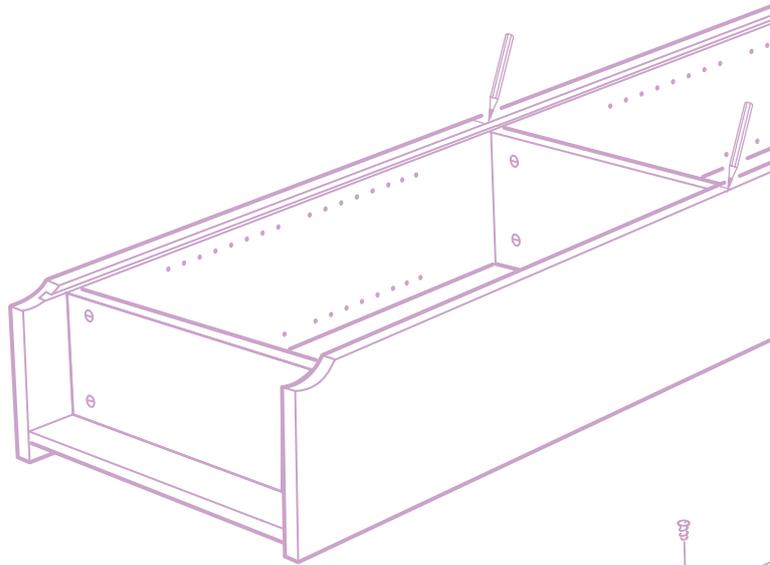
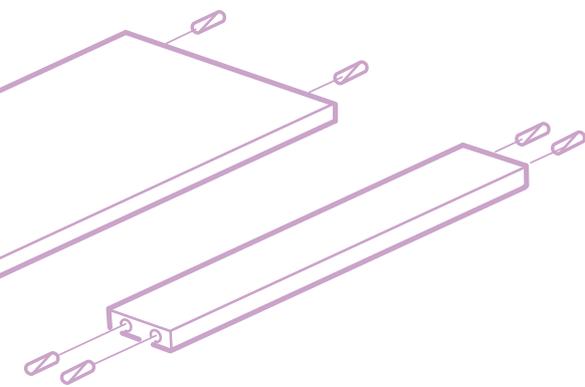


Flatpack Innovation

How to build an innovative charity



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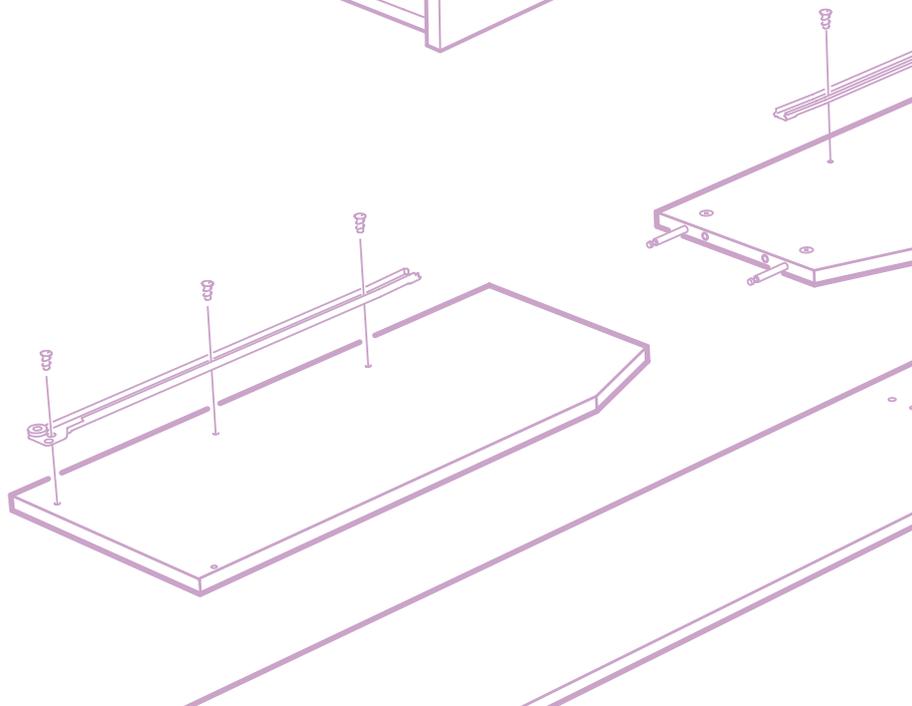
Patrick Olszowski

Founder, Outrageous Impact Ltd

April 2018

#NFPNewStuff

outrageousimpact.co.uk/flatpack



What you hold in your hands is a guide to help your charity innovate better.

