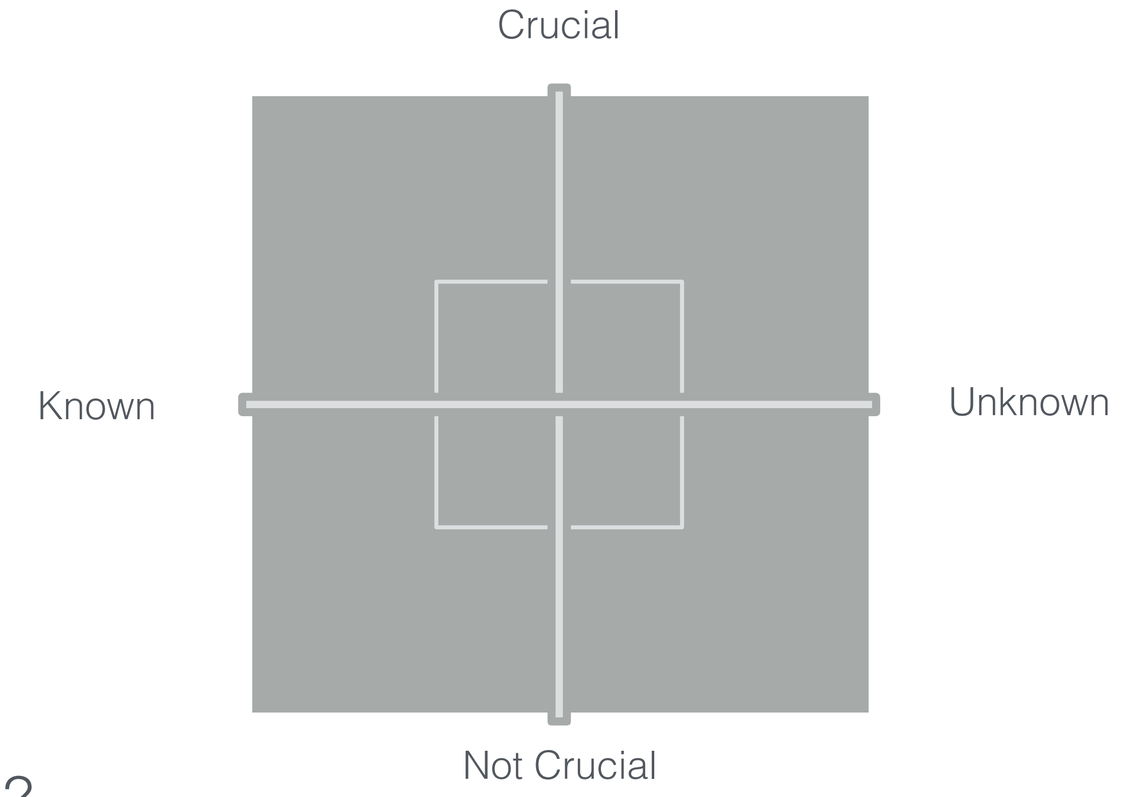
Identify your riskiest assumption

Crucial vs. Not Crucial

If other assumptions are *dependent* on the truth of one assumption in particular, that one is *more* crucial.

Known vs. Unknown

Is there existing evidence for the assumption?



© Moves the Needle All rights reserved

design an experiment

What's the **behavior** you expect?

What's the target metric?

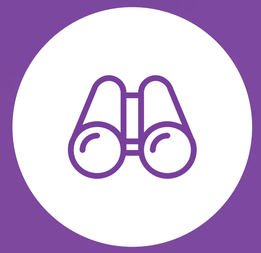
What will you do?

What's the stated hypothesis?

MOVES THE NEEDLE

© Moves the Needle All rights reserved

5 Es OF LEAN INNOVATION



EXPOSE

EMPATHIZE

EXPLORE

EXPERIMENT

EVIDENCE

MOVES THE NEEDLE

© Moves the Needle All rights reserved

GOAL OF EXPERIMENTATION:
EVIDENCE

DATA

actual results

INSIGHTS

why? why? why?

