

Innovating for Impact | Innover pour Impacter



Workshop - Challenging Mental Models and Exploring Possibilities in the Settlement Sector

Pathway to Prosperity

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Agenda



Part 1 - Concepts

- Explain Mental Models



Part 2 - Tools

- How to challenge mental models
 - Iceberg model



Part 3 - Application

- Exploring possibilities in the settlement sector



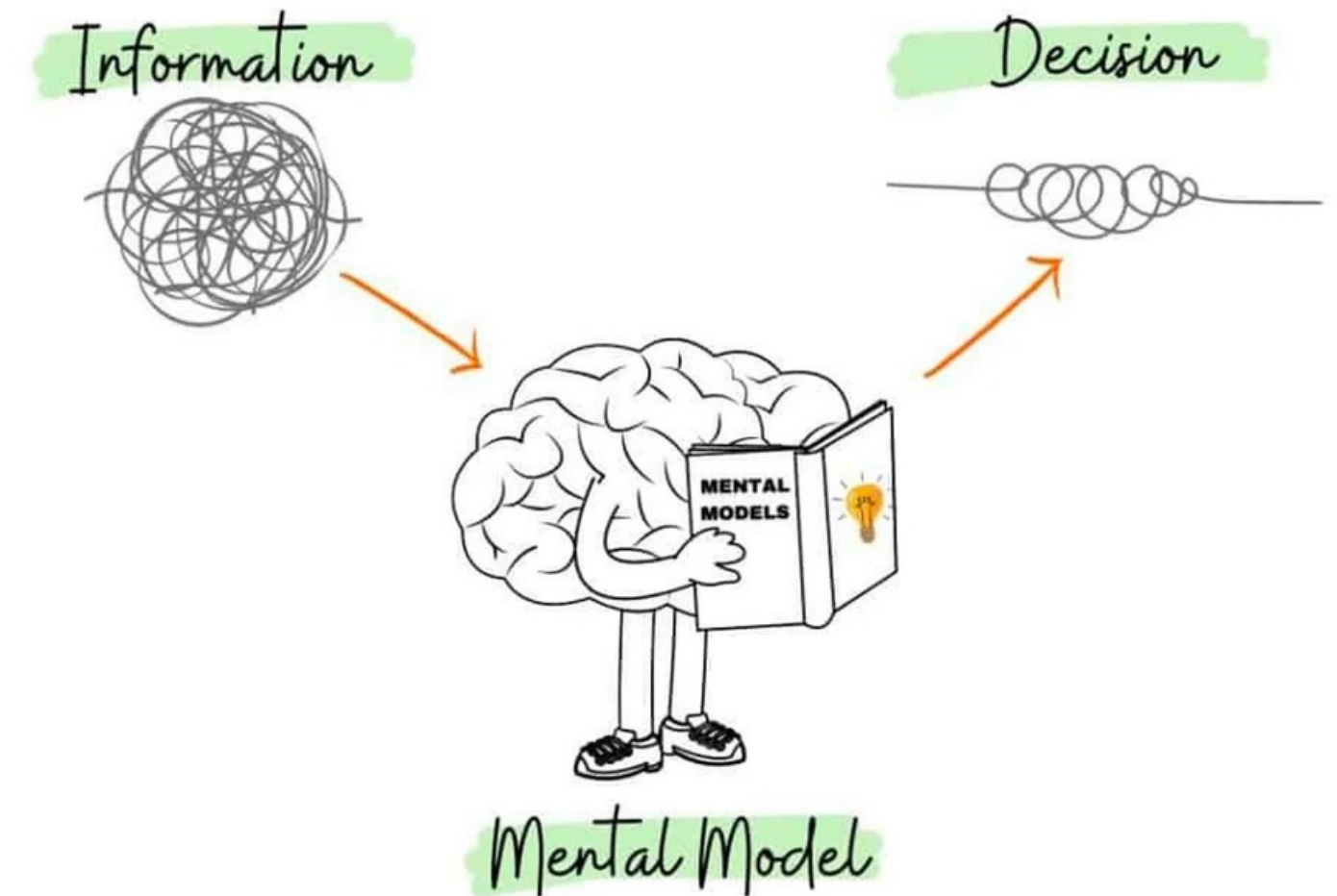
Part 4 - Developmental Evaluation & other measures