Flatpack Innovation is all about how you create the conditions and culture in your charity for new ideas to consistently flower, to allow you to help people better.

My name is Patrick Olszowski and I am the founder of Outrageous Impact Ltd. We help organisations to come up with bold new ways of doing good. We use human-centred design, campaigns and innovation to raise money, change laws and transform how charities operate.

Although we are based in the United Kingdom, along with many of the charities featured, the principles in Flatpack Innovation can be applied wherever in the world you work.

To solve the tough problems impacting people, we believe we now urgently need a global network of innovative organisations and people working together. We invite you to be part of it.

Want to be involved? **Join in at #NFPNewStuff.**

- Debate these findings and your own experiences of charity innovation.
 - Celebrate your innovation successes and how they have helped people.
 - Link up with other innovators from across the world to create new stuff to change lives.
-

Why do charities need to innovate?

Across the world, right now, people are suffering and dying. From starvation, torture and inadequate access to clean water. Kids are not getting to school. Rape is being used as a weapon. People are living on the streets in poverty. The list goes on.

These crises are becoming increasingly interlinked and complex to deal with, as politicians toughen their rhetoric, interfere in other country's affairs and are unwilling to be bound by moral considerations.

At the same time, the civic space for charities to intervene is closing. State funding to charities is tightening. Scandals around fundraising and abuse are damaging public trust. Governments are passing ever more restrictive legislation on campaigning. All meaning a darkening backdrop against which charities work.

If these sorts of issues keep you up at night Flatpack Innovation will show you how to respond.

A guide to terms

In this guide, 'innovation' means bringing together diverse groups of people to deliver bold products, services and processes to help others at difficult moments in their lives.

An 'innovative culture' means the behaviours, values and processes that make consistently delivering useful new ideas possible.

This guide does not focus on the tools and techniques of innovation itself, as these have been extensively covered elsewhere. Instead, it is about creating the best possible environment for new ideas to flourish.

What you will find in this guide

Flatpack Innovation is based on interviews with eight charity innovators, conducted by Patrick Olszowski in 2017. Interviewees were chosen on the basis of the substantial improvements they have made in people's lives¹. A huge thanks to all for their time, wisdom and input.

The interviewees were asked about their work, innovation in charities and how to spread innovation faster.

Most felt that too many charities are struggling with a culture of 'tentative innovation.' Many spoke of how organisations shy away from innovation altogether. Interviewees cited many reasons:

- Leaders are afraid of innovation.
- Charities are not diverse enough.
- Staff, at all levels, are not supported to lead innovation.
- Charities do not develop the ideas they pilot.
- Data is seen as something to be closely guarded, not shared widely.
- Investment in innovation is too fleeting.

At Outrageous Impact, we know that organisations can only consistently deliver brilliant new ways of doing things if they have an innovative culture. Flatpack Innovation will show you how to develop one.

The innovative charity is C.L.E.V.E.R

It has:

- **Conviction** to publicly set out its beliefs
- **Leadership** at every level that unleashes innovation
- **Evidence** in the form of data and stories used to deeply understand people
- **Variety** in its ideas and people, embracing diversity as essential
- **Endurance**, acknowledging that change takes time and innovating (im)patiently
- **Resources** committed in terms of time, money and know-how

This guide offers you a route map for building an innovative charity

- Step 1: Stand for something
- Step 2: Build the most diverse team
- Step 3: Understand how innovation currently works
- Step 4: Learn from everywhere
- Step 5: Know when to intervene
- Step 6: Share everything you learn
- Step 7: Get going, keep going

¹A full list of interviewees can be found in Appendix

Step 1: Stand for something

“For almost 10 years I was out drunk almost every night. I was into gambling and almost every drug except heroin... I was spiritually bankrupt, I was emotionally bankrupt, I was certainly morally bankrupt.” *(Scott Harrison, Founder, charity : water)*

How many charities would have the courage to start a recruitment film² for a new monthly-donation scheme with the story of their founder’s fall from grace?

