# Achieving Systems Change through a Social Entrepreneurship Program

Dr Sharon Zivkovic

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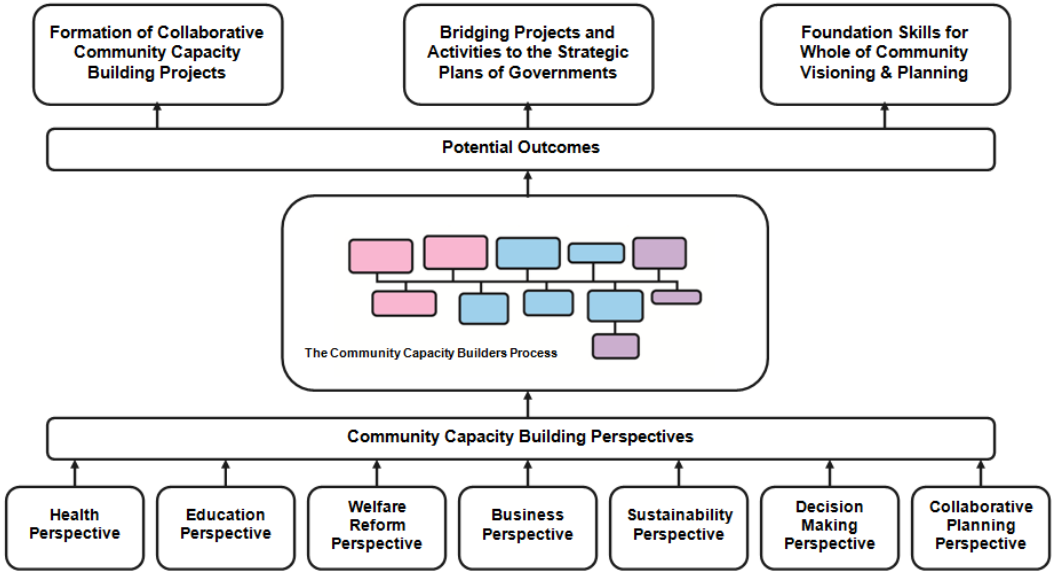
# Original Active Citizenship Program

- Included Active Citizenship & Social Entrepreneurship Components




Stage 1: Learning about a problem

Stage 2: Taking action on a problem

Stage 3: Sustaining & scaling development

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# Research Questions

- How does participation in the program impact on the community leadership practice of participants and on their ability to influence the groups, organisations and communities that they interact with?
- What are the enabling and blocking factors participants encounter?
- How can the social impact of the program be increased?

# Relevant Research Findings

- Findings from interviews:
  - Participants could not influence systems change
  - Need to improve relationships between program participants and other stakeholders working in their project's area of interest

- Findings from focus group:
  - Participants should develop projects for the same area of interest instead of undertaking individual projects that focus on diverse areas (no. 1 vote getter)
  - Need for ongoing support post-program

# New Social Entrepreneurship Program

- Addresses findings from interviews:
  - Supports individual participants to influence systems change
  - Improves relationships between program participants and other stakeholders working in their project's area of interest
  - Participants develop initiatives for the same area of interest instead of focusing on diverse areas
  - Links to existing solution ecosystem to enable participants to receive ongoing support post-program

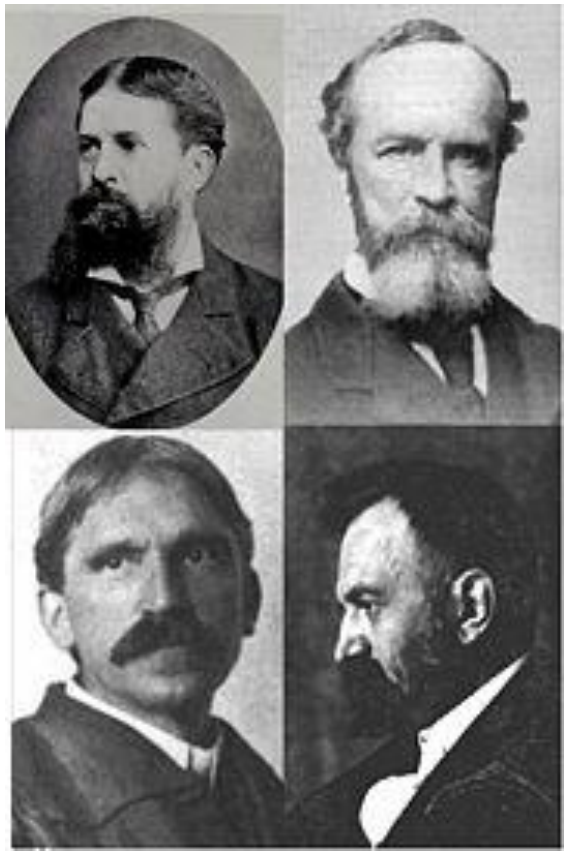
# Solution Ecosystem

- All of all the initiatives in a geographical area that are addressing any of the underpinning causal factors of a wicked problem, and
- All of the organisations that are partnering on those initiatives

