

Making it Happen....

The role of
Social Entrepreneurship
in creating a better future

*QUT ABD067 – Crisis Diagnosis
Response*

15 May 2008

Neil Davidson, Collaborative Innovation Systems

Remember Chris' slide...

Why is unsolicited architecture undeniably superior to any other?

Because it keeps architecture autonomous. The autonomy of architecture once meant hermetic seclusion from reality, but now we know that it is a matter of becoming inclusive beyond any client expectation. Autonomy is in the drive, not the territory.

Because architecture as art, science, innovation, ideal, adventure, aid and rescue always relies on self-motivation, curiosity, a sense of urgency and an antenna for opportunities.

Because it ultimately preserves architecture's long-term relevance and legitimacy. Unsolicited architecture is acquisition for the long-term and finding new objects for the application of architectural intelligence.

Don't ask what architecture can build for you; ask what it can do for you.

Don't wonder where you can find a client; ask where you are needed.

Think about situations and opportunities nobody has yet thought of.

Think about an architecture that would no longer simply respond to what is given, an architecture that would not be reactionary but actively pursue its challenges.

Think about moments when architecture can make a difference, even without clients, a budget or specific locations, by intervening with decisive concepts and powerful scenarios to shift deadlocked discourse and role play.

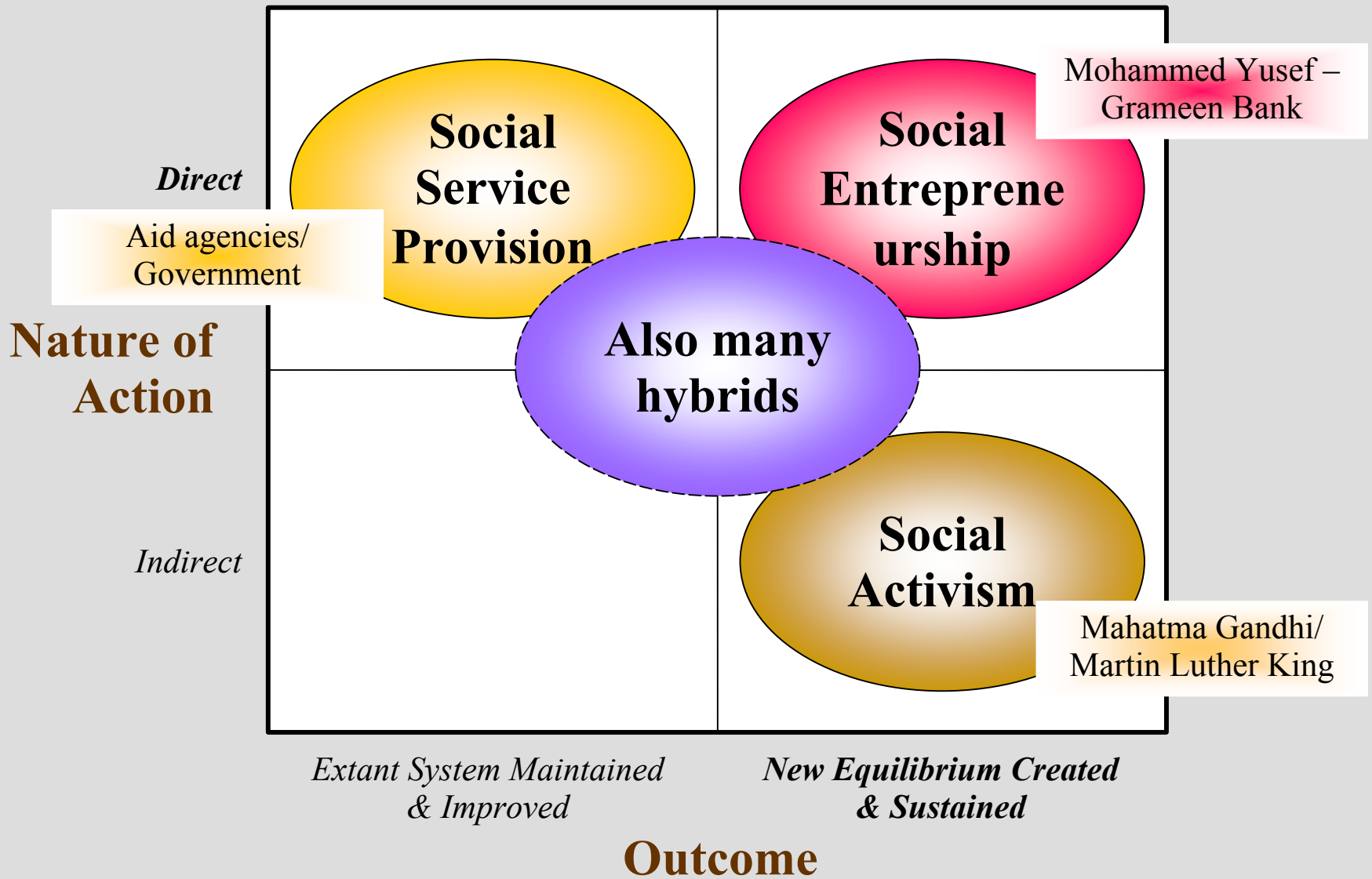
Social entrepreneurs focus here

Think about an architecture liberated from building.

Think about architecture as strategic intelligence, a medium for developing cultural concepts, a mode of thinking, a tactic for social intervention, a strategy to mitigate conflict, a weapon to fight a battle, a metaphor for the rest of the world.

Now go practice unsolicited architecture.

Pure Forms of Social Engagement



Components of social entrepreneurship

- **Identifying a stable but inherently unjust equilibrium (which excludes, marginalizes or causes suffering of people without finances or political clout to achieve transformative change)**
- Identifying an opportunity in this unjust equilibrium, developing a value proposition & bringing *inspiration, creativity, direct action, courage & fortitude* to bear to challenge the stable state's hegemony
- **Forging a new, stable equilibrium that releases trapped potential or alleviates suffering, & through imitation & creation of a stable ecosystem around the new equilibrium ensuring a better future for the targeted group & even society at large**

The value of social entrepreneurs...

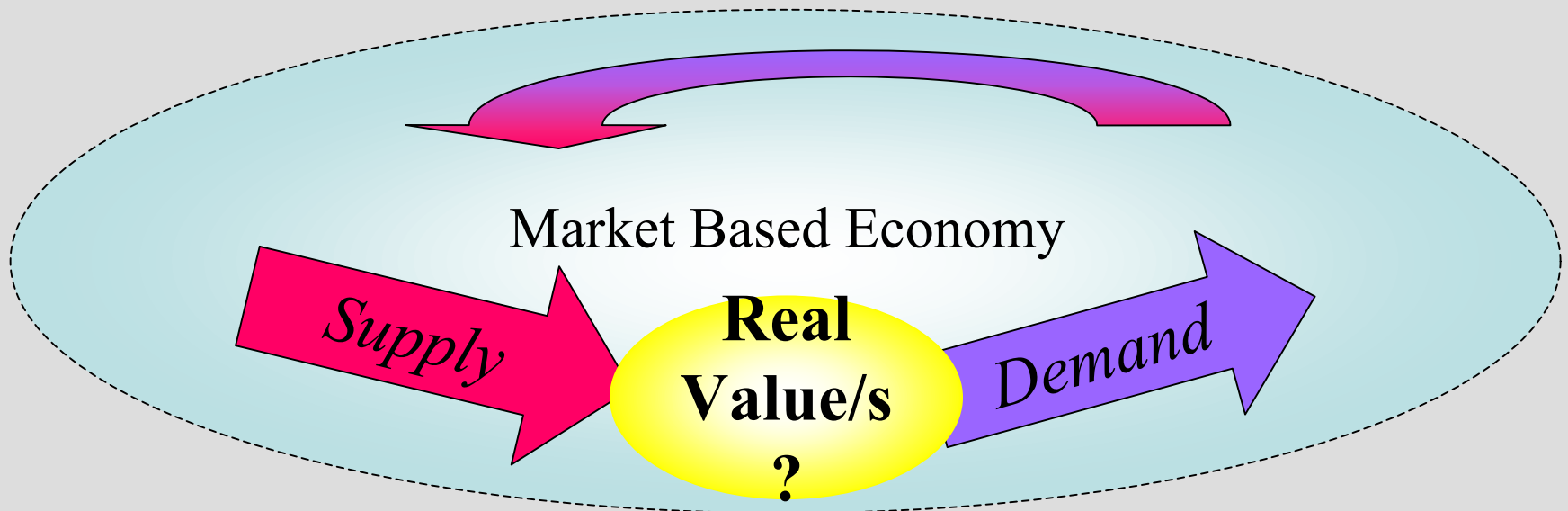
“...lies much less in the goods and services they provide than in the **catalytic role** they play in **triggering innovations** in the social sector.”

