Reconstructionist Incubator

How might we move bold ideas to action?

Cyd Weissman,
AVP Innovation and Impact,
Jewish Reconstructionist Communities
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Reconstructionist Incubator

Today:
• Who is around the table?
• Why, what and how around the table
• Torah: strengthen one another’s spirit of innovation
• Mission Model Canvas-Value Proposition
• Reflections, questions, and next steps
Who is around the table?
Why around the table?

Rapid and unexpected changes in the basic building blocks of life. Like how we:

- Communicate
- Relate
- Gather
- Identify
- Perceive/do religion
- Family

- What else?
Secular communities increasingly fulfill religious functions and new religious communities barely resemble their institutional forebears. Meanwhile, 3,500 churches close each year. To organized religions in crisis...: **How might they transform to meet a rising generation?**

**How We Gather and Something More**
Angie Thurston and Casper ter Kuile
(http://howwegather.org/)
**Why?** Slow-collective, focus on organizational change maps

Org map to better execute a known product to known recipients

<table>
<thead>
<tr>
<th>Political: Power</th>
<th>Symbolic: Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource: Meaning</td>
<td>Structural: System</td>
</tr>
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**Four Frames**, Bolman and Deal
http://bigthink.com/articles/bolman-deal-frameworks

- **Awakening**
  - Identify a need for change and the opportunities by collecting data
  - Articulate the gap between the present state and the future state, enable others to “feel the gap.”
  - Develop a vision for change
  - Engage others in shaping and wanting the change

- **Mobilization**
  - Work with org structures to support the change
  - Navigate and cultivate power and cultural dynamics
  - Communicate (2 way) around need for change
  - Lead

- **Acceleration**
  - Engage others in implementation and support
  - Build momentum, consolidate progress
  - Manage transitions

- **Institutionalization**
  - Measure
  - Develop new systems

The Change Path Model **Organizational Change an Action Oriented Toolkit**, Cawsey, Deszca & Ingols
## Why? Entrepreneurial maps
The search for the unknowns

<table>
<thead>
<tr>
<th>Humility</th>
<th>Empathy-Human centered</th>
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<tbody>
<tr>
<td>We don’t know the answer!</td>
<td>The answers rests in uncovering pains and gains of people.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Attend to the system of recipient $\geq$ value</th>
<th>Small steps, minimize risk, respond quickly toward bold holy vision</th>
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<tr>
<td>If it doesn’t meet recipients needs—no go.</td>
<td>Because we don’t know—go slow and fast.</td>
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How & What around the table?

• Our Incubator is an experiment—feedback helpful at all times!

• Learn from experts and from each other

• Use a critical friends protocol: Presenter: Provide context. What is the problem you are trying to solve, with your idea/project? What steps have you already taken? Pose a pointed question. What would you like to “noodle” with colleagues? (2 minutes). Colleagues: Please share warm feedback. Ask clarifying questions. Share your thoughts, questions, experience. (7 minutes) Presenter: Reflection—I’m now taking away….I’m now wondering. (2 minutes)

• Meeting six times and in between—(virtual coffees, Facebook group, sharing resources, consulting time)

• Possible funding: Auerbach, Aviv, and Incubator (http://jewishrecon.org/networks/reconstructionist-incubator)

• Norms? Core Values?
Support One Another

ברכות - Brachot for our holy work together

1. לעסוק דברי תורה – Torah as holy frame, "soaking in Torah"

2. שחתינו - Beginning together, launching new ideas
And Moses' father-in-law said unto him: 'It is not good, the thing that you are doing.

You will surely wear away, both you, and this people that is with you; for the thing is too heavy for you; you are not able to perform it yourself alone.

A detail from Moses with the Ten Commandments by Rembrandt, 1659
And all the people saw the sounds, and the lightning, and the voice of the horn, and the mountain smoking; and when the people saw it, they fell back/trembled and stood at a distance.

