

# How might we move bold ideas to action?

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Reconstructionist Incubator

April 27, 2017



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# Where we have been

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## **One:** Value Proposition Canvas

What is the value for your customer/beneficiary?

<http://jewishrecon.org/incubator-session-1-moving-bold-ideas-action>

## **Two:** Lean Start-up Rabbi Doug Heifetz, Test Assumptions

<http://jewishrecon.org/networks/sessions/incubator-session-2-lean-startup>

## **Three:** Marketing and Branding, Rabbi George Wielechowski, A brand is an emotional and values connection

<http://jewishrecon.org/incubator-session-3-branding-and-marketing>

## **Four:** Priming the Pump For Jewish Innovation, Rabbi Sid Schwarz Emerging Communities of Meaning

<https://www.jewishrecon.org/article/incubator-session-4-jewish-megatrends>



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וּבַיּוֹם הַשְּׁמִינִי, יִקַּח שְׁנֵי-כִבְשִׁים  
תְּמִימִם, וְכִבְשָׁה אַחַת בֵּת-שָׁנָה,  
תְּמִימָה; וְשִׁלְשָׁה עֶשְׂרִינִים, סֹלֶת מִנְחָה  
בְּלוּלָה בַשֶּׁמֶן, וְלֹג אֶחָד, שֶׁמֶן.

10 And on the eighth day he shall take two he-  
lambs without blemish, and one ewe-lamb in its  
first year without blemish, three tenths of a  
measure of choice flour with oil mixed in for a  
grain offering, and one log of oil.

יֵאָדָּם וְהָעֶמִיד הַכֹּהֵן הַמְטַהֵר, אֶת הָאִישׁ  
הַמְטַהֵר--וְאֵתָם: לִפְנֵי יְהוָה, פֶּתַח אֹהֶל  
מוֹעֵד.

11 These shall be presented before the LORD, with  
the person to be purified, at the entrance of the  
tent of meeting, by the priest who performs the  
ritual.



# Torah

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# Keeping Your Entrepreneurial Edge Sharp

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Rabbi Hayim Herring, Ph.D.

“Preparing Today’s Leaders for Tomorrow’s Organizations”™

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# Today's Topics

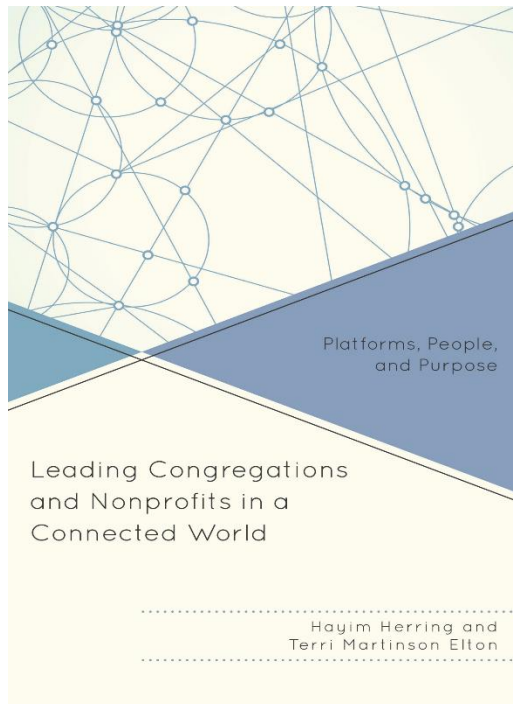
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- Attributes of successful entrepreneurs
- Common causes of failure
- Overview of some easy-to-use tools



# Most Recent Research

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- Concepts/research
- Stories/Practices
- Tools/Resources

**Leading Congregations and Nonprofits in a Connected World:  
Platforms, People, Purpose (Rowman and Littlefield, November  
2016)**



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# Everyone's Journey is Different....

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## Discover What We Share

- My journey
  - Startups – within existing institutions and new ones
  - Scholar-practitioner; congregational, organizational leader
  - Author, organizational futurist, coach





# Attributes of Successful Entrepreneurs

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Take calculated risks	Extremely disciplined
Embrace ambiguity	<b>Fanatically focused</b>
Optimism bias	Internal locus of control
<b>Expect noble failure</b>	Very resilient
<b>Anticipatory</b>	<b>Systematically organized</b>



# Careless vs. Noble Failure

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“Leaders need to create a culture that doesn’t rebuke people for admitting mistakes. This doesn’t mean all failures are somehow ultimately good, but you need to acknowledge and distinguish thoughtful experimentation from carelessness. Errors are a chance to look at the assumptions behind the original action; failures can provide data and insight that are unavailable by any other means. The challenge is to distinguish between mistakes that are a failure of genuine, thoughtful effort and mistakes that are a failure of thoughtful experimentation.”