Dr Pamela Hartigan, Managing Director, the Schwab Foundation for Social Entrepreneurship

...and to do that well, they need to *seek first to understand, and then to be understood*

Innovative models...

Ultimately the innovation lies in the models devised for service and product delivery **all along the supply chain** --- not in the provision of the good itself. It is those models that others need to take up and replicate.



Value-centred market economics

Winner of **THE IREMONGER AWARD** for Writing on Public Issues

THE END OF CHARITY

TIME FOR SOCIAL
ENTERPRISE

NIC FRANCES

'[Social entrepreneurs]
are in a way alchemists...'

PAULO COELHO



Government has crucial role in pricing goods & services consistent with moral & social values, not just financial ones

Government should put a price on activities that support the common good & a healthy planet, then allow the market to organise around these & deliver market efficiencies.

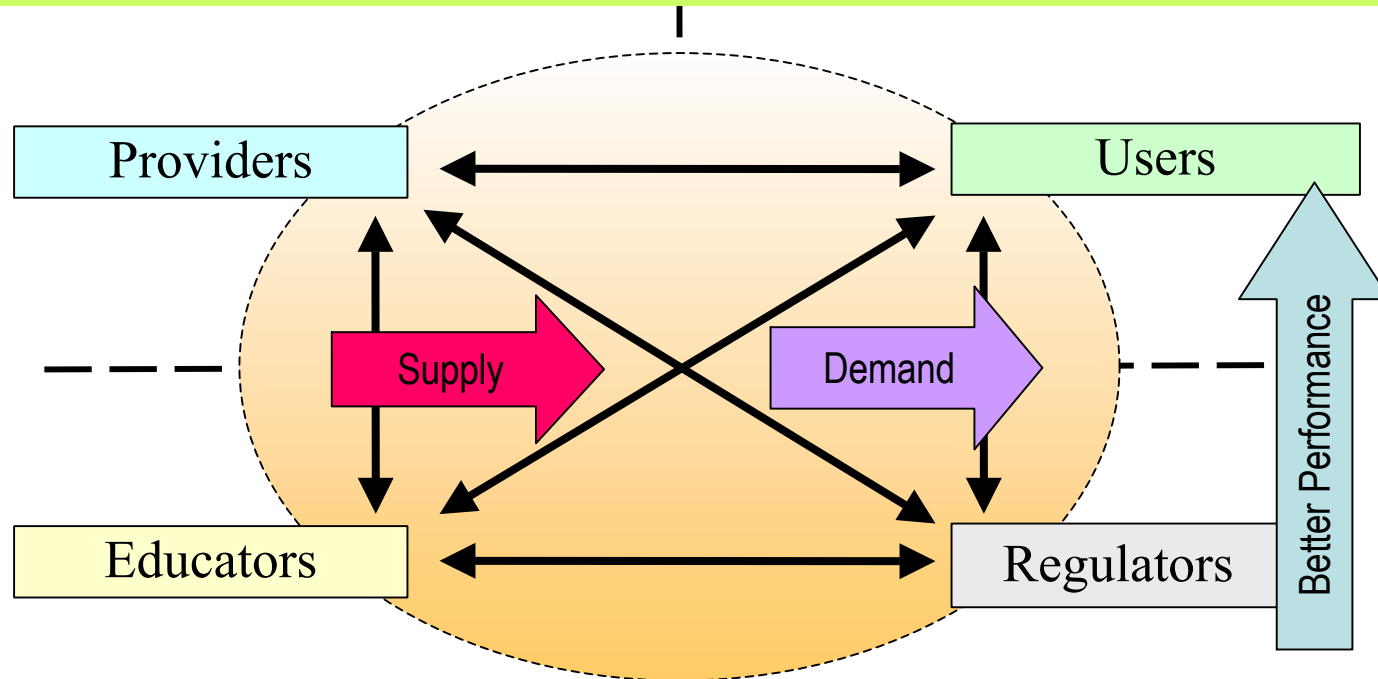
Hard to value? Think about the costs of NOT doing it...

