

Master en Ingénierie et action sociales - IESSID

26/11/11

Social innovation *through* *Enterprises*

What, why, how ?

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1

What is social innovation ?

2

Why is social innovation through enterprises more important than ever ?

3

How to push for social innovation in and through enterprises ?

What is innovation ?

“New ideas that work”

≠ **Improvement** (incremental change)

≠ **Creativity & invention** (miss out the hard work of implementation and diffusion that makes promising ideas useful)

= **FUN ! ***

- **Feasible**
- **Useful**
- **New**

* **THE IDEA MONOPOLY** ®



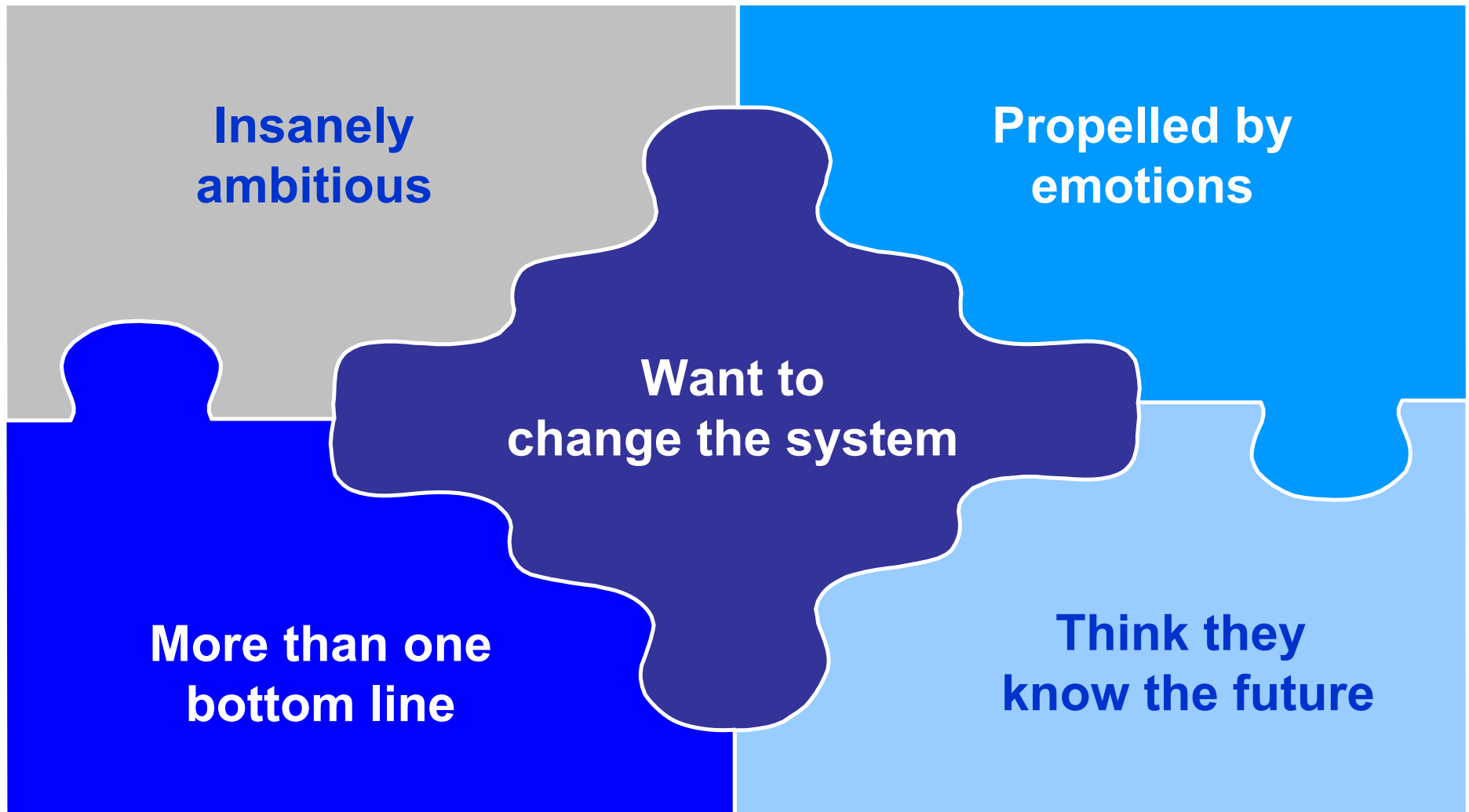
Social innovation



New ideas that work
in meeting
social needs
in conjunction with other
organizational,
technical or scientific goals

Who are (successful) social innovators/entrepreneurs ?

“Unreasonable people”



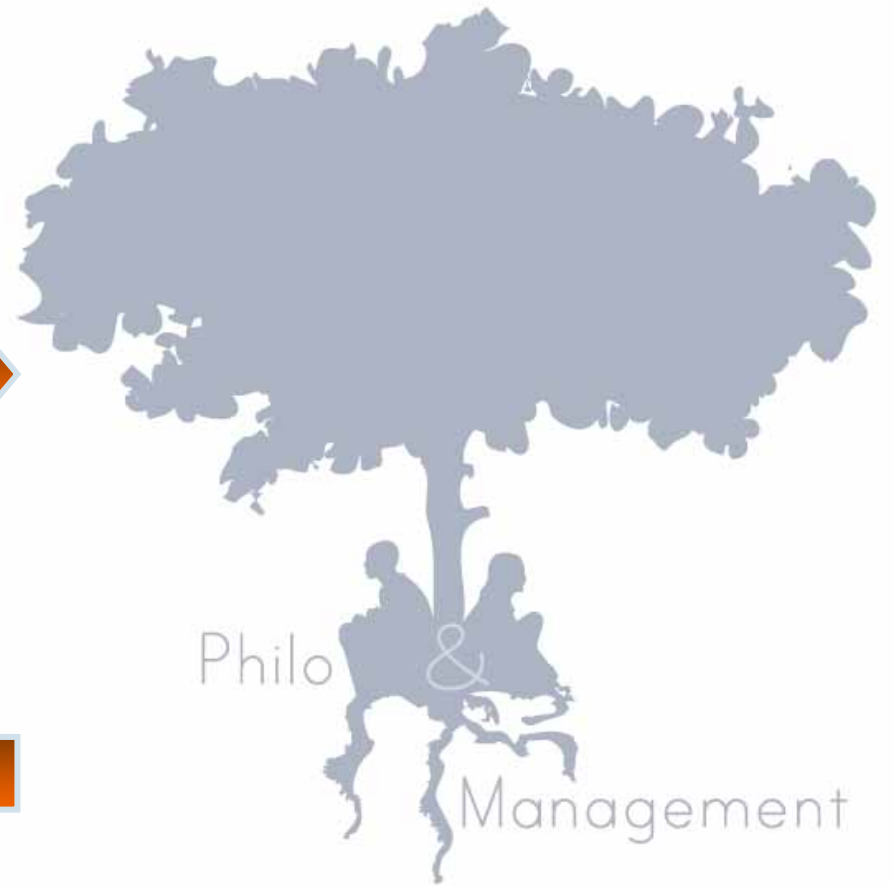
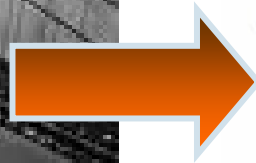
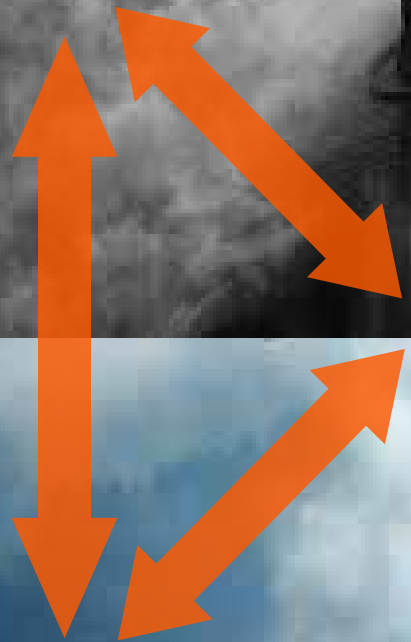
“Unreasonable people”

