Edmonton Rainforest Immersion #1

Seeding Northern Alberta

28 September, 2017
Edmonton, AB

Rainforest
STRATEGIES

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About this Event

This Event Summary presents the findings from the Edmonton Immersion #1, conducted September 28, 2017, at the Shaw Centre in Edmonton, AB. This 1-day immersion was equal parts introduction to Rainforest concepts and tools and putting those tools to work to foster improvements in the innovation ecosystem in Edmonton. This summary presents each activity (at left) as it was worked by the participants.

The desired outcomes of this 1-day design session are to:

- Welcome and educate new RainforestAB members, and continue relationship building among all members.
- Report on RainforestAB initiative progress since September 2016, and notice the knitting together of the Calgary/Edmonton ecosystem.
- Consolidate knowledge gained from analyzing a 4th cohort completing the Rainforest Scorecard assessment in Alberta.
- Articulate improvement initiatives based on strengths and improvement opportunities, patterns in Scorecard data, strategic issues and technologically or politically challenging topics.
- Review the RainforestAB "social contract" and discuss what is easy about living by it compared to what is challenging.

Every Immersion is a fresh experience:

This was the 4th Rainforest Immersion conducted in Alberta. Great care was taken by the group convening this event to ensure that participants received a fresh experience, with as much conceptual freedom of movement and expression as earlier cohorts that convened in 2016 and March 2017. The group was not constrained by the work and outputs of the earlier cohort but rather built on previous work.

Edmonton Rainforest Immersion #1 Participants

Aaron Budnick	NABI
Amor Provins	MacEwan
Ana Ruiz	Havana Now
Andrew Bryson	Quercus Solutions
Ashley Janssen	Code and Effect
Blaine Hertsch	Dry Run
Brooks Hanewich	MatchWork
Bruce Alton	A-Partners
Chad Mielke	Peace Power
Cheryll Watson	EEDC
Chris Diaper	TEC Edmonton
Chris Lumb	TEC Edmonton
Chris Micetich	Brassdome Group
Colin Christensen	ThinQ Business Ninjas
David Botwick Ries	Homestead
David Janzen	NAIT
Debra Greig	TransforMana
Eric von Stackelberg	Anethum
Ernst Siu	IRAP
Gail Powley	Technology Alberta
Gord Sawatsky	Business Link
Greg Oldring	Inkdit
Howard Suissa	Suissa Design
James Keirstead	Levven Electronics
Jamie Rathor	Havana Now
Jane Humberstone	Government of Alberta
Jawaad Mohammed Abdul	Embed Comm
Jim Gibson	Rainforest Calgary
Jim Ward	Iomer Internet Solutions
John Murphy	Stream Technologies

Julie Skrepnek	Government of Alberta
Justin Archer	BRLN Communications
Kristina Williams	Alberta Enterprise Corporation
Lan Tan	TEC Edmonton
Lindsay Dodd	Doddcor Ltd.
Lorena Forster	Self-employed Contractor
Marcela Mandeville	AWE
Max Frank	Chamber of Commerce
Mehadi Sayed	Clinisys
Myrna Bittner	Run-WithIt
Nav Sharma	Government of Alberta
Nicholas Scott	Traverse Tech
Nick Kazakoff	ONETWOSIX Design
Nicole Medeiros	ATB Financial
Randall Adcock	Western Economic Diversification
Ray Muzyka	Entrepreneur
Reg Joseph	Alberta Innovates
Rick Davidson	Government of Alberta
Rob McColl	Economic Development and Trade
Rose Kasamali	BDC
Ryan Heit	VA Angels
Sandra Spencer	Nimble Strategizing
Santha Krishnasamy	Think Leaf
Sneda Vargas	Government of Alberta
Tina Faiz	Government of Alberta
Wayne Karpoff	Willowglen Systems
Will Bauer	Moment Research
Will Neumann	Entrepreneur
Zachary Storms	Preza Tech