Set up: *Easy Being Green & Cool nrg*

Value-centred market economics

- The challenge for social entrepreneurs is to deliver the mix of social & other goals they want in a market-driven economy
- More complex than for-profit or charity alone
- If you really want to drive change, you've got to be in the **real world** – by engaging & operating within society, the market & the economy
- Neither charity nor pure for-profit enterprises truly operate in the **real world**, because none of us make decisions purely on financial considerations or altruism alone

So, what is the *real world value-chain*...?



A strong system has strong interdependence – shown as solid two-way flows in all directions

Product – Systems Model

(Davidson, modified 'Product Systems Approach' – after Marceau)

Simple? Or Complex?

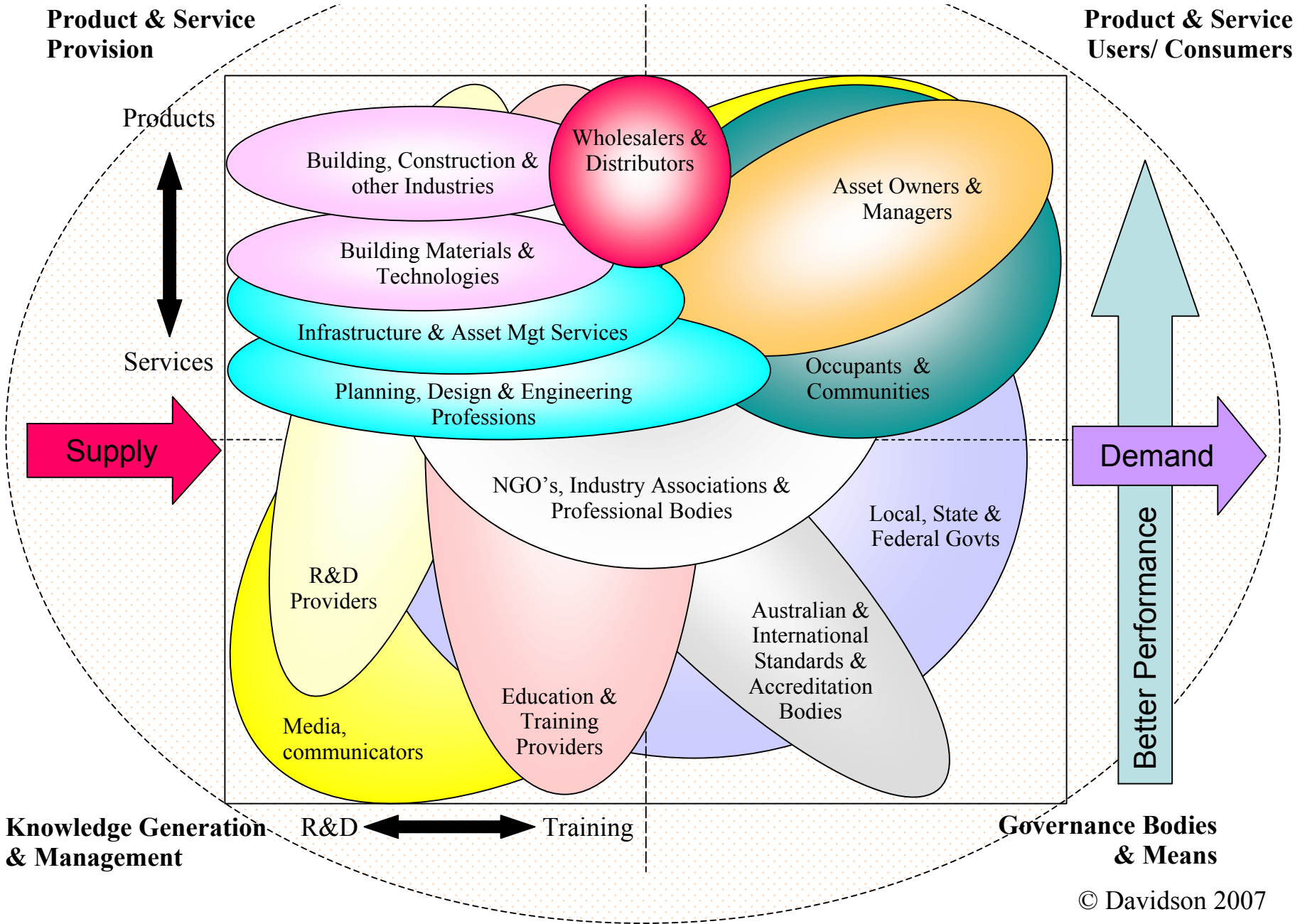
Any intelligent fool can make things bigger and more complex... It takes a touch of genius - and a lot of courage to move in the opposite direction.

