

# Smarter Innovation: Innovation by Design (Abstract)

*Editor's note: Members of Change Agents Worldwide describe a model of a dynamic, responsive organic network of peer professionals that uses collaborative microprocesses to innovate new products and services -- Katrina Pugh, Columbia University*

## **A network of peer global business professionals, Change Agents Worldwide (CAWW) uses collaborative structures to help companies and organizations adapt to changes in the nature of work.**

For example, knowledge is more democratized, work is more decentralized with broader constituents, and online tools can shift the ownership and creation process of ideas from sequential to concurrent and collaborative.

A network of active consultants -- and member practitioners inside companies -- partners to foster an active learning community, and work together to develop flexible and fluid work structures.

As a global group, the CAWW network operates exclusively through web-based and virtual mechanisms, and has adopted a strong ethos of what we term "working out loud", a participative, transparent, visible and social way of working.

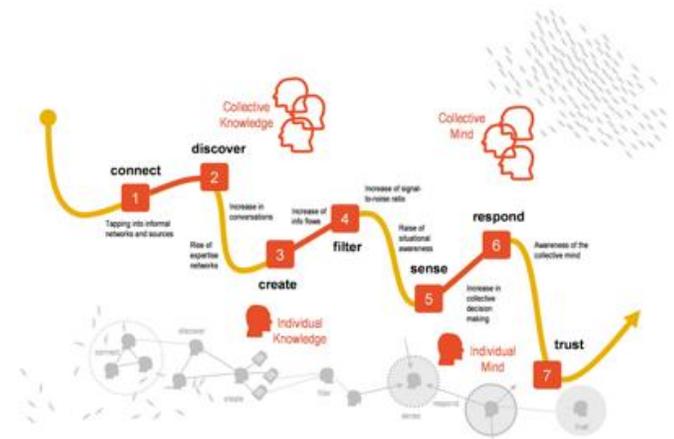
Members of Change Agents Worldwide embrace a set of network norms, including:

- Robust knowledge sharing,
- Relationship building (affirming, acknowledging contribution, empathy),
- Active exploring and dialoguing around important topics,
- Referencing work done by others,
- Engaging in emergent initiatives
- Engaging in self-organizing group work.

The network has developed several ways for moving conversation and learning into formal projects. For example, "job jars" are a coherent opt-in workspace for focused interaction and project work.

Collaboration with clients is done through secure and private "pods" in the CAWW enterprise social network. The pod-engagement model draws the client into the experience of "networked" ways of engaging and working. The transparency, visibility and persistency of dialogue inside the pods support an accelerated cycle of exploration and identification of critical needs for the clients. For example, a client may spin up several scenarios for introducing work transformations in a specific division.

Network members are committed to (and adept at) being active in external social networks. These expanded connections cross-fertilize our thinking and help us to avoid cognitive bias. Network-based trust dynamics follow an unfolding pattern (see below):



Source: Innovation by Design-Change Agents Worldwide.

**Joachim Stroh, Catherine Shinnors and Susan Scrupski** are members of Change Agents Worldwide. **Stroh** is an information and knowledge management professional, now with a focus on the people side of things. **Shinnors** is a management consultant, helping people and organizations productively embrace collaboration and social business capacities. **Scrupski** has been a writer, analyst and entrepreneur focus on technology advances for over 25 years, and is the founder of Change Agents Worldwide.