BE A { **LEARNER.**
CHANGE-MAKER.
LEADER.

social
innovationlab
the future of our collective work

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Background

What are Social Innovation Labs?

Social Innovation Labs are one approach to problem solving, and can be particularly useful when it comes to complex issues—ones that require us to look at the whole picture, from different perspectives, as an interconnected system of beings. The Social Innovation Lab approach recognize that life is ever-changing (unpredictable, with new opportunities and challenges emerging daily), and thus encourages the use of tools and techniques that help us recognize the changes we're experiencing, learn from them, and collectively become drivers of system-change.

Social Innovation Labs are designed to be part of an ongoing process, focused on inspiring different ways of thinking about the world, and how we approach challenges/opportunities. This approach can be used to address a multitude of **BIG** questions, but requires a strong foundation of collaboration, first-person perspective, an openness to ideas, and testing of multiple solutions.

Social Innovation Labs create the 'container' for diverse stakeholders to come together to share knowledge, re-define complex challenges, identify opportunities and co-develop and test a range of creative solutions. Through this process, organizations and individuals develop adaptive change strategies that can better prepare communities to address future challenges and opportunities, while simultaneously deepening relationships and building their own capacity.

Centre for Employment Innovation

The Nova Scotia Centre for Employment Innovation (CEI) at St. Francis Xavier University (StFX) provides leadership, fosters best practices, conducts research, and encourages collaboration[*] in the development and delivery of employment services across Nova Scotia. The CEI strives to ensure that diversity and inclusion are at the core of all of its work.

Operating within, and supported by, the StFX Extension Department and working in partnership with government, service providers, community agencies, and researchers, the CEI brings people and knowledge together. Together with its partners, the CEI aims to strengthen the quality and effectiveness of employment services across the province in order to foster a skilled, resilient, and productive workforce.

The work of the CEI will help change the socio-economic development narrative in communities, shifting from a focus on weaknesses and deficits to an emphasis on strengths, opportunities, and assets. Further, the CEI will complement the innovation and enterprise efforts currently underway within the StFX Extension Department and the Coady International Institute that aim to encourage social innovation, entrepreneurship, and enterprise activities across Nova Scotia.

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[*] *The CEI defines collaboration as 'working together alongside our partners and community members towards a common goal, in a principle-driven, transparent, equitable, and mutually beneficial way'. Through collaborative opportunities, we strive to create open, honest, inclusive and accessible environments to further develop and grow relationships.*

Social Innovation Lab: The Future of Our Collective Work

The world of work[*] is changing, and it is as important as ever to understand how we can prepare for, adapt to, and shape our future possibilities. As communities, organizations, and individuals, we have the assets and strengths to collectively address economic, environmental, and social challenges and inspire meaningful change—to be able to shape a future that works for all.

So, what could a **future that works for ALL** truly look like? And how do we get there together? These are the questions we'll be exploring across Nova Scotia, as we strive to understand at the local level how we can best prepare and foster a future that works for everyone in our province. Our aim is to continue to engage communities, and create the space for people from all walks of life to meet to discuss critical social and economic issues affecting life in Nova Scotia with this series of **Future of Work** conversations. Overtime the sessions will progress from:

- · sharing knowledge and building relationship,
- · to re-defining complex challenges as a collective and identifying opportunities,
- · to co-developing and experimenting with a range of creative solutions.

September 19th was a day for us as career development ecosystem partners to begin this process together. To slow things down for a moment and focus on each other, our relationships, and our community. To celebrate the amazing work that is happening across this province. To use the day as an opportunity—to meet someone new, to learn from each other, to be curious and ask questions. This is one of the most important steps we can take as we continue on this journey together, as an ecosystem and as a community—to create a strong foundation built upon trust and deeper relationships that can then launch us into future action-based social innovation labs. These early conversations also help us to understand common themes and concerns relating to the future of work, identify areas that should be further explored, and continue to explore how to best engage community members from across the province.

Our foundations-building sessions of the **Social Innovation Lab** are the beginning of a series of conversations that will occur across the province—in partnership with local communities. Over time, these conversations will also help to connect initiatives that are currently working towards similar goals, elevate the voice of our community members, and create a space for people to discuss lived experiences, successes, and challenges.

This approach provides an opportunity for us to work together, across sectors and organizations, to address economic, environmental, and social change. We all play a part in our province's growth and success, and it will be through our collective, collaborative efforts—with each other and others in our communities—that we will be able to **shape a future that truly works for all**.

** When we talk about the **Future of** Our Collective **Work**, we're being quite intentional in using the term "work" instead of any other. This word encompasses to much more, from **sustaining a livelihood** to **traditional employment** to **social enterprise** and **entrepreneurship**, and from **paid** to **unpaid/volunteer** work. This multi-dimensional spectrum of **work** is instrumental, as we start to look at the world of work in a different way.*

Social Innovation Lab:
The Future of Our Collective Work
Building Foundations at the NSCDA 20th Anniversary Pre-Conference Day

NSCDA Pre-Conference
Hosted by the Centre for Employment Innovation
Wednesday September 19th, 2018
SOCIAL INNOVATION LAB
THE FUTURE OF OUR COLLECTIVE WORK
Be a learner. Be a change-maker. Be a leader.

In celebration of the NSCDA's 20th Anniversary Celebration and the 90th Anniversary of the St. Francis Xavier University's Extension Department, please join us for a...

Social Innovation Lab: The Future of *Our Collective* Work

Social Innovation Labs are designed to be part of an ongoing process—to create space for diverse stakeholders to come together in order to share knowledge, re-define complex challenges, identify opportunities and co-develop and experiment with a range of creative solutions.

On September 19, we will be exploring the Future of Our Collective Work, as a career development eco-system in order to best support Nova Scotians in their desires to lead exceptional lives. We all play a part in our province's growth and success, and it will be through our collective, collaborative efforts—with each other and others in our communities—that we will be able to shape a future that truly works for all.

Together, we will begin the process by sharing and celebrating the work happening across our province, reflecting on current work to identify network assets and strengths, exploring opportunities for growth and development, and mapping ecosystem partners and relationships that are crucial to develop as we continue our journey through subsequent social innovation labs.

We welcome you to approach the day with curiosity—bring questions and insights with you. We all have unique experiences that, together, will help us in our aim to support Nova Scotians with a more resilient, effective and inclusive workforce.

We have the ability, skill, and knowledge within the province to help our communities effectively adapt to current and future changes in employment. Come be a learner. Be a change-maker. Be a leader—share your knowledge, learn from the success of others, and develop creative solutions to empower communities, to co-create a future that works for all of us.

Building Foundations: Principles and Objectives

At the CEI, it is our practice to develop principles, alongside our partners and stakeholders, to help guide each engagement, outline the expectations of how we intend to work together, and help participants get the most out of each session. The principles that were used for the Pre-Conference Social Innovation Lab were designed to help to center our conversations, bring an intentional way to how we 'show up' and interact with each other, and inspire a space for creativity, questioning, and inclusion. As we progress with the Social Innovation Labs, we're conscious the principles may morph and adapt to continually enhance the way we work together; therefore, we welcome all comments, insights, and/or considerations to be sent to cei@stfx.ca, to help us enhance the below Principles for future Social Innovation Labs.

Principles for the NSCDA Pre-Conference Social Innovation Lab:

- Conversations allow us to enter into the room as equals, creating equal space for voices from varied backgrounds, lived experiences, titles/positions, degrees, education, etc. The conversations themselves will be of immense value. Give yourself permission to be present and to participate fully.
- Promote an environment where every individual feels that 'my voice matters'.
- Approach the day with curiosity—bring questions and insights with you. We all have unique experiences that, together, will help us in this exploration.
- Share experiences and learnings freely. Appreciate those of others too, even if you may not share the same perspective—participants are expected to be respectful and suspend any judgmental or fears.
- Have fun with this learning opportunity!

Objectives for the NSCDA Pre-Conference Social Innovation Lab:

To bring people and knowledge together to...
- Develop a strong foundation for subsequent innovation labs to build upon.
  - Create space to build trust and learn together, amongst diverse stakeholders and organizations.
  - Develop partnership and expand networks.
    - Recognize who else needs to be a part of these conversations.
  - Build a common understanding that builds a sense of joint ownership for the work ahead.
- Engage career development professionals in a meaningful and productive way—elevate their knowledge and experience.
- Seek to create a positive belief in the future through the discovery of past successes, strengths and innovations.
- Begin to uncover the future of our collective work as players in the career development field.
- Create knowledge from and for the employment services and career development eco-system.

Who Attended?

The annual NSCDA conference attracts a diverse crowd of career development practitioners, counsellors, job developers, employer engagement specialists, human resources staff, youth workers, business, labour and education representatives, and other professionals who work directly with the labour force of today and tomorrow. The inaugural foundations-building session for the **Social Innovation Lab: The Future of *Our Collective* Work** convened over 80 participants, representing 26 organizations, from community-based organizations to career development and employment services organizations to institutions and various government departments. Geographically, we had almost an equal distribution of representation from all regions across the province.
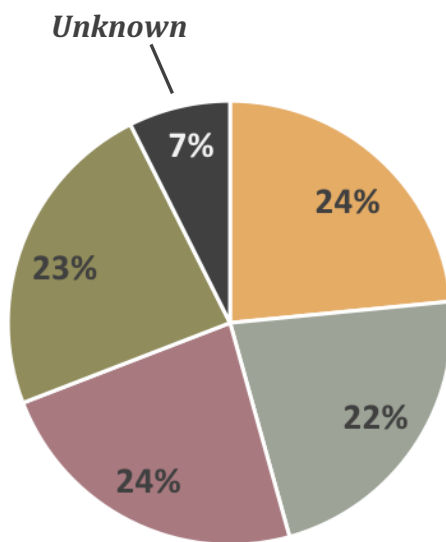
Partners and Supporters

Collaboration was instrumental to the design, preparation, and facilitation of the 2018 NSCDA Pre-Conference Social Innovation Lab. From conversations to inform design and approach to registration and logistic support—thank you to everyone that made the day a success.