Edmonton Rainforest Immersion #1 Participants in Action

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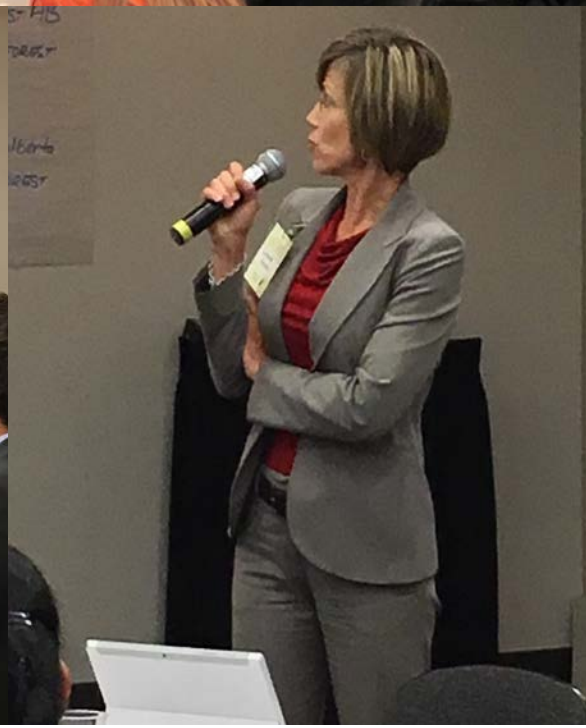
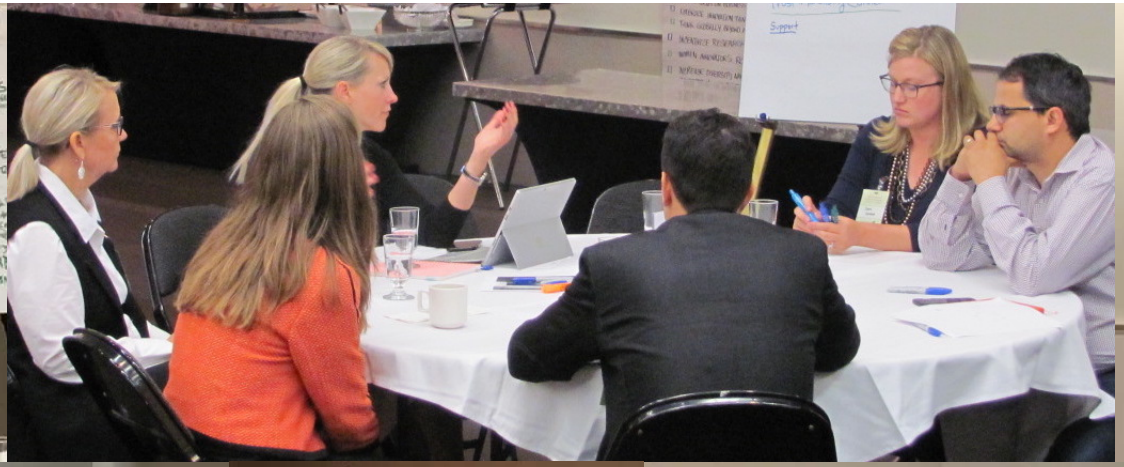
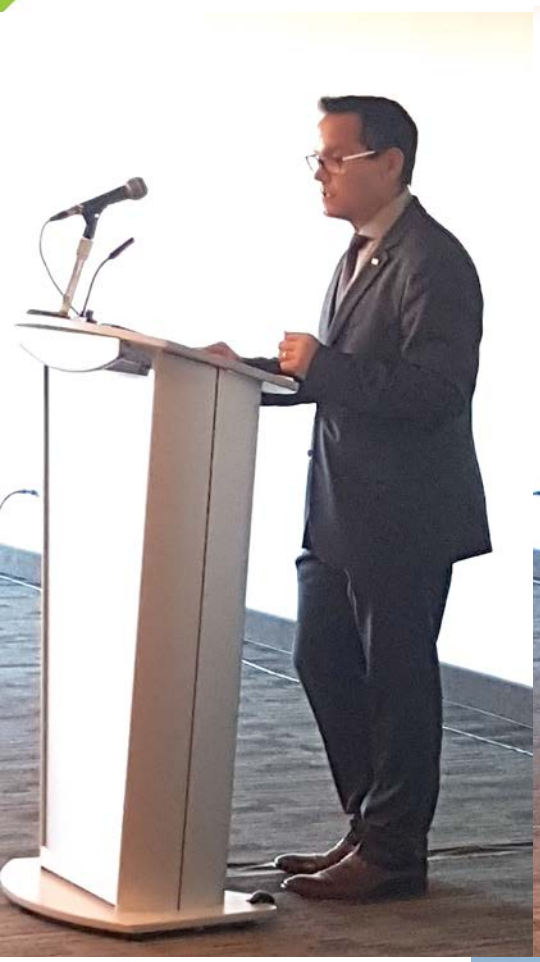
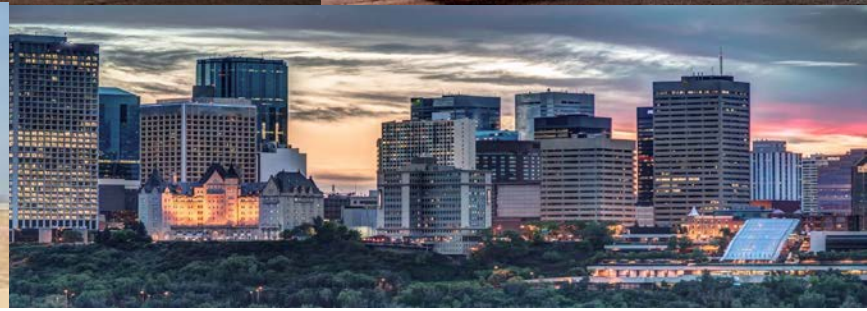


Edmonton Rainforest Immersion #1 Participants in Action



Edmonton Rainforest Immersion #1 Reception





Rainforest Immersion #1 – Event Overview

1. **Welcome, RFS History, Frame and Flow –** Jim Gibson welcomed and thanked everyone for taking time to participate in this fourth regional summit. Joe Sterling previewed the flow of the event, as well as logistics. **Activity purpose:** Level setting around the event's mission and introducing parameters and expectations for participation.

2. **Playing "If We Could…" –** In pairs, participants moved into a conversation about innovation. They completed the sentence: "If we could improve X, that would be great for the Alberta region because Y." The group was sampled to get a sense of what was talked about in each dyad. **Activity purpose:** To begin the dialogue about what innovation looks, sounds, and feels like, and why it can be beneficial.