This, however, has been a cornerstone of the charity: water story over the past 11 years. A story in which Scott Harrison’s quiet childhood is interrupted when he becomes a carer. A story that sees Scott become a hard-living nightclub promoter, before finally giving it all up to establish charity : water.

What is so startling is not just the power of Scott’s personal testimony, but the fact that this is coming from a charity at all. In fact, in parts, this fundraising recruitment film is more like an episode of The Oprah Winfrey Show. However, the bulk of the film is about celebrating the donors, their victories and how they are helping people get access to fresh water.

The story also addresses concerns donors may have about giving, such as administrative costs and whether their donations will make a difference. All with powerful responses.

Indeed, in one year, charity : water reported that this campaign alone recruited 6,240 extra members, committing to net annual recurring donations of \$2.5 million³.

² <https://vimeo.com/180467014>

³ <https://tinyurl.com/y9auhjs6>

Be clear about 'why'

The first step in building an innovative charity culture is to be crystal clear with yourself, and others, about what is driving you to innovate. As Mike Barrett, CEO of homeless charity Porchlight, says:

"Innovation has become a bit of a throwaway word and can, I think, come from two sources – the heart, which is all about doing things better and differently and the brain, where it is all about investment and resources."

Whatever your motivation, now is the time to share it. As Ashley Hurley, founder of Serve Houston, which connects not-for-profits and businesses says:

"I was in the oil and gas industry for nearly 10 years. I was the young millennial, trying to climb the corporate ladder and make as much money as I could. And I kept thinking that when I reached the next rung on the ladder, my life would be amazing. But then I got there and nothing changed.

"At that time I was learning a lot about my city and human trafficking. We have the eighth largest homeless population in the United States and we have the third largest population of kids living with food insecurity. What really got me was realising I was still sitting in my comfortable office, surrounded by other business people, who were saying, 'I want to make a difference, but I don't know how.'"

Are you willing to lead?

A recurrent concern among interviewees was, "Is there more that I can do to serve others?" Innovating to solve big problems starts by assuming this responsibility to act. It is about seeing yourself as a pioneer, no matter what your job title. It is about clearly seeing the world as it is now and how it could be better.

This can, of course, feel very difficult, particularly if your organisation's culture is risk-averse. However, facing this fear can be made significantly easier by understanding why you feel compelled to innovate and then telling others. As Angharad McKenzie, who set up charity : water in the UK, says:

"I am inspired by great leadership accompanied with 'ballsiness'... this is how charities make great strides."

This leadership can come from any level of an organisation, but it takes bravery and a desire to do things differently and better, now. If this is you, let's get building.

Summary

- Be clear about why you want to innovate.
- Share your 'why' story with others to gain support for the change you want.
- You can be the person to lead innovation, no matter your job title.
- Get going.

Step 2: Build the most diverse team

If you want to build an innovative charity you will need access to the widest range of people, experiences and talents. This means bringing together diverse groups of staff, supporters, those you serve, external agencies and others. As Ashley Hurley says:

“Some of the best things I have seen are usually when people in the groups are completely opposite. Innovation means faster and cheaper approaches to help beneficiaries and in the process it changes the hearts and minds of volunteers.”

We have a problem

While the benefits of a diverse team with a variety of experiences would seem pretty obvious, in practice the charity sector has a diversity problem.

Like much of the rest of UK society, many charities are predominantly staffed and led by white, educated, male, straight and able-bodied people. Rarely are charities recruiting from among those they serve.

Because they are drawing on the same narrow pool of people, the transformative impact of new ideas and people are being missed out on.

Of course, there are incredible people already in charities, but imagine what more could be achieved if everyone who could contribute was given the chance to lead.

