

Institute for
Child and Family
Well-Being

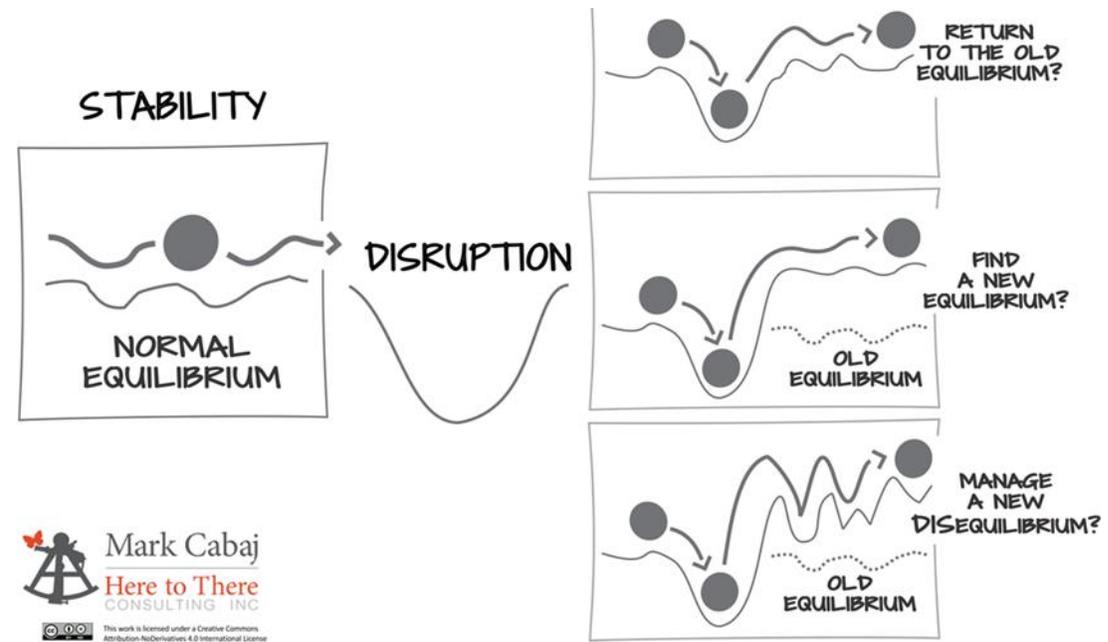


Strategic Learning and Social Innovation in Times of Uncertainty

Gabe McGaughey, Co-Director, Institute for Child and Family Well-being

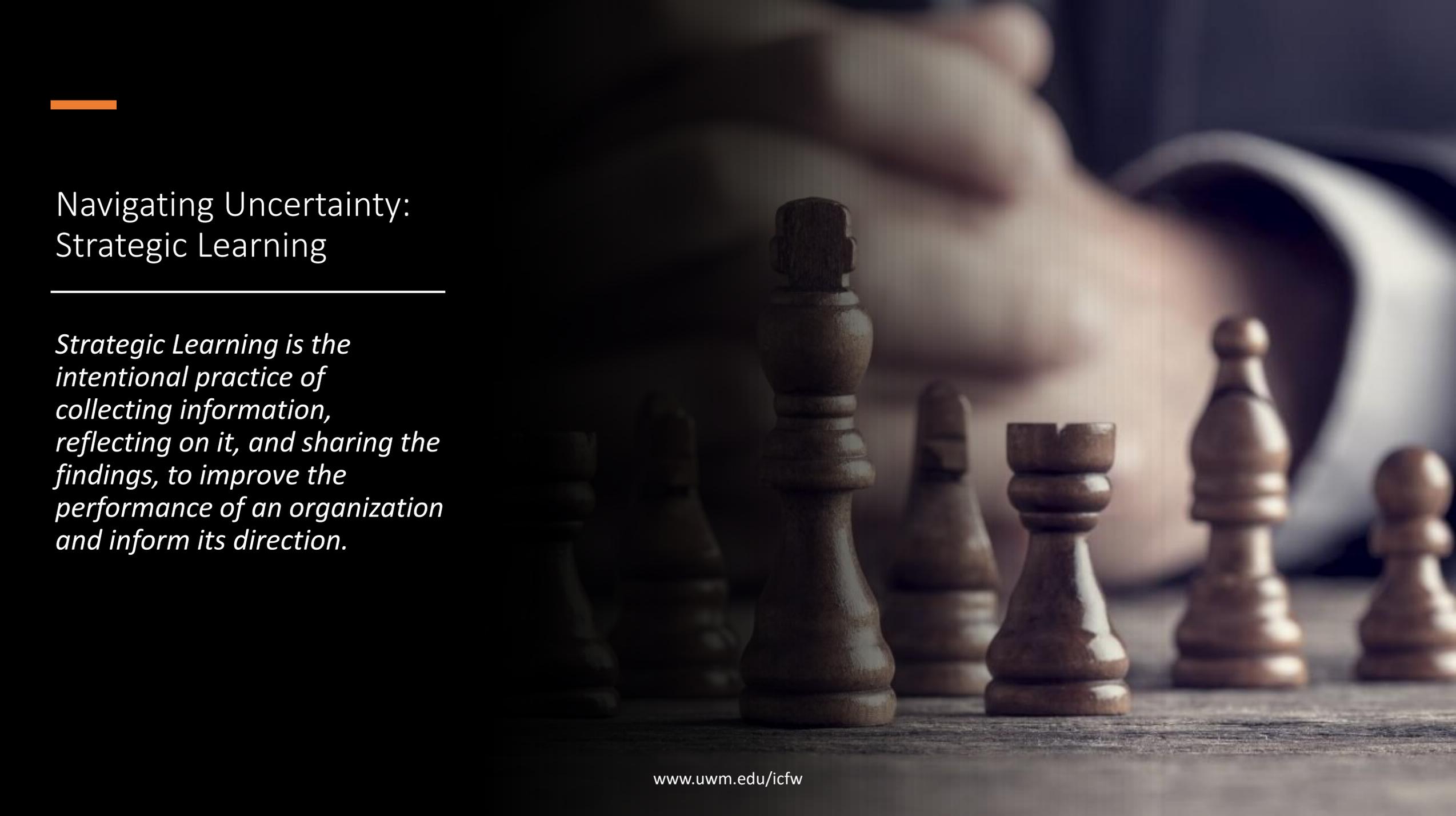
Luke Waldo, Director of Program Implementation, Institute for Child and Family Well-being

Navigating disruption & uncertainty



In times of uncertainty, there are three basic potential outcomes.

Based on how we think the disruption will impact the outcome, informs our choice of action.

A close-up, shallow depth-of-field photograph of a person's hands resting on a chessboard. The hands are positioned as if in the middle of a game, with fingers slightly curled. The chess pieces are made of dark wood and are arranged in a row across the board. The background is softly blurred, showing the person's torso and a white sleeve. The overall mood is contemplative and strategic.

Navigating Uncertainty: Strategic Learning

Strategic Learning is the intentional practice of collecting information, reflecting on it, and sharing the findings, to improve the performance of an organization and inform its direction.

Strategic Learning

- **Creates institutional memory;**
- **Supports just-in-time iteration; and**
- **Clarifies our hypotheses about our work.**

By keeping insights, assumptions, and hypotheses at the forefront of organizational consciousness, our learning practices ensure that *the design of any future work is informed by the learning of prior endeavors.*



Social Innovation

Good Design...

- Anthropology honors reality.
- Social Work creates ownership.
- Organizing builds power.



