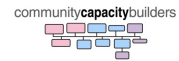


Key Features of the Social Innovation School Approach

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1

Social Innovation School Social Entrepreneurs

- Remarkable individuals
Sen, 2007; Bornstein, 2007; Ashoka, 2007
- Address society's most pressing social problems
Elkington and Hartigan, 2008; Leadbeater, 1997
- Innovations attack underlying causes of problems
Dees and Anderson, 2003; Drayton, 2002; Dees, 1998
- Spread their impact throughout society
Ashoka, 2007; Leviner et. al., 2006
- Develop a strong theory of change
Gutierrez and Tasse, 2007, p. 52; Bradach, 2003, p. 21

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2



Bill Drayton

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3

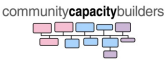


ASHOKA
Innovators for the Public

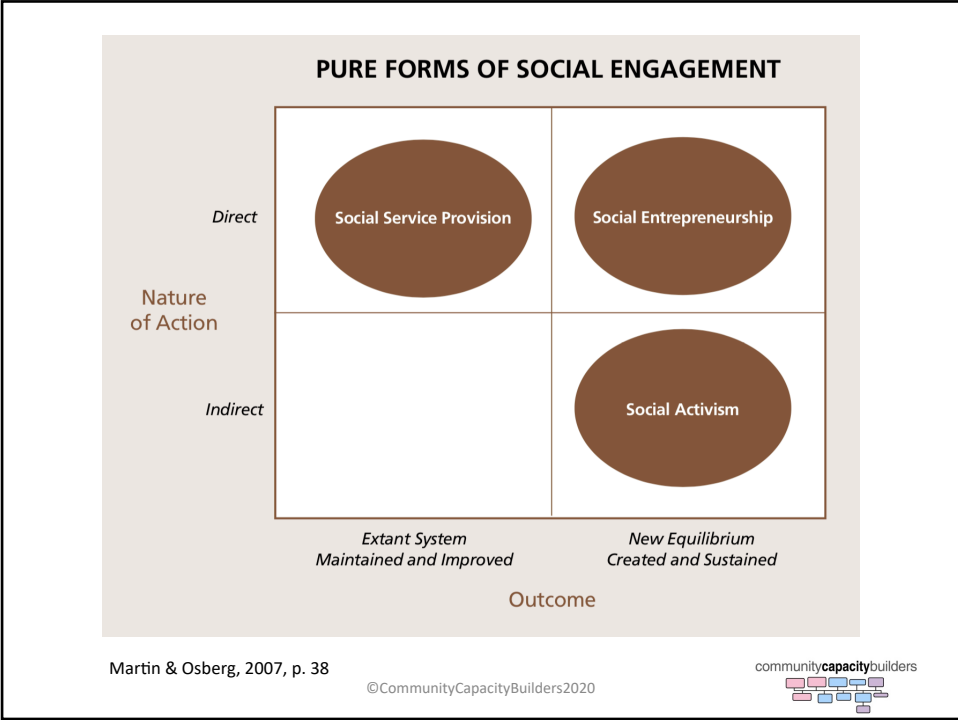
Social Entrepreneurs

'Individuals with innovative solutions to society's most pressing problems'
Ashoka, n.d.