Albert Einstein

Warning

Horrendogram to follow

Potential Stakeholders & Broad Relationships



Social Entrepreneurs...

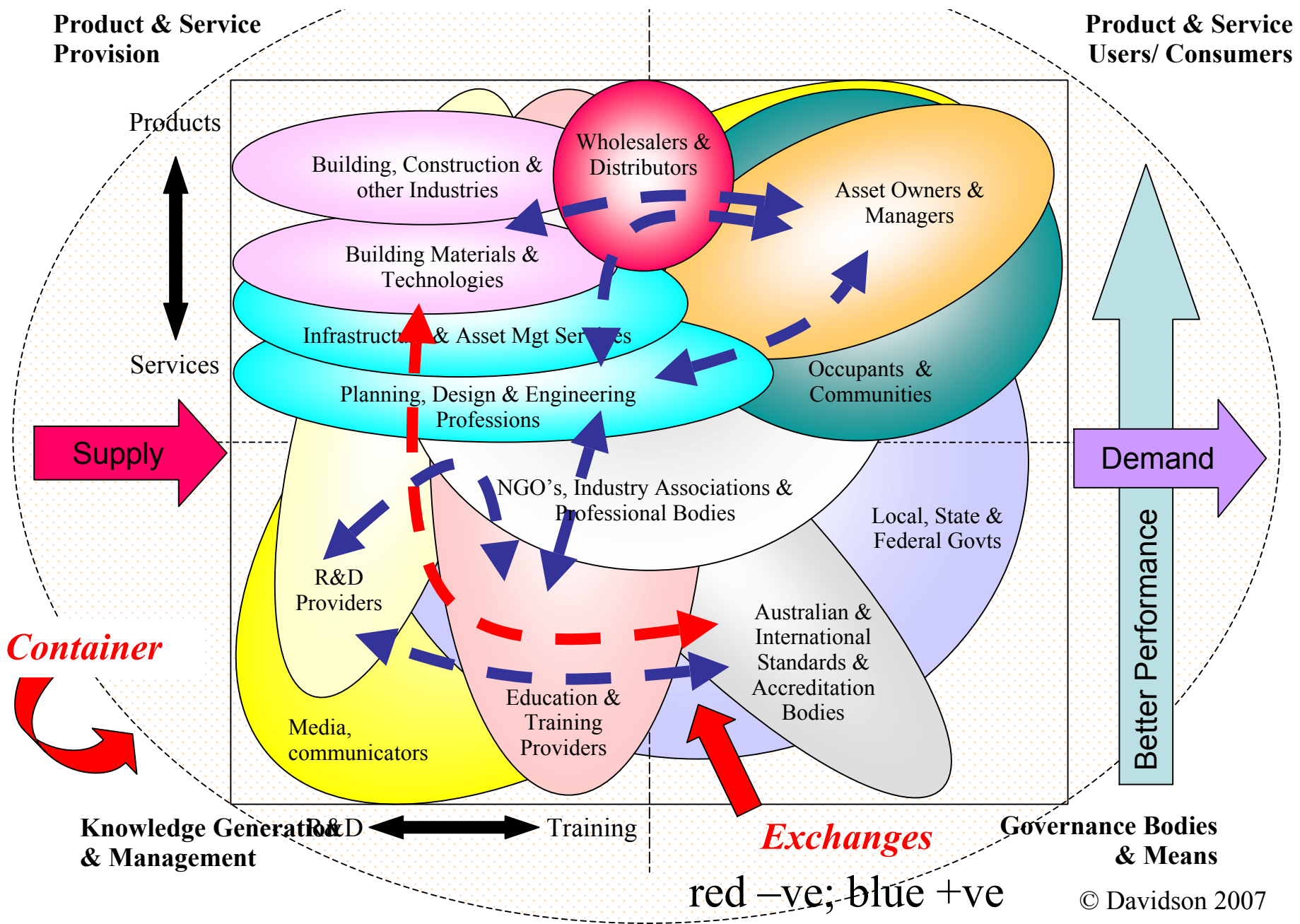
“...are the mad scientists, as it were---working away in their organisations that act like social innovation laboratories”