Source: George Aye

Design thinking: An innovation process



Discovery

Understand

- Literature Review
- Framing
- Expert Interviews



Ideation

Include

- Synthesis
- Concepting
- Inclusive Brainstorming



Testing

Test Small, Fail Small

- Prototyping
- Piloting



Implementation

Shared Learning

- Pre-implementation
- Implementation
- Continuous Quality Improvement

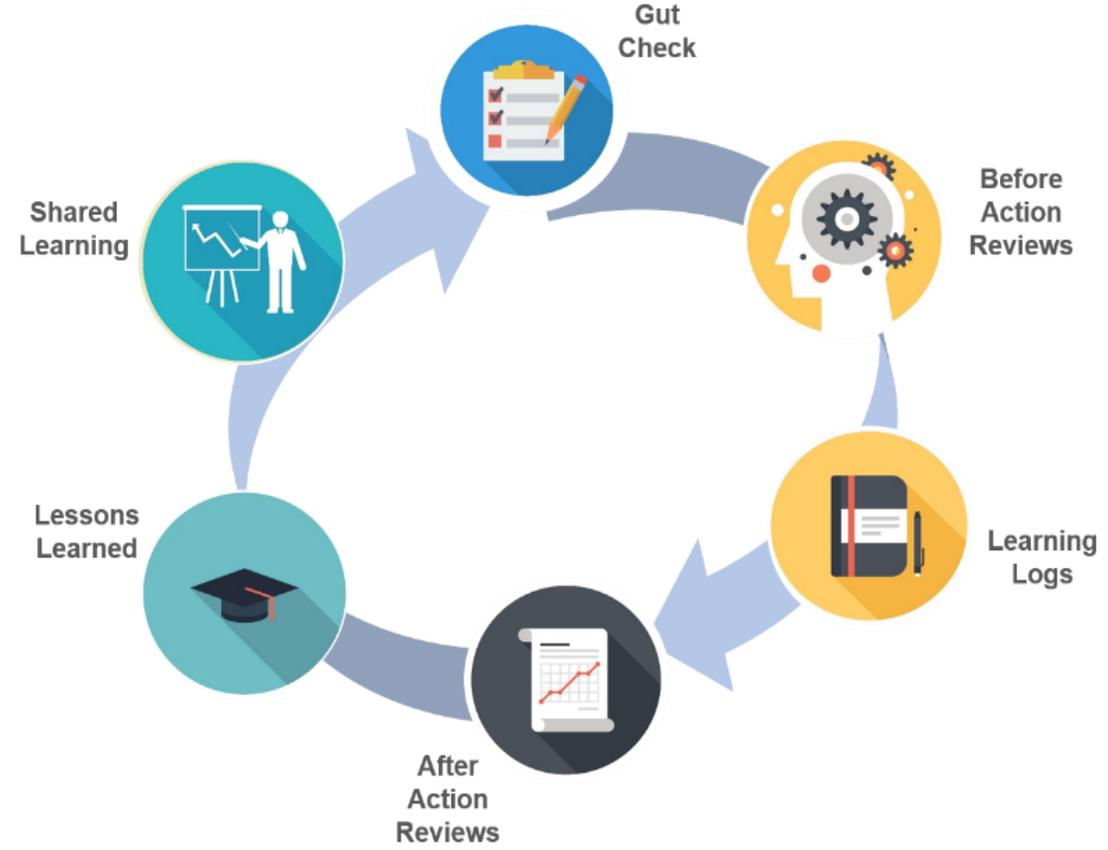


Scaling

Adaptation

- Pre-scaling
- Change Management
- Communities of Practice

Children's ICFW Strategic Learning Process



Strategic Decision-Making: Gut Check

By standardizing our decision-making process with the Gut Check, we ensure that our proposals:

- Align with our mission, values and growth priorities;
- Frame clearly why, how and what;
- Define the correct starting point;
- Determine if we have the capacity and/or plan to implement and sustain the project.



Before and After Action Reviews (BAR/AAR)

Strategic Planning: Before Action Review

Conducted prior to an activity or event to help:

- Clarify desired results;
- Plan for anticipated challenges;
- Set clear goals and action steps.