3. **Part A: Welcome to the Rainforest –** Henry and Joe presented the Rainforest innovation ecosystem keynote, discussing "Farm vs Rainforest"; why Culture matters; what entities are found in the entrepreneurial aspects of the ecosystem; and how the Rainforest Scorecard is employed. **Activity purpose:** To expose participants to the thinking behind Rainforest Strategies and how the tools can be used to build uniquely Albertan innovation/entrepreneurship ecosystems.

   Part B: Creating Team Radar Posters – Participants compared their individual Rainforest Scorecard results and consolidated them into table Radar Scorecard posters. **Activity purpose:** To uncover common and different perceptions in the room; to make new connections about innovation culture; to meet each other in a meaningful and novel way.

   Part C: RFS Presentation of Aggregated Online Scores – Henry and Joe presented the consolidated scores of the online Rainforest Scorecard assessment. **Activity purpose:** To deepen understanding of the current state in the region; to see how the data validates or refutes commonly held beliefs about innovation culture and conditions in the region.

4. **Making Sense of the Radar Gallery –** Over lunch each table of participants discussed the patterns and insights revealed in the Rainforest Radars generated at the tables and the Radar charts of the consolidated online assessment. They identified innovation improvement opportunities, collaboration opportunities between support organizations/agencies, and selected the highest leverage improvement opportunity in each of the six Scorecard categories. **Activity purpose:** To make sense of the morning's work and revelations, share innovation improvement opportunities in each Rainforest Scorecard attribute, and make note of what kinds of collaboration are now possible that weren't two years ago.

5. **Working 8 Innovation Improvement Initiatives –** Working on one assigned Rainforest attribute each, six tables identified what strength was present in that attribute, identified the gaps to be improved, and generated ideas around how to close those gaps. A 7th table was dedicated to inter-agency collaboration; an 8th focused on the role of Rainforest Alberta (a non-entity coalition). **Activity Purpose:** To outline improvement initiatives.

6. **Social Contract –** Participants had a quick facilitated discussion about which elements of the RainforestAB social contract are easy to live by and which are challenging. **Activity Purpose:** To make explicit the attitudes, expectations, and behaviors that the group feels will be needed for a culture of innovation to flourish.

7. **Reflections on the Work & Closing Comments –** Joe and Henry elicited from participants their observations about the session; how they felt about the experience; what implications this session has for Alberta; and, what decisions they had made during the program. James Keirstead made a closing statement. **Activity Purpose:** Taking time to reflect drives home the importance of such convenings. The group's responses to questions about observations, feelings, implications, and decisions are a shared message the group can use to communicate about the event.

RAINFOREST
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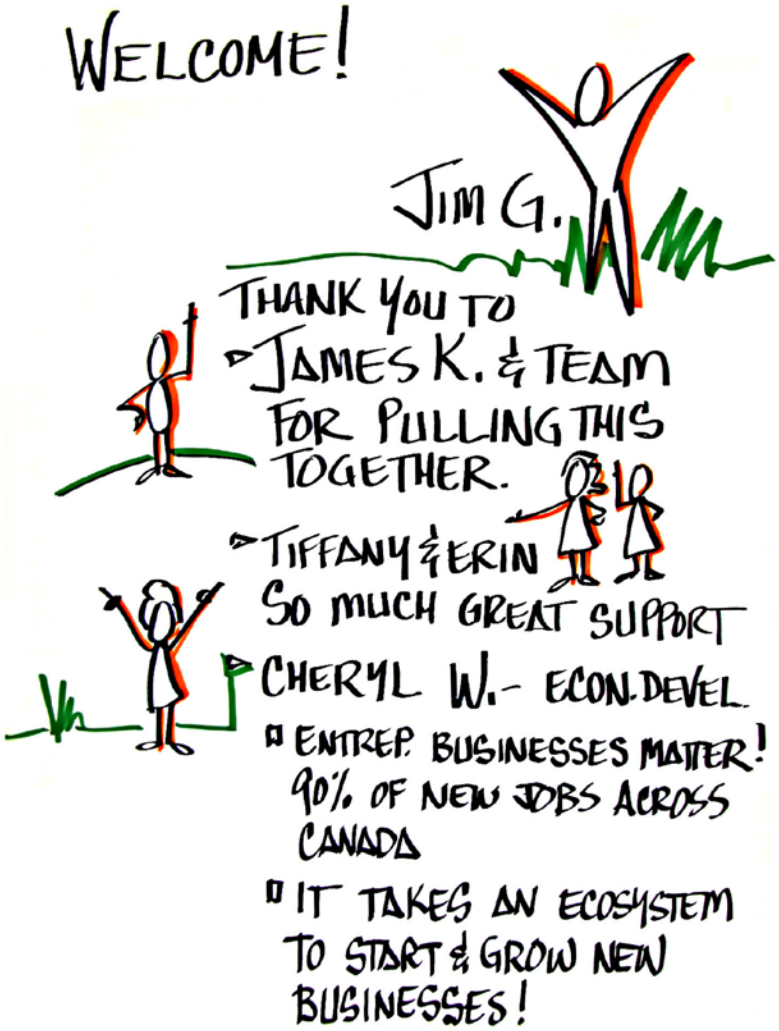
EDMONTON
9-18-2017



Jim Gibson – We started this adventure in 2016 when we contacted Henry Doss and Joe Sterling - the founders of Rainforest Strategies, LLP. The first Rainforest Immersion we conducted, in September 2016, was so successful that we knew we wanted to do it every six months with an entirely new cohort. Day before yesterday, we ran our 3rd Rainforest Immersion in Banff. With this approach, eventually, everyone with an interest in innovation and entrepreneurship will be introduced into this conversation, and we can track our improvements on the Rainforest Scorecard.