Centre for Employment Innovation — ext. St. Francis Xavier University Extension Department

Brave Space

NSCDA — Nova Scotia Career Development Association

COADY International Institute — St. Francis Xavier University — Igniting Leadership

Nova Scotia — Labour and Advanced Education

Nova Scotia Works

ext. St. Francis Xavier University Extension Department

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Gord Cunningham
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WELCOME PJILA'SI BIENVENUE

Our session began on Wednesday morning, with opening remarks from Jaime Smith (Executive Lead, Centre for Employment Innovation), Kathy McKee (Executive Director, Nova Scotia Career Development Association), Amie Haughn (Director of Employment Programs, Employment Nova Scotia, Skills and Learning Branch, NS Department of Labour and Advanced Education).

Jaime welcomed Social Innovation Lab attendees to the Old Orchard Inn in Wolfville, and acknowledged that our session was taking place in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq and Wolastoqiyik (Maliseet) People first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations. Jaime graciously thanked all of the partners and stakeholders that made the planning and facilitation of the session possible, including the continuously growing partnership with the Nova Scotia Career Development Association and ongoing support of the Nova Scotia Department of Labour and Advanced Education.

Kathy shared in the building excitement for the launch of the NSCDA 20th Anniversary Conference. She reflected on Nova Scotia as being a national leader in career development, and discussed the importance COMM**UNITY** as this year's conference theme**,** and all the ways that we as Nova Scotians can come together to **communicate**, **commemorate**, and **commit** to our shared goals and purpose. The theme of community and collaboration rang true throughout the Social innovation Lab, as well as throughout the conference.

Amie reflected on the importance of creating spaces such as these—spaces without a pre-defined agenda pointing to a specific action plan, where the points of discussion weren't pre-defined by topic, and where we can lean into the space of possibility and allow topics to arise from a space of emergence. These spaces are critical for the success of the Social Innovation Lab—to create space for diverse stakeholders to come together in order to share knowledge, re-define complex challenges, identify opportunities and co-develop and experiment with a range of creative solutions. She reinforced the great opportunity that the session created for all of us, noting that it would be through spaces like this that we will find creative partnerships, gain understanding of one another, innovate, and ultimately be better and better at collectively meeting the employment and labour market needs in the province. She left participants with a few critical thought-pieces to explore throughout the day. The first outlined that "**today is the start 'something' in each of our worlds – some action, some thought, some idea, some connection: what will that 'something' turn out to be?**" and finally with a personal commitment: "**What will you do with what today gives you?**"

90th Anniversary of the Extension Department

BUILDING COMMUNITIES SINCE 1928!

Participants then shared in the recognition of the multiple anniversaries that were being celebrated throughout the week, including the 20th Anniversary of the NSCDA, the 100th Anniversary of the Antigonish Movement, and the 90th Anniversary of the Extension Department. Founded in 1928, StFX Extension Department's mission is to promote and advance, according to the principles of the Antigonish Movement, the economic self-reliance and social well-being of the people of Atlantic Canada through economic cooperation and education.

At StFX Extension, we are committed to Moses Coady's vision of creating "a full and abundant life for all." At the heart of our approach to work is the philosophy that adult learning and collective action are necessary for individuals, communities, and organizations to create vibrant and resilient communities. A strategy that involves a cycle of **listening**, **learning**, **discussing**, and **acting**.

At the Centre for Employment Innovation, we carry these traditions with us and strongly believe in the power of collaboration, within and amongst sectors, communities, and organizations. Our aim is to continue to engage communities, and create the space for people from all walks of life to meet to discuss critical social and economic issues affecting life in Nova Scotia with this series of Future of Work conversations. Our approach recognizes that communities, organizations, and individuals have the assets and strengths to collectively address economic, environmental, and social challenges and inspire meaningful change. We know that **we all** play a part in our province's growth and success, and it will be through our collective, collaborative efforts—with each other and others in our communities—that we will be able to **shape a future that truly works for all**.

September 19th was a day for us as a career development ecosystem to begin this process together. To slow things down for a moment and focus on each other, our relationships, and our community. To celebrate the amazing work that is happening across this province. To use the day as an opportunity—to meet someone new, to learn from each other, to be curious and ask questions. This is one of the most important steps to take as we continue on this journey together, as an ecosystem and as a community—to create a strong foundation built upon relationships, honesty, and trust that can then launch us into future social innovation labs that lead toward action.

Ice Breaker

'Self-Mobilizing Categories'

We began with a warm-up, ice breaker. The ice breaker got everyone up out of their seats, and meeting people with common interests, work locations, favourite colours, family sizes, and much more. There was much laughter in the room as we weaved through the masses of people to self-organized as each of the various categories were called out. A great way to begin the session!

The Power of Story
Storytelling and Appreciative Interviewing

Storytelling has existed long before been written history, and has morphed throughout the centuries. As is still true, storytelling can be a powerful method to foster connection and develop relationships on a deeper-level. They can invoke a sense of pride in ourselves and our communities, and exemplify what individuals, organizations, and communities are like when they are at their best. By focusing on positive stories, we can learn and appreciate each other's strengths and feel appreciated by our colleagues and neighbors, and sometimes can help locate new-found energy for change (see **Appendix A**).

One of the principles the guided the design of the Social innovation Lab was to elevate the importance of first-person storytelling—both for relationship development but also as a crucial aspect of social research—through experiential learning.

Social Innovation Lab participants self-selected into groups of three to begin the activity, and were asked to individually think of a time in their life where **they approached a challenge in a new way with a positive outcome**. Once they each identifies the story they wished to tell, participants were then invited to assigned each person one of the following roles:
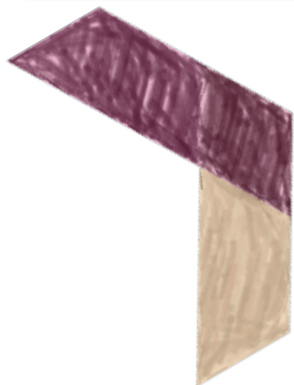1. Storyteller
2. Interviewer
3. Observer

The **Storyteller** would share their story of a time when they approached a challenge in a new way with a positive outcome, including the context, challenge(s), and approach(es). The **Interviewer** was prompted inquire further into the story by asking appreciative-style questions (see **Appendix A**), such as:
- Why was this successful?
- What was it about you that made this successful?
- What was it about other people in the story?
- What was it about the situation at the time?
- What energized you?
- What did you learn?

The **Observer** was then tasked with listening to the interaction through what C. Otto Scharmer calls a 'generative' listening lens (see **Appendix B**), one free from expectation except to 'hold space for

something new to be born'[1]. This role welcomes participants to suspend our desire to think of questions for the storyteller and our habit of judgement (comparing the storyteller's lived experience with that of our own).

Storytelling groups spent 10-minutes on each story before returning back to their tables for a group debrief.

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[1] Scharmer, C. O. (2018). *The Essentials of Theory U: Core Principles and Applications*. Oakland, CA: BK, Berrett-Koehler.

Storytelling Debrief
Surfacing Key Themes

The debrief took place with three storytelling groups per table. In these groups, they were encouraged to discuss and debrief their experiences with each other and the other groups at the table, and then record their discussion on the BraveSpace template. Each table was provided with a list of questions to help guided the conversation, if needed. Questions included:

- How was your experience in the storytelling groups?
- How did it feel to be in each role?
- What generated enthusiasm in the stories?
- What are the themes and patterns we're seeing in our stories?
- What were some of the contributing factors that created space for the impact?
- What are the lessons to be shared from the stories?
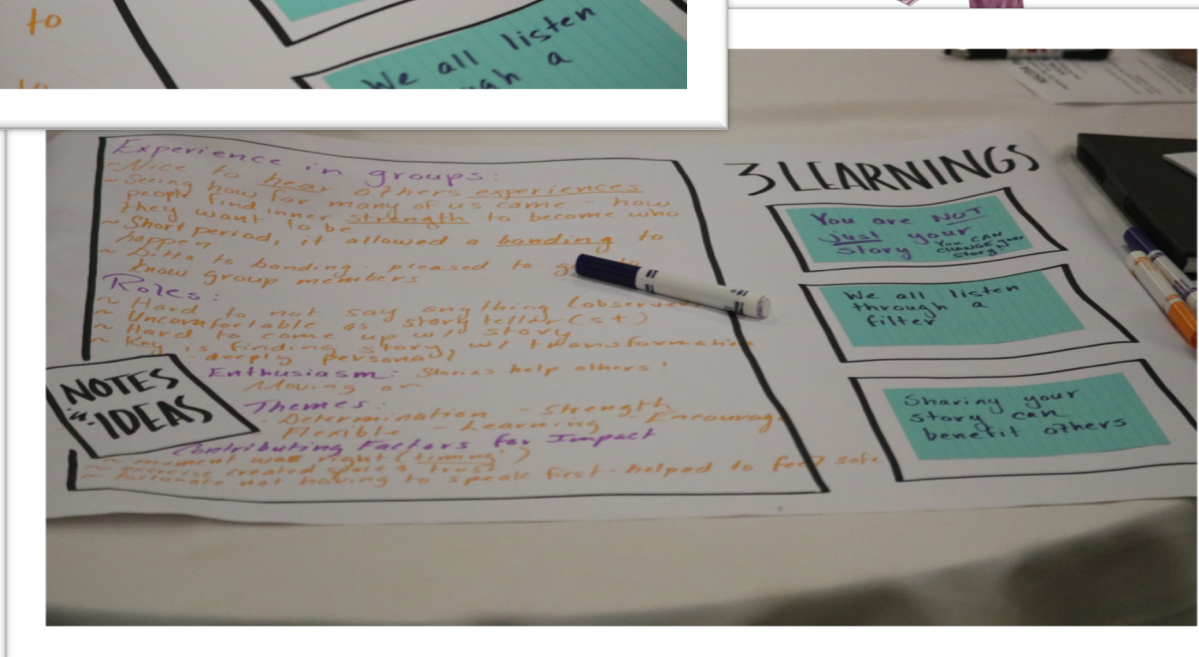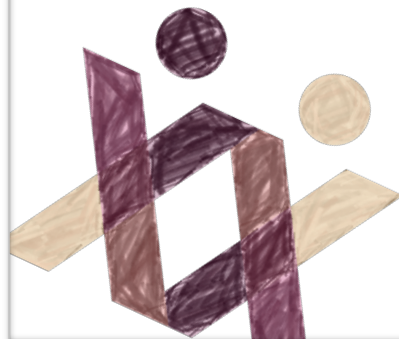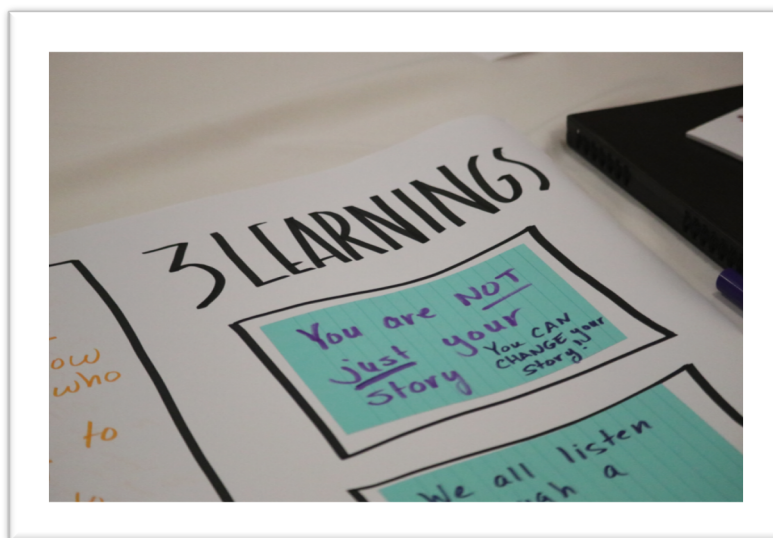
From the ideas and discussion that took place, each group was then encouraged to select three learnings (which could be about the process, the stories themselves or a new idea that spawned from the discussion) that they would like to contribute to a larger dialogue. The three learnings from each table were brought up to Mo, who was able to compile the ideas, tease out patterns and connections, surface the voice of the collective and represent it within the bigger picture of the day's conversation.

