



GROWING LEADERS  
ADVANCING ORGANIZATIONS

# People Powered Innovation

*Generating great ideas and  
bringing them to life*



*A Gartner survey revealed that employees' willingness to support enterprise change collapsed to just 43% in 2022, compared to 74% in 2016. Navigating the pandemic asked a lot of employees — and while they delivered, it came at a cost. Relentless sprinting means many employees are running on fumes. To create more sustainable change efforts, leaders must prioritize change initiatives, showing employees where to invest their energies. They also must manage change fatigue by building in periods of proactive rest, involving employees in change plans, and challenging managers to help build team resilience. (Harvard Business Review, 2023)*

In 2020, it became clear that we need some serious change – not just a little tweak here and there, but real, significant, systemic change. If we want different outcomes, we've got to try different methods. Even if our intentions are good, sticking to the same old approaches might only get us baby steps forward. To make a real, exciting difference, we need to do things differently. That means not just asking people to change, but getting them involved as partners in co-creating that change.

Embracing change means understanding what steps we need to take. We're faced with challenges unlike any we've seen in over a century. So, it's crucial to ask ourselves: if we cling to our old ways, will we reach our future goals?

**Most people aren't against change itself; they just don't like having change forced upon them.** That's where People Powered Innovation comes in. It's designed specifically for groups with various interests. It's a way for everyone to come together, listen, explore issues, and dream up solutions through respectful dialogue. This isn't just about achieving results; it's about building fresh, meaningful connections that pave the way for the future we truly want.

**The People Powered Innovation (PPI) process offers organizations a fresh perspective on collaboration.** Developed by The CCMV Collaborative\*, it's a toolkit, a mindset, and a recipe for fostering partnerships.

An Executive Forum White Paper

**Specifically created for multi-stakeholder groups that are often advocating different approaches,** People Powered Innovation (PPI) is a framework through which stakeholders gather, listen to each other, investigate issues, and reimagine solutions through productive, mutually respectful dialogue. This produces not only tangible, actionable outcomes, but new and vibrant relationships. With this we have the ingredients to move into the future we most desire.

An incredible opportunity awaits governments, businesses, and organizations across the country. In recent election cycles, communities have voted in the most diverse group of leaders in history. These fresh voices embody hope for the future, emphasizing values like bridge-building, inclusion, collaboration, listening, transparency, and reinvention.

Municipalities and businesses can leverage PPI to drive meaningful change, creating thriving communities and productive work environments. For instance, stakeholders can use PPI to reimagine public safety initiatives, ensuring they benefit all parties involved.

Government officials, corporate leaders, and managers are pivotal in facilitating PPI, enabling stakeholders to engage, set boundaries, and co-create change. The role of The CCMV Collaborative\* is to supply tools and partner with leaders in shepherding these efforts.

As a not-for-profit organization, The CCMV Collaborative is chartered to "...elevate the ability and essential role of all organizations to create a world that works for all." The process is a different way for leaders to look at how they do the work of leading. We invite you to dig deeper into what PPI is in the following descriptions of the approach.

On the next page, we compare PPI to traditional approaches to change. Below, is a brief "what if,"

regarding Public Safety and links to two examples of successful innovation journeys.

**In summary, what if we look at reinventing Public Safety, in a way that:**

- Invites all stakeholders into the process as owners of the journey
- Allows participants to really hear each other
- Develops authentic relationships while simultaneously reinventing public safety.
- Identifies the resources and strengths of the community to co-create something of value.
- Creates a shared vision of how a public safety function in the city could look, how it would function, and the outcomes it would produce.
- Not just reimagines, but actually redesigns, the public safety structures, roles, policies, and practices that would bring the vision to life.
- Develops a roadmap in which every participant feels responsible for and commits to actions which, in totality, will take their community where it wants and needs to go.
- Does not replace existing efforts but rather complements and leverages them.