- **Want to change the system**
 - Spot dysfunction
 - Practical
 - Try to shrug off the constraints of ideology or discipline
- **Insanely ambitious**
 - Ignore the evidence
 - Unqualified
 - Focus on social value creation and therefore share
 - Healthy impatience
- **Propelled by emotion**
 - Jump
 - Belief in everyone’s innate capacity to contribute
 - Measure & monitor
- **Think they know the future**
 - Create it
- **More than one bottom line**
 - Try to measure the unmeasurable

Private

Civil

Public



www.philoma.org



Moral imagination
is the condition of
free deeds

Steiner

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A vertical photograph on the left side of the slide shows the silhouette of a person standing on a dark rock. The person's arms are raised in a 'V' shape, and they are looking towards the sky. The background is a dramatic sunset or sunrise sky with scattered clouds, with the sun low on the horizon behind the person. The overall mood is one of triumph and freedom.

To free ourselves...

From what?





“Ce qu’une
génération
doit à l’autre,
c’est
la limite”

Pierre Legendre



Faber

Optimize value for the
whole society
under the constraint of an
adequate return
for shareholders



Maximize (without limits)
shareholder's value
under the constraint of the
respect of the law



Photo provided by **kide**, Germany, polanoid.net

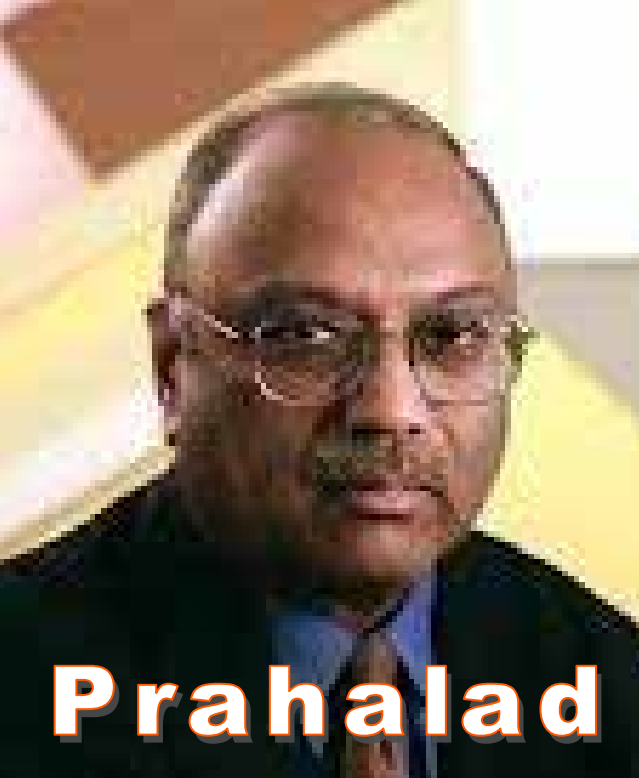
The major problems
in the world are the result of the
difference between
how nature works
&
the way people think

Bateson





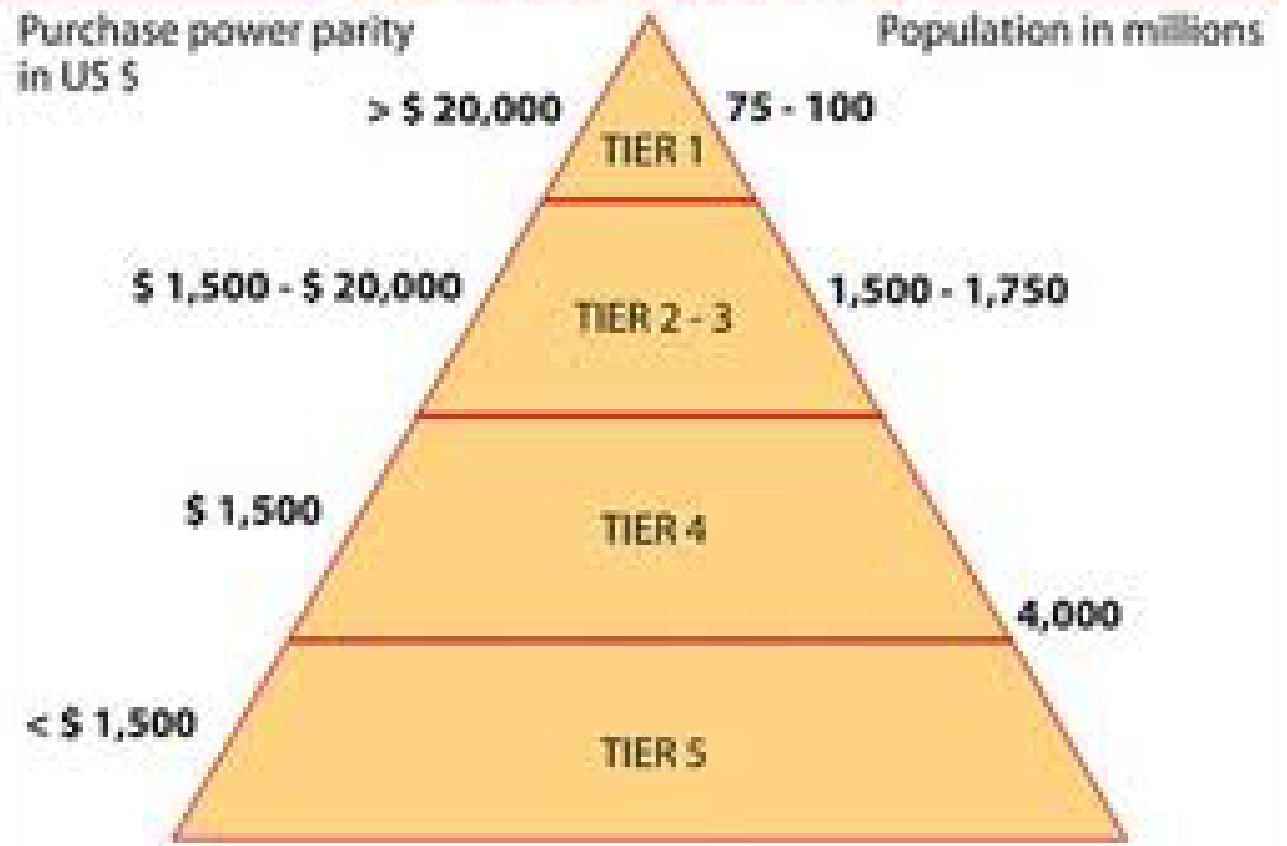
Symbiosis & integration
Trees & Mushrooms