# Pragmatic Approach to Social Entrepreneurship

- Philosophical movement originated in the US in the late 1800s

- Focus:
  - Understanding problems
  - Addressing problems
  - Not devoted to one system of philosophy or reality



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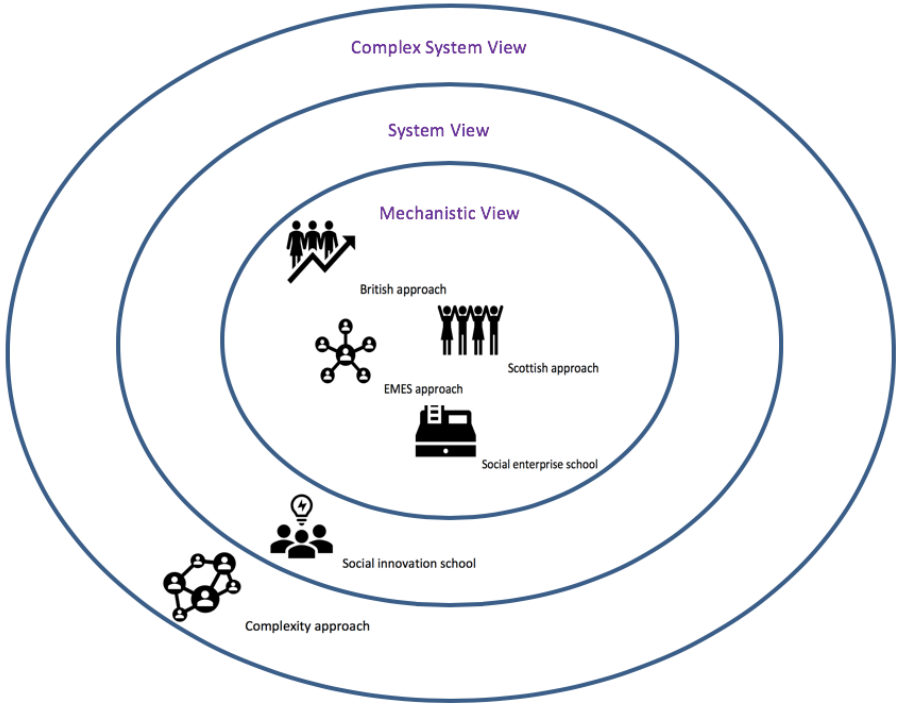
# Pragmatism: Different Views of Reality




Social Entrepreneurship Heuristic Device

Zivkovic, 2019

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# Pragmatism: Focus Addressing Problems

- The first step in addressing any problem should be to identify the problem's type, as different types of problems need to be addressed in different ways.

Snowden and Boone, 2007, p. 4

# Problem Types

Simple

Complicated

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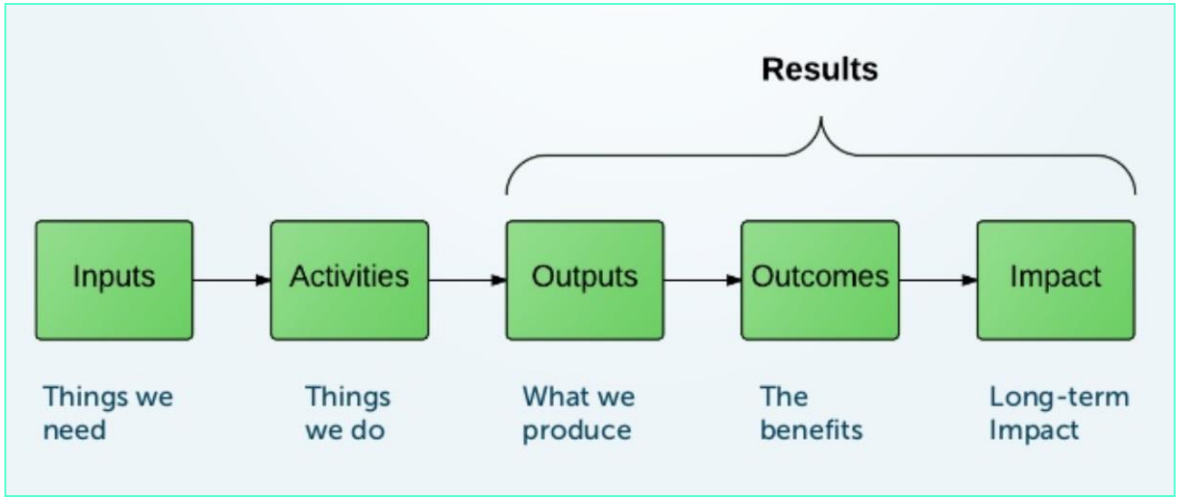
# Results Chain