Guided by Mo's collective sense-making, participants, the themes and patterns that arose from the group's learnings were used to help inform the direction of the afternoon session.

Regional Sense-Making

The second half of the day required participants to mix it up, once again. This time, instead of randomly organized, individuals were grouped according to the region in which their work primarily takes place—either **Cape Breton**, **Northern**, **Central**, and **Southern** (as illustrated to the right). In regions, the groups were to reflect on the themes that arose from the key learnings shared, and then began to explore the following questions, in reference to the 'world of work': **What changes are we seeing in our region and the world? How might those changes impact the work of the career development sector?**

From these discussions and reflection of the learnings from the storytelling session, each table was invited to craft a response to the following question: **In your region, what do you want to grow and amplify that could help us to co-create a future that works for all?** (see **Appendix C**) The answer to this question was one that each table would then continue to explore throughout the rest of the afternoon.

Co-creating a future that works for **all of us** will certainly be no small feat. The future is emergent and sometimes unpredictable. The challenges are complex and ever-changing, with systematic and systemic issues that need to be addressed. Addressing these multi-faceted challenges will require us to understand the aspirations and concerns of the collective, from the whole-system (across sectors, communities, and individuals), and experiment early and often. With that holistic lens, we must recognize that one approach will not work for everyone, and therefore, equitable participation, perspectives and insight of diverse stakeholders are critical throughout the process.

As we continued to develop our own relationships with others in the career development ecosystem, each group began to look at the collective relationships and community assets (see **Appendix C**) that could be harnessed to address their goal.

- What are the contributions and assets that each individual and their organization could bring to help grow and amplify 'X'* to co-create a future that works for all?
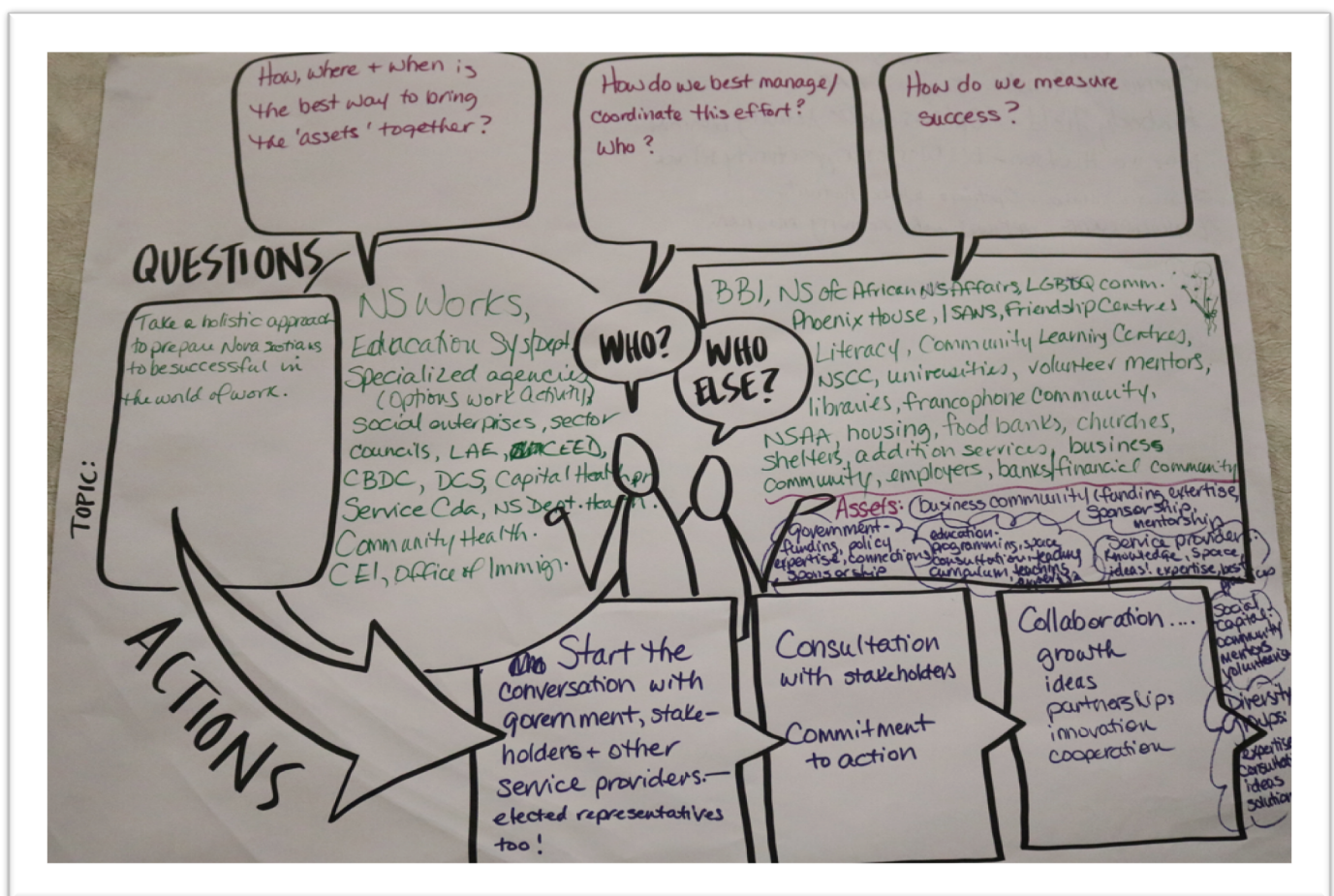- What are the contributions that our current relationship with others could bring?

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* 'X' representing the individual topics that each regional table created.