“... test and perfect different approaches, and when they come up with the most efficient ones with the greatest impact it should be the government and corporate sectors’ respective roles to celebrate the innovation, take it up, learn from it, and scale it so that all can benefit”

Social Entrepreneurs...

- Find creative ways around bureaucratic barriers & conflicting policies to achieve outcomes government really wants
- Then – implement solutions across the board, not just single project/s
- Don't give up on government but press it to align its social goals with the market so we can all work together

Different Stakeholders & Broad Relationships



Energy Descent Action Plans – Portland/
Oakland/ Beechmont

Rationale: will take a while – must start
now. Envision where we want to be &
make a plan to get there

Limit: may not be enough time/ available
capital/ or political will/ crisis may
intervene to undermine efforts

**Top Down
Government
policy**

The Power of Community – Cuba/ Petrol
independent by 2020 –Sweden

Rationale: only Government has power
to re-allocate resources/ change laws/
build infrastructure

Limit: Needs decisive, informed,
courageous leadership & grass roots
support

**Proactive
Linear
adaptation of**

**Responses to
future crises**

**Responsive
Planning for
crisis**

Transition Towns/ Relocalisation Groups

Rationale: Power-holders have too many
vested interests to lead. Needs public
buy-in for coherent adaptation

Limit: Many needed changes require
policy initiatives/ ultimately scale of
WWII

Critical, but still needs Top Down
national & global policy change

**Grass
Roots**

Resilient Communities Action Plan

Rationale: pro-active effort too little/ too
late? Crisis = opportunity as real change
is possible when necessary

Limit: not short-term crisis, but a
permanent change of state; long-range
planning essential (need a vision of the
ultimate goal)

Coherent Disaster Response Plans drawn
on the skills of ‘alternatives’

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Coherent Disaster Response Plans drawn on the skills of ‘alternatives’

Different perspectives...

Give a man a fish, and you feed him for a day.
Teach a man to fish, & you feed him for a lifetime.

Chinese Proverb

“Social entrepreneurs are not content just to give a fish or teach how to fish.

They will not rest until they have revolutionized the fishing industry!”

Bill Drayton, CEO, chair and founder of Ashoka

a global nonprofit organization devoted to developing the profession of social entrepreneurship

Social Entrepreneurs are...

“Innovators in the public interest ... the flame that ignites the fire of social transformation. That flame must be fanned and nurtured by governments, publicly traded and private companies, academia, media and individuals working together to achieve its promised impact.”

So, when you encounter sub-optimal equilibriums...

**Be the change
you
want to see
in the world**

Mahatma Gandhi