Strategic Learning: After Action Review

Conducted after an activity or event to help:

- Reflect on what actually occurred versus what was intended;
- Identify potential ways to improve the next time;
- Share what we have learned.

ICFW's Before Action Review



Why do we use the Before Action Review?

- The BAR serves as a guiding star by aligning activities and objectives with our values, mission and the needs of those we are serving.

How do we use the Before Action Review?

- The BAR serves as a planning tool that focuses on:
 - Solutions for identified problems,
 - Employing lessons learned from past efforts, and
 - Developing clear and achievable goals.
- It also sets expectations before implementation for strategic learning and its use to solve unforeseen or new challenges in subsequent iterations.

Learning Logs

- Learning Logs are where we share insights and reflections on work that we're doing—from interviews to meetings to thoughts that arise in the course of writing, reading, or otherwise engaging in our work.
- The log serves a **knowledge management function** in a multi-site office, and allows us to track how our thinking and work with others evolves over time.



ICFW's After Action Review

Why do we use the After Action Review?

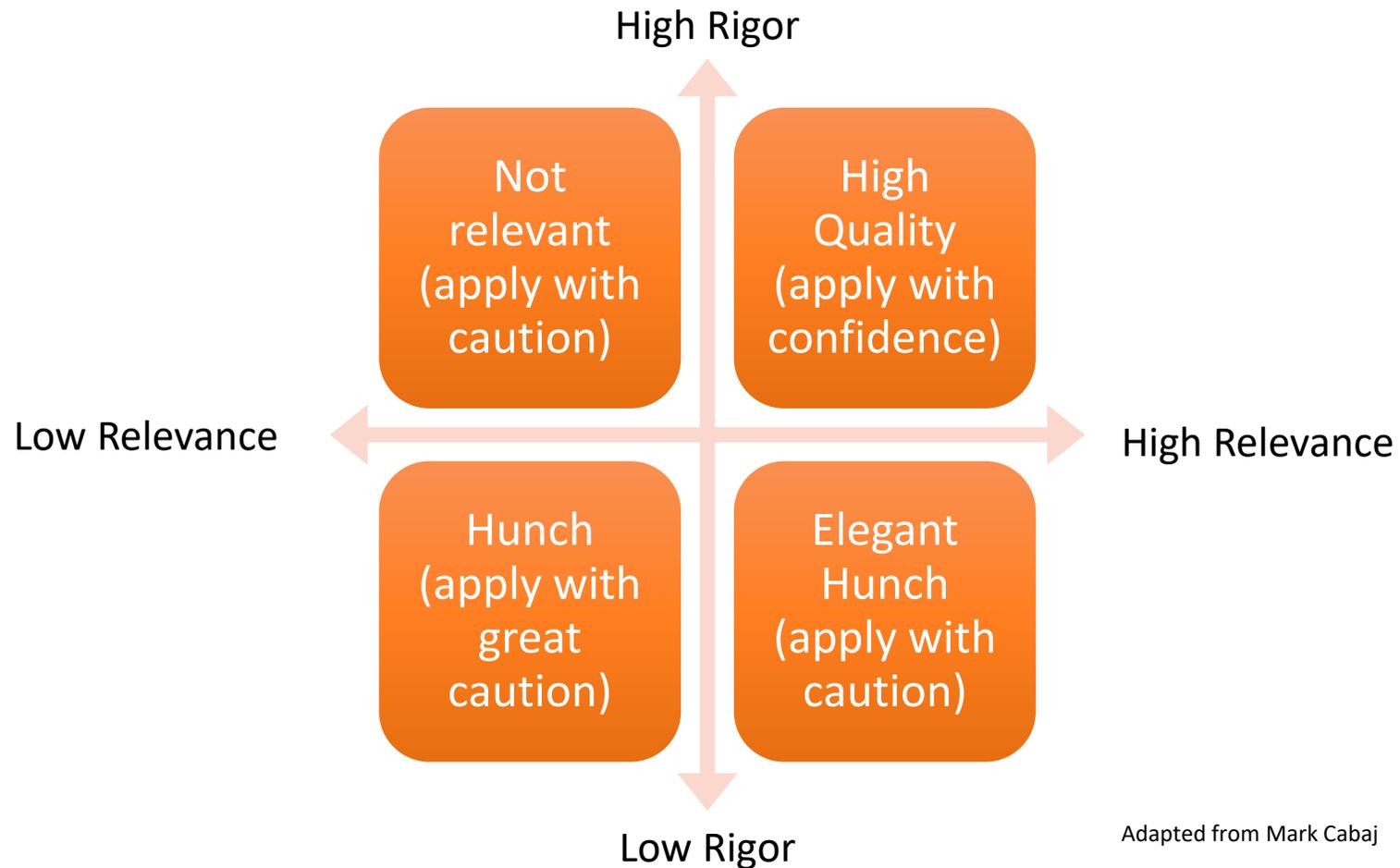
- Our lessons learned, whether positive or negative, must be based on actual results, not desired results.