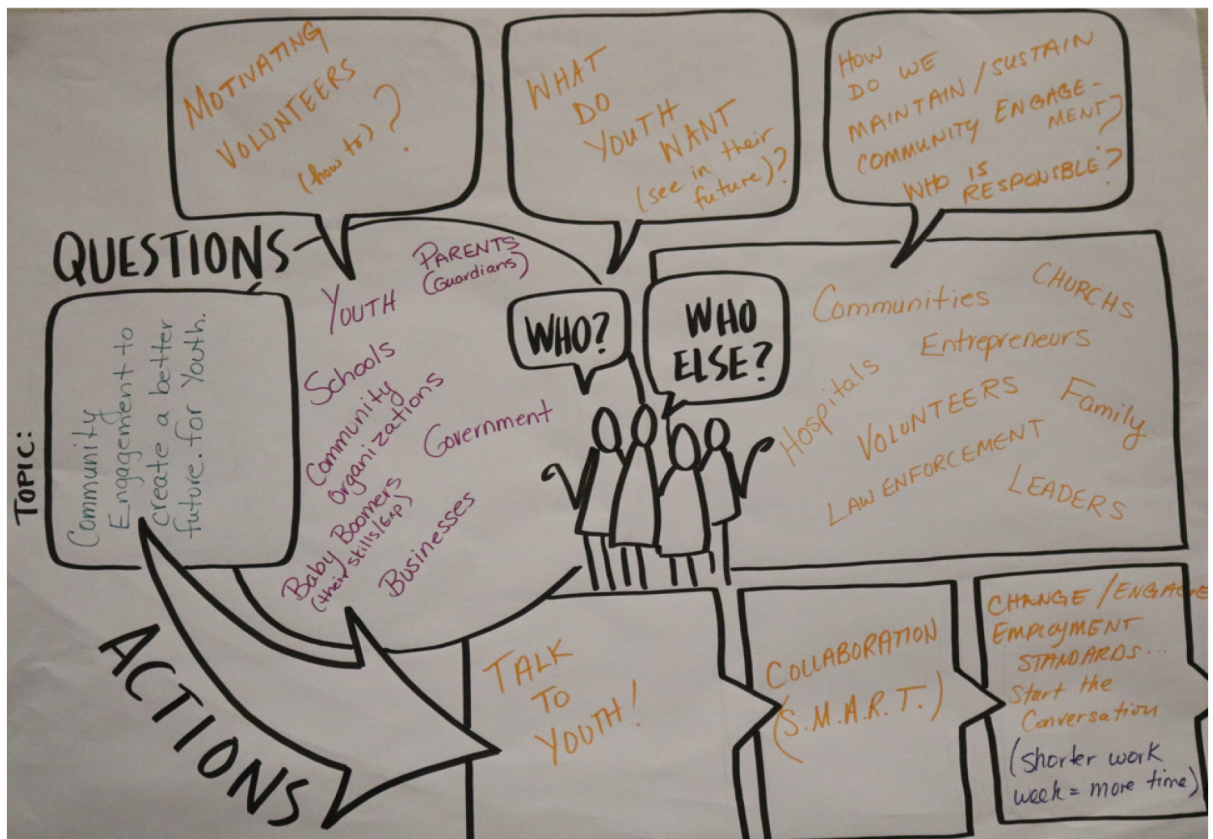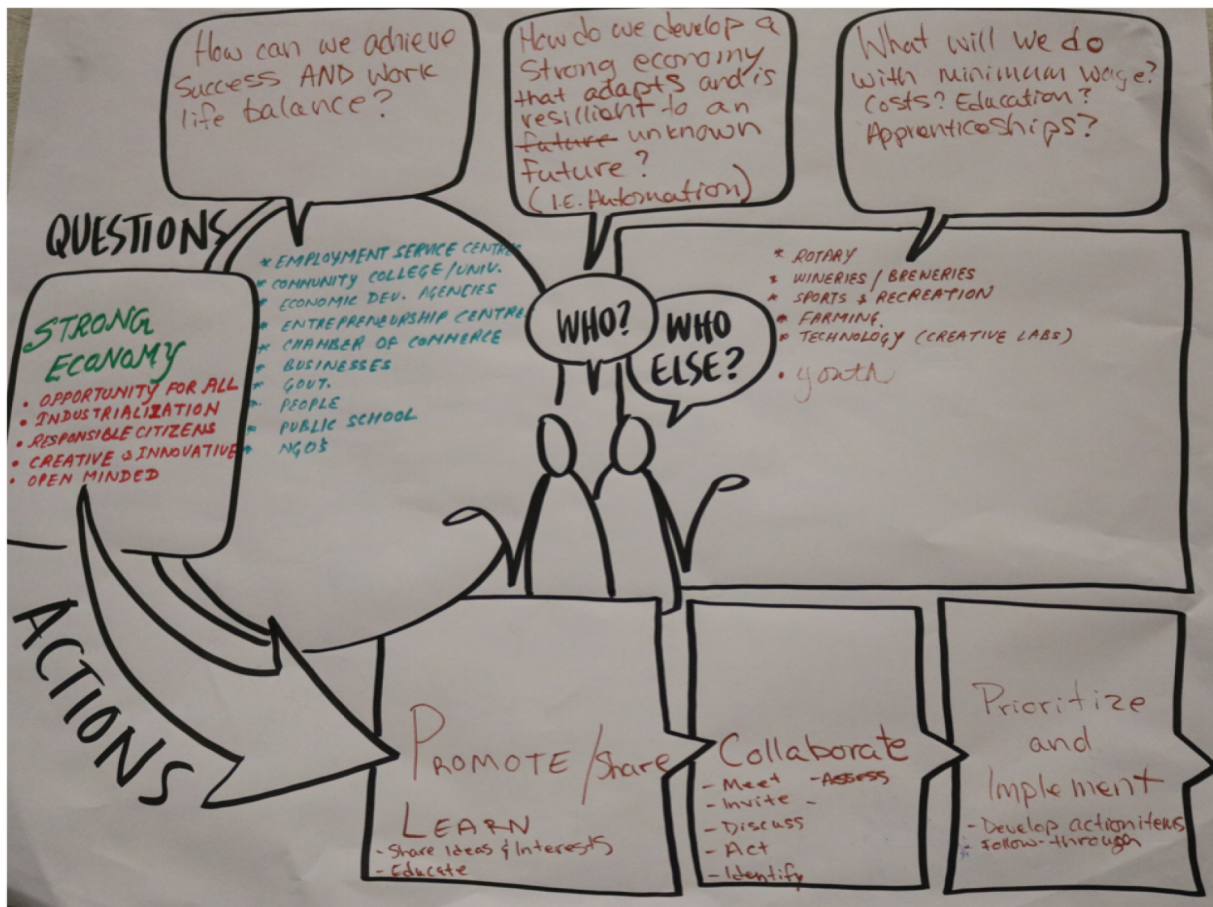And further exploring the relationships external to the room:

- What relationships do we need to develop or deepen in order to truly co-create a future that works for all? Who else is necessary, outside of the career development sector, to engage in these conversations?
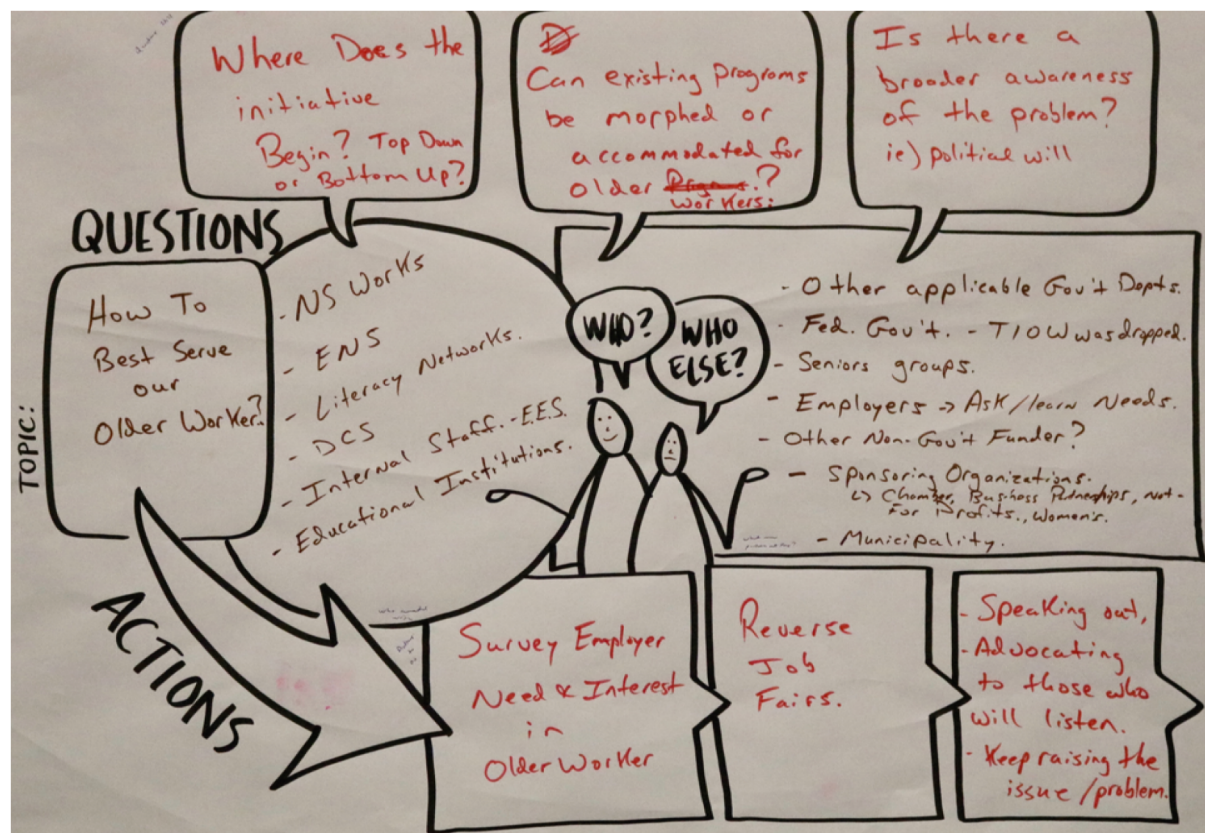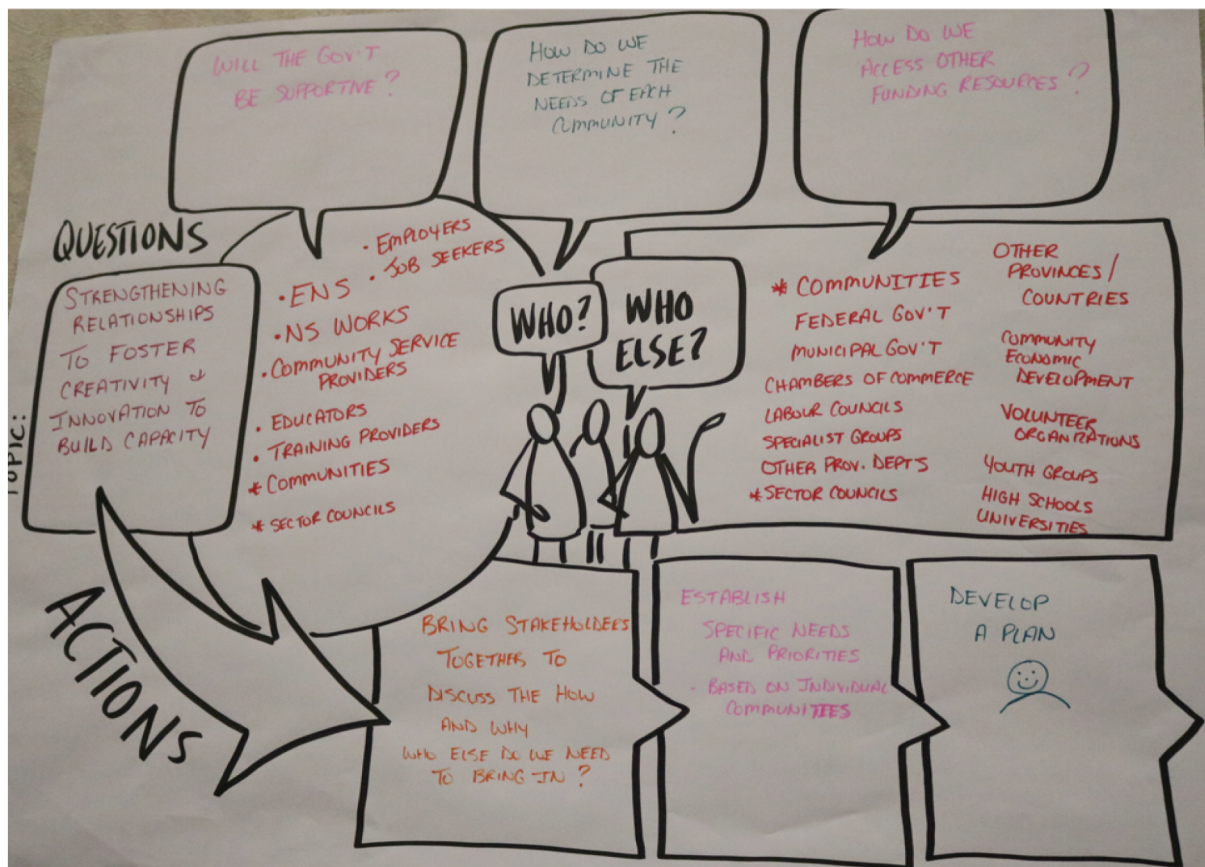
Mapping Assets

