

Iceland   
Liechtenstein  
Norway grants



**Social Innovation Brokers**  
WE FOR YOU

## **GUIDEBOOK FOR TRAINERS & TRAINEES: [MODULE 2 & 3](#)**

### **Coordinator and Editor:**

Eva Fabry, Director of the European Centre for Women and Technology

Katarzyna Pilch, Project Coordinator at Linking Foundation

Iceland   
Liechtenstein  
Norway grants



## Social Innovation Brokers

WE FOR YOU

*The Social Innovation Brokers Project (Project Nr. EOG/21/K3/W/0042) benefits from 181.060 € grant from Iceland, Liechtenstein and Norway through the EEA Grants, from 01.05.2022 to 30.04.2024.*

The Social Innovation Brokers (BIS) project presents a pilot version of a vocational training for Social Innovation Brokers, the first in Poland and in Central and Eastern Europe (CEE).

The Transfer of Knowledge project is initiated by the Linking Foundation in Krakow, Poland and realized in partnership with ECWT - The European Centre for Women and Technology with Secretariat in Oslo, Norway.

Acknowledgements to Stanislaw Iwan (Linking Foundation), Katarzyna Pilch (Linking Foundation), Staszek Alwasiak (Foundation Ignatianum), Dr. Edna Pasher (ISCI – Israel Smart Cities Institute), Yossi Pasher (Edna Pasher & Associates), Jenny Averhed (MIR Academy).

*This document may not be copied, reproduced, or modified in whole or in part for any purpose without written permission from the Social Innovation Brokers Partnership. In addition, an acknowledgement of the authors of the document and all applicable portions of the copyright notice must be clearly referenced.*

**Iceland**   
**Liechtenstein**  
**Norway grants**

© Copyright 2022

*The content of this publication is the sole responsibility of the Authors and the Project Partners and can in no way be taken to reflect the views of the EEA Grants Funding organizations.*

Implemented by:



## MODULE 2: Team Building and Individual Commitments

### Session 2.1 Getting started

#### Who is the Train the Trainers Guidebook for?

The Social Innovation Brokers Guidebook will provide detailed methodological guidance and tools for both trainers and trainees following the course.

#### What is the structure of the Guidebook?

The Guidebook follows a strict structure and consists of 5 Modules. Each module provides a set of tools with clearly defined objectives and step-by-step implementation instructions, timeframe and recommended materials.

#### Methodological notes

The organizers of the 1<sup>st</sup> Social Innovation Brokers Training have been very fortunate as seventy-seven very qualified trainees have registered and except for two students all participants have university diplomas and documented experiences from previous voluntary or social innovation or social entrepreneurship work. Also in terms of English language knowledge, although some participants have been reserved at the start, after two-three sessions they managed to express themselves perfectly well.

Use of the provided toolkit invites to the active involvement of all and to participatory learning. The presenters of the sessions introduce the sessions and the active involvement of the participants is ensured through their testing of the tools

provided for the agenda in 5 break-out groups (with up to ten participants in each group). Working in peer groups has in our view many advantages. It provides security, conveys a sense of confidence and support.

Most of the sessions require repetition of the material and preparation for the next session with a brief homework.

Training sessions are between 90 minutes and three hours depending on the size of the training material.

## Certification

In order to get their trainings certified, participants need to attend 80% of the trainings (excluding the first introductory session) and complete the scheduled tests.

## Tool 4: Introduction of Participants, Icebreakers & Team Building

### Objectives:

- ✓ To create a good atmosphere and to build and maintain the group's cohesion.
- ✓ To break in the ice at the beginning of the course.
- ✓ To foster the competences of self-knowledge and communication.

### Implementation:

We believe, that setting the scene and creating a good atmosphere in which all participants contribute and connect from the start is key to the success of the training.

If you decide to go for a training, you need to go for it 100% and be generous, be passionate and share your thoughts from the very first moment!

To be on the safe side our Social Innovation Brokers faculty all have a number of tested icebreakers to release the stress from being in a new environment and to warm up the group:

To get inspired, check the following YouTube videos:

- <https://youtu.be/k6bHltjYzE>
- <https://youtu.be/asbgD6vsjfM>
- <https://youtu.be/JmcmffiXgFY>