- Learning and adapting
- Tools

Setting the context

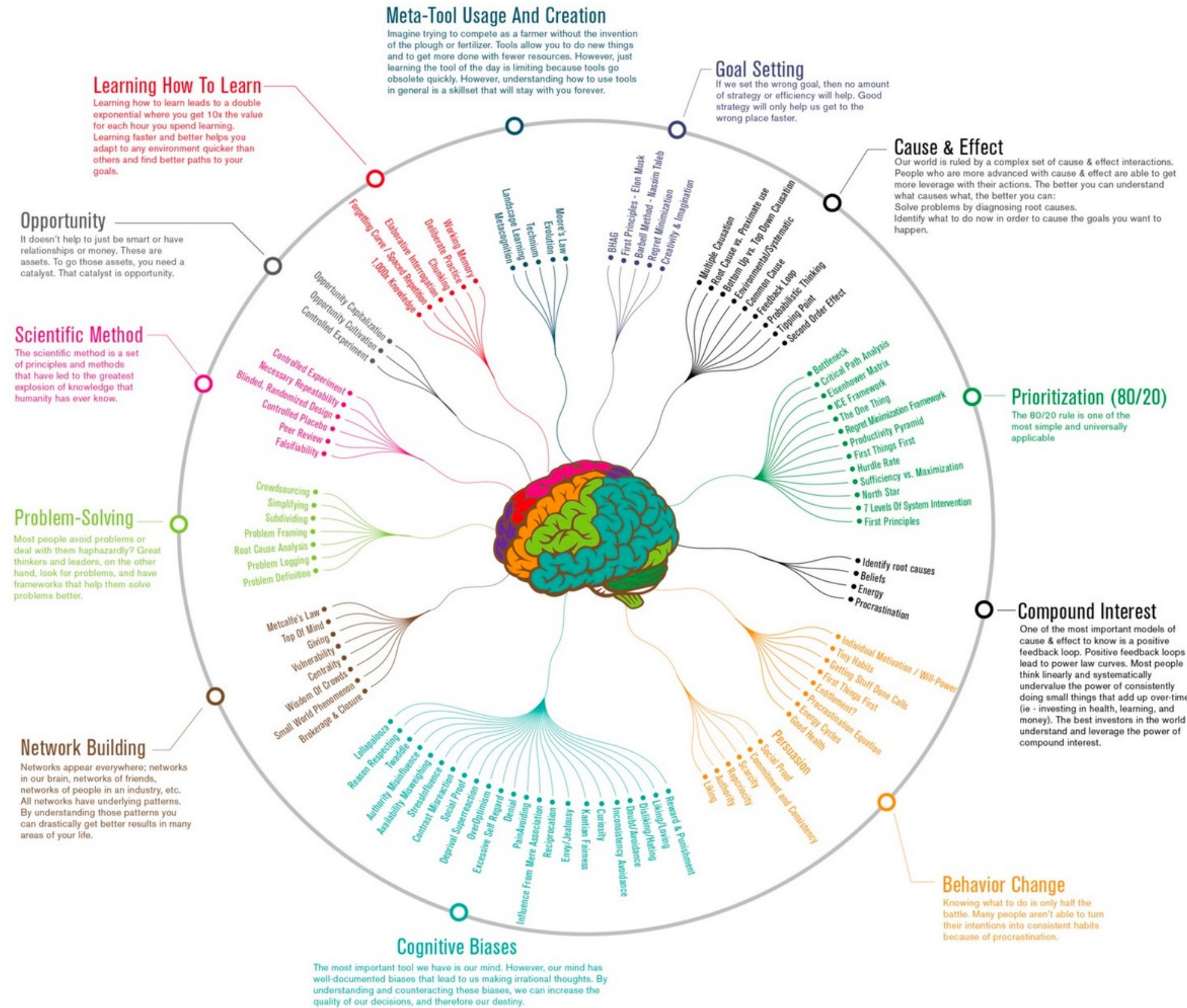
- What are mental models?
- Why are mental models important?

SIMPLEST EXPLANATION OF MENTAL MODELS



Sources of Mental Models

The Top 12 Most Useful & Universal Mental Models



Reflection

If mental models are so good, what is the issue?

Challenging Mental Models

Iceberg Model



Events

The observable actions and phenomena

Patterns

Describe trends over time

Structure

How the parts are interrelated to influence the patterns

Models

The mental models that support everything else in the system

Example of Iceberg Model in Social Innovation



Events

An app to help homeless people find a local food bank



Patterns

A policy to tackle increasing homelessness through providing more shelters



Structure

Changing the structure of support from centralized institutions to community peer-to-peer service provisioning



Models

Rethinking public value as something we all co-create in all our actions



Let's practice

Apply the iceberg model using an example from the settlement sector and identify

- Event
- Patterns
- Structure
- Models

Fitting in vs. Belonging



Events

The observable actions and phenomena

Iceberg Model

Fitting in vs. Belonging



Patterns

Describe trends over time

Fitting in vs. Belonging



Structure

How the parts are interrelated to influence the patterns

Fitting in vs. Belonging



Models

The mental models that support everything else in the system

Fitting in vs. Belonging

“Fitting in is about assessing a situation and becoming who you need to be to be accepted. Belonging, on the other hand, doesn’t require us to change who we are; it requires us to be who we are.”

— Brené Brown, The Gifts of Imperfection

Developmental Evaluation (& other measures)

Learning and adapting as goals

Program outcomes are about increased capacities of participants and their organizations

- Social Design & Research
- Outcome Measurements

AND...

Keep an eye on shifting mental models, biases and innovation when those are longer-term outcomes

But also...