**Prahalad
& Hart**



Bottom of the Pyramid



EMPLOI PROJET

"J'ai créé ma propre société de porte-bébés"

Diane vient d'obtenir un micro-crédit pour lancer son entreprise à Ixelles

Diane Mbarushimana va pouvoir créer son entreprise de porte-bébés. Cette maman de 27 ans, établie à Ixelles, vient de contracter un emprunt auprès de la nouvelle agence de micro-crédit MicroStart, située à Saint-Gilles. La Capitale a rencontré Diane. Elle nous présente son projet, pour le mois de novembre.

C'est avec un micro-crédit que Diane, maman de deux enfants, a pu lancer son entreprise de porte-bébés. Elle nous présente son projet, pour le mois de novembre. C'est là qu'elle confectionne ses porte-bébés, des pièces uniques qu'elle coud elle-même à la main depuis maintenant trois ans et qu'elle vend sur Internet. Un commerce qu'elle souhaite développer, en passant par la création de sa propre entreprise.

chose impossible avec une poussette. Avec un porte-bébé, on crée une relation spéciale avec son enfant. Ça le rend moins anxieux. Et en meilleure santé".

Pour créer ses prototypes, notre jeune créatrice s'est aussi inspirée de ses années passées au Rwanda. "Chez moi, les femmes portent les petits grâce à une peau de mouton. Les plus du cou permettent d'accommoder comme un oreiller. C'est un peu comme un coussin. On peut le porter de cinq manières différentes : dans le dos, sur le ventre, sur le côté, en ban doulière, sous le cou."

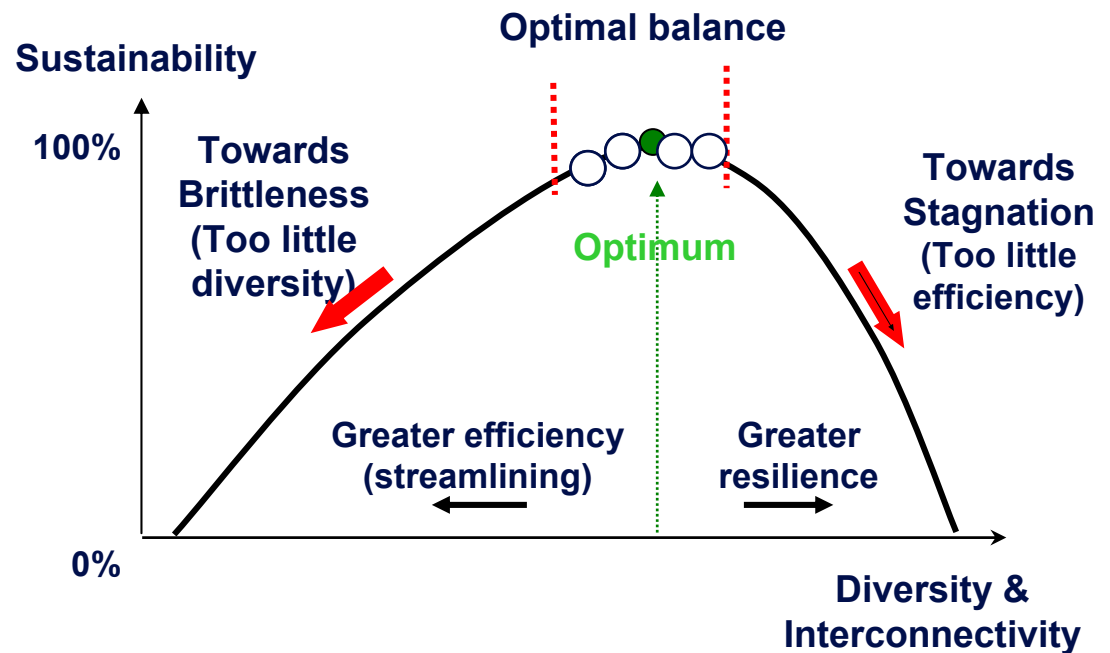
SUR FACEBOOK
Grâce à un micro-crédit de 3.000 eu-