Guided by a planning template, regional groups spent the afternoon exploring these questions, mapping out the key individuals, organizations, and sectors that would be critical to involve, and then creating next steps to continue to conversation outside of this room.
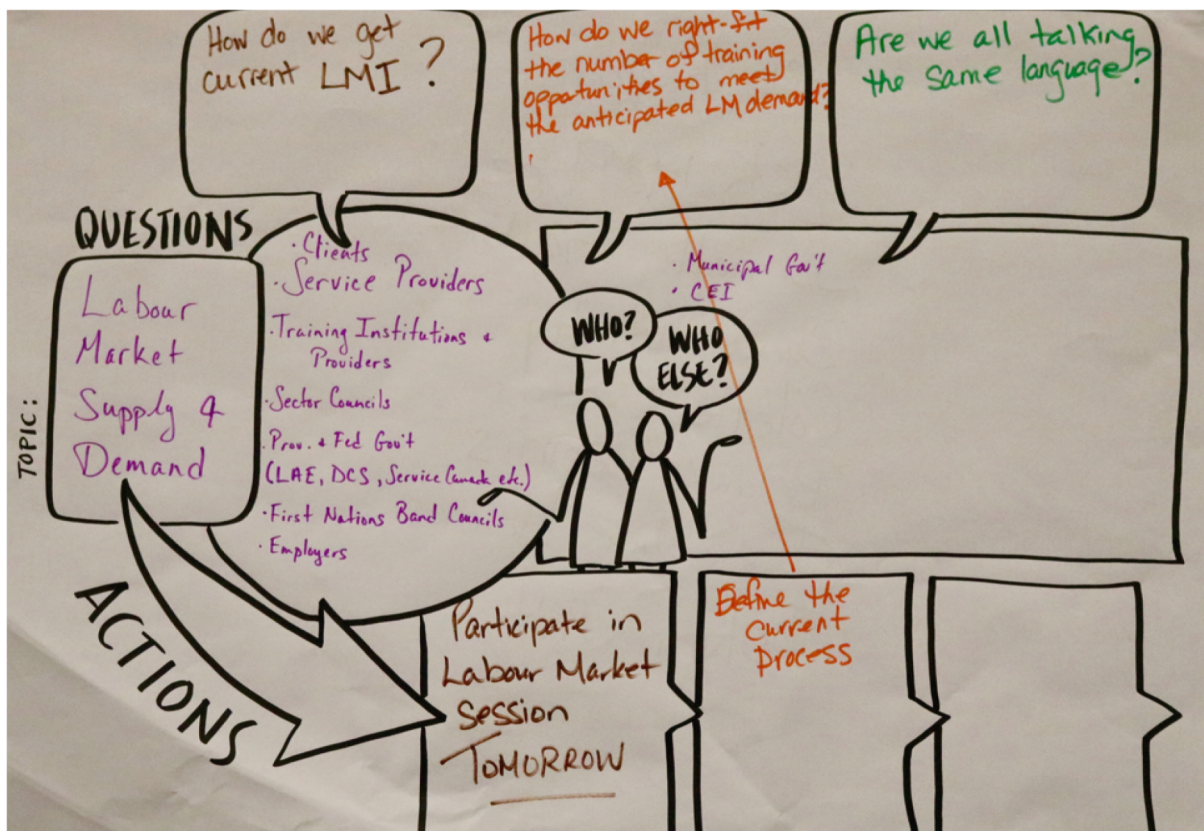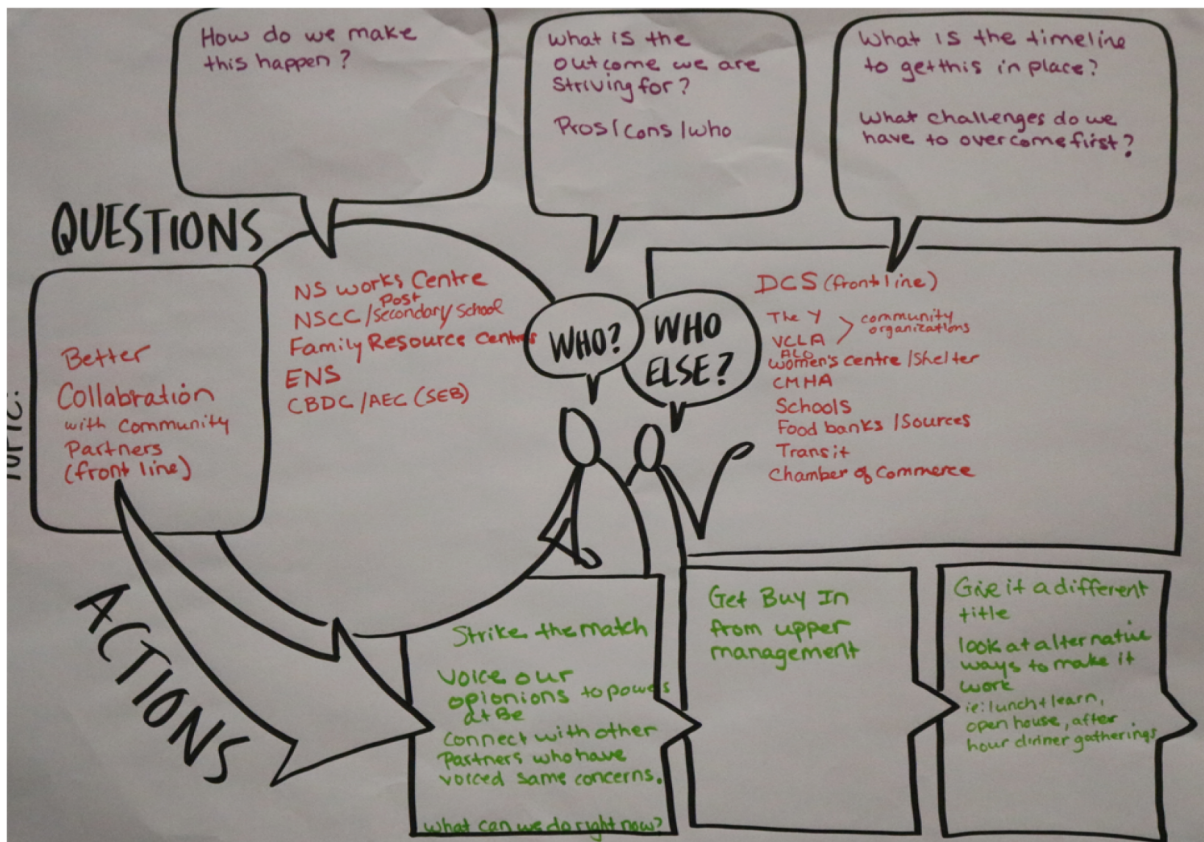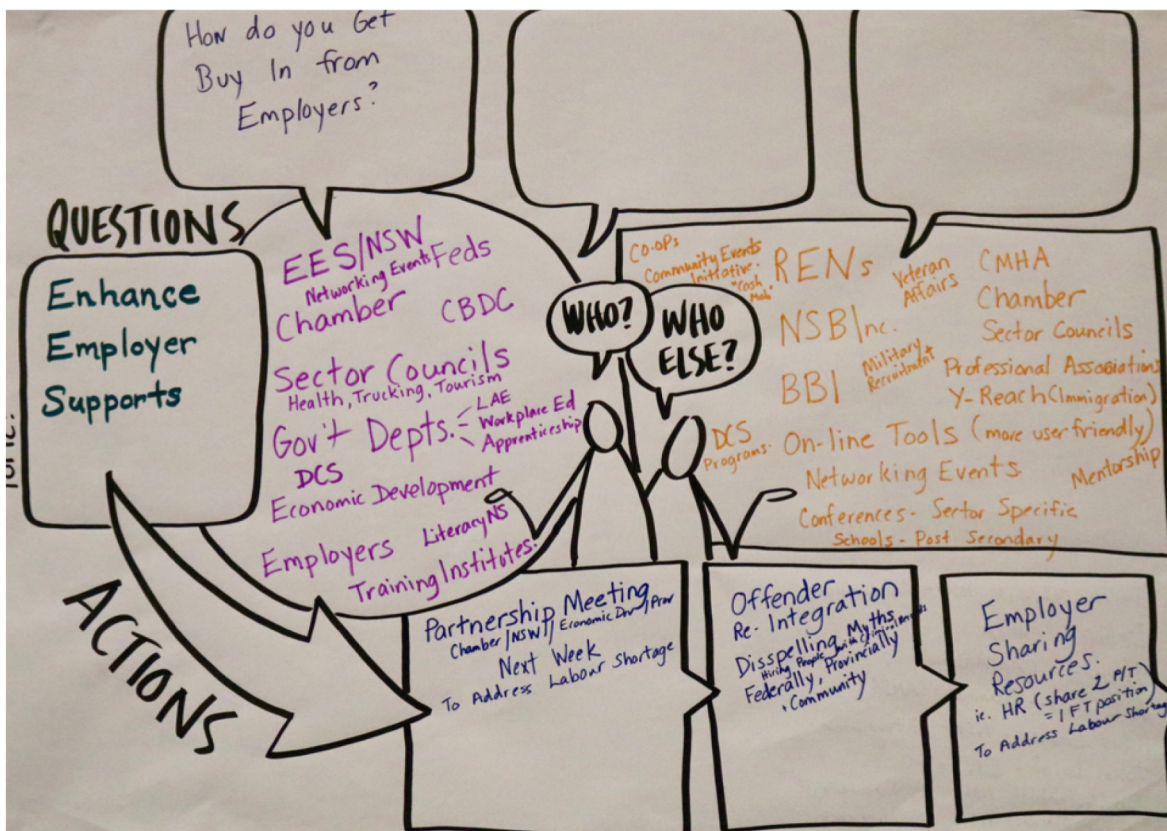
First chart

What do employers need to offer empl. opps. to all populations?