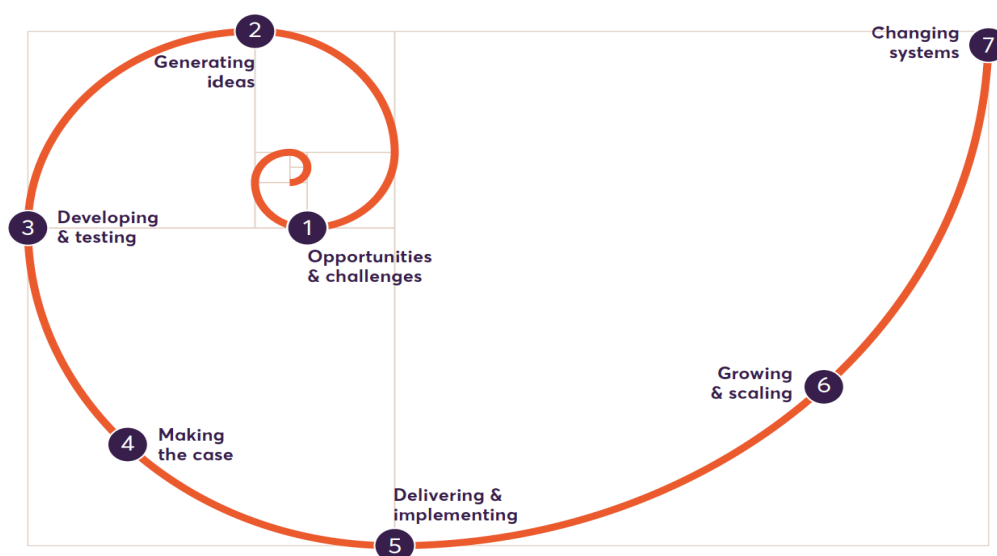
## MODULE 3: The Social Innovation Brokering Process

Our Social Innovation Brokering Process description builds on Robin Murray-Julie Caulier – Grice and Geoff Mulgan’s “The Open Book of Social Innovation” published by The Young Foundation Lab in 2010, providing a detailed mapping of the methods and tools for innovation being used across the world and across the different sectors. The work is the result of a major collaboration between Nesta and the Young Foundation: two organizations that are committed to the role that social innovation can play in addressing the most pressing issues facing society today.

## Session 3.1: The four key stages of doing social innovation

### Tool 5: Ideation: Understanding needs and identifying potential solutions

**The Social Innovation Spiral** we use in our Training was developed by Nesta , the UK's leading innovation agency for social good to generate a shared understanding of what the innovation process looks like and what different stages and actions are involved.



Source: NESTA - [The Open Book of Social Innovation](#)

The above model was developed by Murray, Caulier-Grice, and Mulgan (2010) and it has the form of a nautilus, emphasizing the growing effects of the different stages.

While many people tend to associate 'innovation' with creativity and flashes of inspiration, in reality more innovation comes about as the result of a disciplined,



planned and managed process. In line with this innovation process pass through the following seven stages phases:

**1. Exploring opportunities and challenges:** Identifying the opportunity or challenge to which you'd like to respond, and investing time early on to investigate and understand it.

**2 Generating ideas:** Producing, borrowing or "stealing" ideas, and identifying the ones with real potential.

**3. Developing and testing:** Investigating, learning from and iterating on the idea you want to develop.

**4. Making the case:** Planning and implementing a strategy for gathering evidence on the impact of your solution.

**5. Delivering and implementing:** Planning and organising for the Implementation of your solution, including its ownership and the form and structure you need to create to deliver it.

**6. Growing, scaling and spreading:** Developing the conditions for and extending the reach of your solution, including choosing the right growth model and spreading practice.

**7. Changing systems:** Systemic innovation is where maximum social

**Iceland**   
**Liechtenstein**  
**Norway** grants

impact can be created. It usually involves changes in the public and private sector over long periods of time, and the interaction of many elements and new ways of thinking.

Most often used methods and tools to develop new ideas include for example:

- [the World Café Method](#)
- The robust mindmapping tool: <https://miro.com/>
- NESTA's [Fast idea generator](#)
- [Idea Speed Dating Method](#)

*Detailed descriptions are provided through the links.*

## Tool 6: Developing, prototyping and piloting ideas and implementing the projects

This phase focuses on the development and testing through the prototyping. Prototyping enables innovators to experiment, evaluate, learn, and adapt an idea, so they can refine it into something even better. The prototypes are then tested with users of the ultimate product or service to understand if it works. Compared to a pilot, prototyping does not require a lot of resources and can be done within short timescales.

Historically, prototyping was an innovation method most commonly used by engineers, designers and web developers rather than the public sector. Today, however, there is a growing interest in how this approach could be adopted for the public sector and service design.

**Prototyping is not an alternative to piloting.** Rather, it helps to build a better specification for what a pilot might be. It may even help to see that an idea isn't going to work and save the time and cost of a pilot.

**To find out more about NESTA's prototyping framework:**

<https://www.nesta.org.uk/toolkit/prototyping-framework/>

## Tool 7: Monitoring - Sustaining -Scaling up

Delivering and implementing is followed by evaluation, sustaining and scaling up. Most social innovations start small and stay small but to tackle problems entrenched in our societies, we need more social innovation at scale. Many social innovations have become part of our daily lives, but many social innovations fail to reach their potential. Scale can be achieved in many ways. Many social ventures simply grow organically over time, others grow by:

- Building a delivery network – franchising, licensing, federations;
- Strategic partnerships – mergers, acquisitions, using a larger organisation's network or back office expertise;
- Influencing and advising – moving into a role of advisor rather than deliverer in order to spread your message but not grow your organisation