Talking about race, the author Reni Eddo-Lodge explores the concept of the UK as a rigged system. This is one where leaders (and others) feel they have achieved their roles purely on merit without recognising the advantages they have had – advantages not available to others. These may include a private education, a lack of exposure to the criminal justice sector, fair treatment in the health system and more.

As a charity sector, very few people are talking about how the system is rigged or looking to challenge these underpinnings. Not just for race, but also gender and disability, among many others.

Again, there are individual examples of some brilliant charities and individuals taking on the symptoms of the rigged system, whether it is police brutality, income inequality or the deaths of people with a disability. However, too few look to redesign a better, fairer system.

Is the charity sector a meritocracy?

In her interview, Alison Goldsworthy, now leading the global marketing of an international best-selling book on power, mentioned the work of author David Goodhart.

Goodhart separates the world into two blocs – ‘somewheres’ and ‘anywheres.’ ‘Somewheres’ are people rooted in place, less economically mobile, more fearful of outsiders, while:

“ ‘Anywheres’ are more educated, mobile, value autonomy, openness, fluidity. They are mostly graduates, affluent. They make up less than a quarter of the UK population and yet they dominate society.”

Many charities are staffed and led by ‘anywheres.’ So, while most charities will state they have a meritocratic system around recruitment and promotion, this only works if the system is not rigged. When the system doesn’t work for everyone, meritocracy is a mirage.

This needs to be changed.

Why diversity and innovation go together

Time and again, interviewees spoke of their experience showing that the more diverse the team of innovators, the easier it is for a charity to consistently come up with brilliant new ideas to change the world.

Not only is a diverse workforce more likely to build new products and services that truly resonate with those you serve, it will also put you in step with a world that is rapidly changing. As Angharad McKenzie says,

“You could look at organisations like Spotify, Apple, Nike, any of those who have a defining brand quality – they will always be able to steal a march. They will always be looking to be ahead of the game and will always build more diverse teams to make sure they are still relevant and don’t lose ground to others.”

It goes without saying that giving everyone the best possible chance to contribute is also the ethically right thing to do.

Action matters

If you want to build an innovative charity, it is 'deeds not words' (to coin the Suffragette phrase) that count. This is about transforming your charity through dramatically widening who works with you, not just tinkering at the edges.

So by all means audit your current staff makeup, but also get ready to dig beneath the surface. At this point you need to understand the structural and practical barriers that prevent you recruiting and developing the most diverse teams.

Take charity internships. Currently, unless a family can afford to subsidise this time, a new entrant from a poorer background may well struggle to get into the sector.

If you want an innovative charity, you have to see exactly how your charity operates, the good, the bad and the 'room for improvement.'

As an example, why not ask a charity that represents ex-offenders to mystery shop your intern process and report back to you? Hearing their experience and the words they use may be distinctly uncomfortable. But it is vital. Living wage internships and stipends may be the very least needed. Or even replacing internships with something totally different.

What about recruitment? What more can you do to recruit working mums, your own beneficiaries or people living in poverty as potential employees? All of which will demand you marketing, hiring and promoting for attitude, not just experience.

Publicly commit to diverse teams

As you start to understand the barriers that stand in the way of building the broadest and best teams, it is time to remove the barriers you find. As you commit to breaking down these barriers, publicly tell people what you are doing and ask them to hold you accountable.

You don't have to do this on your own. There is plenty of expertise out there. Partner with other organisations that can help you access people who would never normally work for and with you. And remember, this can also include external agencies and networks of experts. Diversity doesn't always mean growing headcount.

By starting the journey to becoming a more diverse organisation, you will become more representative of those you serve and more consistently innovative.

Summary

- Your charity needs access to the widest range of people and talents.
- Along with the rest of society, the charity sector has a diversity problem, drawing from too narrow a pool of people.
- Diverse charities will find it easier to come up with brilliant new ideas that truly resonate.

Step 3: Understand how innovation currently works

Once you have clarified why you want to innovate and begun to build diverse teams the next step is to see exactly how your charity responds to new ideas.