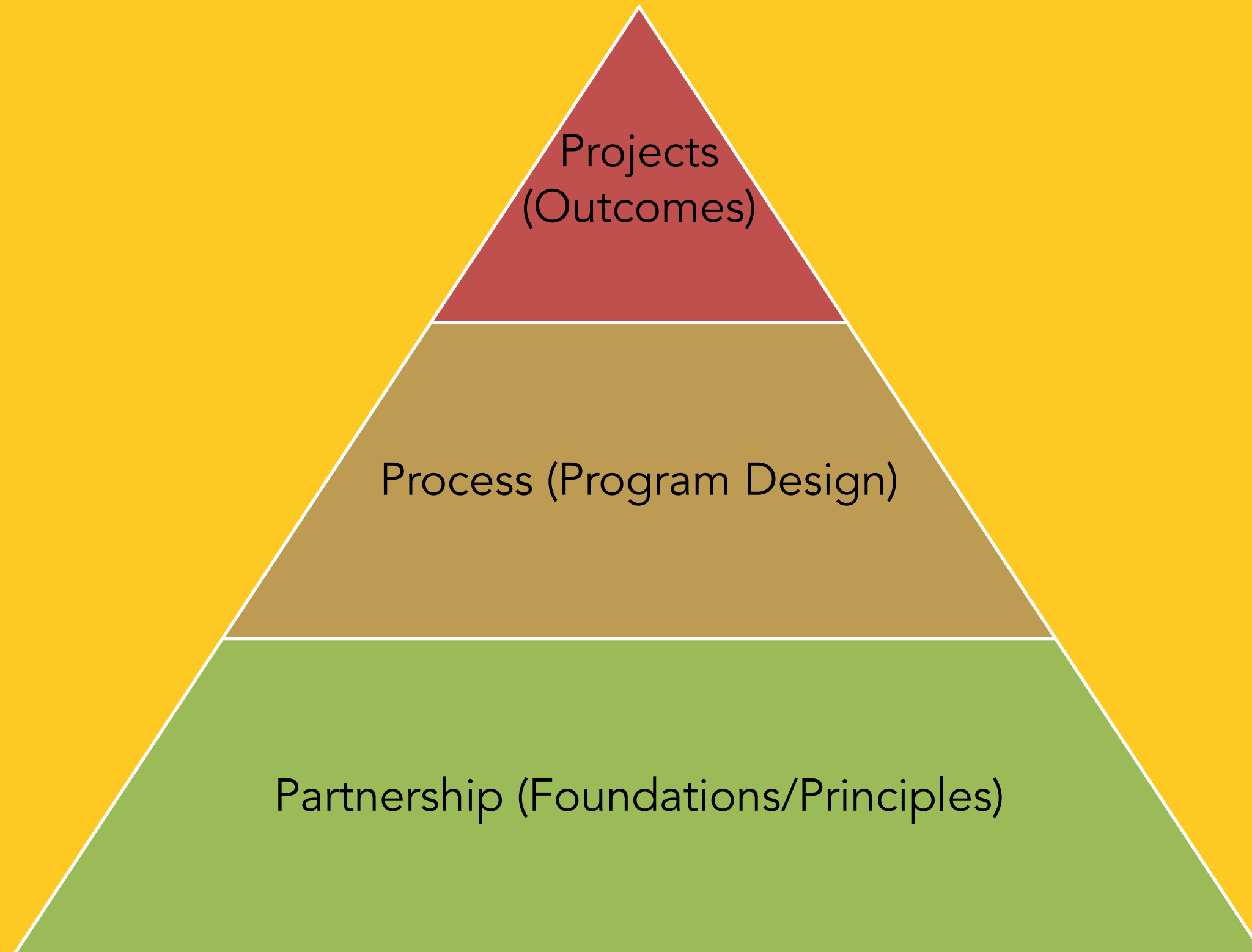
- How is the team learning about delivery and what works?
- What is the baseline for each cohort? How do you meet the participants where they are?
- How are the participants adapting and learning when applying concepts in real time?
- How do partnership dynamics play a role in initiative success?
- What barriers or biases prevent shifts in mental models?

Process

Partnership > **Principle based evaluation**

Process > **Developmental Evaluation**

Projects > Performance Measures via **Formative Evaluation** and using Social R&D/ Developmental Evaluation capacity tools for participant initiatives



Tools used

- Journals
- Check-ins/outs
- Surveys for feedback
- Coaching sessions
- Iceberg model
- Application forms
- Definitions
- Outcome harvests

Here is what
we have
learned so
far
or...
The
questions
still being
held

- Capacity and shifts are taking place
- Trust is at the centre of collaboration to progress things positively
- Sector has barriers of time, exhaustion and resources that prevent shifts in mental models
- Limited motivation to risk and change the way things are done
- Who is centred? What is the need?
- In-person sessions is more than just learning. It is relationship, trust and cross-pollination of ideas
- How do the participants go deeper in their learning so it is used ethically and wisely?



Thank you!

Merci!