How do we use the After Action Review?

- By contrasting our intended results with our actual results, we can begin to surface important insights and lessons learned. These, ultimately, inform how we proceed – what we sustain and what we seek to improve in another iteration.
- The AAR and its lessons learned then contribute to shared learning and to a new cycle in which our lessons are further tested.



Assessing Strength of Lessons



Framing the lessons

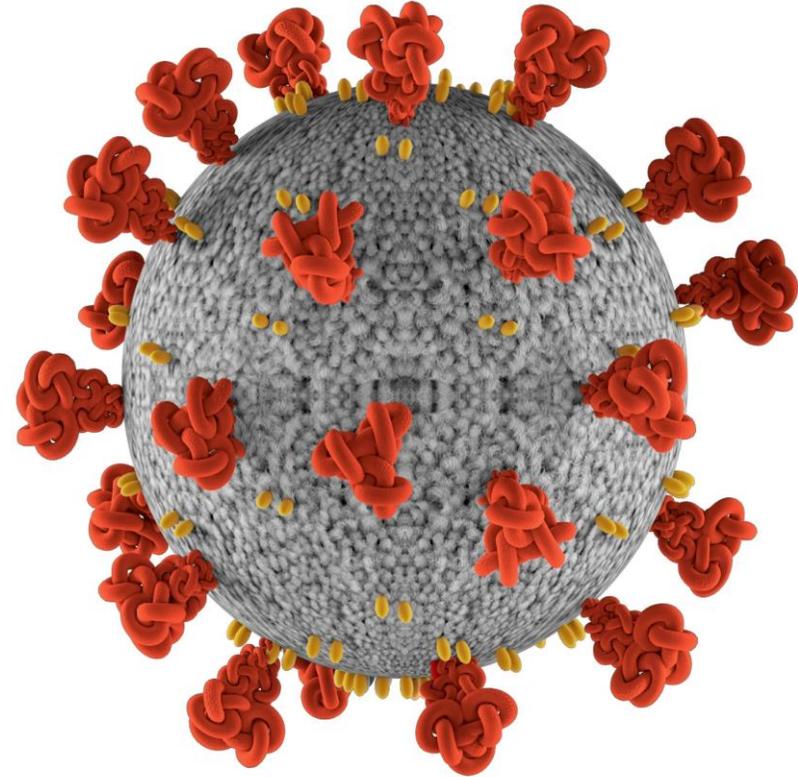
How might we...?

- How might we statements are a tool for prescribing what *should* happen in your world tomorrow.
- Questions that help us generate ideas.



COVID Resilience Plan Mission Statement

Identify and elevate innovative practices that support the well-being of families that are adaptable to our current limitations and may enhance future practice. Highlight policy and system failures that impact family well-being for advocacy efforts.