Barrett, Frank J.. Yes to the Mess: Surprising Leadership Lessons from Jazz (pp. 171-172). Harvard Business Review Press. Kindle Edition.



# Self-Awareness and Relationships

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1. What is clear to you may not be to others
  - a. Always communicate
2. Work with those who “get it”
  - a. Don’t try persuade those who strongly disagree
3. Work with those who may not “get it” but trust you



# Fanatical **Focus** – 3 Levels

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*A leader tuned out of his internal world will be rudderless; one blind to the world of others will be clueless; those indifferent to the larger systems within which they operate will be blindsided.” ~Daniel Goleman*



# Fanatical **Focus**: Internal

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What Simple Ways Work for You?

- 2 Lists: Focus, Ignore (Peter Bregman)
- “3 Box” Solution (Vijay Govindarajan)



# Fanatical **Focus**: External

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Pay attention to your team

- Respect their contributions
- Respect their feelings



# Fanatical **Focus**: Systems

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Hyper-interconnectedness™

- Definition: Awareness that we are a part of many larger systems that can have unanticipated, significant impact



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# Fanatical **Focus**: Systems

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Hyper-interconnectedness™

- Mapping your own system more broadly
- Acquiring organizational foresight, identifying “early warning signals”
- Anticipating systems that may have an impact upon us that appear totally unrelated to our work or from which we can learn





# Easy Anticipatory Practices

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Practices for organizational foresight

- [Learning Scouts](#) (Maise)
- “Mall Walk”
- “Cruise ship daily planner”
- “Your daily five”
- More advanced processes (see bibliography)
- Your suggestions?



# Organization – Content Curation

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“Content curation is the process of sorting through the vast amounts of content on the web and presenting it in a meaningful and organized way around a specific theme... sifting, sorting, arranging, and publishing information. A content curator cherry picks the best content that is important and relevant to share with their community. They identify the theme, they provide the context, they decide which paintings to hang on the wall, how they should be annotated, and how they should be displayed for the public.” Beth Kanter



# Organization – Project Management

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- Beyond “task list”
- Content curation is insufficient
- Move from curation (passive) to insight application



# Common Mistakes Entrepreneurs Make

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- Not having a team/Having the wrong team
- Quitting too early/Not failing soon enough
- **Failing to validate financial model**
- Ignoring existing culture, history
- Not being transparent