Joseph Swann, from Cancer Research UK, has been determined that any innovation his team makes is intimately aligned with the charity's business strategy. His answer? An informal 'innovation contract':

"We contract with every team we work with. This sets out clearly the (internal) client's expectations, who the decision-makers are, the resources available and the outcomes most likely to secure the investment for the idea we come up with."

The process starts with a conversation between Joseph and the client team, usually over a four-week period. This gives everyone time to be clear about what they want. Joseph Swann continues:

"We see the contracts as essential to the buy-in of our internal clients because they are focused on benefits for the end user."

Understand how things really work

Interviewees for this guide said many charities have a culture of 'tentative innovation'. This is where leaders allow innovation to proceed but only under very tightly controlled conditions.

While this might seem like sensible risk management, interviewees said it was a big barrier, as it often meant shutting down promising new ideas before they could be fully tested.

As Angharad McKenzie says:

"Innovating and responding to what we hear from supporters, beneficiaries and others (when innovating) can be very difficult because staff's jobs become entwined with the new idea and that is the biggest blockage to true innovation."

The fear factor

Proposing new ways of doing things can be a source of huge stress for staff. As a leader of innovation, no matter what your job title, you will need to provide reassurance to colleagues, long before and as new ideas come up. As Angharad McKenzie continues:

“How does the tension between the innate conservatism of some organisations and the need to innovate get resolved? Leadership.”

Reducing the anxiety of others will also mean managing your own fears. This is vital as leaders often describe something as radical or innovative when as Alison Goldsworthy explains:

“What they mean is that it is personally scary to them. I wonder what can be done to better support risk-taking?”

This ‘false bravery’ can limit the space for other staff to truly, boldly innovate. Because, if a senior leader is doing something quite minor and calling it bold, what if another staff member wants to try something that could truly upend the status quo?

Who decides?

One of the key questions interviewees grappled with, even in the more innovative charities in which they worked, was, “Who gives the go-ahead for new ideas?” Should staff wait for permission from senior leaders? Do directors need to wait for permission from trustees? Who decides?

When it comes to innovation, interviewees described a stand off where leaders say they want innovative ideas but staff won’t move until they are told where to go. As Angharad McKenzie says:

“The only way in which an organisation makes different choices is if it is embodied by the leadership of the organisation. But this doesn’t need to be just one person. It is very hard for this leadership to come purely from bottom up... it has to be met somewhere in the middle from top down.”

If your culture is not innovative, then ideas will get bottlenecked. Angharad McKenzie is clear that it doesn’t have to be like this, citing trustees as just one example:

“They are there in a non-employed capacity... yes they have opinions but, with a good leader in place, trustees want to be led as well by someone who has the experience, the vision and the mandate to take the organisation in the direction it needs.”

Bottlenecks can occur at any point in a charity and often at multiple levels.

Test if new ideas are being lost

When new ideas keep getting lost, this is an indication that ideas may be getting bottlenecked.

If this happens, it is worth trying 'dye-tracing'. Ask a colleague to come up with a new idea and see how long it takes for this to get to the boardroom. If this idea is not on the directors' agenda in four weeks, get a board slot for you both to describe the process and show how you will smooth the journey.

Are you ready to innovate quickly?

The ease with which your charity innovates may also become apparent when there is a sudden spike in interest in your cause. Maybe after breaking news or a disaster. In the past, people would go to charities by default, yet now, as Angharad McKenzie says:

"People are realising they can lead these changes for themselves... they want transparency on where their money goes and, beyond money, want to be part of something bigger than just a financial contribution."

Be totally clear about what staff can do and then unleash them

If you want to earn the public's trust at key moments such as this, you need to understand what they really want. And then give it to them. Quickly.

Clear rules of engagement for innovation, agreed in advance between senior leaders and staff, can be critical here. These help you know what you can do, how ideas get signed off and how much can be spent. Getting this agreed will help you respond in a timely way, as Angharad McKenzie continues:

"All engagement in businesses and charities is moving in the direction where organisations have to become more confident in letting go."

The more you use some of the principles in this guide (backed by recognised innovation tools, such as human-centred design), the better you will become at innovating rapidly.