How do we get them (empl) to buy in to necessary change? value of engagement

How do we connect benefits of diverse employee base to employers' bottom "line"

QUESTIONS

TOPIC: engage employers in amplifying employment opportunities for all populations

NATIVE COUNCIL 2.81 etc.
Dept of Ed.
NS WORKS – EES Spec.
DCS – JOB DEVELOPER
LAE/Workplace ED.
CEI   Apprenticeship NS
Post-Secondary Inst.
Sector Councils
Chamber of Commerce
Labour Force
Unions
Employers

WHO?   WHO ELSE?

REN's
NSB (Sandboxes)   Municipal Councils   MP/MLA's
NSSAL
Immigration ISANS
HR companies - temp agencies
talent search
prescreening

ACTIONS

Ask employers. Survey? Employers & Specialists Job Developers?
What services are employers looking for?

Identify/recruit employer "champions"

Collaborate with champions to develop means of communication effectively with employers

Second chart

How do you Get Buy In from Employers?

QUESTIONS

Enhance Employer Supports

EES/NSW Networking Events Feds
Chamber   CBDC
Sector Councils Health, Trucking, Tourism
Gov't Depts. – LAE Workplace Ed Apprenticeship
DCS
Economic Development
Employers   Literacy NS
Training Institutes

WHO?   WHO ELSE?

CO-OPs Community Events Initiative *cash mob*
RENs   Veteran Affairs   CMHA
NSB Inc.   Chamber   Sector Councils
BBI   Military Recruitment   Professional Associations
Y- Reach (Immigration)
DCS Programs   On-line Tools (more user friendly)
Networking Events   Mentorship
Conferences - Sector Specific
Schools - Post Secondary

ACTIONS

Partnership Meeting Chamber /NSW / Economic Dev/ Prov
Next Week To Address Labour shortage

Offender Re. Integration
Disspelling Myths Hiring People with Charges Provincially Federally + Community

Employer Sharing Resources
i.e. HR (share 2 P/T = 1 FT position)
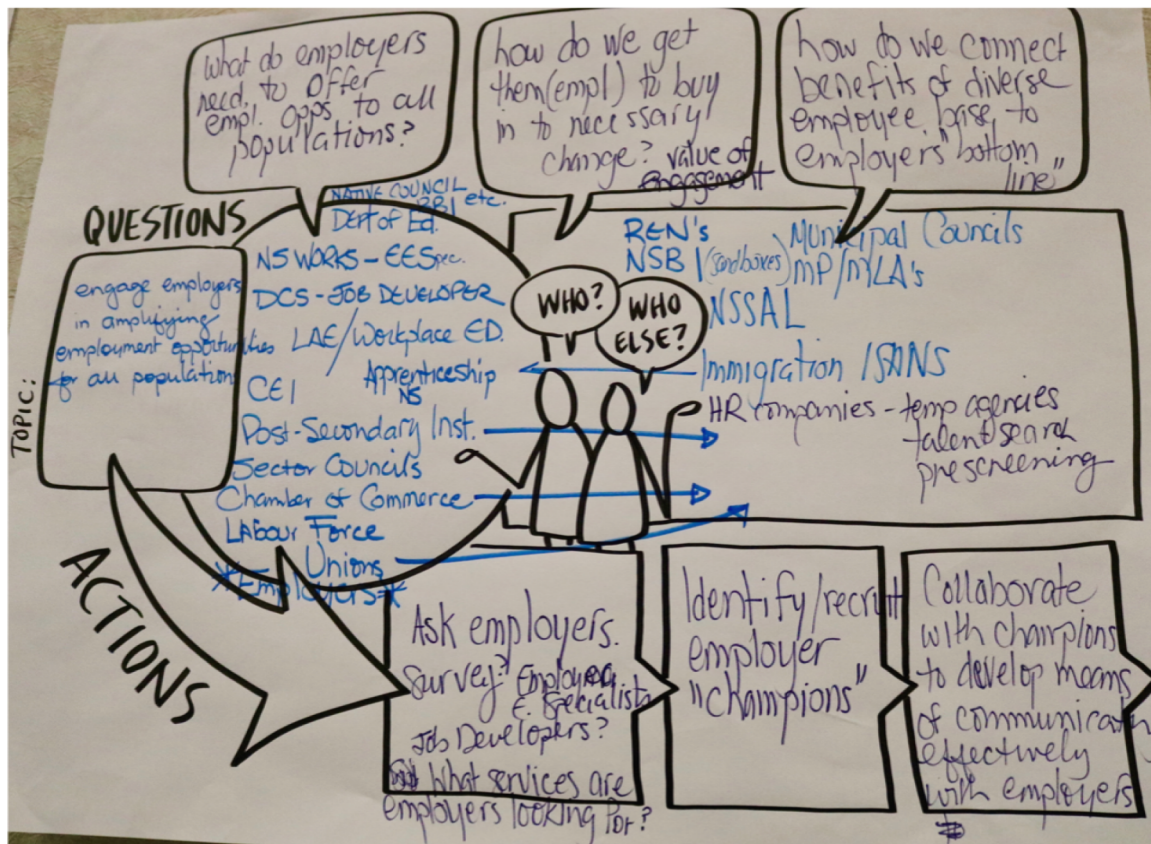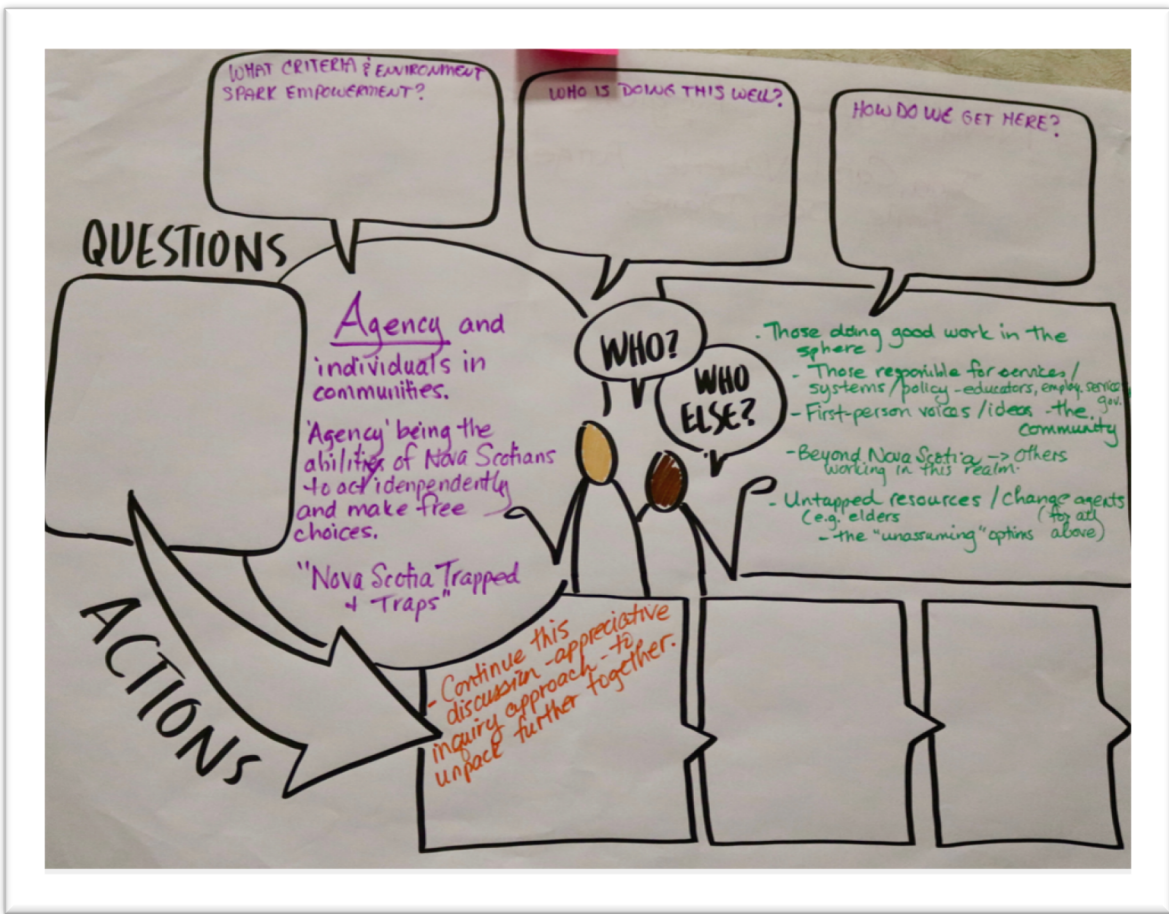To Address Labour Shortage