• How can we perceive in new, profound ways?
• How can we support one another in these new ways of "seeing" and understanding?
May we support one another in strength and with a new spirit of innovation!
# The Mission Model Canvas: An Entrepreneurial Map

W/post its to frame; then test hypothesis with a **Lean Start-Up**;

*Alexander Osterwalder and Yves Pgneur*

## Key Partners

What activities and resources will you outsource?

## Key Activities

What are the key activities you will perform?

## Value Proposition

- What problem does this solve for your beneficiary?
- What needs does it satisfy?
- Pains and gains are you meeting?
- What are you building and for who?

## Beneficiaries

Who will benefit?

## Buy in-support (customer relationships)

How will you develop buy in with your beneficiaries?

## Deployment (channel)

How will you bring the value proposition to your beneficiaries?

## Mission Budget or Cost (cost structure)

What are your costs? Your income? Your grant expectations? Your fundraising needs? Alternative revenue streams?

## Key Resources

What are the key resources/assets required to offer and deliver your value proposition?

## Mission Achievement-impact (revenue streams)

- What is the observable/measurable impact of your service/program?
- Impact results when your value propositions successfully offered to beneficiaries.
The canvas is to play with your team. Test assumptions with your team.

- A **business model or mission model** describes the rationale of how an organization creates, delivers, and captures value.

- Need the concept to be simple, relevant, intuitive and understandable.

- Need to have a **shared language** that allows you to easily describe and manipulate business models to create new strategies...systematically challenges assumptions about ones model.
Value proposition of your service, experience, or product. A canvas for your team to play with post its, assumptions & tests.
How does it meet the pains and gains of your beneficiaries?

Focus on the fit between **Value Proposition and Beneficiary**

[https://www.youtube.com/watch?v=gB-YwlBrVV](https://www.youtube.com/watch?v=gB-YwlBrVV) or [http://www.slideshare.net/esaife/value-proposition-canvas-101](http://www.slideshare.net/esaife/value-proposition-canvas-101)

You are designing to offer value to your beneficiary

**Stop starting with the program!!! Start with human need!!!**

Designing inspired by human need

**Profile your beneficiaries**

the group of people who share similar characteristics that you aim to reach & create value

**Jobs:** Tasks they want to get done in their lives—

**Gains:** Outcome they would love to have related to job (what do they expect or desire)

**Pains:** Fears, frustrations, obstacles related to the job

**Identify how your value speaks to folks?**

1. What are the products, services experiences you are crafting?
2. *How* your product, service, experiences relieve pains?
3. *How* your product, service experience fosters gains?

**Test your assumptions in front of your beneficiary.**

Get out of the building. Count on prototypes. Count on failing to learn.
Let’s try to sketch one out—then you’ll test with Lean Start-up
Business Model Canvas—for profit map
# The Mission Model Canvas: An Entrepreneurial Map

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<td>What else should you consider?</td>
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| What are your costs? Your income? Your grant expectations? Your fundraising needs? 
Alternative revenue streams? | What are the key resources/assets required to offer and deliver your value proposition? | What is the observable/measurable impact of your service/program?                  |                                      |
|                                                                              |                                                     | Impact results when your value propositions successfully offered to beneficiaries. |                                      |
Maps to enable an entrepreneurial approach

**Entrepreneurship is:**

- Managing uncertainty
- Managing risk

**by iterating and pivoting through**

different value propositions and mission model canvases  (Alexander Osterlander)
Where we’ve been today around the table
Reflections and Questions: How might we move bold ideas to action?

• Who is around the table?
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Next Steps

*Words of Torah: One leader

*Protocols: Two leaders

*Virtual Coffee/Facebook group sharing

*Next Gathering: March 2, 2017, Guest Rabbi Doug Heifetz, The Lean Start Up
https://www.amazon.com/dp/B004J4XGN6/ref=dp-kindle-redirect?_encoding=UTF8&btkr=1

*Our page: http://jewishrecon.org/networks/reconstructionist-incubator