MOVES THE NEEDLE
© Moves the Needle All rights reserved

MAKE A DECISION BASED ON EVIDENCE

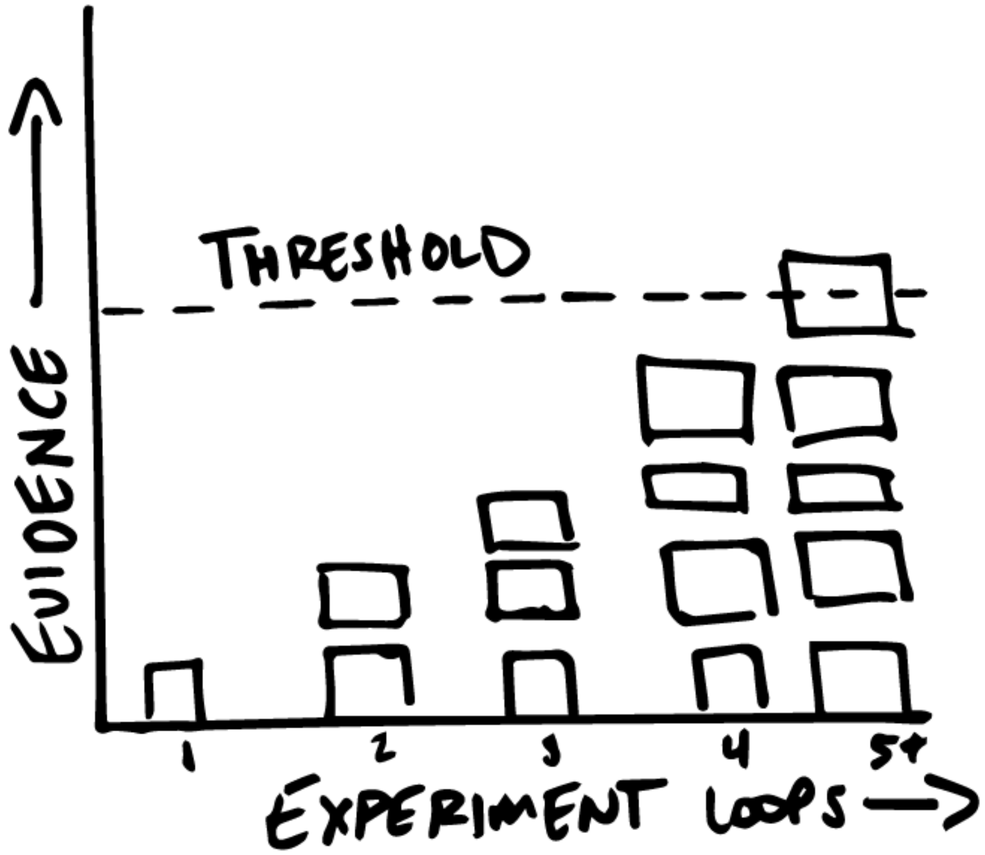
- If true – **Persevere**
  Move on to your next riskiest assumption

- If unclear – **Iterate**
  Change one or more components of your experiment and re-run

- If false – **Pivot**
  Change your Customer, Problem, or Solution

© Moves the Needle All rights reserved

LEAN INNOVATION
CONFIDENCE



confidence increases over time

Experiments increase in fidelity over time. Continuously tackling the riskiest assumption decreases risk.