**CASE STUDY 1:** "*Using an Inclusive, Participative, Strengths-based Approach to Achieve Customer Service Excellence.*" A Caribbean grocery gained a competitive advantage with improved customer service. ([https://www.executiveforum.com/wp-content/uploads/2020/12/Case\\_Study\\_Caribbean\\_Grocery-2.pdf](https://www.executiveforum.com/wp-content/uploads/2020/12/Case_Study_Caribbean_Grocery-2.pdf))

**CASE STUDY 2:** "*Building Collaboration, Cooperation and Innovation in an Industry Association.*" The Vision Council developed a new public service health message and a highly-successful new organizational framework to carry the message forward. ([https://www.executiveforum.com/wp-content/uploads/2020/12/Case\\_Study\\_Vision\\_Council-2.pdf](https://www.executiveforum.com/wp-content/uploads/2020/12/Case_Study_Vision_Council-2.pdf))

\*The CCMV is the non-profit organization which developed this approach. The members conduct research on best practices in organizational reinvention and help organizations apply their findings both domestically and internationally.

## COMPARISON OF APPROACHES

	What Is Often Done – Traditional Approach	People Powered Innovation
<b>MINDSET</b>	<ul style="list-style-type: none"> <li>• Goal is to fix the problem.</li> <li>• Focus is on “why we can’t.”</li> <li>• Even though problems are seen as highly interconnected, we don’t know what to do with that complexity so we revert to what seemed to have worked in the past.</li> <li>• The role of designing innovations is best left to select committees and subject matter experts.</li> <li>• People are frequently seen as the problem, therefore punish them if they break the rules.</li> </ul>	<ul style="list-style-type: none"> <li>• Goal is to co-create the future we desire, not just fix yesterday’s problems.</li> <li>• Focus is on “how might we...?”</li> <li>• Complexity can be managed by engaging all stakeholders in making sense of the situation and collaboratively designing potential systemic solutions using a few basic principles.</li> <li>• Everyone can be a designer and innovator in real time is with the right support from subject matter experts and simple tool sets.</li> <li>• Managing continuity is as important as creating positive innovation.</li> <li>• The system drives people’s behaviors. To change behaviors, change the system.</li> </ul>
<b>HOW and WHAT</b>	<p>Diagnose the problems in the system, who is at fault, where the breakdowns are - then making recommendations to decision makers. Create detailed implementation plans that try to account for all eventualities.</p> <p>Focus is on:</p> <ol style="list-style-type: none"> <li>1. Compliance solutions (<i>i.e.</i>, updated policies and procedures that are supported but may treat only one part of the problem. For example, in public safety, “no chokeholds” may have unintended consequences).</li> <li>2. Training, culture change, and other human dynamics interventions.</li> </ol>	<p>Begin by discovering what’s worth preserving and the assets/strengths that exist with which you can build the future.</p> <p>Next, collectively imagine a better outcome for all stakeholders (a “wow” future). Then, design a draft set of changes (<i>i.e.</i>, the innovations) that will bring the dream to life. Next, create and conduct some small “experiments” that will allow you to learn by trying things out in the field. Finally, improve your innovations and scale them up.</p> <p>Focus is on:</p> <ol style="list-style-type: none"> <li>1. Roles, decision rights, team composition, work processes, coordinating mechanisms, etc., that are intentionally designed to meet the needs and desires of those whom the service affects and those who provide it.</li> </ol> <p><b>PLUS</b></p> <ol style="list-style-type: none"> <li>2. Enables processes and procedures to put the above in place.</li> <li>3. Training, culture change, and other human dynamics interventions.</li> </ol>
<b>WHO</b>	<p>Multiple committees, often lacking diverse voices, each working on their own small piece of the puzzle who must get approvals or commitment from multiple decision makers (e.g., unions, Councils, various management groups).</p>	<p>The “whole system” – all stakeholders, particularly the voices that are seldom heard, supported by subject matter experts.</p>

*The CCMV Collaborative works to create and continually evolve a framework for radical innovation of business and operating models to resolve complex challenges and sustain people, planet, and prosperity.*

*Executive Forum helps organizations realize increased productivity, profitability and sustainability through customized programs designed to meet their leadership development needs at every level.*

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