microStart
LE COUP DE POUCE POUR VOS PROJETS



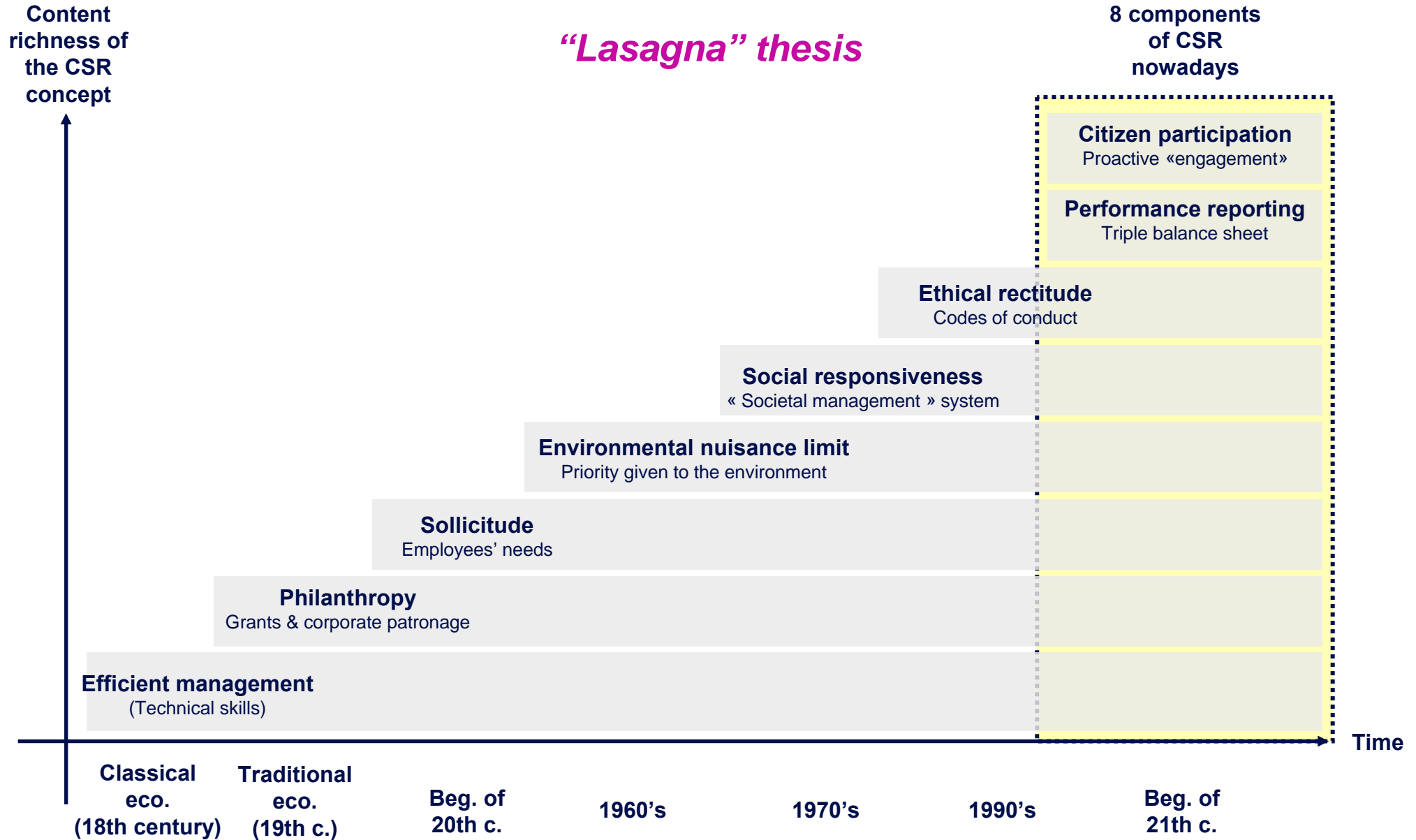
Diversity & Interconnectivity



Ulanowicz



Social innovation through enterprises – How has the CSR concept evolved so far?



Co-regulation

based on

reputation

rather than

law

Frydman



Dynamique – Comment la RSE évolue aujourd’hui dans une économie globalisée ?

*Evolution aujourd’hui :
La théorie de la co-régulation ?*

“Cohérence”
du système
de corégulation



* Source: “Responsabilité sociale des entreprises et co-régulation”, de Berns & al, 2007

David Grayson's Corporate Social Opportunities





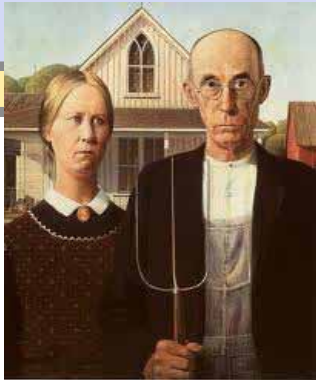
Social innovation through enterprises – 4 axes of a sustainable business strategy?