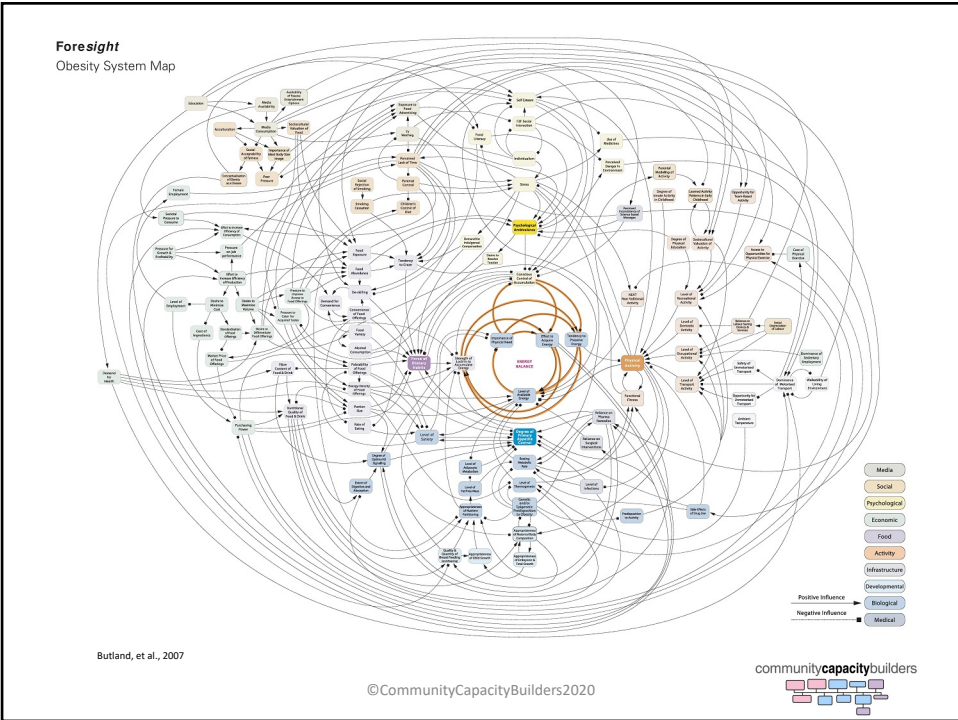
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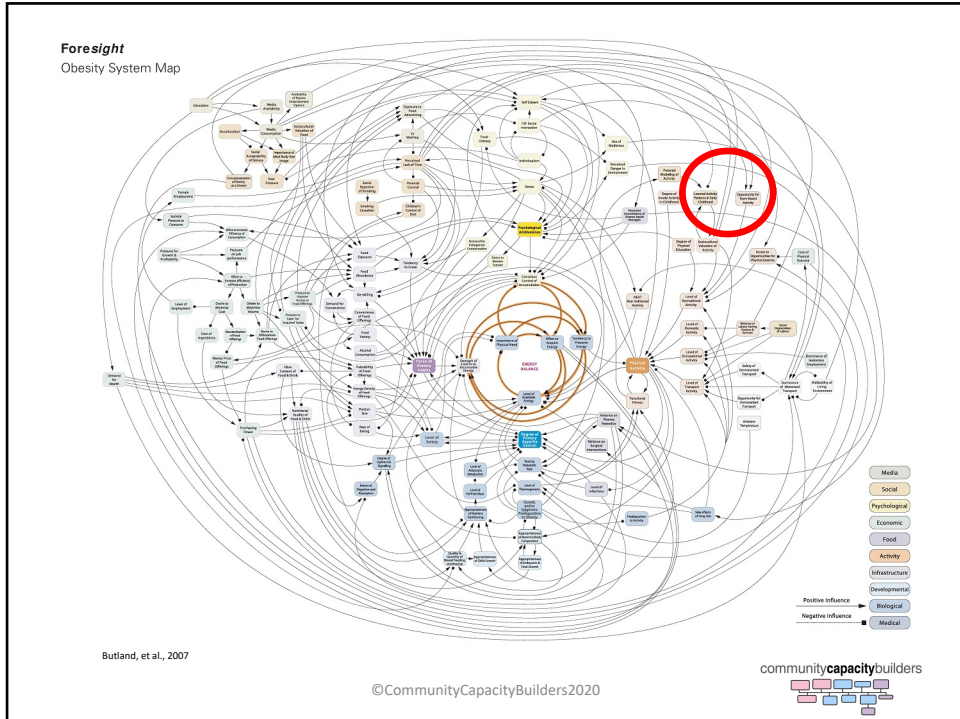
4



5



6



7

Ashoka's Impact Measurement

- Includes policy change:

MEASURING EFFECTIVENESS

The Idea: Policy Change
Changes in government policy signal the adoption of a Fellow's idea in the public sphere. Through policy change, existing systems in society can be broadly reformed.

Have you contributed to policy change on the national level?

National Level Policy Change

Time Post Election	% Respondents
5 years post election	56%
10 years post election	71%

Leviner, N. (2006).

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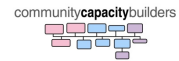
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Social Innovation School Definition

- ‘Social entrepreneurs play the role of change agents in the social sector, by:
 - Adopting a mission to create and sustain social value (not just private value)
 - Recognising and relentlessly pursuing new opportunities to serve that mission
 - Engaging in a process of continuous innovation, adaptation, and learning
 - Acting boldly without being limited by resources currently in hand; and
 - Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created’

Dees, 1998

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Social Innovation School

- Rooted in the body of knowledge of commercial entrepreneurship
 - the discovery, evaluation, and exploitation of opportunities

Hoogendoorn et al., 2010

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Group Social Entrepreneurship

- *'social entrepreneurship is exercised where some person or **group**: (1) aim(s) at creating social value, either exclusively or at least in some prominent way; (2) show(s) a capacity to recognize and take advantage of opportunities to create that value ("envision"); (3) employ(s) innovation, ranging from outright invention to adapting someone else's novelty, in creating and/or distributing social value; (4) is/are willing to accept an above-average degree of risk in creating and disseminating social value; and (5) is/are usually resourceful in being relatively undaunted by scarce assets in pursuing their social venture.'*

Peredo and McLean, 2006, p. 64

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11

Social Entrepreneurs Not Always Individuals

- *'A social entrepreneur is an individual, group, network, organization, or alliance of organizations that seeks sustainable, large-scale change through pattern-breaking ideas in what or how governments, nonprofits, and businesses do to address significant social problems.'*

Light, 2006, p. 50

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Problems with Focusing on Individual

- Focuses on individual traits and strays away from what the social entrepreneur does
- Ignores the role of organisations
- Neglects the pattern-breaking idea
- Ignores the pipeline of support

Light, 2006

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