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# Problem Types

Complex

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http://2mchworld.tumblr.com/post/10675511918O/steampunktendencies-mechanical-wolf-by-andrew

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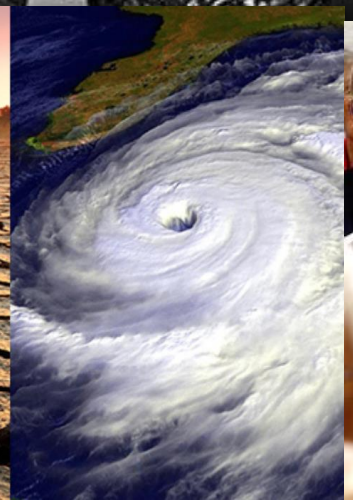
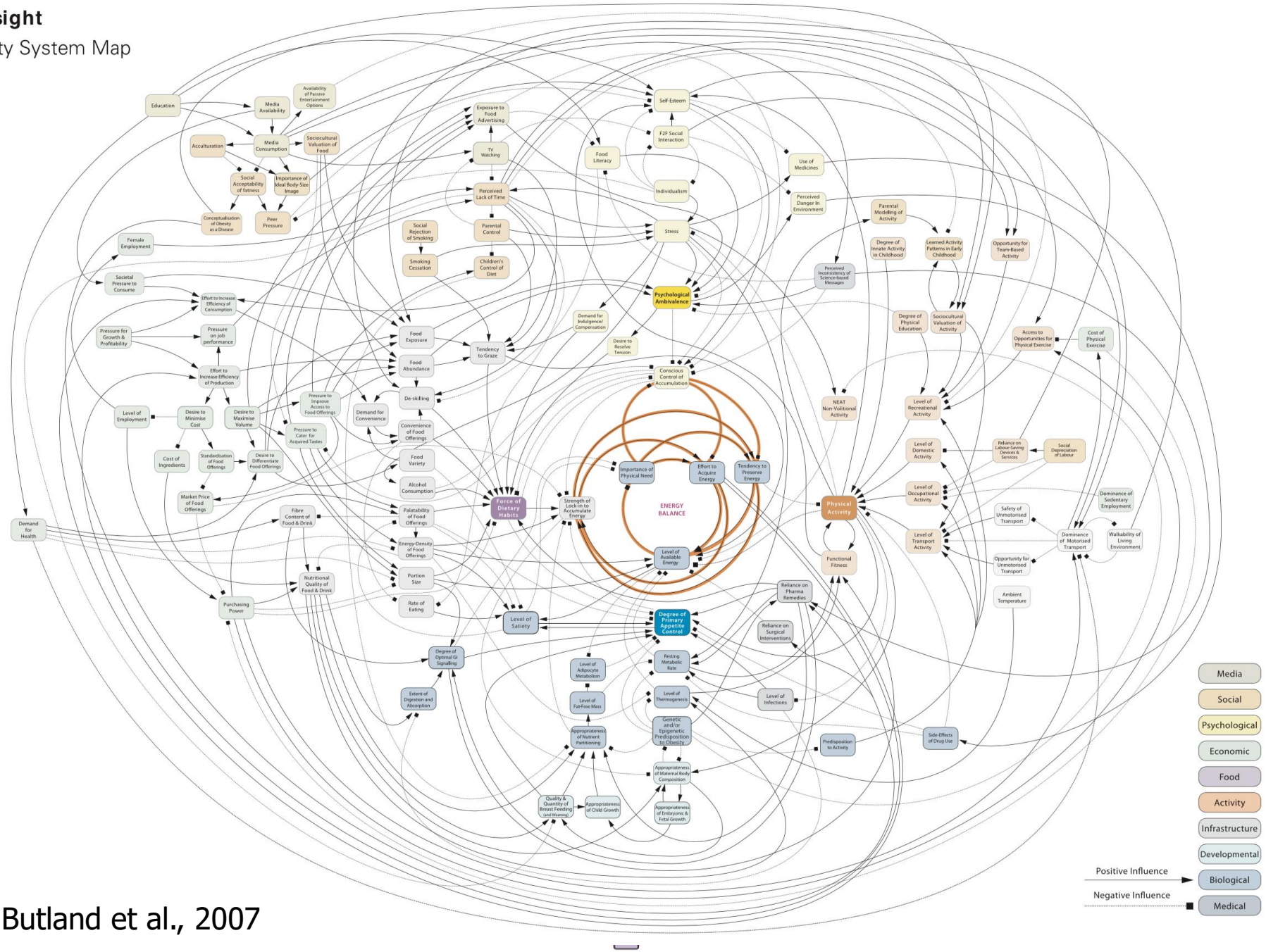
# Problem Types