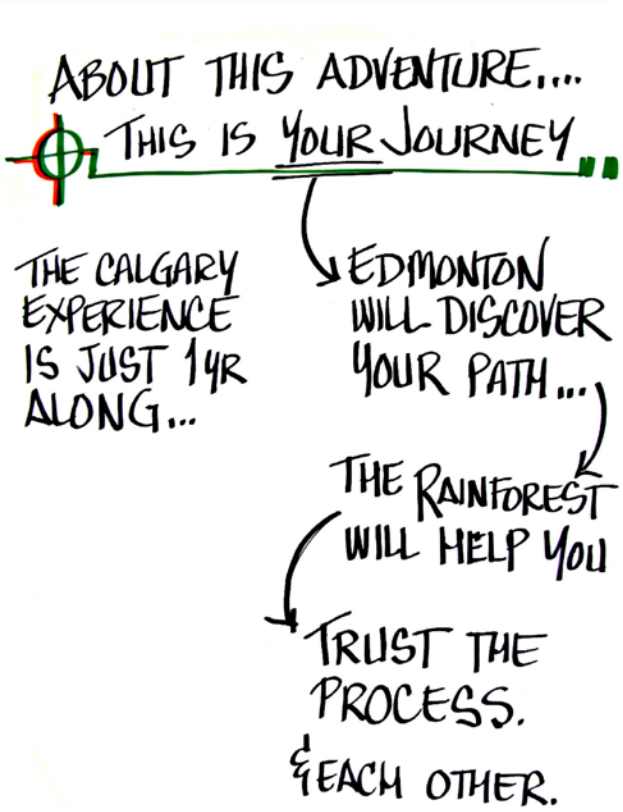
Before we start today, I'd just like to say thank you to the Edmonton folks who made this event possible: James Keirstead for leading the charge; Cheryll Watson from EEDC for underwriting; Tiffany Linke-Boyko for awesome logistics wrangling, and everyone else on the volunteer team. Also, I wanted to give a shout out to Jenn Egroff Delconte and Danielle Torrie from Calystica for their backstage event support.

I need to make a special thanks to Brad Zumwalt whose underwriting and vision for the RainforestAB over this past 18 months has propelled this effort at great speed.

Lastly, thanks to all of you for your time and your participation.

Today will be a very active, highly participative full day session. Joe Sterling and Henry Doss will guide our work. They have led Innovation Ecosystem sessions all over the world. Based on our last three events and what we've been able to accomplish since 2016, I can say Henry and Joe are masters at eliciting our best thinking and helping us put it into action.

They will give you more about the event flow in a minute, but I can tell you that today we're going to do real learning; do real work on the Alberta innovation ecosystem; and have real fun along the way. Trust the process.



In broad terms, we look for ways to improve culture, leadership, and strategy relative to innovation. RFS services involve measuring, facilitating, educating, and coaching to generate a self-sustaining innovation culture.

Joe Sterling & Henry Doss: Fostering innovation at scale, at the regional level, with such a committed and energetic community is an honor. It's humbling. Our mission: help you build the innovation capability, velocity, and sustainability to get ahead of, and stay ahead of, your changing economic base. It takes a Rainforest!

For several years now, all of us at Rainforest Strategies have devoted our energy to developing a better understanding of the theory and practice of complex systems, of how organizations and communities function, and how we might actually engineer more innovative ways of being into them, indeed, into entire economic and social ecosystems. We are driven by this question: What makes the most innovative and entrepreneurial places tick? Think Silicon Valley, Tel Aviv, San Diego, and Austin. What are the common conditions found in the world's hotbeds of innovation? What is the replicable science of innovation? How do you create innovation cultures?