Building tomorrow's opportunities



Protestant ethos

Birth of modern Capitalism



Progressist ethos

Expansion of industrial Capitalism



Post-capitalist Ethos

Rise of the post-capitalist economy



Consumerist Capitalism

Promotion of a childish ethos



Time

Libéralisme Existentiel

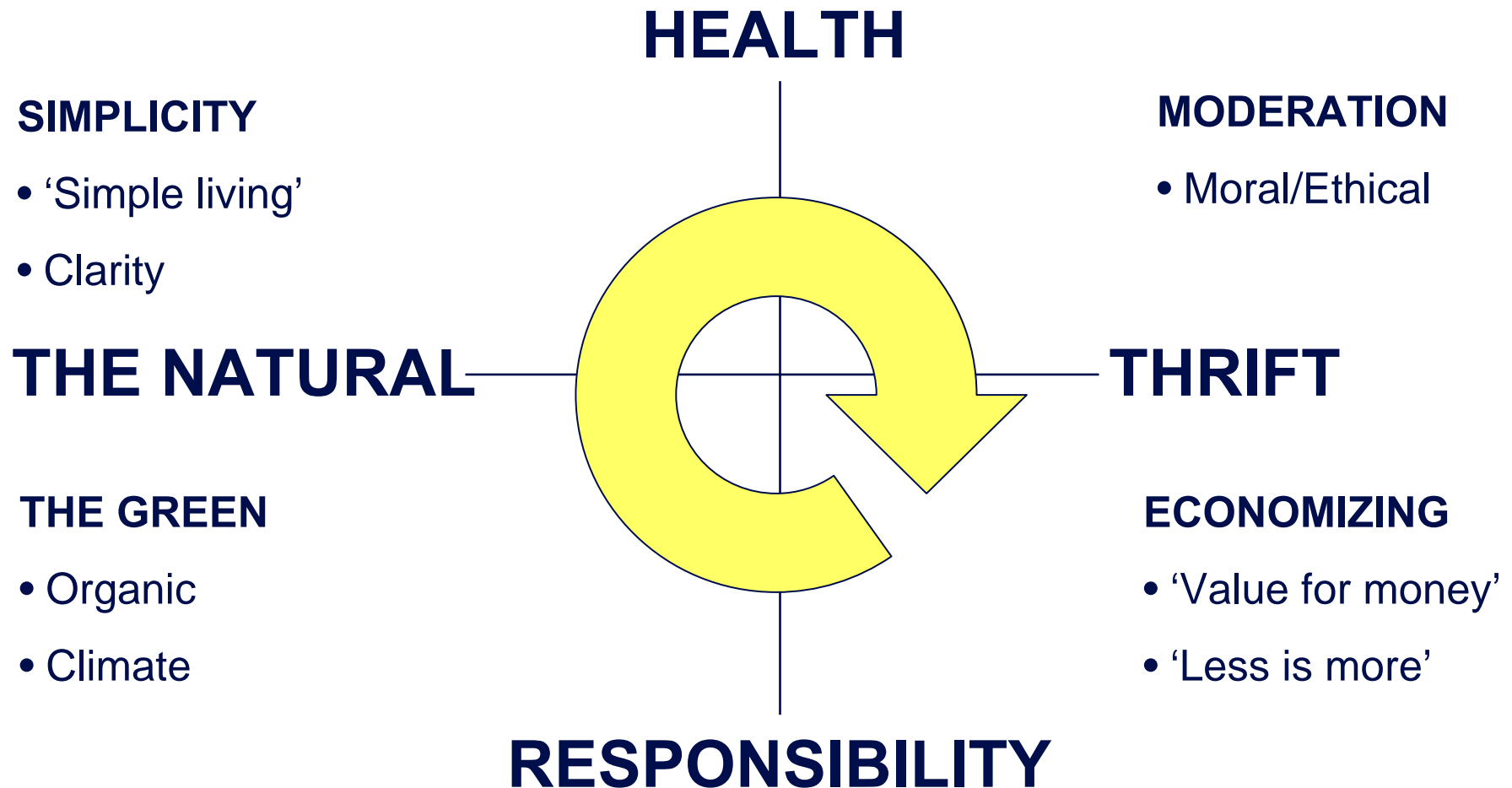
Arnsperger



Copenhagen Institute for Futures Studies' Moderation barometer

- ‡ **Anti-consumption**
 - Fregans that live off the waste of an overabundant society
 - Actions and blockades against 'consumer mekkas'
- ‡ **Simple living**
 - Non-materialist life modes and lifestyles
 - Self-sufficiency, local production and consumption
- ‡ **Social consumption**
 - Sharing and reusing
 - From owning to renting cars, boats, summerhouses, etc.
 - Network-based non-commercial solutions (sharing: 'wikis', 'creative commons',...)
 - Donations - share consumer opportunities with others
- ‡ **Value for money**
 - Avoid luxury and status products lacking functional added value
 - Find better offers on the web
 - Long-lived quality products
- ‡ **Moderation**
 - Avoid waste. Economic common sense
 - Simplicity and 'less is more'
 - Replace only when necessary, not because fashions dictate it
 - Do-it-yourself
- ‡ **Symbolic actions**
 - Invisible & discrete luxury, e.g. in clubs among like-minded, rather than conspicuous cons.
 - Buying indulgence, e.g. CO₂ quotas in connection with consumption
- ‡ **Fashion trends**
 - Consumption that signals moderation, but nonetheless is expensive, e.g. extravagant organic food, stylish outdoor kitchens & hydrogen cars with big CO₂ footprint