Guiding Principles

User focused

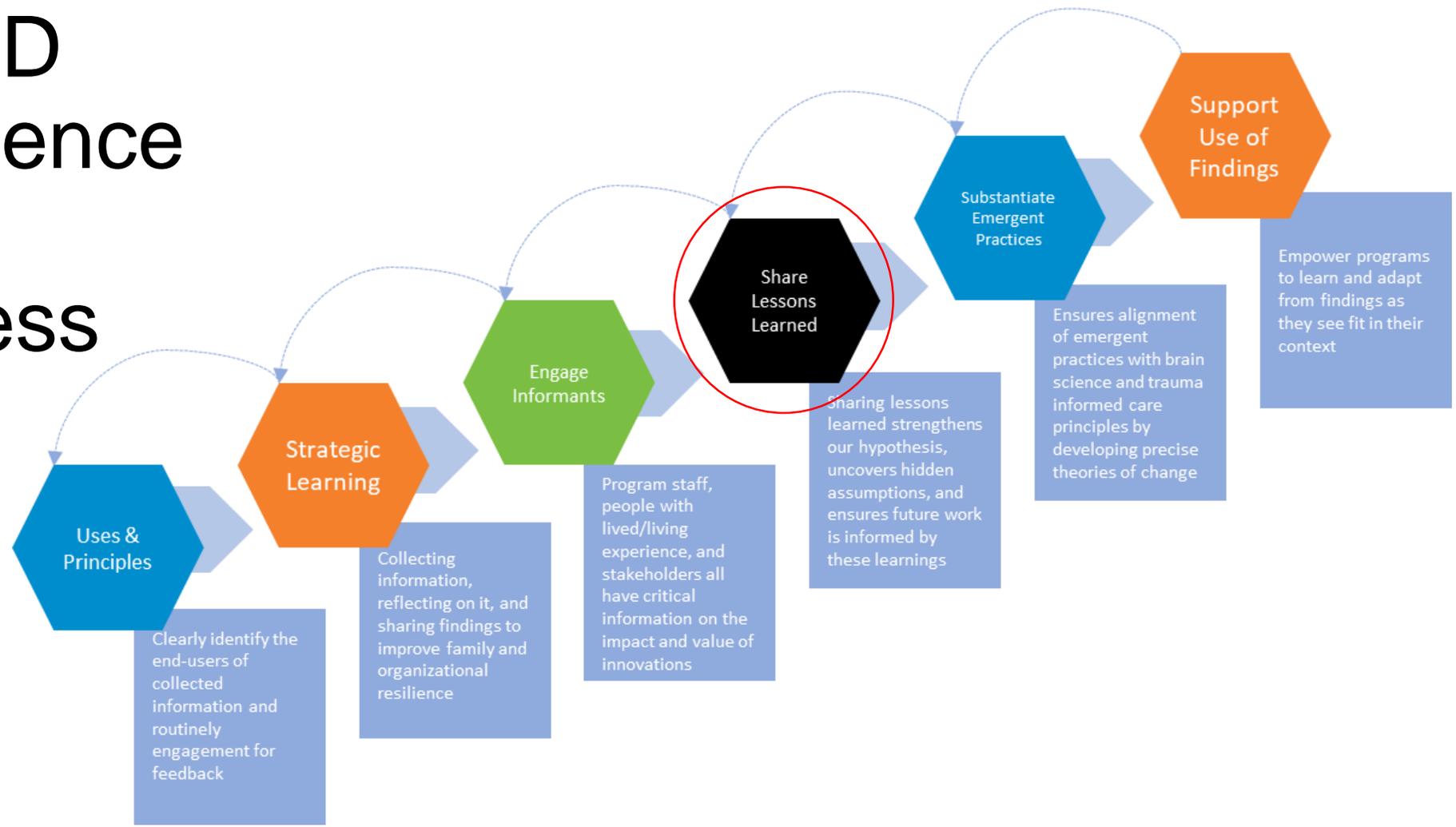
Inclusive of community voice

Generalist

Pragmatic

Shared learning

COVID Resilience Plan Process



Sources
and
information
collection
efforts

Champions Team

19 After Action Reviews

7 Communities of Practice

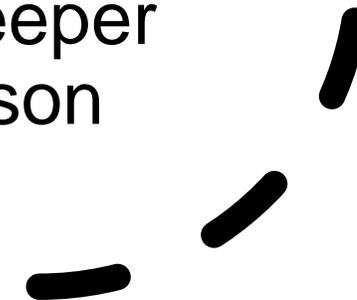
1 Parent survey

2 Parent focus groups

Lessons Learned & Insights

A *Lesson Learned* is knowledge and experience - positive or negative - derived from actual incidents that can be translated into relevant and useful knowledge.