Wicked

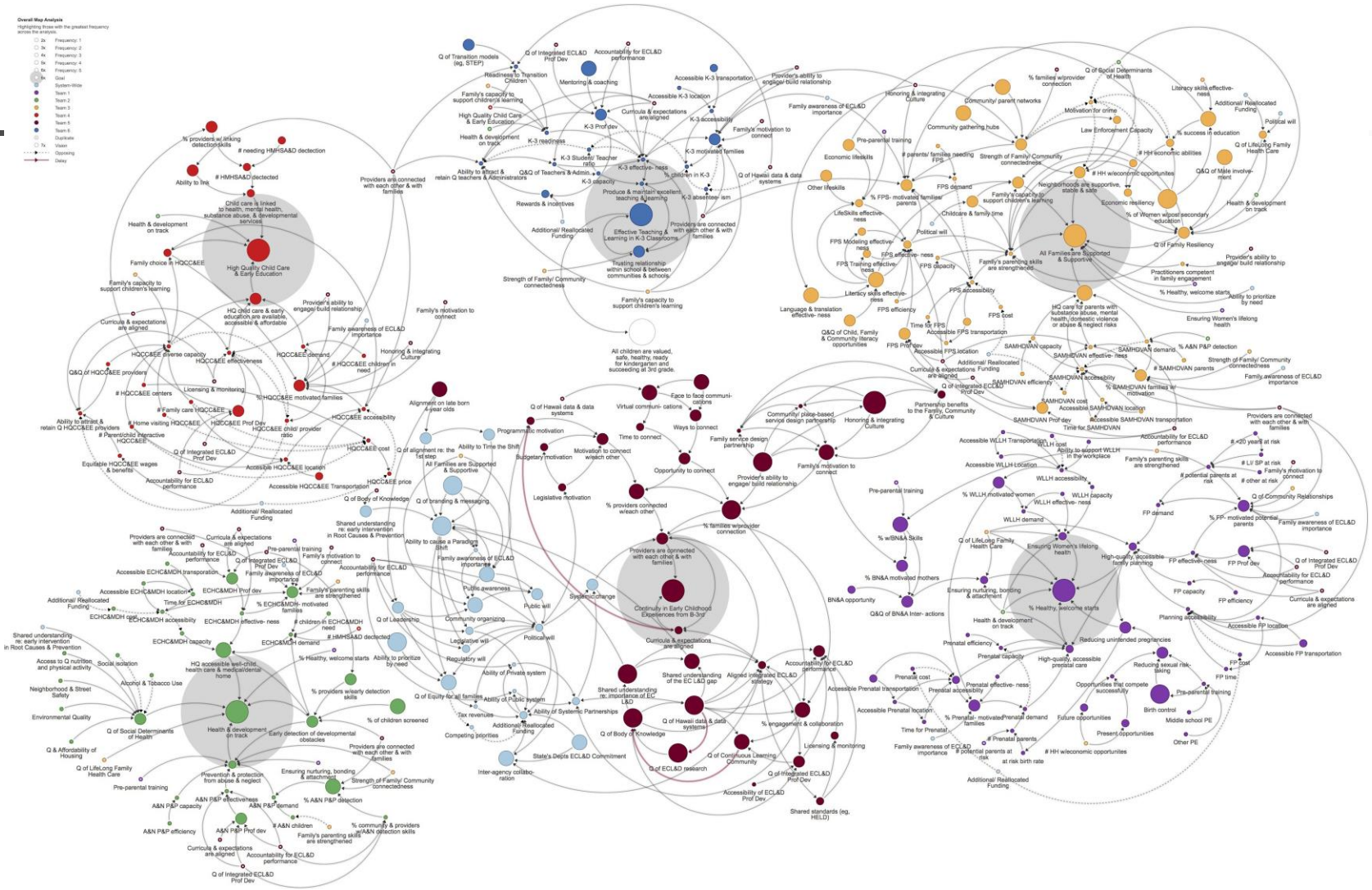


**Foresight**

Obesity System Map




Butland et al., 2007




# System of early childhood development

(Hawaii's Early Childhood Action Strategy)