Copenhagen Institute for Futures Studies' Moderation barometer



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Leadership

Mobiliser
le groupe
pour le travail
adaptatif

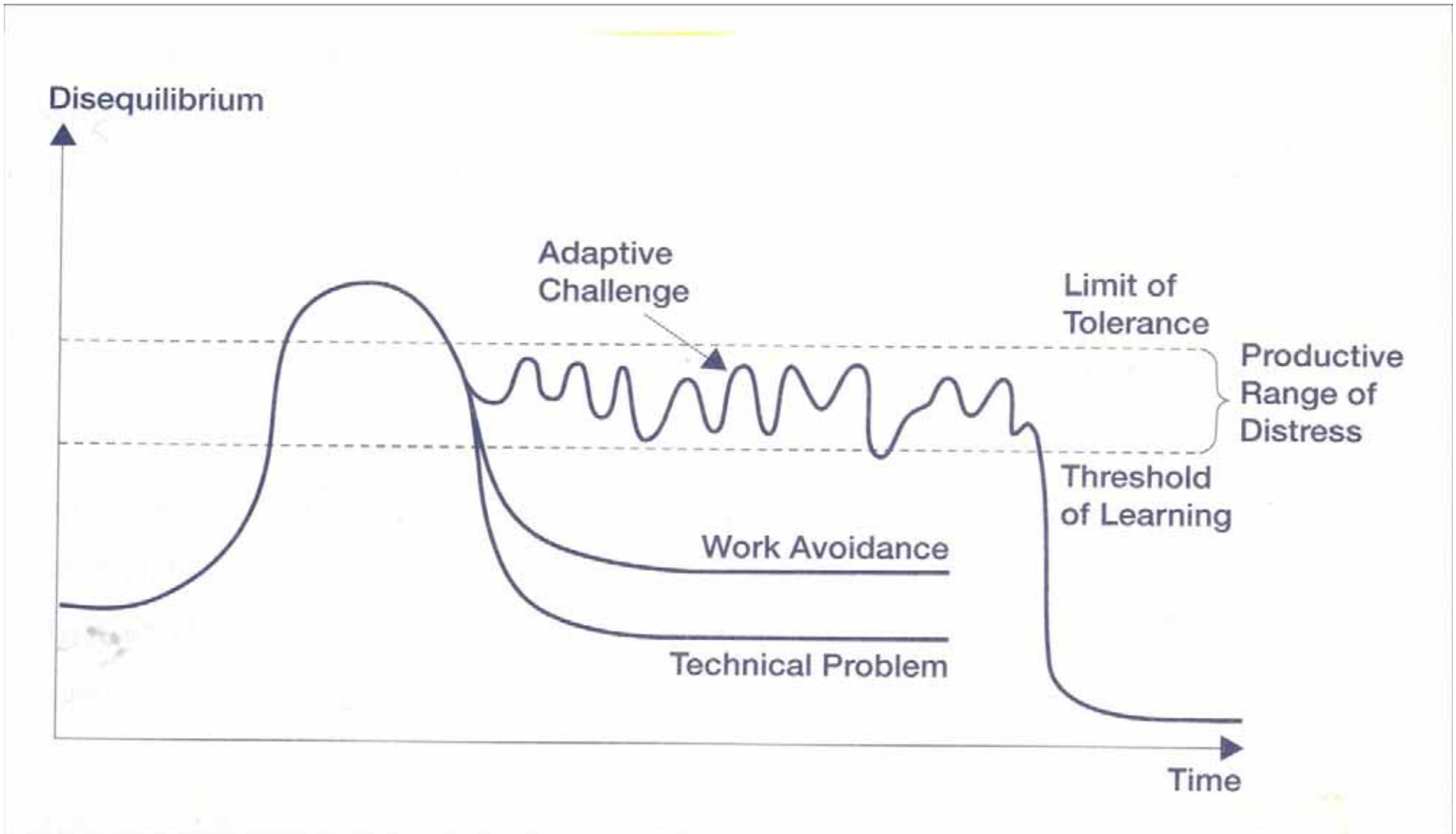
Heifetz

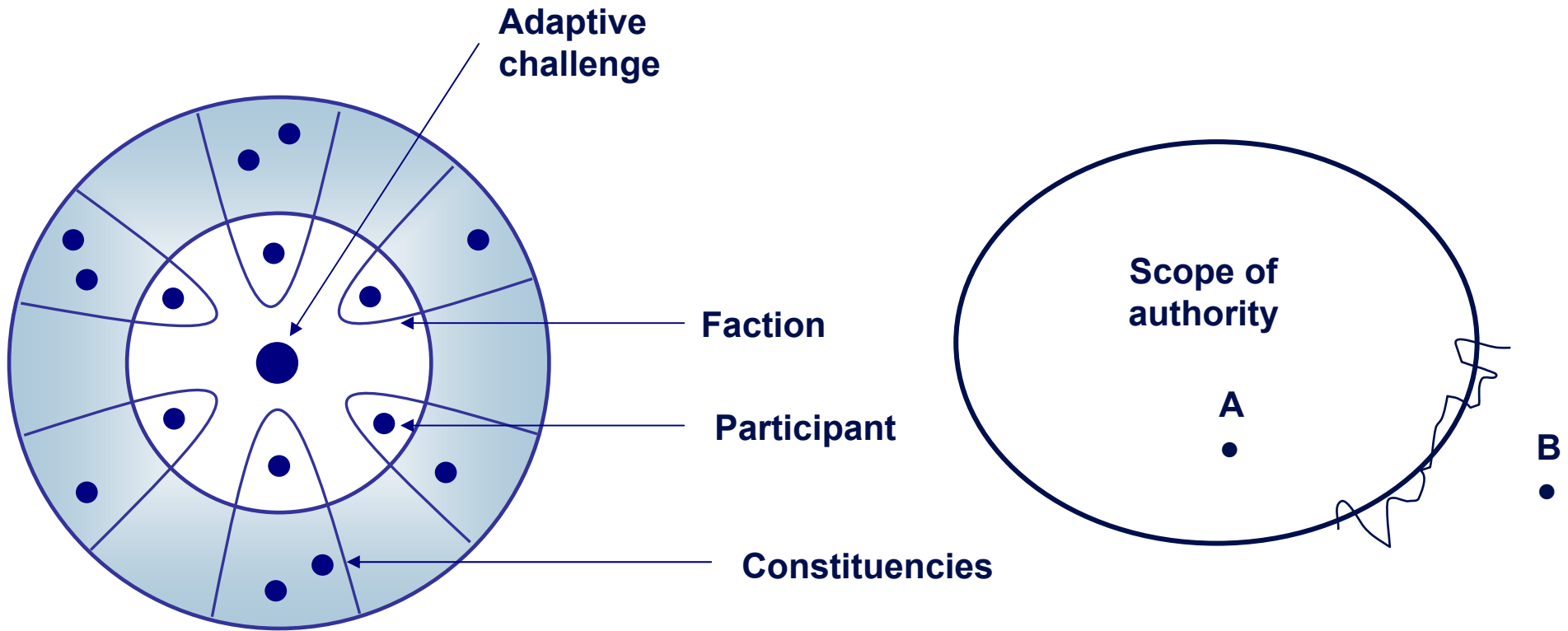


Adaptive leadership – Distinguishing technical problems and adaptive (social) challenges

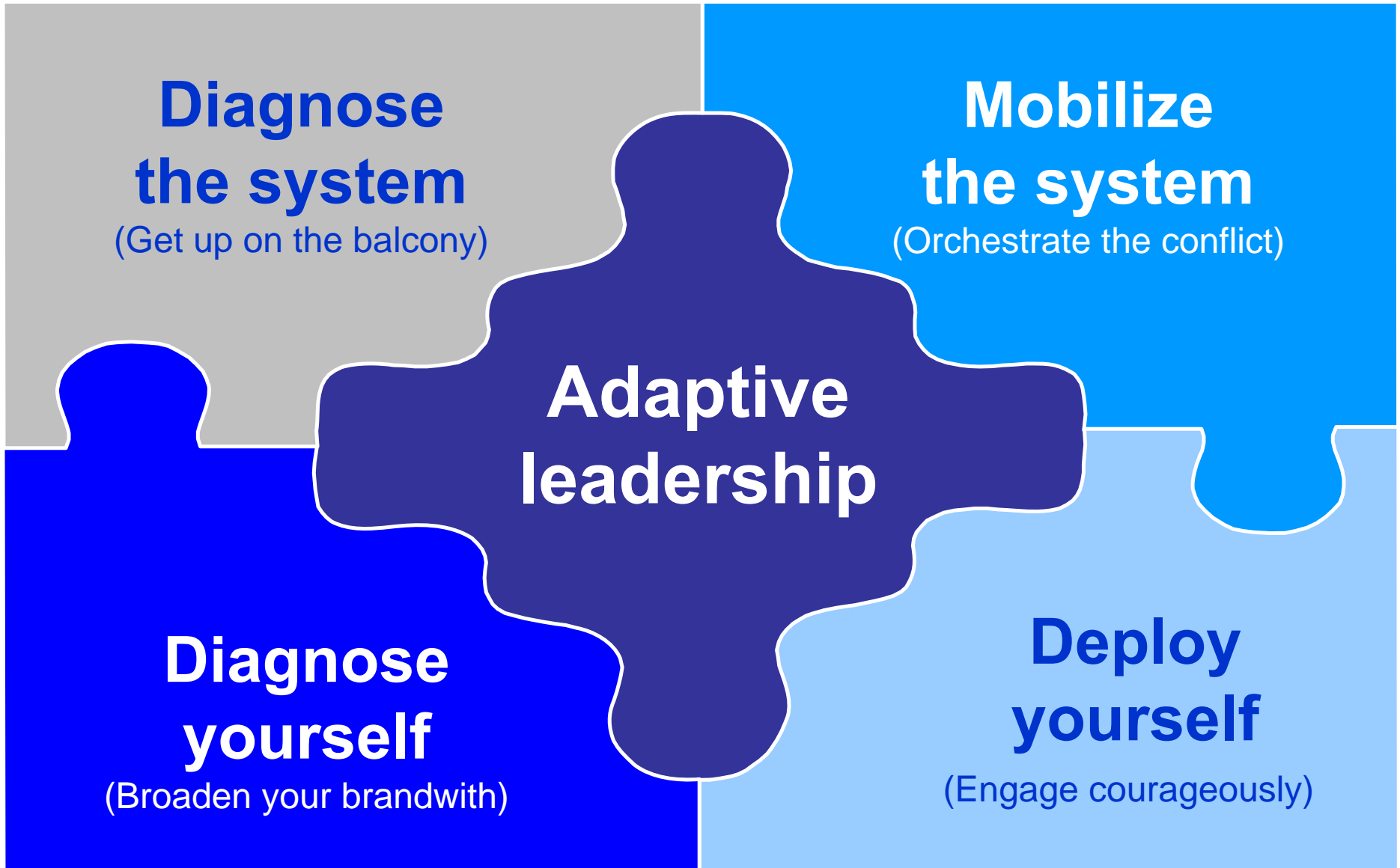
Challenge	Problem definition	Solution and implementation	Primary locus of resp. for the work	Kind of work
Type I	Clear	Clear	Physician	Technical
Type II	Clear	Requires learning	Physician and patient	Technical and adaptive
Type III	Requires learning	Requires learning	Patient > physician	Adaptive (social)