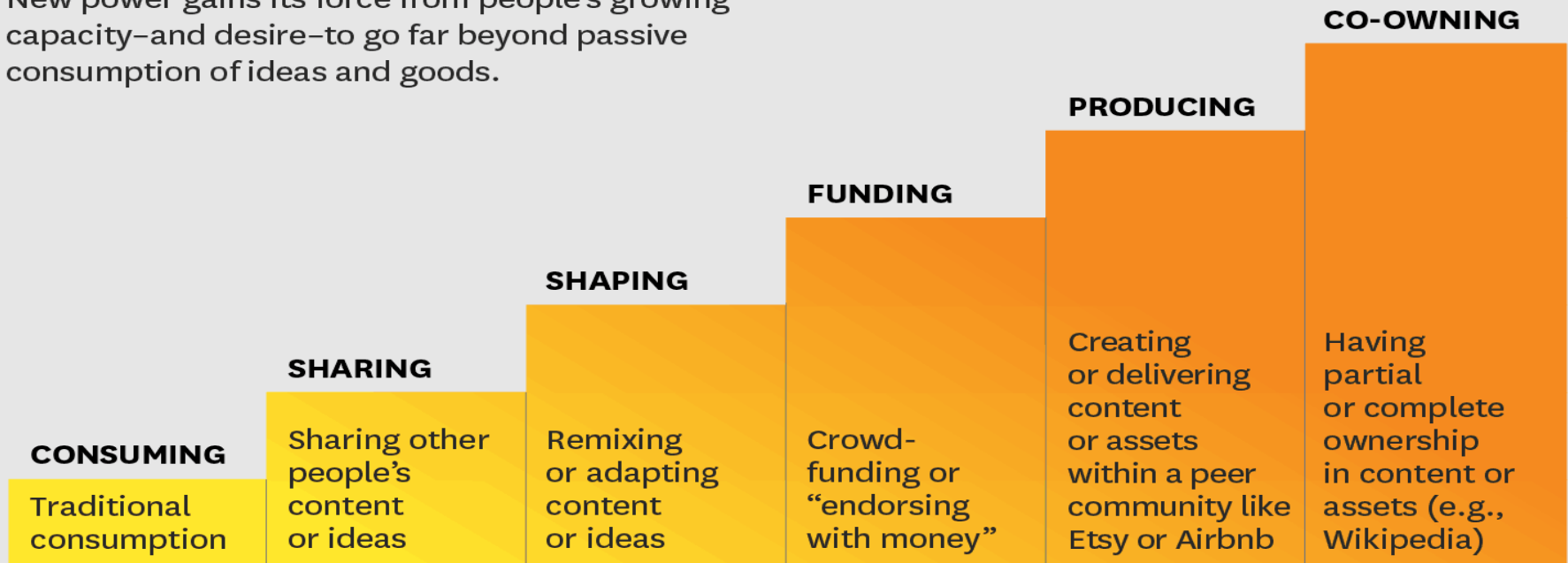


# Common Mistakes Entrepreneurs Make

## Keeping Your Ideas Secret

### The Participation Scale

New power gains its force from people's growing capacity—and desire—to go far beyond passive consumption of ideas and goods.



FROM "UNDERSTANDING 'NEW POWER,'" BY JEREMY HEIMANS AND HENRY TIMMS, DECEMBER 2014

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# My Entrepreneurial Mantra

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REMEMBER TO:	AND THEN DOCUMENT!
Think Big	Provide Support
Move Fast	Assess, Learn, Communicate
Start Small/Prototype	Close Down or Scale Up



# Beta-Testing at Bereshit

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“Rabbi Abahu said: “...the Holy One, blessed be God, went on creating worlds and destroying them until God created this one, and declared, ‘This one pleases Me; those did not please Me.’” (Genesis Rabbah 3:7).



# Bibliography and Resources

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- Two Lists You Should Look at Every Morning,” Peter Bregman, Harvard Business Review, May 27, 2009
- <https://hbr.org/video/4868063859001/to-innovate-you-have-to-manage-the-past-present-and-future>; Vijay Govindarajan, April 28, 2016
- Beth’s Blog, “Content Curation Primer,” <http://www.bethkanter.org/content-curation-101/>





# Bibliography and Resources

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## Examples –Not Endorsements

- Simple Content Curation Platforms
  - Trello, Basecamp
- Mind Mapping Platforms
  - Xmind; Mindmeister; iMindMap; Mind Node (iOS only)
- Advanced organizational foresight tools
  - The Anticipatory Organization™ Model (Daniel Burrus)
  - Six Hats® Thinking (Edward de Bono)
  - The Implications Wheel® (Joel Barker)



# Keeping Your Entrepreneurial Edge Sharp

## Prep for session with Rabbi Hayim Herring, Ph.D.

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- Be ready to share:
  - How do you remain focused on your idea?
  - How do you stay organized?
- Read: <https://hbr.org/2014/12/understanding-new-power> (may need to be an HBR subscriber)
- <https://www.burrus.com/2017/04/agility-levels-playing-field-anticipation-changes-game/>



# Reflections, questions, workshop

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# Next Steps

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\*Final Network Gathering: May 4, 12:30. Toby Rubin, founder of Upstart

From Toby:

**Do you have a board that you consider great or healthy? Will you share your story?**

## \*Grants

**Clergy Incubator Grant:** [https://www.jewishrecon.org/sites/default/files/recon\\_incubator\\_applicaition\\_2017.pdf](https://www.jewishrecon.org/sites/default/files/recon_incubator_applicaition_2017.pdf)

**Auerbach Ignition and Launch Grants:** <http://www.rrc.edu/Auerbach-Grants>

1. **Define the problem:** What is the problem you are trying to solve? Who are you trying to serve and why?
2. **Background:** Why is this your passion? What experiments/research have you done to inform your proposal? What relevant experience, skills or credentials do you bring?
3. **Value proposition:** What have you already done to understand the pains and gains (the needs and desires) of your customers/beneficiaries? What have you learned about their unmet needs or desires? What is your hypothesis about the value you will bring to your participants? What is unique/innovative about your approach?
4. **Project activity:** Describe your proposed project or planned series of experiments. Include your vision/mission and stated goals. Please include a draft work plan for each quarter of the year.
5. **Measurement:** What do you want to learn from each phase of your project? How will you assess your progress and effectiveness? What structure will you have in place to learn from feedback/data and inform your cycle of innovation?
6. **Partnerships:** If you have thought about partners, individuals or organizations, please share how they will work with you.