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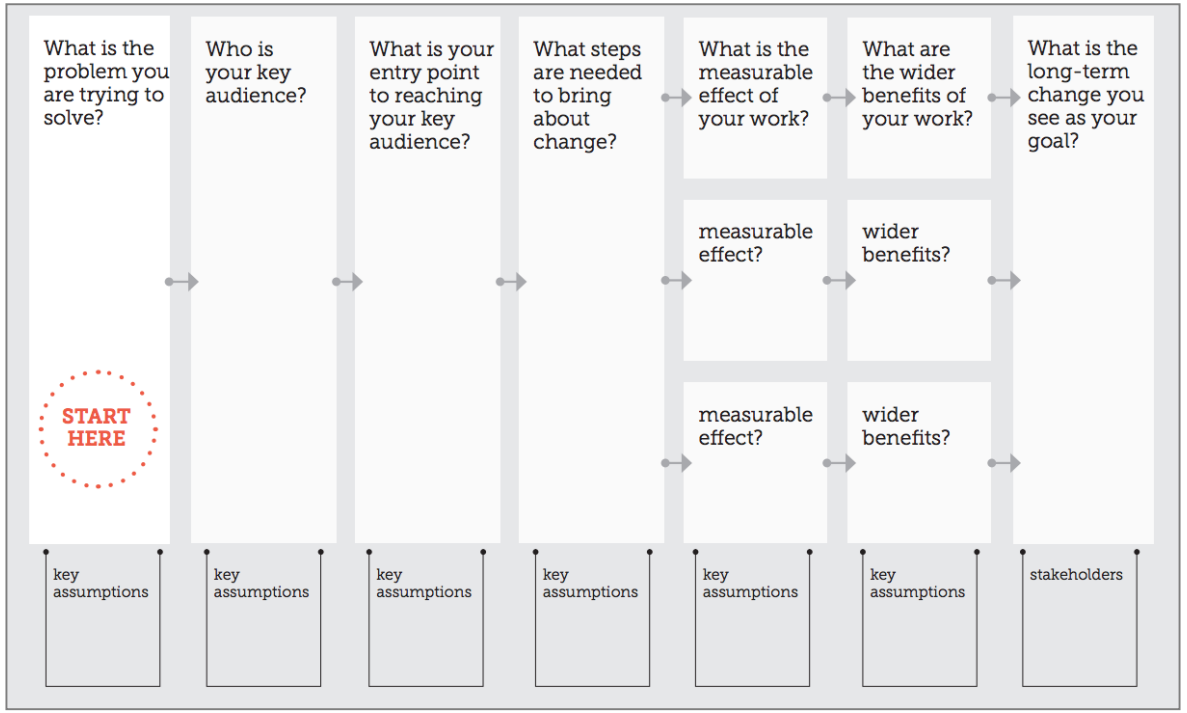
# Mechanistic Social Entrepreneurship View