Getting Creative

Participants are also invited to tune into their creative side during the afternoon, with tables decorated with pipe cleaners, playdoh, tape, yarn, and other craft supplies. Each group rolled up their sleeves and created a visual representation (i.e. map, draw, build, construct, or depict) of the relationships and assets in their region that will be necessary to support growing their selected topic.
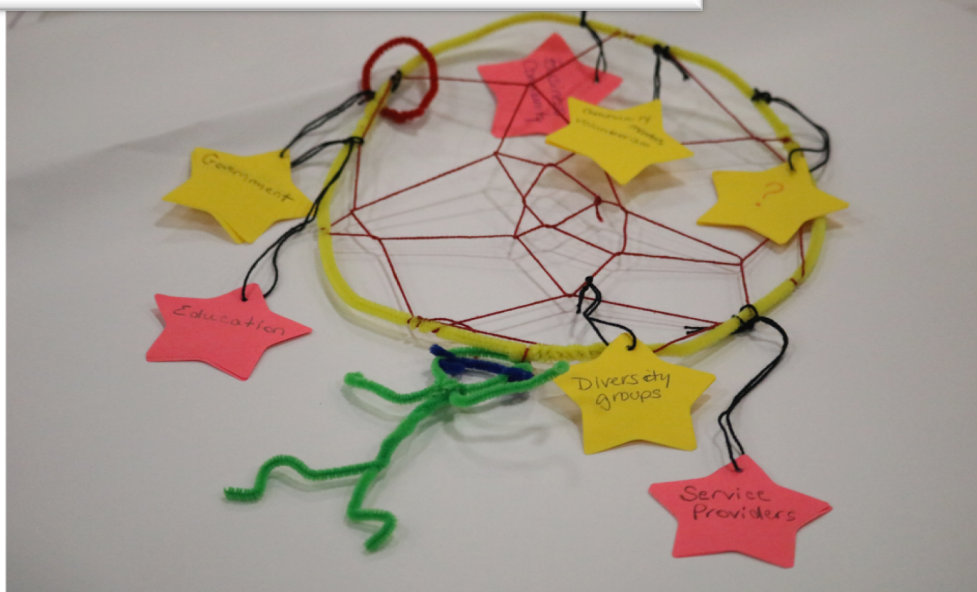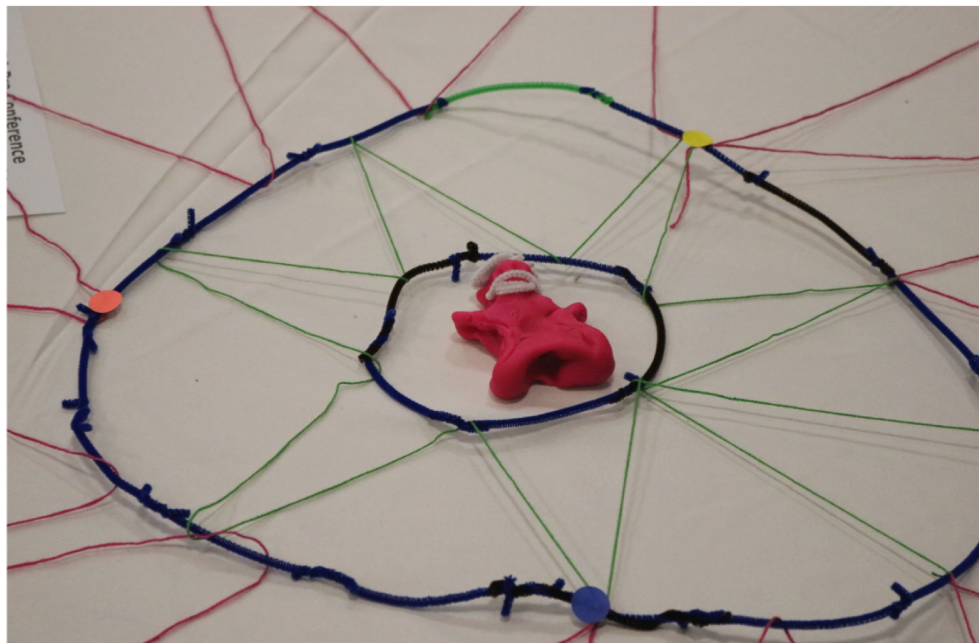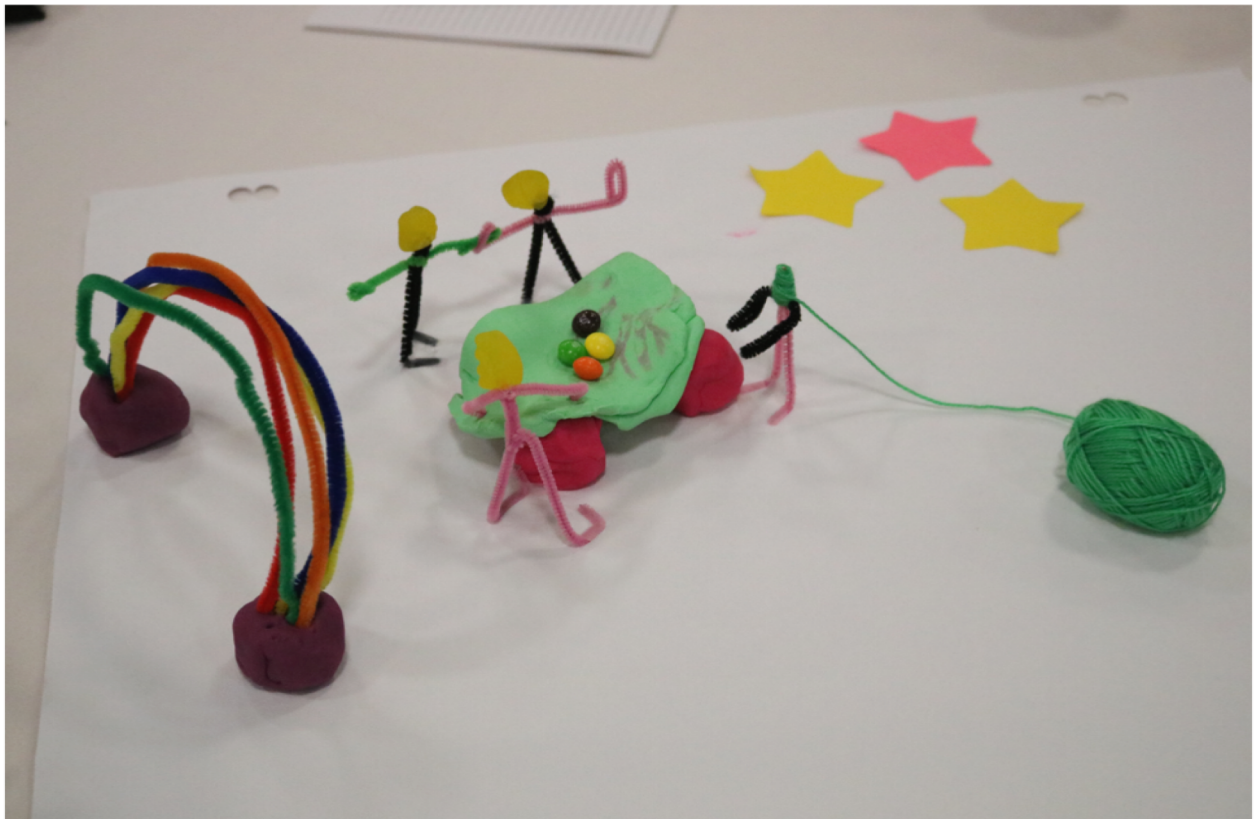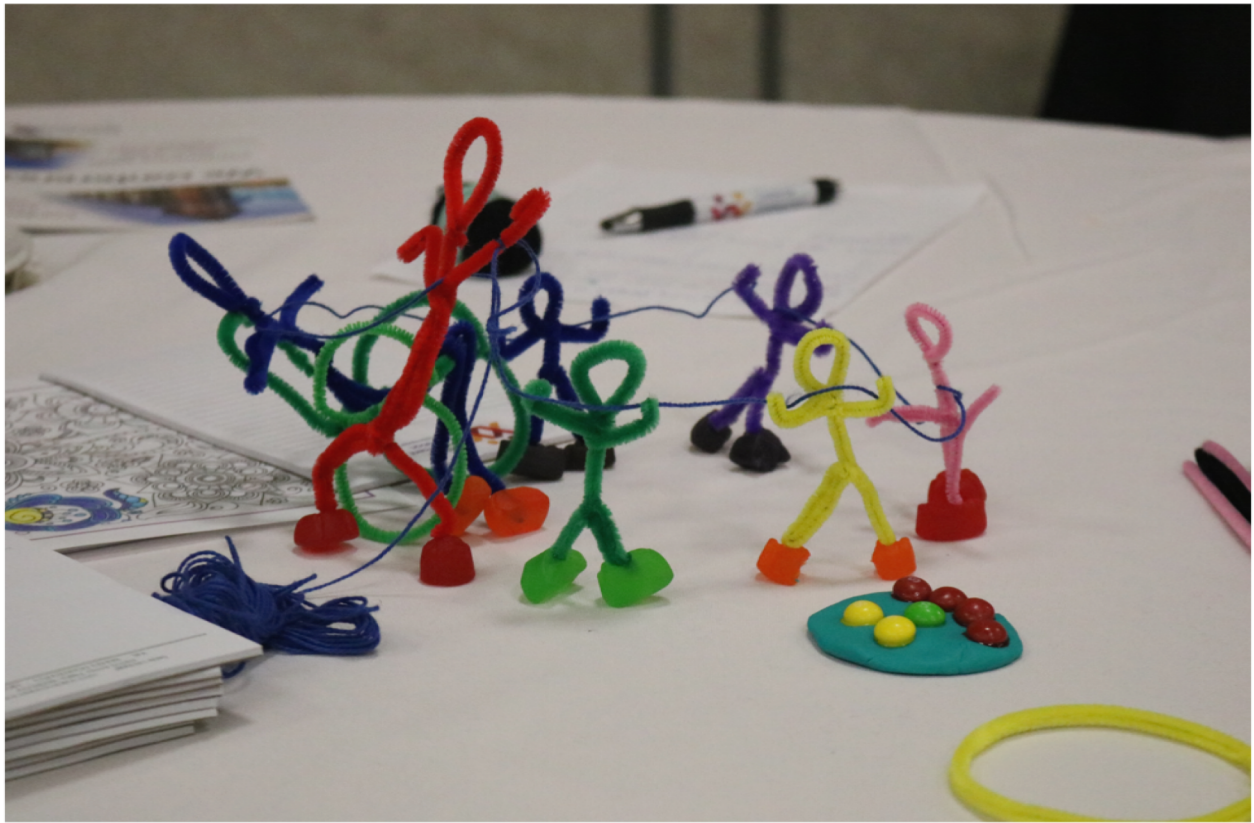
Gallery Walk

As our day started to wind down and the creative-designing of the networks began wrapping up, we gathered everyone back together for mini-presentations. Each of the tables presented the topic that they wanted to grow and amplify, the key assets they saw necessary moving forward (including relationships and partnerships), and any questions or action items that were arising through the work. The teams shared their artistic work and the story that formed its creation.
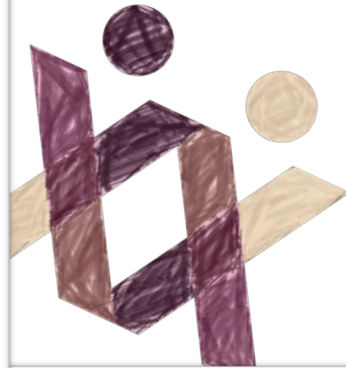
Circle Check Out

To finish the day, we gathered everyone for a quick group photo and then gathered into one large circle. Participants were then welcomed to share a reflection from the day—which could be a single word, an emotion, a comment/thought/idea they wanted to share, or perhaps just listen to those of the group. It was a long day of sharing stories and laugher, making connections and working together to build the foundations for future collaboration, and we were so appreciative for how each individual 'showed up'.