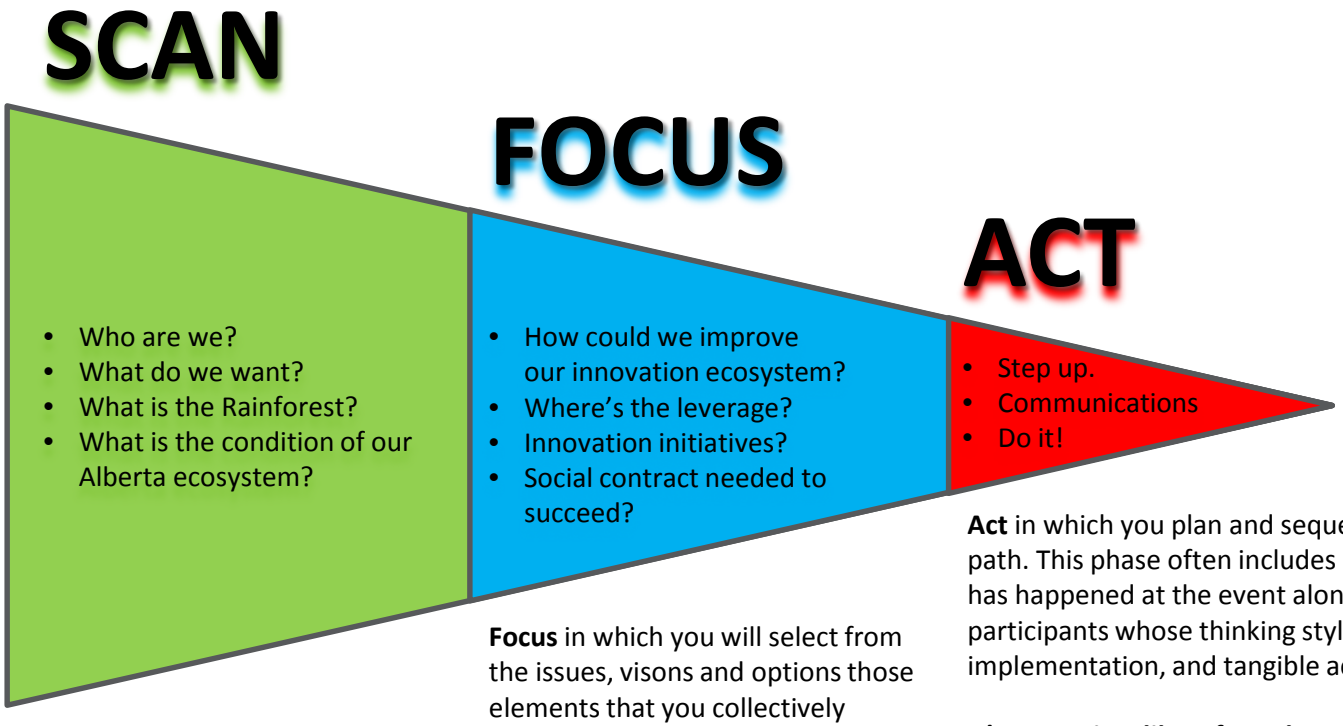
We are here today in Edmonton to work on an approach to improving innovation in Alberta, across all disciplines and organizations, and across geographies and communities. It's a big discussion, and it might feel too broad. But, as you've seen in Alberta over the last 12 months, this is real, and it works.

Three things we will cover during the day:

1. We'll introduce everyone to the concepts of innovation we gather under the umbrella concept of the Rainforest. The concepts are both metaphorical, scientific, and data-based. Getting a handle on the metaphor and science is critical to understanding innovation.

2. We'll work with the Rainforest Scorecard for assessing ecosystem attributes that contribute to innovative cultures. This makes these fuzzy concepts empirical so we can see where we are.

3. We'll pull from your knowledge of Alberta and your assessment data to identify improvement ideas for each of the six Rainforest Scorecard attributes. In one day, we can't do an exhaustive assessment or strategy process with 60 people, but this is a good introduction that will generate practical improvement approaches you can get started on immediately.



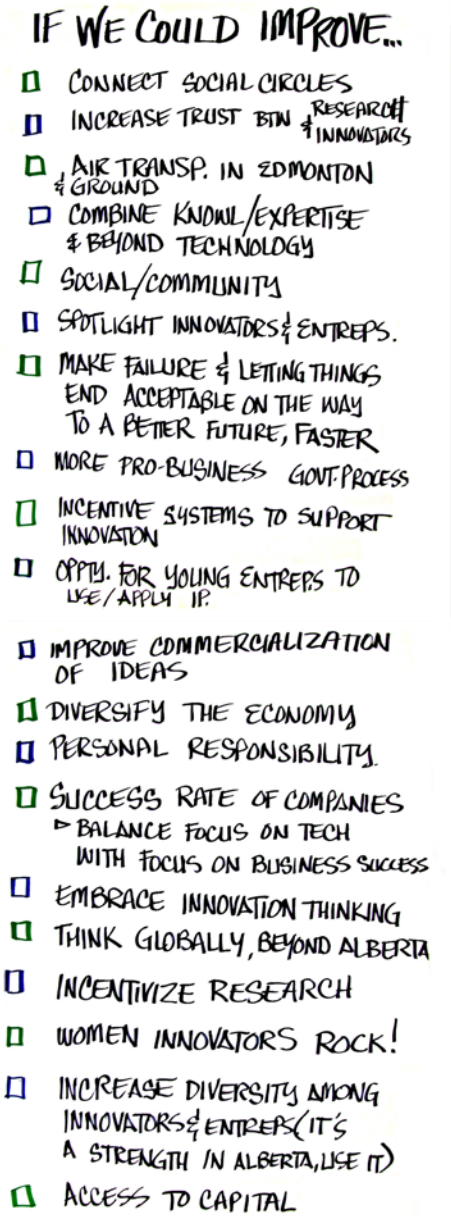
Scan in which you will discover insights about your context including your fellow participants. In Scan, you will envision success for Alberta and explore the range of issues, and multiple options for how to proceed. Those participants whose thinking style predisposes them to divergent thinking, expansiveness, and variety are right at home here.
For those of you that love negotiating and analyzing, or who live and die by action plans, do your best, your time will come!