- Addresses Simple and Complicated Problems

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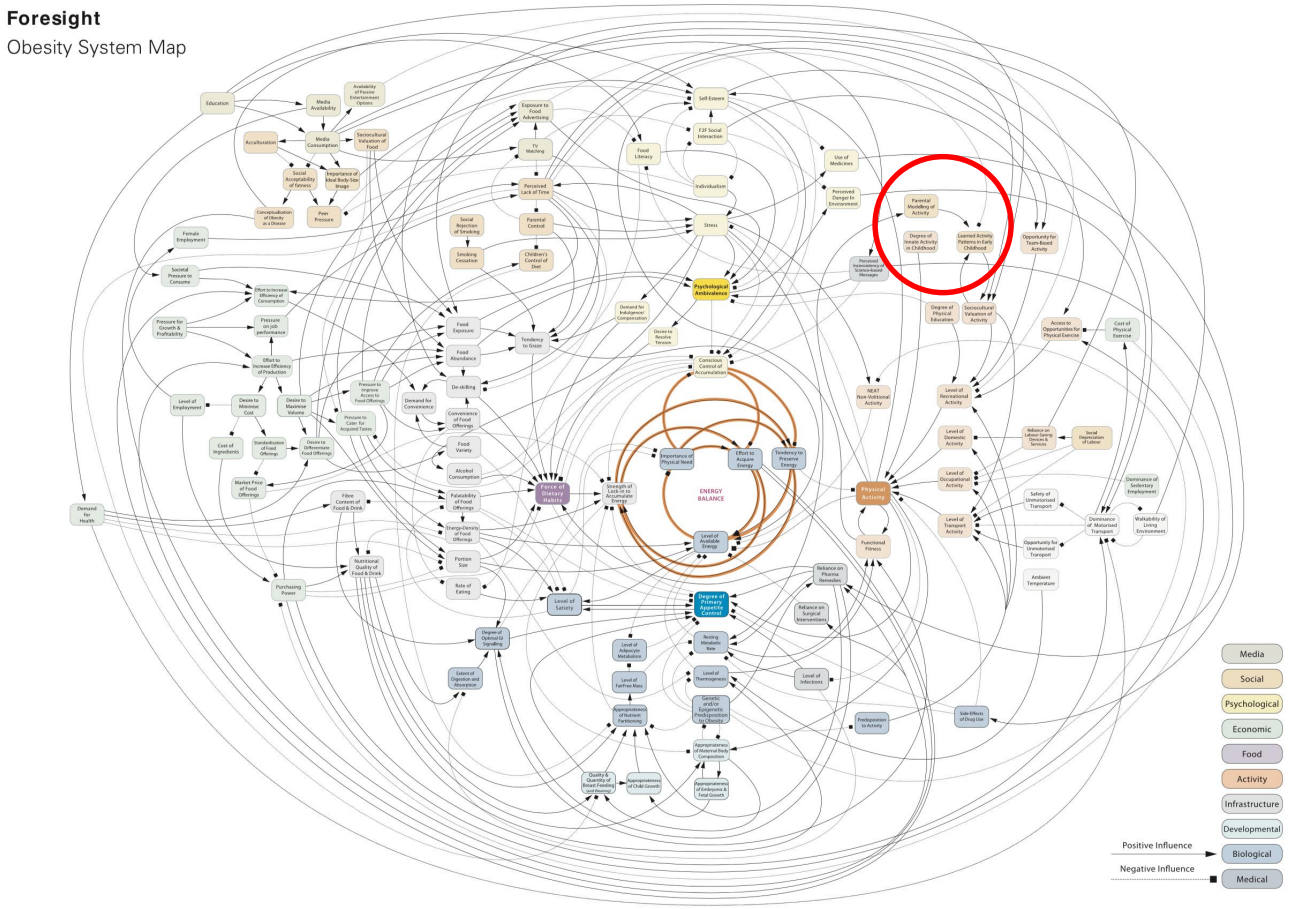
# System Social Entrepreneurship View




Butland et al., 2007

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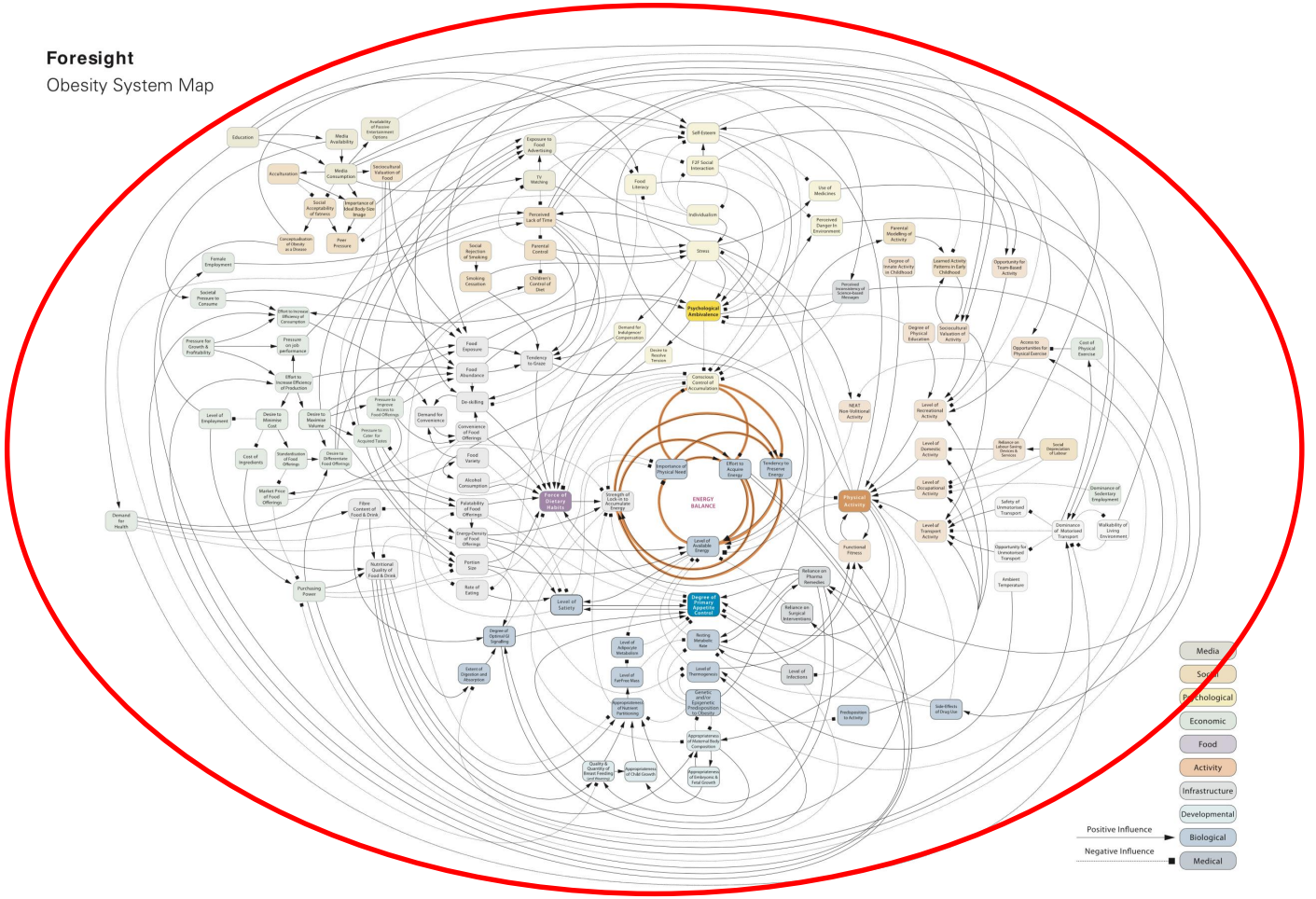
# Complex System Social Entrepreneurship View