- Honor the process
- Document your journey
- Learn fast

MOVES THE NEEDLE

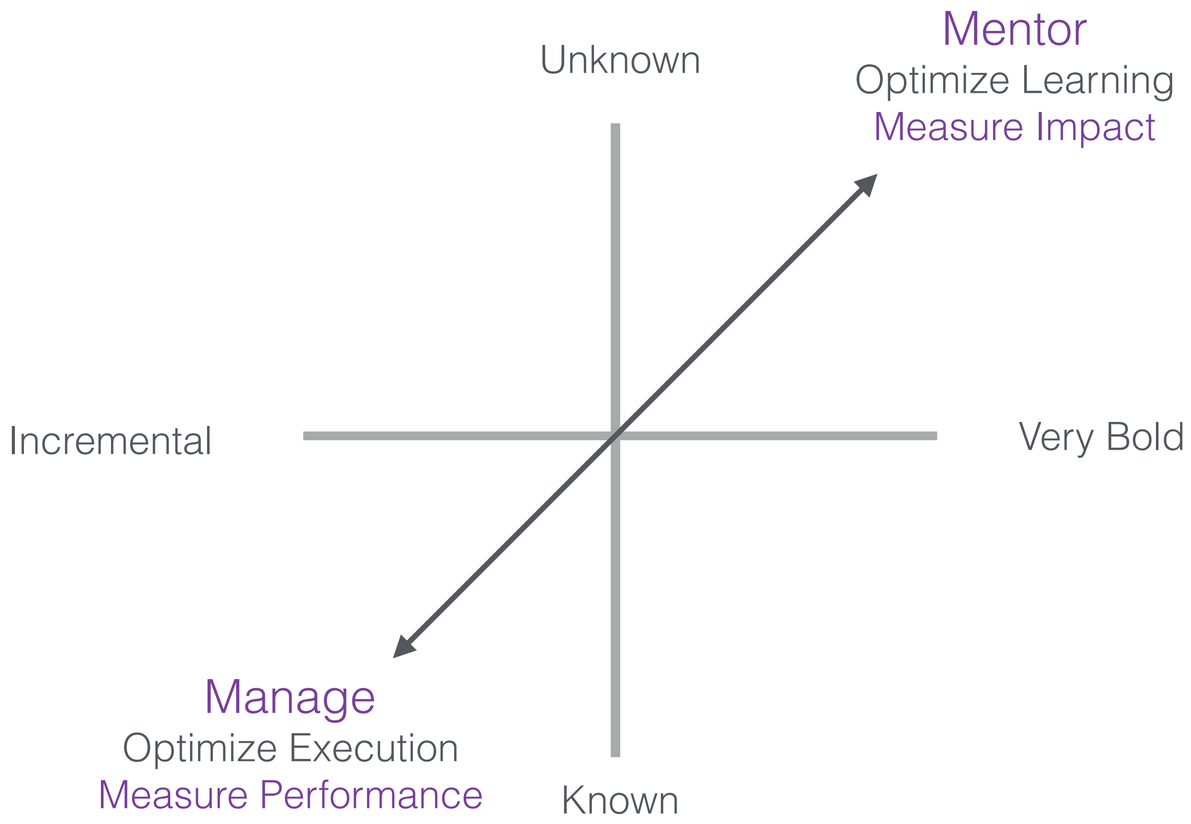
© Moves the Needle All rights reserved

VALUE STREAM DISCOVERY

AWARE INTRIGUED TRUSTING CONVINCED HOPEFUL SATISFIED PASSIONATE

MOVES THE NEEDLE
© Moves the Needle All rights reserved

LEADERSHIP
MENTOR VS MANAGE



- **mentor** = what is known vs unknown? help teams expose their assumptions; ask for evidence.
- **manage** = specific tasks as part of repeatable processes

MOVES THE NEEDLE

© Moves the Needle All rights reserved

lean innovation

- Who is the customer?
- What is the customer insight led you to that idea or decision?
- What is the riskiest assumption?
- What is the currency you used in your experiment to test behavior?
- What evidence do we have that this will solve the customer's problem?
- What have you learned?
- What do you need to learn next?

business as usual

- Do I like this idea?
- How can this scale?
- What is the ROI?
- How does this solution fit with our existing process and priorities/strategic plan?
- When will this launch?
- Why is the sample size so small?
- Don't we already have funding for this?

MOVES THE NEEDLE

© Moves the Needle All rights reserved

LEAN INTO CHANGE

An organization's ability to **learn**, and **translate insight into action rapidly**, is the ultimate **competitive advantage**.

MOVES THE NEEDLE

© Moves the Needle All rights reserved

GET IN TOUCH

Want a 30 min. free coaching session?

We want to hear about your challenge.

Email **socialimpact@movestheneedle.com**

MOVES THE NEEDLE

© Moves the Needle All rights reserved

LEAN INNOVATION

WHAT ARE YOUR QUESTIONS &
BIGGEST INSIGHTS?

THANK YOU!

www.MovesTheNeedle.com/socialimpact

heather@movestheneedle.com

MOVES THE NEEDLE