Summary

- Make sure innovation supports your charity's mission.
- Manage your colleagues' and your own fears about doing new things.
- See whether new ideas are getting lost and plug the gaps.
- Identify and remove bottlenecks.
- Develop rules of engagement around innovation and start innovating.

Step 4: Learn from everywhere

Which? is the UK's consumer champion. They have an Australian counterpart organisation called Choice. Patrick Steen from Which? takes up the story:

"Choice has a New Things team. Their role is to research and develop new digital products. They have a programme of 20 areas they want to test. They prioritise based on 'how big is the prize?' and 'does it support our campaigning work?'"

One of the team's first forays was around free-range eggs. In Australia, the label 'free range' can mean anything, with some chickens even living inside in a cage. Choice wanted consumers to be able to pick eggs based on the welfare of hens:

"They developed an app (CluckAR⁴) whereby you could scan the egg box in the supermarket and it used image recognition to recognise the logo. It then used augmented reality to put a little animated chicken on top of the egg box and show the conditions the animals were kept in. Customers could also take a screenshot and share this."

The best innovators see a problem impacting people and blend a deep understanding of human behaviour and a diverse team to create magic.

An innovative culture is built on learning

The interviewees in this guide were constantly and continuously looking to learn. If you want to build an innovative culture in your charity, you need to be doing the same.

What follows are some of the principles the interviewees used when learning, principles that if applied consistently can help you build an innovative culture.

Principles for learning when innovating

- 1) Challenge what is known and unknown.** Interviewees took little for granted, particularly what others took as gospel. They spoke of learning from other charities, commercial brands and even the natural world.

⁴ <http://newthings.choice.com.au/cluckar/>

- 2) Be fanatical about people.** Those interviewed for this guide were particularly obsessed with understanding human behaviour. Namely, trying to decode the gap between what people say they would do and how they actually behave.

Interviewees wanted to understand how supporters and beneficiaries lived their lives, particularly at difficult moments. They wanted to hear the words people used and see the order in which people carried out tasks. They wanted to see how, if at all, people took value from what their charities did.

- 3) Take your time.** Interviewees spent significant time listening, observing and understanding supporters and beneficiaries. Noticing the subtle moments and decision points in people's lives is integral to making new and improved stuff that really helps people. Finding the large amounts of time needed for this, especially when busy, is hard but also vital.
- 4) Look for the gaps.** Interviewees were focused on their charity adding to, rather than replicating, what already existed. As Jasmina Haynes from Integrity Action, a charity promoting transparency on aid, says:

“The most innovative charities are brave enough to explore the added value of their core competence without stretching into areas done well by others.”

- 5) Spend as much time on questions as answers.** The interviewees in this report knew that they alone didn't have all the answers. Instead, they were passionate about uncovering the most important questions to answer. By finding these you will keep focused on delivering real benefits to people.
- 6) Ideas can come from anywhere, but at times, some people matter more.** All the interviewees showed a willingness to explore ideas irrespective of who brought them to the table. Joseph Swann from Cancer Research UK says:

“One of the great cultural elements in our team right now is that we are incredibly open to challenge. Sometimes when we are joined by other teams they are shocked by the amount we challenge each other and the directness with which we speak.”

The hedge fund billionaire Ray Dalio calls this 'an idea meritocracy'⁵. This means that the best ideas must prosper. Dalio also says that in certain circumstances some people will know more than others. In these contexts, more weight should be given to these voices. Without this, innovation can easily be pushed off course.

Joseph Swann believes the way staff explore and contest ideas is also very important:

“We always try to challenge in an appropriate way – something we call ‘green housing’. It means you challenge ideas by building not by diminishing them.”

7) Don’t worry too much about what others are doing. Being open to new ideas also means understanding who else is taking action. Joseph Swann says:

“A lot of times you hear, “What’s the other cancer charity in my area doing? They’re our competition.” This is wrong-headed. Competition for public generosity is everything from buying a fair-trade banana to a Netflix subscription.”

8) The answers may come from outside. When exploring questions, interviewees valued the ability to seek external help, as well as assistance from colleagues. This can sometimes be tough, as Alison Goldsworthy recounts:

“I was very struck by the work of a 17-year-old who had done something similar to what we wanted to build. But because we couldn’t get our act together, we couldn’t bring him in. We were too focused on what we had agreed to do, rather than seeing that he would help us achieve results faster.”

