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# Social Innovation

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A NEW MODEL FOR  
CITIZEN ENGAGEMENT  
By Myung J. Lee & Peter Levine

ENGAGING EMPLOYEES TO CREATE  
A SUSTAINABLE BUSINESS  
By Paul Polman & CB Bhattacharya

HOW GRANTMAKING CAN CREATE  
ADAPTIVE ORGANIZATIONS  
By Douglas Easterling

# Stanford SOCIAL INNOVATION Review

FALL 2016  
VOLUME 14, NUMBER 4

## When Innovation Goes WRONG

How social enterprises  
can avoid the pitfalls and  
pathologies that often plague  
organizations when trying to  
turn innovation into impact.

By Christian Seelos & Johanna Mair



DISPLAY UNTIL NOVEMBER 4, 2016



# INNOVATION

## AND SCALING

## FOR IMPACT

*How Effective Social Enterprises Do It*



CHRISTIAN SEELOS

AND JOHANNA MAIR

# A pervasive myth today

## **Social impact is generated by innovation**

... spurs the search for “magic innovation formula”  
and “innovation success factors”

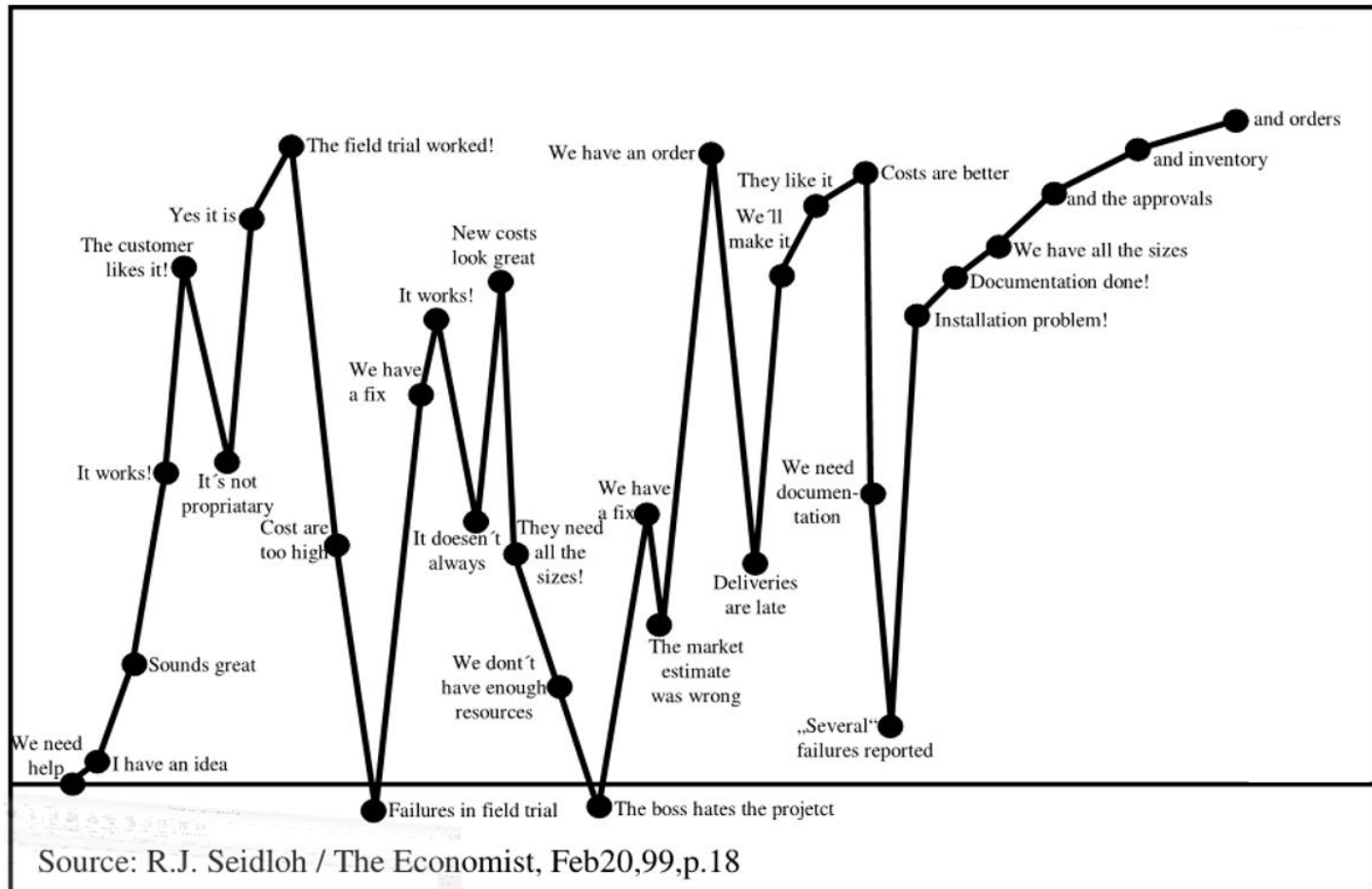
## **(Social) Innovation is Not the Holy Grail**