Adaptive leadership – Modulating the stress











I. Diagnose the system

- Be ready to observe & interpret before intervening
- Diagnose the system itself
- **Diagnose the adaptive challenge**
- Diagnose the political landscape
- Understand the qualities that makes an organization adaptive

II. Mobilize the system

- Make interpretations
- Design effective interventions
- Act politically
- **Orchestrate the conflict**
- Build an adaptive culture

III. See yourself as a system

- **Identify who you are**
- Know your tuning
- Broaden your bandwidth
- Understand your roles
- Articulate your purposes

IV. Deploy yourself

- **Stay connected to your purposes**
- Engage courageously
- Inspire people
- Run experiments
- Thrive



Smart Power (Combined Resources)

1. Contextual IQ (broad political skills)

- Understand evolving environment
- Capitalize on trends (« create luck »)
- Adjust style to context & followers' needs

Soft Power (Inspirational)

1. Emotional IQ

- Ability to manage relationships & charisma
- Emotional self-awareness and control

2. Communications

- Persuasive words, symbols, example
- Persuasive to near & distant followers

3. Vision

- Attractive to followers
- Effective (balance ideals & capabilities)

Hard Power (Transactional)

1. Organizational capacity

- Manage reward & information systems
- Manage inner & outer circles

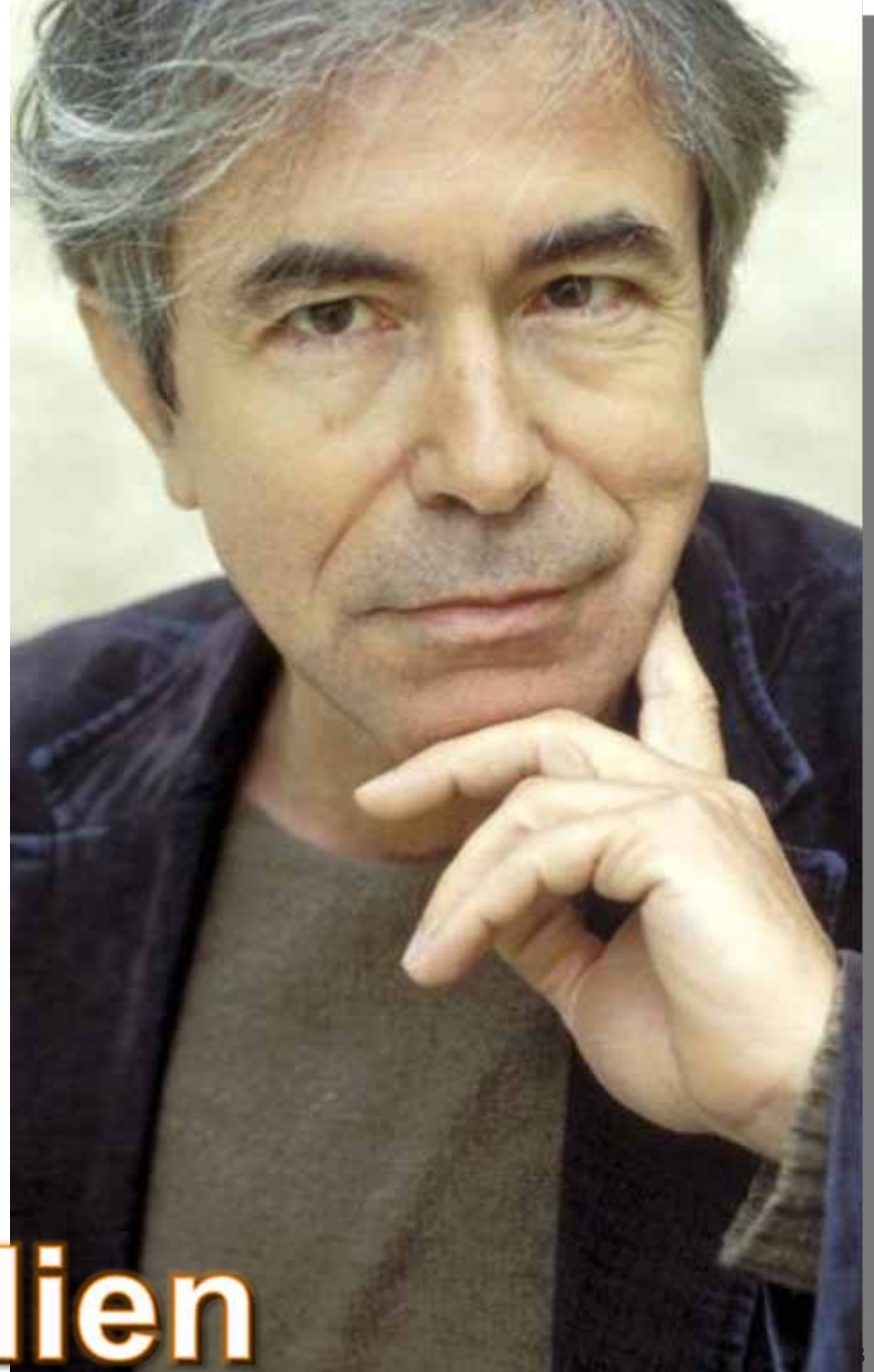
2. Machiavellian skills

- Ability to bully, buy and bargain
- Ability to build & maintain winning coalitions

Efficacité

**Laisser
l'effet
s'imposer**

Jullien



Lao-Tseu, 630 Av. JC

Le meilleur leader
est celui dont le
groupe
reconnait à peine
l'existence

Awa

On-the-job democracy & The Whyway

Breaking down
Knowledge boundaries

Semler



Double performance



Toniutti



Freedom
Inc.