Summary

- Spend time observing people in their natural habitat.
- Be prepared for your ideas to be challenged to make the fastest progress.
- Think about how you learn and use the principles in this chapter to learn better when innovating.
- Learn from everyone and everywhere you go.

⁵ <https://tinyurl.com/ybqwwqur>

Step 5: Know when to intervene

It is tempting to think that innovation is something your charity needs to be doing all the time for every element of your work. This is a fallacy. While it is vital to respond to the needs of those you serve, innovation also needs time to bed in.

Interviewees were constantly on the lookout for decision points in a system, moments when a small nudge could make a big difference.

They also thought carefully about the opportunity cost. Would a new way be better than the current way? Would it divert their attention from a more pressing and promising innovation project already on the go?

When it came to innovation, interviewees were thinking about their charities now and where they might be in 20, 30, 40 years' time. Innovation was seen as a way to tackle big problems, as well as the little things that make the big things happen – from stopping the scourge of human trafficking out to optimising an invoicing process. As Jasmina Haynes says:

“Innovation is not only coming up with something new, it includes maximising efficiency, effectiveness and economy of delivering our business.”

Few of the interviewees were talking about true invention, ie. coming up with something totally new. Instead, they were looking to tweak existing approaches to make their organisation more impactful, as Patrick Steen, Head of Supporter Development at Which?, describes:

“We build shareable, entertaining campaign websites and tools so people can help themselves. We don't just do new things for the sake of it.”

Summary

- The starting point for big change may be small and not always obvious.

Step 6: Share everything you learn

It is tempting to think that innovation is only worthy when it works, but this is not realistic. There will be new products and services that flop. There will be improved processes that donors, staff, supporters and beneficiaries don't like.

The key to becoming an innovative charity is creating the context in which learning and experimentation is valued as highly as the outcomes. Successfully innovating is about resetting our out-dated notions of failure. As Alison Goldsworthy says:

"We need a culture that says, 'There will be failures, there will be scrutiny, let's get comfortable with this!' I am yet to see a charity that has said, 'We tried something new, it didn't work, we won't do it again, but we were trying to innovate!'"

Data can be a great way of holding yourself accountable and open to others. Interviewees for this guide were, by and large, sharing everything they did.

This can be scary, because when you share data, there is always the chance that others will use it to try and constrain your plans. However, this is about shifting your mindset. Instead of feeling fearful, see it as making yourself accountable to your colleagues and supporters and open to where the best ideas may come from.

This means letting anyone who wants to be involved get involved. When you show people, even detractors, the inner workings of your innovation work, you will get the best possible context for your work. As Alison Goldsworthy says:

"I wonder if seeing the failures of others – being able to talk about it and communicate about it – makes it easier for people to say, 'We know this is a risk, we know others take a risk, sometimes they pay off, sometimes they don't, so we're willing to try too?'"

Of course, any new endeavour holds the risk of public and media scrutiny. This is about you as a leader and your charity being prepared to stand up and say we need to try things differently. This is about embracing risk, within boundaries. As Alison Goldsworthy continues:

"What starts to distinguish the most innovative charities is the ones that actually try to measure their impact and will, therefore, ask the difficult questions."

The innovative charity develops leaders at all levels and supports them to take risks, knowing some risks won't pay off. As long as there is always learning, and support from the organisation for experimentation, nothing is lost.

Summary

- Reset failure – even an innovation that did not go to plan holds lessons.
- Make yourself accountable to key stakeholders.
- Don't hoard data.
- The innovative charity supports risk takers, publicly and privately.

Step 7: Get going, keep going

Let's assume you have a tough problem you want to solve. You have taken the time to understand how innovation works in your organisation. You have begun to build a diverse team. You are wide open to learning from anywhere and are intervening at the right time. You share your data for good and ill.

If you want to create an innovative culture where bold ideas can consistently flourish, the final piece of the puzzle is getting the right structures and resources in place to support people in innovating.