1. **OVERATING** the value of innovation
2. **UNDERVALUING** the importance of failed innovation
3. **UNDERAPPRECIATING** the difficulty of innovation



# Genesis of an Innovation

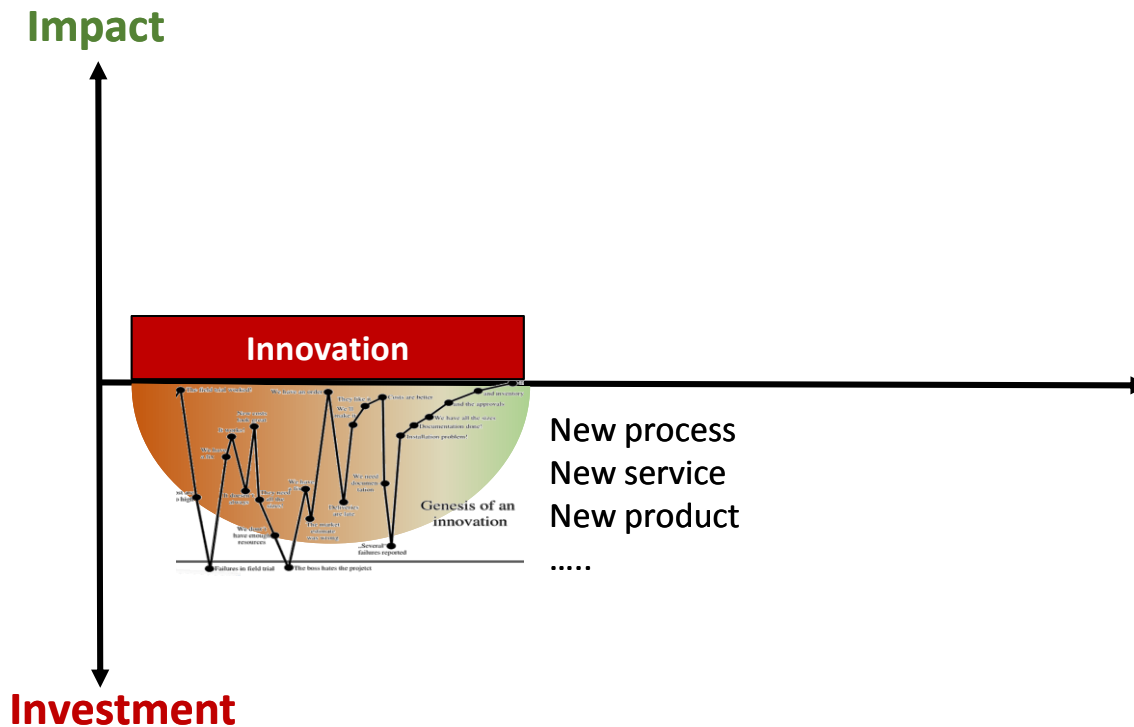
*A generic innovation process*