Getz



Treated as
intrinsicly
equals

Priority to
personal
growth

Capacity to
self
direct

Chacun
veut
prendre des initiatives



Construire un environnement
dans lequel tous sont traités de façon
intrinsèquement
égale





Chacun
est capable
de prendre des initiatives



Construire un environnement
dans lequel tous peuvent
grandir

Chacun
a la liberté
de prendre des initiatives



Construire un environnement
dans lequel tous peuvent
s'auto-diriger

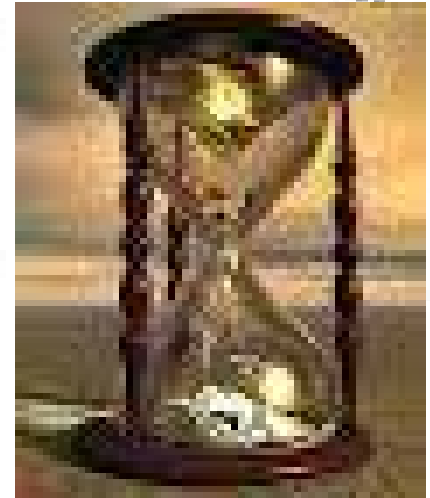
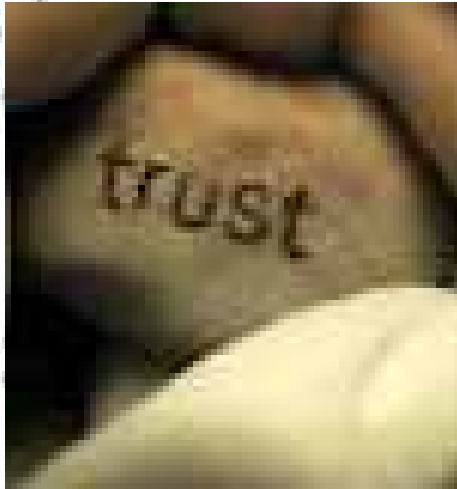
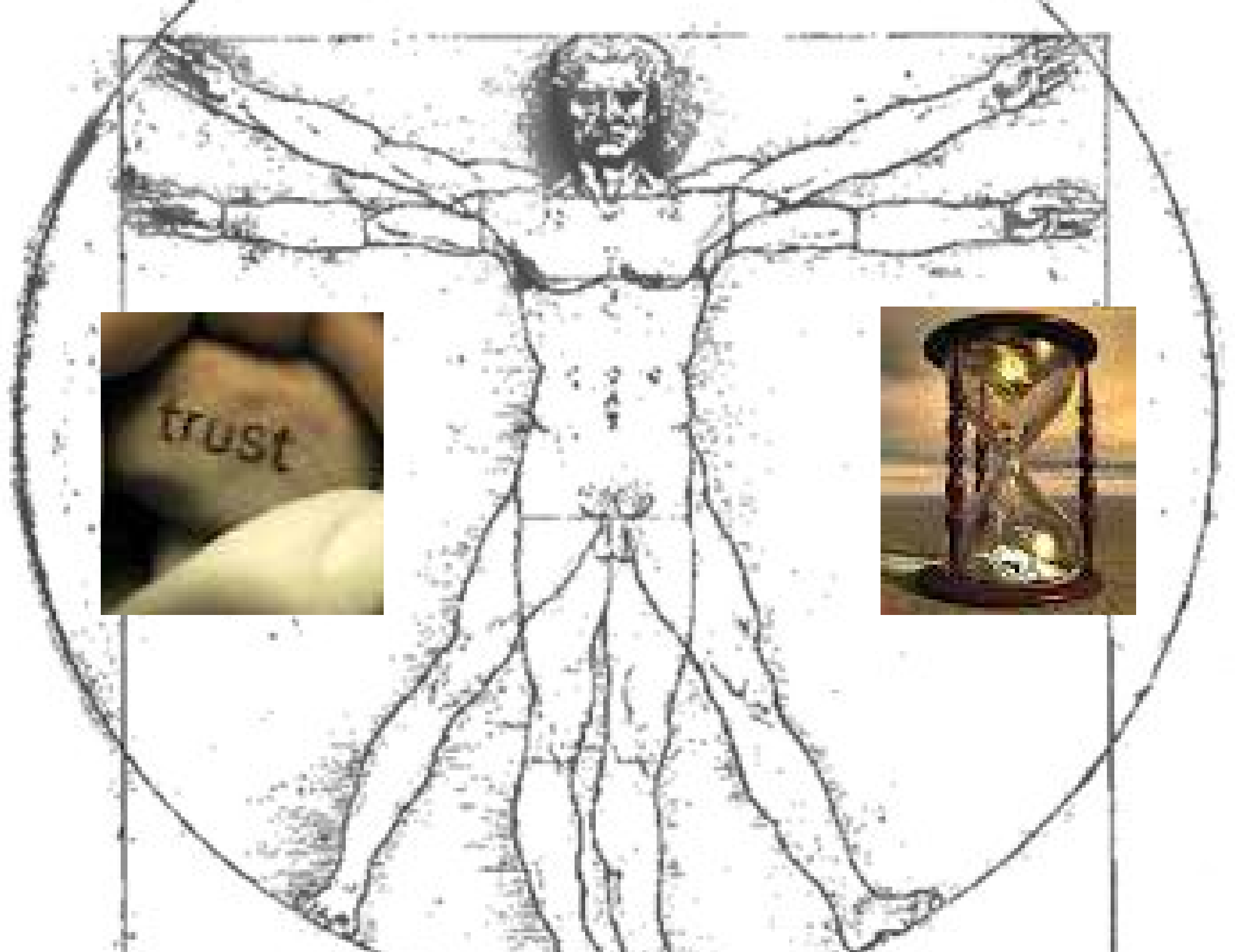




A l'équipe
la plus sexy
(avec essentiellement les mêmes personnes)



de la
cour
des
miracles



Question Time

A scenic view of a lake or river with a small boat in the distance, framed by a dark window frame. The sky is blue with light clouds. The water is calm and reflects the sky. In the background, there are trees and some buildings.

www.philosophie-management.com



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