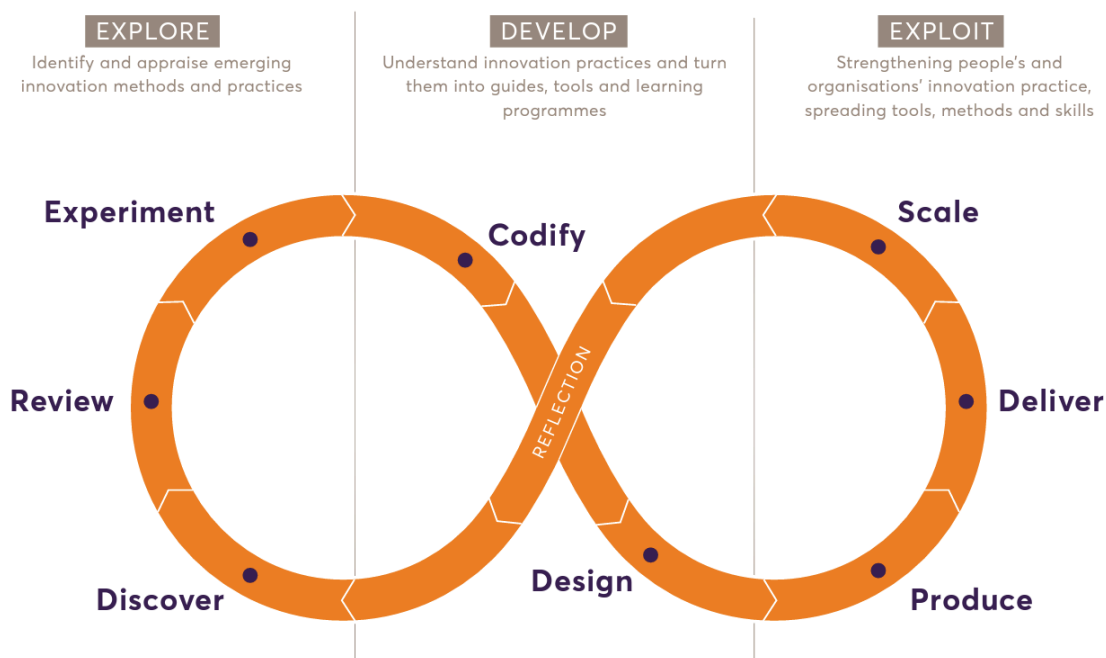
**Scaling is not appropriate in every case.** Scalable social innovations tend to be ones that:

- Are relevant beyond their initial context.
- Are relatively simple.
- Are clearly better than their competitors and have a unique added value.

There are many ways of scaling up – from repeating an idea in a different place, or collaborating with different organisations and building relationships and alliances that work.

To bring a good idea to scale clever strategy and coherent vision are necessary, in combination with the ability to arrange resources and support and identify the key points of leverage as well as the gaps.

This implies the need also for formal methods to persuade potential backers, including investment appraisals, impact assessments and newer devices to judge success like 'social returns on investment' or 'blended value.



Source: *Team & Innovation Strategy, Experimentation & iteration*  
NESTA [Playbook for Innovation](#)

Scaling up depends on two factors being in place: an environment providing effective demand for the model and the capacity to grow– in terms of management, money,

leadership and governance. There are many characteristics to consider, such as the managerial, financial and personnel skills.

To grow effective demand, there may then be a need for diffusion of innovation and the idea beside it through advocacy, awareness campaign, championing a cause, etc.

Key successful factors are in this context the ability to involve different sectors and the capacity to properly communicate the “innovative aspects of an idea as well as the deriving benefits”.

## **Tool 8: Learning and evolving until a systemic change**

Learning and adaptation turns the ideas into forms that may be very different from the expectations of the pioneers. Most of the times, innovations do not derive from as 'eureka' moments but are the result of a learning process of possibilities initially not fully understood by inventors.

Systemic change is a stage that not automatically follows from the previous steps. Creating space for something new is the most difficult part of implementing innovation. Systematic change is the result of social innovation that changes attitudes, values, strategies and policies, organizational structures and processes.

The dimension of systemic change is expressed as a level transformation cultural and organizational.

Systematic change involves in most cases the interaction of ideas, movements, models, and interests. Every social innovation has its own dynamic and it is the task of a Social Innovation Broker to allow for this dynamic.

### NESTA INNOVATION FLOWCHART

STAGE	SPECIALIST SKILLS REQUIRED	EXAMPLE ACTIVITIES & TOOLS	RISK LEVEL AND HANDLING	FINANCE REQUIRED	KINDS OF EVIDENCE GENERATED	GOAL
1 Exploring opportunities & challenges	→	→	→	→	→	→
2 Generating ideas	→	→	→	→	→	→
3 Developing & testing	→	→	→	→	→	→
4 Making the case	→	→	→	→	→	→
5 Delivering and implementing	→	→	→	→	→	→
6 Growing, scaling and spreading	→	→	→	→	→	→
7 Changing systems	→	→	→	→	→	→

Source: [NESTA DIY - Development Impact & You](#)  
PRACTICAL TOOLS TO TRIGGER & SUPPORT SOCIAL INNOVATION