***If you don't know how to learn, don't innovate!***

# Innovation does not create impact

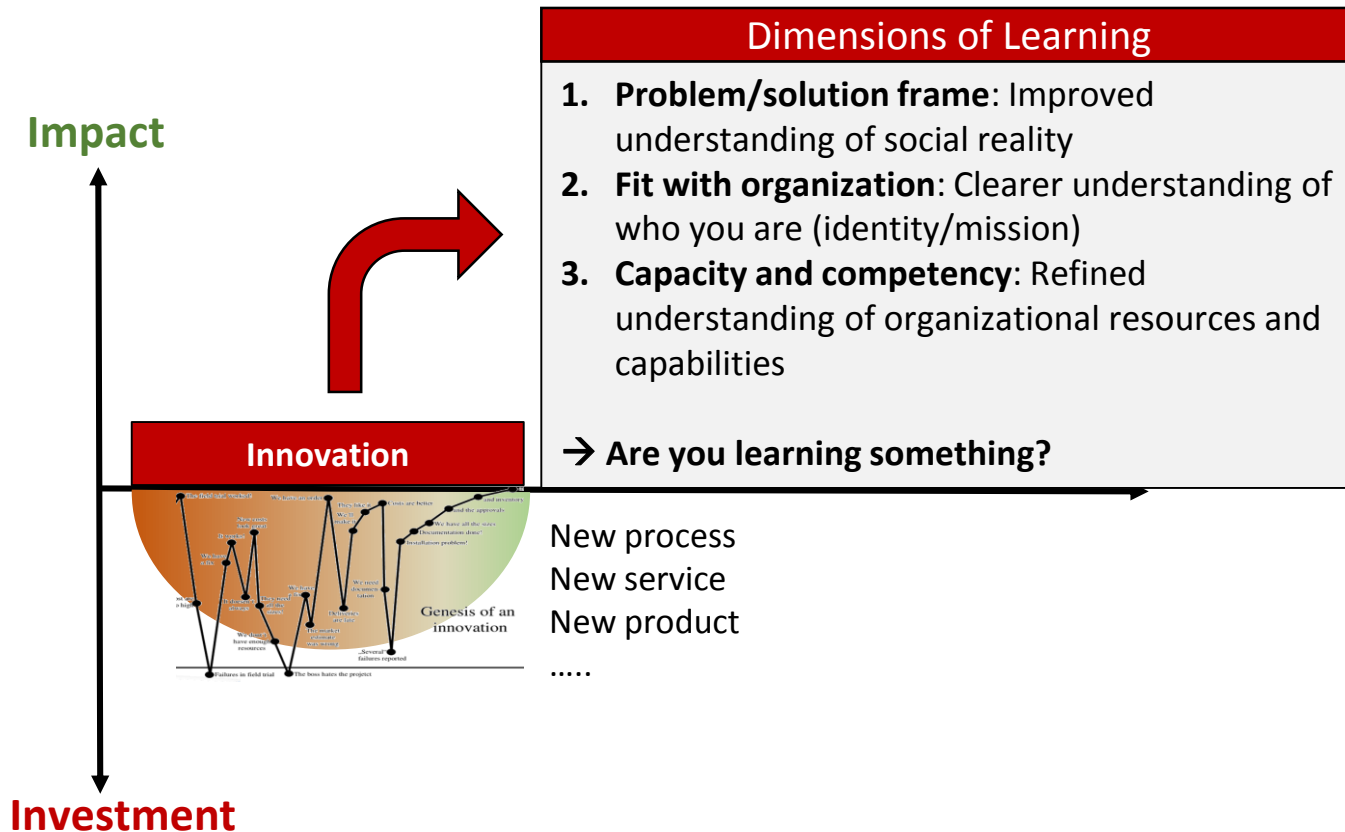
*Innovation is an investment*



Seelos and Mair (2017) *Innovation and Scaling for Impact – How effective Social Enterprises do it*. Stanford University Press