Focus in which you will select from the issues, visons and options those elements that you collectively believe will move Alberta forward and have the greatest leverage to make all other efforts easier, faster, better. Among the various approaches and ideas explored in this phase, participants will make comparisons and tests, and from those choose the most promising path forward. Those participants whose thinking style predisposes them to debate, analysis, and problem solving are right at home in Focus.

Act in which you plan and sequence the steps along your chosen path. This phase often includes how to communicate about what has happened at the event along with other messaging. Those participants whose thinking style predisposes them to decisiveness, implementation, and tangible action are right at home here.

It's Recursive, like a fractal….
The overall work of today's Rainforest Immersion will follow this Scan-Focus-Act flow. Each module of activity within the day has scan, focus, and act elements. The Scan-Focus-Act flow is readily observable in nature, especially in the behaviors of carnivores.

While there are exceptions to every rule, in general this is a very useful construct for designing highly productive group experiences. This approach is effective because it engages all thinking styles, follows natural patterns for turning creativity into innovation, and it can be compressed to a few minutes or stretched to years. This flow is familiar to the designers in the room and is a common feature in highly innovative environments where well thought out decisions are made quickly.



Exercise: Playing "If we could…" innovate and make improvements?

This activity gently moves everyone into the conversation about innovation: why it matters in the Northern Alberta region; and hints at what are already known to be important improvement opportunities across all of Alberta.

Participants got into pairs and, taking turns, each completed a statement about innovation:

"If we could improve_X_, that would be great for the Alberta region because_Y_."

The comments at left and on the next page summarize the group's responses to this simple exercise. Participants continued to reiterate these themes throughout the rest of the Immersion experience.

As everyone knows, if you keep doing what you've always done, you'll keep getting what you've always gotten. The question to ask yourself now is this: **Since the "great because" list is so compelling, what action can I take that would make one or more of these "if we could" items stronger?**

ZOOM IN TO READ

What's present in Alberta that would help or hinder these improvements?

Acting as if Calgary and Edmonton are not in the same ecosystem: A theme in Immersion #1-2-3 is the perception that Calgary and Edmonton behave as if they are not part of the same innovation ecosystem. Furthermore, Alberta's rural areas are usually perceived as an afterthought regarding innovation and economic development. Pre-Internet, separation and necessary self-sufficiency were real. Today, connectivity and interdependence have closed many gaps between these communities. The take-away: There is power and prosperity in collaboration. Through connectivity, diverse sub-regional strengths can be leveraged, weaknesses can be overcome, and synergies created. Albertan all compete and collaborate in a global context, not just national, not just provincial, and certainly not just at the level of a single city.

Incumbent Hydrocarbon Paradigm: As described in Clayton Christensen's book "Innovator's Dilemma", organizations that are highly successful (and we assert this applies to ecosystems too) often become insular and focus almost exclusively on getting more results from that which has generated past successes. Key take-away: embracing inbound paradigm shifts enables adaptation and or migration, the two options species have for survival in a changing environment.

Rainforest Perspective: It is tempting to say that what we've always been is what we'll always be. My father was a rancher, I'm a rancher, that's the way it is. Or, our family has been in oil and gas for three generations, and the industry that made Alberta what it is will carry us into the future. Participants called this a culture of "cowboys and oil men" - iconic identities on the North American continent. **Questions for 21st Century Alberta: What classes of innovation are "cowboys and oil men" uniquely suited to pursue? Where are those classes of innovation needed most in an interconnected global economy?**

Rainforest Keynote presented by Henry and Joe.

Please see the full keynote presentation that outlines:

- How a trusting culture improves transactional efficiency, thereby increasing the capacity for velocity of innovation
- Difference between Production Culture and Innovation Culture
- Why “rainforest” and what is an innovation ecosystem
- “Rainforest Rules” to promote innovation, and “Farm Rules” to promote production - and why its not either-or, but both-and
- Rainforest Scorecard - six attributes for an innovation culture:
  1. Leadership;
  2. Culture;
  3. Frameworks, Infrastructure and Policy;
  4. Role Models;
  5. Activities and Engagement; and
  6. Resources.