What's Next?

We also wanted to take this opportunity to share 'what's next'.

We will continue to explore opportunities for hosting the foundations and relationship-building session of Social Innovation Lab: *The Future of Our Collective Work* across the province with those interested. From these foundation-building sessions, we will be able to build the relationships necessary to dive deeper into what it means to have a future that works for all.

Currently, we are working with a pan-provincial advisory group to help inform how we can embark on these conversations with the larger community, and are always looking for insight and support. If you're interested in hosting a series of discussions on the **Future of Work** in your area (focused on your community), diving further into the thematic area you discussed in the afternoon of September 19th, or interested in becoming involved in co-designing the next phase of Social Innovation Labs, please let us know. Together, we can certainly achieve more!

Thank you again for helping to make the day a wonderful celebration of the great work happening across the province. If you have any questions, ideas, or concerns, please don't hesitate to connect us.

How to Stay Involved

@StFXExtension
@CoadyStFX

@StFXExtension
@CoadyStFX

https://www.stfxemploymentinnovation.ca

https://coady.stfx.ca

Appendices

Appendix A—Appreciative Storytelling & Interviewing

There is an immense amount of information we can learn by engaging in conversation together, especially when we seek out individuals with diverse backgrounds and/or experiences. Learning from our past and current realities can support our collective ability to effectively prepare for future changes and disruptions.

Appreciative Storytelling and Interviewing is one way to explore and analyze the world around us. It asks us to begin our conversations by reflecting on our own positive experiences and memories, and then collectively trying to make sense of the 'success factors' that helped to foster the positive outcome. Starting the exploration with 'what works' allows us to frame the situation in a specific way and then collaborate to understand how we can promote more of what works! In doing so, it helps to promote a positive belief in the future through the discovery of past successes, strengths and innovations. It is as much about setting a specific mindset to enact positive change, as it is about a specific approach to work.

Types of open-ended appreciative storytelling prompts:
- Share a time in your life where you approached a challenge in a new way with a positive outcome.
- Describe a recent experience at work that was exciting and uplifting. What made that situation possible?
- Tell us about a time when you experienced successful collaboration in your current role.
- Describe the last time you witnessed a colleague going above and beyond for a stakeholder (or team, partner, organizations, etc.).

Types of appreciative interview questions:
- Why was this event/approach successful?
  - What was it about you that made this successful?
  - What was it about the other people in the story?
  - What was it about the situation at the time?
- What energized you?
- What did you learn?
- What sticks most vividly in your mind about X?

Additional Resources:
- Lewis, Sarah, et al. *Appreciative Inquiry for Change Management Using AI to Facilitate Organizational Development*. Kogan Page, 2008.
- https://www.forbes.com/sites/brettsteenbarger/2015/06/21/appreciative-inquiry-leading-by-asking-the-right-questions/#351664742b53 - Appreciative Inquiry—Leading by Asking the Right Questions by Brett Steenbarger.
- https://www.centerforappreciativeinquiry.net/wp-content/uploads/2011/05/interview-with-david-cooperrider_Center-for-Appreciative-Inquiry.pdf - Interview with David Cooperrider on Appreciative Inquiry by David Creelman.
- https://ams.nyscommunityaction.org/Resources/PastEventsDocuments/2013/June%202013%20Conference/AppreciativeInq/AI%20Key%20Questions.pdf - Examples of Appreciative Style Questions.
- https://www.esd.ca/Programs/Resiliency/Documents/RSL_STRENGTH_BASED_PERSPECTIVE.pdf - A Strengths-Based Perspective by Wayne Hammond and Rob Zimmerman.

Appendix B—Otto Scharmer's Listening Lenses

In C. Otto Scharmer's *The Essentials of Theory U: Core Principles and Applications*, he outlines the importance of listen. Truly listening. And uses this idea of different levels of listening to explain how we can become intentional about how we show up.

He outlines four levels of listening:
1. Downloading
2. Debate (or factual listening)
3. Dialogue (or empathetic listening)
4. Generative listening

Downloading occurs when "listening is limited to reconfirming what we already know. Nothing new penetrates our bubble." In this level, you are preparing your own response, rather than listening to what the other person is saying.

Debate occurs "when we let the data talk to us and notice dis-confirming information. Doing this requires opening the mind—that is, the capacity to suspend our habits of judgement." In this level, you are opening your mind to actually listening to what the other person is saying.

Dialogue occurs when "we see the situation through the eyes of another. Doing this requires opening the heart: using our own feelings and our heart as an organ of tuning in to another person's view." In this level, you're able to place yourself in another's shoes—view the information from the perspective of the other person.

Generative listening occurs when "we listen for the highest future possibility to show up while holding space for something new to be born…you listen with openness to what is unknown and emerging"

For us to become well adept, we will need to learn to transition between various levels to accomplish different goals (for different situations). It takes practice. Practice. Practice. Centering yourself to recognize which levels of listening you are participating in and learning how to shift for various situations.

Additional Resources:
- Scharmer, C. O. (2018). *The Essentials of Theory U: Core Principles and Applications*. Oakland, CA: BK, Berrett-Koehler.
- www.ottoscharmer.com/publications/executive-summaries - Otto Scharmer's Publication Executive Summaries.
- www.mindtools.com/CommSkll/ActiveListening.htm - MindTools Active Listening: Hear What People Are Really Saying.
- www.leaderwholeads.com/levels-of-listening.html - Stephen R. Covey's Listening Continuum.
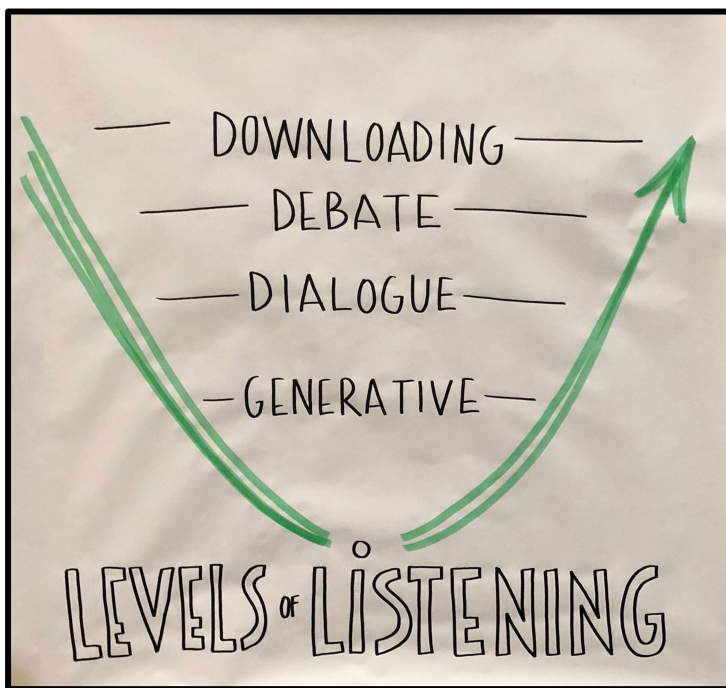
Appendix C—Asset-Based Community Development (ABCD)

"Every single person has capacities, abilities and gifts. Living a good life depends on whether those capacities can be used, abilities expressed and gifts given" – John McKnight

Asset-Based Community Development, or "ABCD" (also known as Asset-Based & Citizen-Led Development), is one approach used in community development. The term was originally developed by John McKnight and Jody Kretzmann, and used in their book *Building communities from the inside out: A path toward finding and mobilizing community assets.*

ABCD arose as an alternative to 'needs-based' development, where the main focus would be on a community's deficits. This problems-based approach can often cause a ripple effect—negatively impacting morale and sometimes upholding the status quo. ABCD takes the approach of exploring the strengths and assets of a community, and then leveraging these assets for further development. Assets here are used in a broad sense, which may include people, skills, practices, culture, associations, institutions, physical infrastructure, social capital, relationships, materials, equipment, natural resources, financial capital—anything that could be valuable and useful to the process.

Taking an ABCD approach does not ignore the challenges or deficits, but rather encourages us to begin the process focusing on the strengths and assets of individuals, organizations, and communities. ABCD is an inclusive approach for systems-change—prioritizing the people, relationships, knowledge and experience of the community. The tools and techniques allow a community to see itself through different eyes, discover unknown or underutilized assets within the community, and take initiative to drive the changes they wish to see.

Interested in learning more? Coady International Institute facilitates a course on ABCD: https://coady.stfx.ca/education/asset-based-and-citizen-led-development-abcd/

Additional Resources:
- Nel, H. (2018). A Comparison between the Asset-oriented and Needs-based Community Development Approaches in Terms of Systems Changes. *Practice*, 30(1), 33-52.
- Mathie, A. & B. Peters (2014). Joint (ad)ventures and (in)credible journeys evaluating innovation: asset-based community development in Ethiopia. *Development in Practice*, 24(3), 405.
- Mathie, A., & G. Cunningham. (2003). From clients to citizens: Asset-based community development as a strategy for community-driven development. *Development* in *Practice*, 13(5).
- http://jeder.com.au/asset-based-community-development-resources/ - ABCD Resources from the Jeder Institute.
- http://jeder.com.au/wp-content/uploads/2017/12/ABCD-Immersive-Guidebook.pdf - The Art of Participatory Community Building Guidebook by the Jeder Institute.
- https://coady.stfx.ca/themes/abcd/ - ABCD and Coady International Institute.
- https://coady.stfx.ca/coady-publications/ - Coady International Institute Publications.
- https://resources.depaul.edu/abcd-institute/Pages/default.aspx - Asset-Based Community Development Institute Homepage.