# Innovation does not create impact

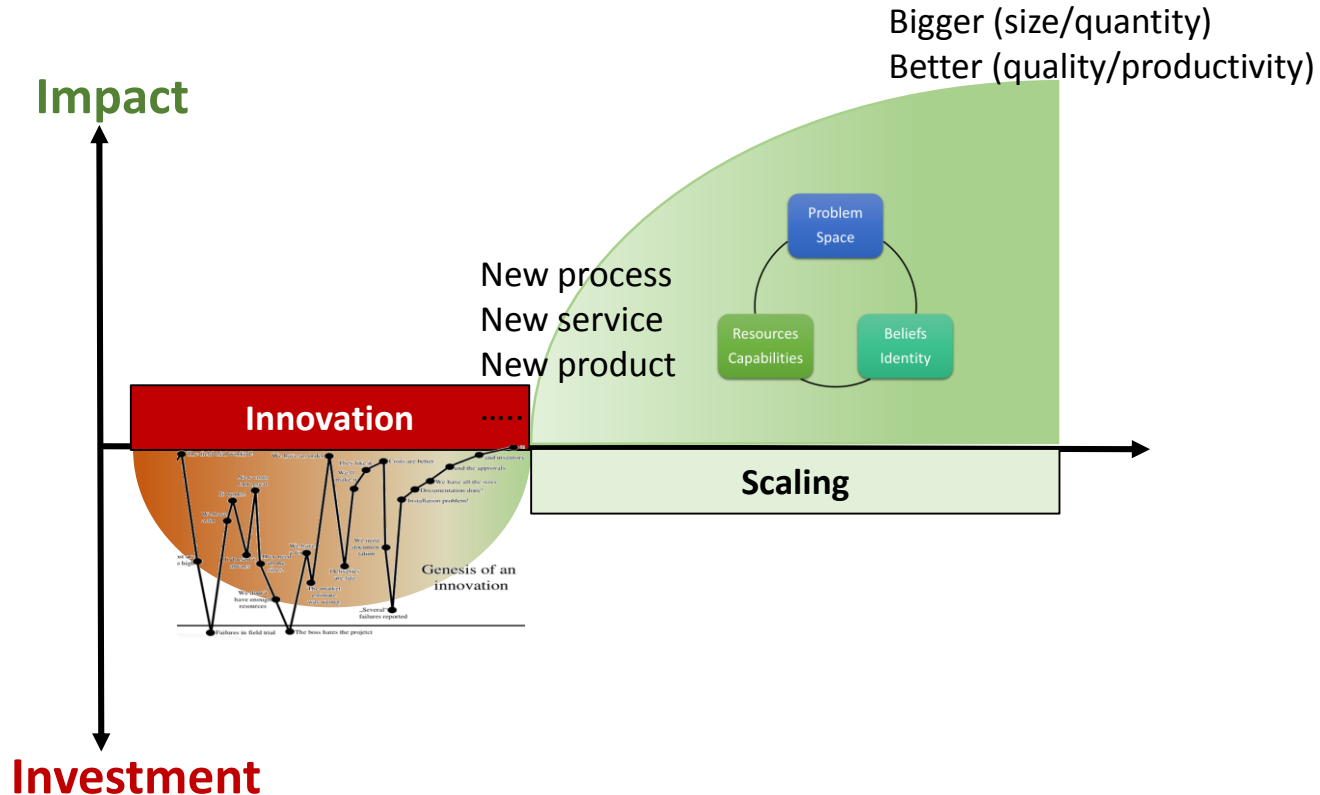
*Innovation is an investment*



*What creates value from the investment into innovation?*

# Scaling creates value from innovation

*Acting on and deepening existing knowledge*

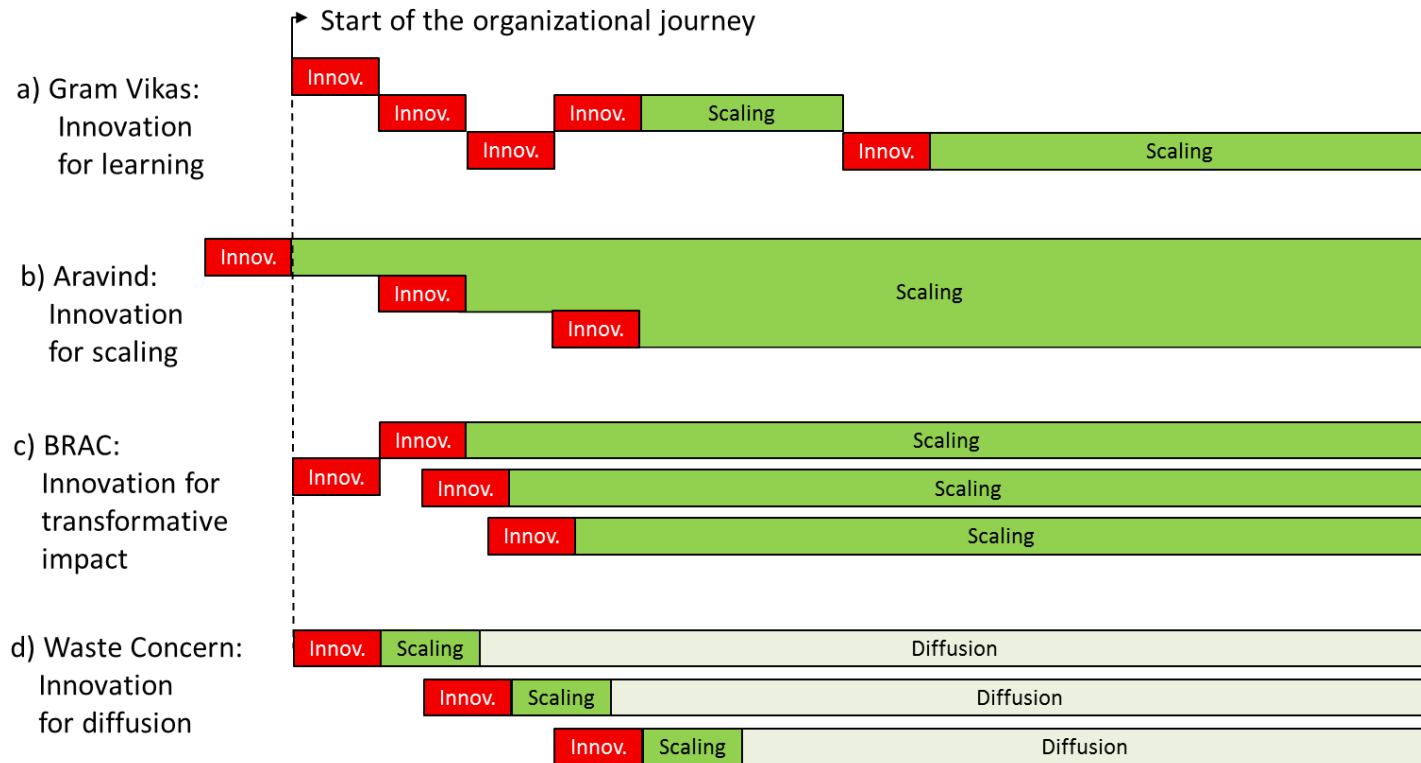