Rules in Rainforests → Rules on Farms

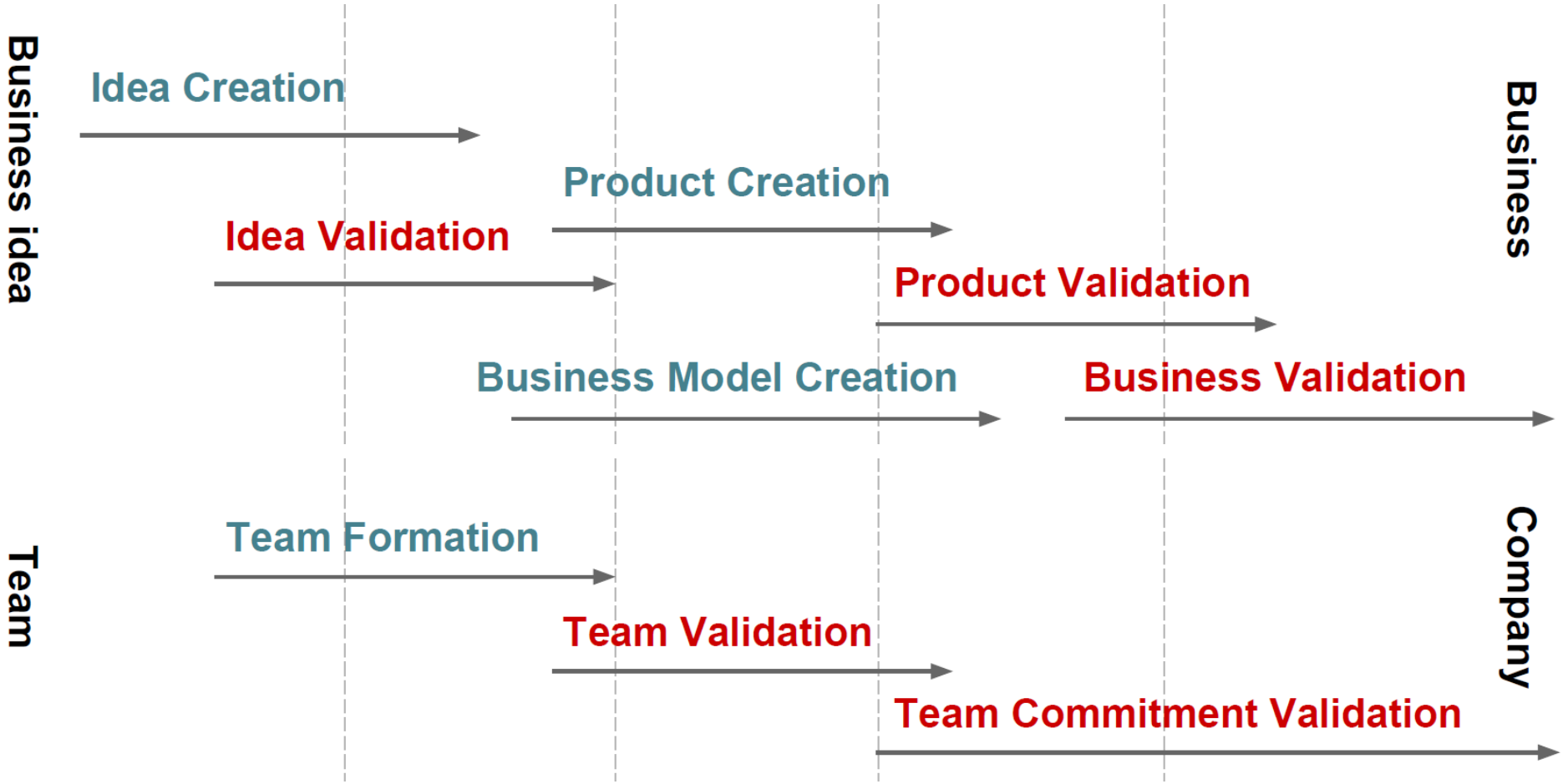
for INNOVATION

1. Break rules and dream
2. Open doors and listen
3. Trust and be trusted
4. Seek fairness, not advantage
5. Experiment and iterate together
6. Err, fail, and persist
7. Pay it forward

for PRODUCTION

1. Excel at your job
2. Be loyal to your team
3. Work with those you can depend on
4. Seek a competitive edge
5. Do the job right the first time
6. Strive for perfection
7. Return favors

Phases to generate new businesses, have to be executed by an ecosystem with shared Rainforest Scorecard



Phases from Startup Commons framework 2017

How could collaboration between Albertan entities develop as fast as Rainforest relations among individuals?

Assembled 2016 by Patrick Lor & Dan Park

Exercise: Rainforest Radar

Instructions:

1. **Each participant: Take 2–3 minutes to introduce yourself and share the scores on your Rainforest Scorecards with your tablemates**. When you are listening to others, ask questions only for clarification. Once everyone has shared their Rainforest Scorecard scores, you will all have time for dialogue.

