

## JOIN US ... IN FORGING A NEW PATH FOR OUR COMMUNITIES AND OUR WORLD

It's no secret that people are frustrated with politics and public life. They're tired of the acrimony and divisiveness and nothing getting done about the problems that affect everyday people. There's a sense that too many organizations and leaders are more focused on their own good than the common good. People want to make a difference but don't see what they can do that will amount to anything significant.

Unfortunately there are no easy answers to these challenges. The good news, though, is that there are ways to get our communities on a different path.

We invite you to join us.

### OUR MISSION

The Harwood Institute for Public Innovation is a nonpartisan, independent nonprofit that teaches and coaches people and organizations to solve pressing problems and change how communities work together. The Institute has worked across the U.S. and increasingly around the world and has partnered with some of the world's largest nonprofits, including United Way Worldwide, AARP, the American Library Association, the Corporation for Public Broadcasting and others.

The people we teach and coach, called public innovators, are the leaders that move our communities forward. They come from nonprofits, businesses, government, the media, and educational and religious organizations. They are an essential ingredient to solving our most vexing challenges.

That's why the Institute has set a bold goal to develop 5,000 public innovators by 2016.

**“Community is a common enterprise. We can't go it alone.”**

- Rich Harwood  
Founder and President  
The Harwood Institute



## THE HARWOOD APPROACH

We believe that for public innovators to be truly effective in their change efforts, they must be turned outward. This means using the community, not your conference room, as the main reference point for decisions - from the strategies you and your partners pursue, the partners you choose, how you start and then grow your efforts over time, and even how you structure and run your internal organization. If you turn outward and make more intentional judgments and choices in creating change, you will produce greater impact and relevance in your community.

We use a series of frameworks we've developed over the past 25 years to create this shift in people's approach and then coach them over time to apply those frameworks to their organization, their community work, and even their own day-to-day lives as community leaders.

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We develop public innovators to:

1. Identify community issues rooted in people's shared aspirations and build public will for action.
2. Develop strategies that fit their community's context.
3. Create the community conditions that enable change to take hold.
4. Forge relationships with the right partners to run with.
5. Build networks for innovation and learning.
6. Adopt the right metrics to gauge progress.
7. Cultivate can-do narratives in their organizations and the community.

## OUR WORK ON THE GROUND

Here are some examples of how our work is being applied in communities and with organizations:

- **Pikes Peak United Way** – Over 12 months, we are developing public innovators at this United Way in Colorado Springs, supporting them in deepening their relationship to their community and in building new strategies to drive collective action with partners that gets at the root causes of community problems – moving beyond their traditional model of raising dollars and distributing funds to support direct human services.
- **AARP** – we are working with AARP's volunteers from around the country to train them as public innovators through their Volunteer Leadership Institutes so that they can be more effective advocates for change in their home communities.
- **American Library Association** – We are working with a cohort of public libraries, both urban and rural, from across the country to help them deepen their impact and relevance and to leverage their assets to support community change.
- **United Ways of Indiana** – With support from the Lilly Endowment and in partnership with the Association of Indiana United Ways, we are supporting a cohort of United Ways to deepen their ability to engage their communities and develop collective action with partners on education, income, and health issues. Over 18 months, these United Ways are receiving foundational training in our frameworks and coaching support to help them transform their organizations, build stronger partnerships and more effective community strategies, and improve the way they work together to improve lives.



- **Battle Creek, Michigan** – With support from the W.K. Kellogg Foundation, the Institute is working with the United Way of the Greater Battle Creek-Kalamazoo Region over three years to mobilize a cross-sector community team including the Chamber of Commerce, Kellogg Community Foundation, local school and city officials, and a variety of human service agencies to develop and executive an agenda to support vulnerable children. We are developing public innovators among and coaching them to create strategies for action that are building new norms, relationships, networks and structures needed for the community to come together and act on public challenges.

## SUPPORTS

We have packaged our approach in a variety of ways to help meet your needs:

- **Reclaiming Main Street Townhall** – if you need to get the “right people” in your organization or community excited about what it means to turn outward, why we need to work in a different way, and to start a different kind of conversation, consider bringing Rich Harwood to your community to speak as part of his Reclaiming Main Street Campaign. These events usually involve 250 or more community leaders from across sectors. They are a terrific leadership opportunity for the sponsoring organization and a great way to rally the community.
- **Public Innovators Lab** – a 3-day immersion in our core approach to turning outward. We host national Labs open to everyone and also conduct labs for organizations, community coalitions, and organizational networks. The Lab is essentially a down payment on being developed in our approach; you leave with tools and steps you can take to start turning outward in your work and daily life.
- **Community or Network Initiatives** – For community groups and networks that want to go deep with our practice and really transform the way they work, we typically augment a Lab with 18-24 months of additional support that includes 1) a series of six “learn and apply” webinars; 2) monthly coaching; 3) spaces for shared learning we facilitate called “innovation spaces;” and 4) the certification of local Harwood coaches so that we are leaving on-the-ground capacity to continue spreading our approach after we’re gone.



- **Getting Started Package** - A one-day fast-track training that gets organizations focused on turning outward by shifting the way they engage their communities. option for smaller and more resource-constrained organizations.
- **Strategy & Design** – Using a series of questions we have developed in our community work, we lead organizations or community coalitions through a series of meetings that help you crystallize a strategy to achieve your shared aspirations, along with a framework for action that is rooted in that community’s context. Our approach differs from traditional strategic planning processes, which are often focused on activities that squeeze out the ability to address the issues that often sit at the heart of what hinders or accelerates the progress of groups trying to address community challenges.
- **Advanced Innovators Training** – Unlike the Public Innovators Lab, which is meant to be an introduction to the turning outward approach, Advanced Innovators Training is an intensive multi-day workshop focused on applying the approach to your specific individual, organizational, and community challenges. This training is ideal for organizations that already have some experience in turning outward.

## GETTING STARTED

**1**

**Download our free “Harwood in a Half Hour” tools.** Try them out with your board, staff, or community partners.

<http://www.theharwoodinstitute.org/harwoodhalfhour/>

**2**

**Have Rich come to your community.** Check out

<http://mainstreet.theharwoodinstitute.org> to learn more or contact Andrew Willis at [awillis@theharwoodinstitute.org](mailto:awillis@theharwoodinstitute.org).

**3**

**Send a team to a Harwood Public Innovators Lab.** We have several Labs open every year for teams. This is the best way to get a strong immersion in our approach. Contact Andrew Willis for more information.

**4**

**Partner with us.** If you are interested in bringing the Institute to your community or your network, contact Mike Wood, Vice President of Strategic Partnerships, at [mwood@theharwoodinstitute.org](mailto:mwood@theharwoodinstitute.org) or (301) 656-3669.