***If you don't know how to scale – don't innovate!***



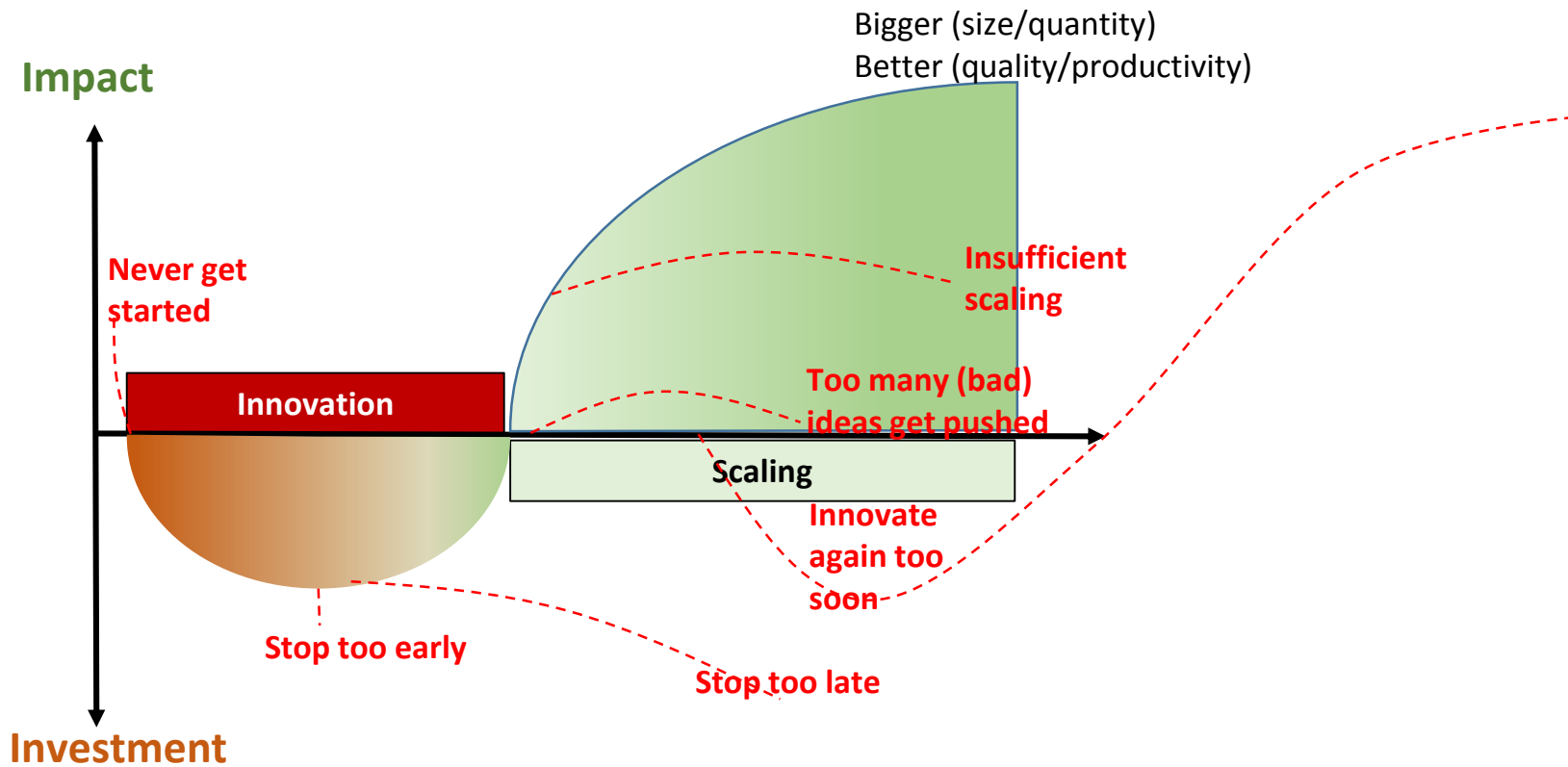
# Innovation Archetypes


*Mapping the roles of innovations and the balancing between innovation and scaling*



# Innovation Pathologies

*Diagnosing the organizational factors that limit impact creation from innovation*





INNOVATION  
AND SCALING  
FOR IMPACT

*How Effective Social Enterprises Do It*



CHRISTIAN SEELOS  
AND JOHANNA MAIR

THANK YOU !

Two things to remember

1. If you do not know how to learn do not innovate!
2. Do not innovate if do not know how to scale!

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