Butland et al., 2007

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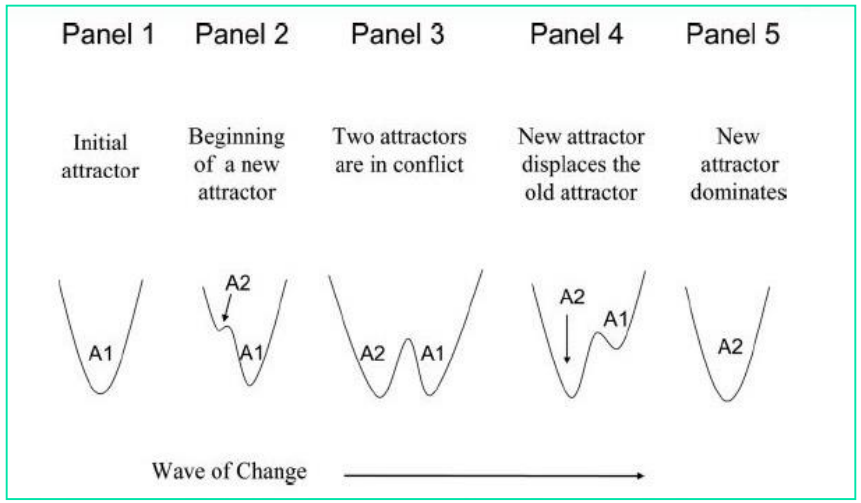
# Create Conditions for Transitions



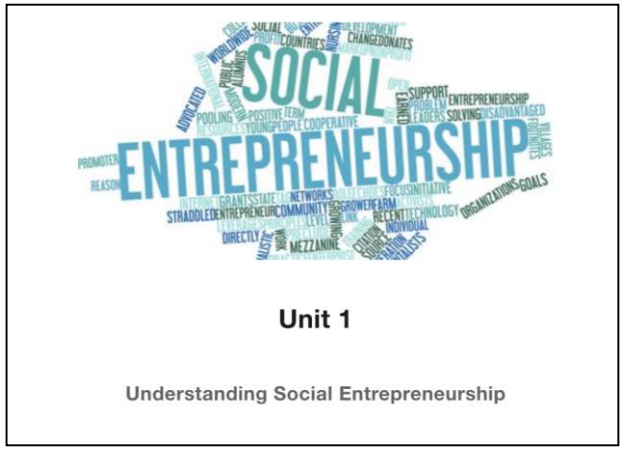

Goldstein, Hazy, & Silberstang, 2010

- Not Individual Agency

Pragmatic Approach:
Not devoted to one system of philosophy or reality

- Participants explore:
  - six different approaches to social entrepreneurship:
    - social innovation
    - social enterprise
    - participatory governance
    - communitarian
    - marketisation
    - complexity

