How might we move bold ideas to action?

Reconstructionist Incubator
April 27, 2017
Where we have been

**One:** Value Proposition Canvas
What is the value for your customer/beneficiary?

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

**Three:** Marketing and Branding, Rabbi George Wielechowski, A brand is an emotional and values connection
[http://jewishrecon.org/incubator-session-3-branding-and-marketing](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](https://www.jewishrecon.org/article/incubator-session-4-jewish-megatrends)
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.

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
Keeping Your Entrepreneurial Edge Sharp

Rabbi Hayim Herring, Ph.D.
“Preparing Today’s Leaders for Tomorrow’s Organizations”™
HayimHerring.com ©

2017
Today’s Topics

• Attributes of successful entrepreneurs
• Common causes of failure
• Overview of some easy-to-use tools
Most Recent Research

• Concepts/research
• Stories/Practices
• Tools/Resources

Leading Congregations and Nonprofits in a Connected World: Platforms, People, Purpose (Rowman and Littlefield, November 2016)
Everyone’s Journey is Different….

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

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take calculated risks</td>
<td>Extremely disciplined</td>
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<tr>
<td>Embrace ambiguity</td>
<td>Fanatically focused</td>
</tr>
<tr>
<td>Optimism bias</td>
<td>Internal locus of control</td>
</tr>
<tr>
<td>Expect noble failure</td>
<td>Very resilient</td>
</tr>
<tr>
<td>Anticipatory</td>
<td>Systematically organized</td>
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</tbody>
</table>
“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.”

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
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

What Simple Ways Work for You?

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

Pay attention to your team

- Respect their contributions
- Respect their feelings
Fanatical **Focus**: Systems

Hyper-interconnectedness™

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

Practices for organizational foresight

- **Learning Scouts** (Maisse)
- “Mall Walk”
- “Cruise ship daily planner”
- “Your daily five”
- More advanced processes (see bibliography)
- Your suggestions?
“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

• Beyond “task list”
• Content curation is insufficient
• Move from curation (passive) to insight application
Common Mistakes Entrepreneurs Make

- 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.

CONSUMING
Traditional consumption

SHARING
Sharing other people's content or ideas

SHAPING
Remixing or adapting content or ideas

FUNDING
Crowd-funding or “endorsing with money”

PRODUCING
Creating or delivering content or assets within a peer community like Etsy or Airbnb

CO-OWNING
Having partial or complete ownership in content or assets (e.g., Wikipedia)

FROM “UNDERSTANDING ‘NEW POWER,’” BY JEREMY HEIMANS AND HENRY TIMMS, DECEMBER 2014
© HBR.ORG
# My Entrepreneurial Mantra

<table>
<thead>
<tr>
<th>REMEMBER TO:</th>
<th>AND THEN DOCUMENT!</th>
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<tbody>
<tr>
<td>Think Big</td>
<td>Provide Support</td>
</tr>
<tr>
<td>Move Fast</td>
<td>Assess, Learn,</td>
</tr>
<tr>
<td></td>
<td>Communicate</td>
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<tr>
<td>Start Small/Prototype</td>
<td>Close Down or Scale</td>
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<td></td>
<td>Up</td>
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</tbody>
</table>
“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

- Beth’s Blog, “Content Curation Primer,” http://www.bethkanter.org/content-curation-101/
Bibliography and Resources

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)
• 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
Next Steps

*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_applicaiton_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 who they are and how they will work with you.