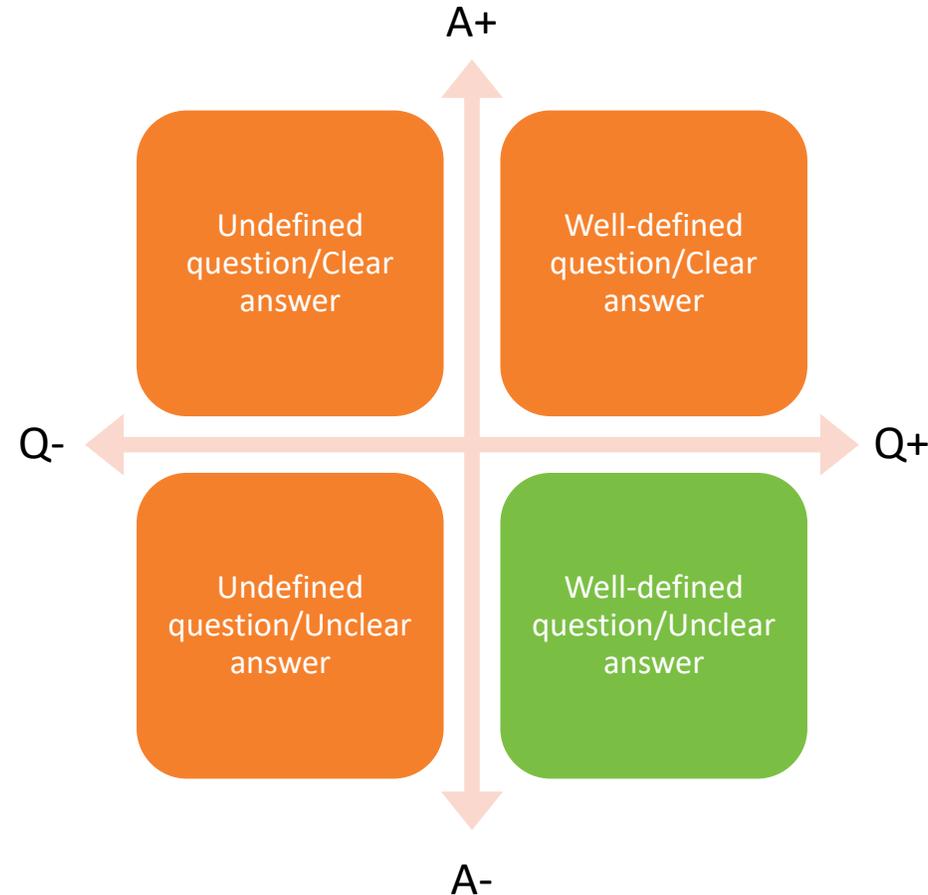
An *Insight* reflects a deeper understanding of a lesson learned.



Strategic Learning into Action



Framing Questions for Action



“A properly framed How Might We doesn’t suggest a particular solution, but gives you the perfect frame for innovative thinking.”
- IDEO, Field Guide to Human-Centered Design

Source: George Aye



Thank you!

We value your participation and feedback. Please complete the **brief survey** that you will receive upon the conclusion of this webinar.

We will follow shortly with **supportive materials** for further learning.

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To learn more about our future webinars, join our newsletter mailing list at <https://uwm.edu/icfw/newsletters/>, explore our website www.uwm.edu/icfw, or follow us on social media.

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