- Pallette of social entrepreneurship concepts, tools and techniques used in future units

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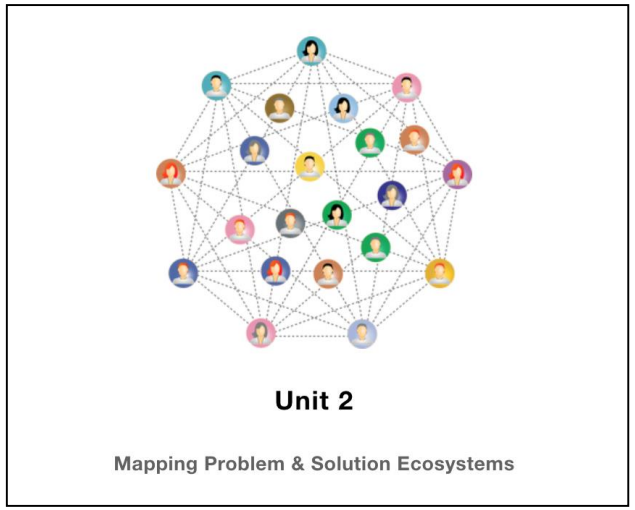
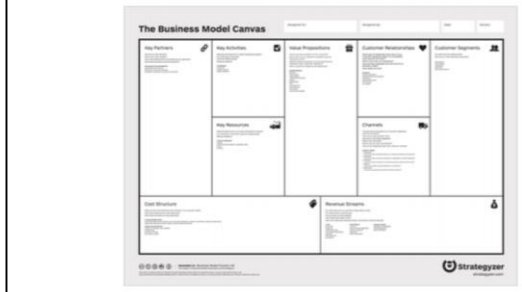
- Participants:
  - research and map the problem and solution ecosystems for the problem that they are addressing



- Participants:
  - determine where to intervene in a solution ecosystem
  - develop a theory of change, business model and a pitch deck




**Unit 3**

Developing Initiatives

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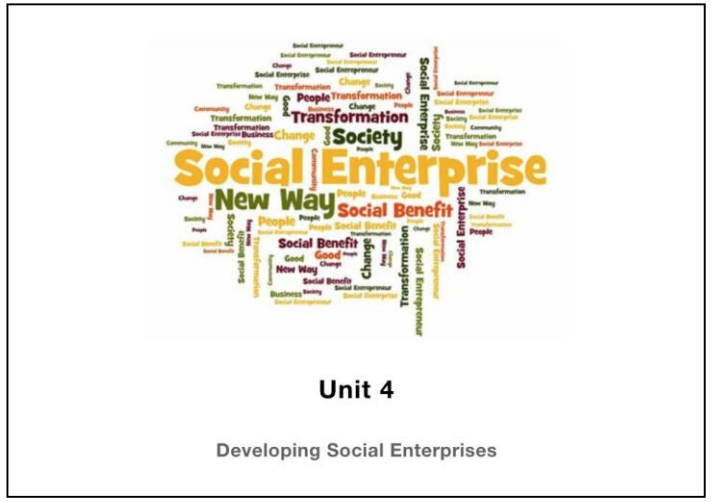
- Participants:
  - Identify local support for social enterprises
  - determine the most appropriate social enterprise structure to institutionalise their initiative
  - develop for their initiative:
    - a performance measurement plan
    - a scaling strategy



# Program Delivery

- Partnership with government or community partner

- Community Capacity Builders Component
  - Online learning materials
  - Materials for learning circles
  - 4 face-to-face days

- Partner's Component
  - Before the Program: choose wicked problem(s), recruit participants, site visits and guest lectures relevant to wicked problem(s)
  - After the Program: activities that connect participants and their initiatives to the existing solution ecosystems for the wicked problem

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# Program Delivers as a Challenge Lab

- Phases include:
  - Form a Solution Ecosystem Reference Group for the wicked problem(s)
  - Obtain prizes and engage judges for the Challenge
  - Promote Challenge and recruit participants
  - Participants undertake Community Capacity Builders Program for Social Entrepreneurs
  - Mentors recruited from the solution ecosystem for each wicked problem
  - Program participants matched to mentors
  - Participants theory of change, business model canvas and pitch deck are forwarded to their mentors
  - Participant's initiatives are promoted to solution ecosystem stakeholders
  - Prizes are awarded through a participatory budgeting process with the winners decided by the solution ecosystem stakeholders

# Addresses Relevant Research Findings

- Findings from interviews:
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- Findings from focus group:
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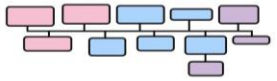
# Thank You

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