- 1) Choose a structure for innovation that best suits you.** When it comes to structure you have a number of choices – fitting innovation around existing roles, rotating innovation teams or creating dedicated resource. At the heart of all of this is the vexed question of resources.

At Cancer Research UK, Joseph Swann's team comprised:

“Six people covering fundraising and marketing. The organisation has other teams about the same size that cover innovation across science, research, prevention and health.”

While Mandy Johnson at the Small Charities Coalition, a champion for the vital role of smaller charities, saw innovation differently:

“In smaller organisations, people will naturally innovate and may not even realise they are doing it. This is not to detract from the larger charities, but small can be better, as silos just don't exist.”

Jasmina Haynes at Integrity Action says:

“Open community feedback is our core competence, so we know what our beneficiaries are saying and we know it in-real time”

- 2) Consider how you will ensure staff can engage in innovation.** Whatever structure you choose, a key question is, “Can you free up the headspace for your staff to engage in innovation and see it through?” As Mandy Johnson says:

“It can be hard to find time to innovate and learn”

If you feel that this time commitment is not yet possible, look for a small project that you could innovate through and learn what works for your organisation.

- 3) Put mental wellbeing at the heart of your innovation work.** When you innovate you are asking your staff to look beyond themselves and see how things can be done differently. As previously discussed, you should not underestimate how difficult colleagues may find this.

Chatting with interviewees and charity sector colleagues at all levels, it is clear that burnout and overwork are endemic. This means that people often feel like they have little bandwidth for doing new stuff, particularly at short notice. The impact of this on staff can be massive. As Mandy Johnson says:

“There is not enough focus on tackling stress for people trying to change the world”.

Building a steady stream of new ideas is not easy. Interviewees spoke of how innovation is about momentum rather than speed. In essence, this means it is much better to deliver one excellent new idea than 10 ideas that never fly.

By acknowledging, as an innovation leader, the demands that innovation places on the emotional wellbeing of teams, you will have a much better chance of sustaining the momentum to bring new ideas to fruition.

- 4) Money is less important than you might imagine.** Money is something intentionally left to the end of this guide. Because without the other elements of an innovative culture in place, it is very unlikely that money alone will be enough to create an innovative charity.

While money provides the resource, if people or teams working on innovation find themselves within a culture of tentative innovation, non-diverse teams, risk aversion and low ambition, money is probably being wasted.

- 5) Will you commit to innovate?** It's time to decide whether you, your colleagues and your charity are willing and able to commit to becoming an innovative charity. If the answer is 'maybe, as long as the risks are not too great,' save your money.

If the answer to the commit question is, "Yes", then it is time for your charity to fund innovation properly and stick at it.

The key is to get going and keep going.

If you use the principles in this guide and recognised innovation toolsets you can build an innovative culture in your charity and you can change the world.

Appendix 1: Huge thanks to all the interviewees

- Mike Barrett, CEO, Porchlight, UK-based homeless and mental health charity that has moved thousands moved off the street into safe, secure housing (*).
- Alison Goldsworthy, Managing Director, New Power. At the time of interview, Sloan Fellow at Stanford University. She is Vice Chair of the Joseph Rowntree Reform Trust. As a charity Director of Communications she led the campaign to introduce opt out organ donation in Wales.
- Jasmina Haynes, CEO, Integrity Action. Jasmina's charity uses technology to track international aid flows and reduce corruption.
- Ashley Hurley, Founder, Serve Houston. Ashley's work connects volunteers from business with not-for-profits to tackle human trafficking and homelessness.
- Mandy Johnson, CEO, Small Charities Coalition, champion of small charities.
- Angharad McKenzie, former Head of Supporter Development, WaterAid. Grew income from £16 to £46 million in seven years. Set up charity: water in the UK.
- Patrick Steen, Head of Supporter, Social and Community Development, Which?, campaigning charity that uses tech and policy to change laws (*).
- Joseph Swann, at time of interview, Senior Manager and Innovation Specialist, Cancer Research UK. Has led innovation teams and raised millions of pounds through insight.

(Interviews conducted late 2017).

(* Outrageous Impact Ltd client).

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