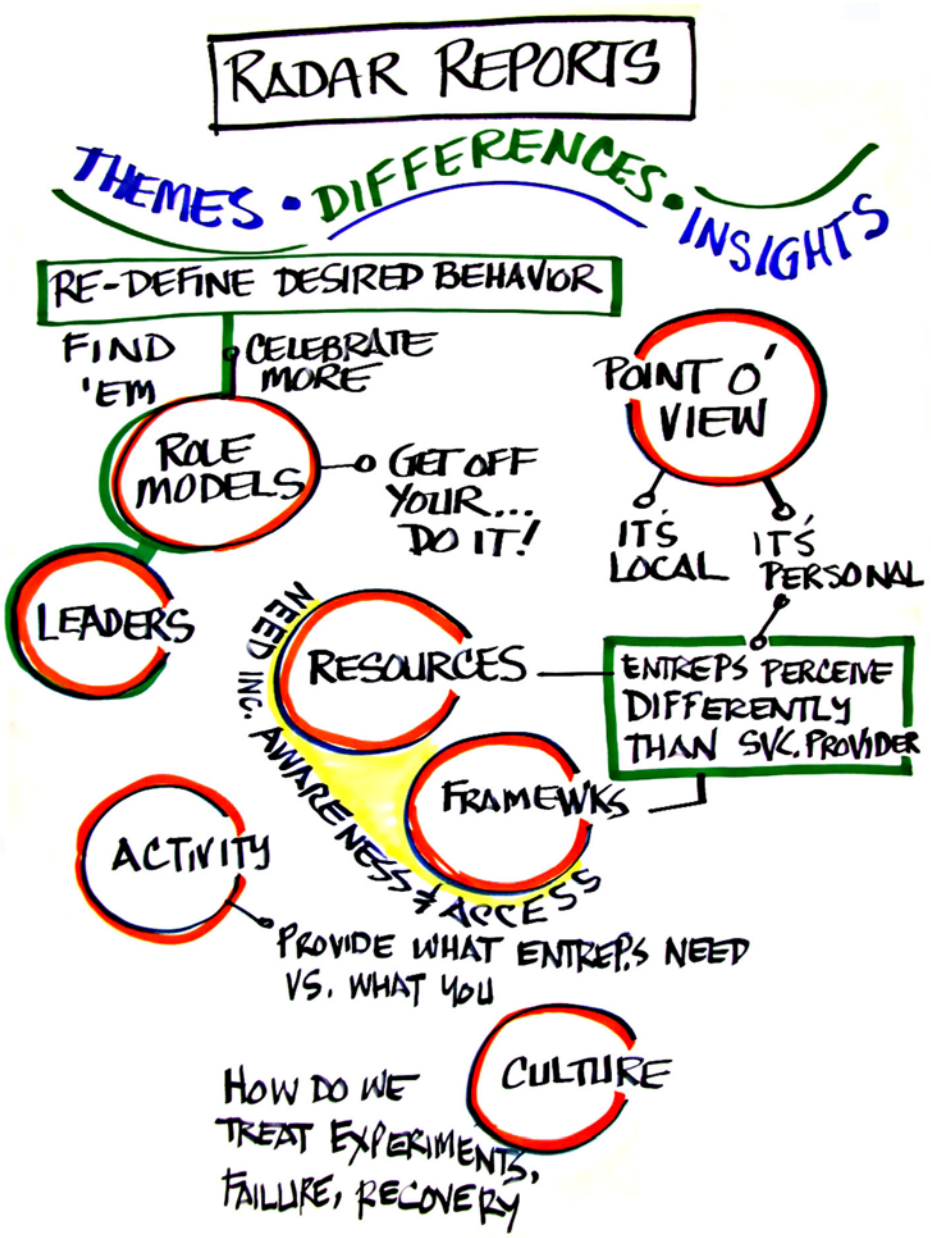
2. **As you share your scores, plot them in 2 places on your table's Rainforest Radar template:**
   - in the ledger on the bottom of the template, with your name and affiliation
   - on the appropriate radar spokes with a dot, then connect your dots into a polygon ring using the Sharpie and straight edge.

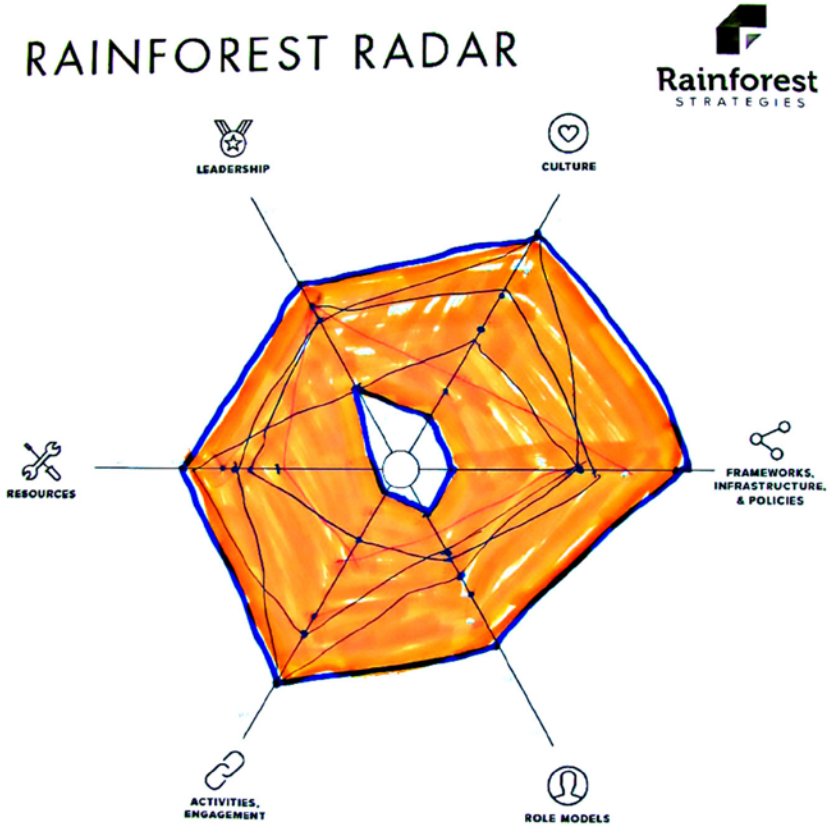
3. **Once everyone has plotted their scores, use the markers at your table to color in the space <u>between</u> the lines** connecting the highest scores (outside) and the lines connecting the lowest scores (inside). This will create a fat six-sided ring of color all around the Radar template.

Report outs by each team were followed by a discussion around the following questions:

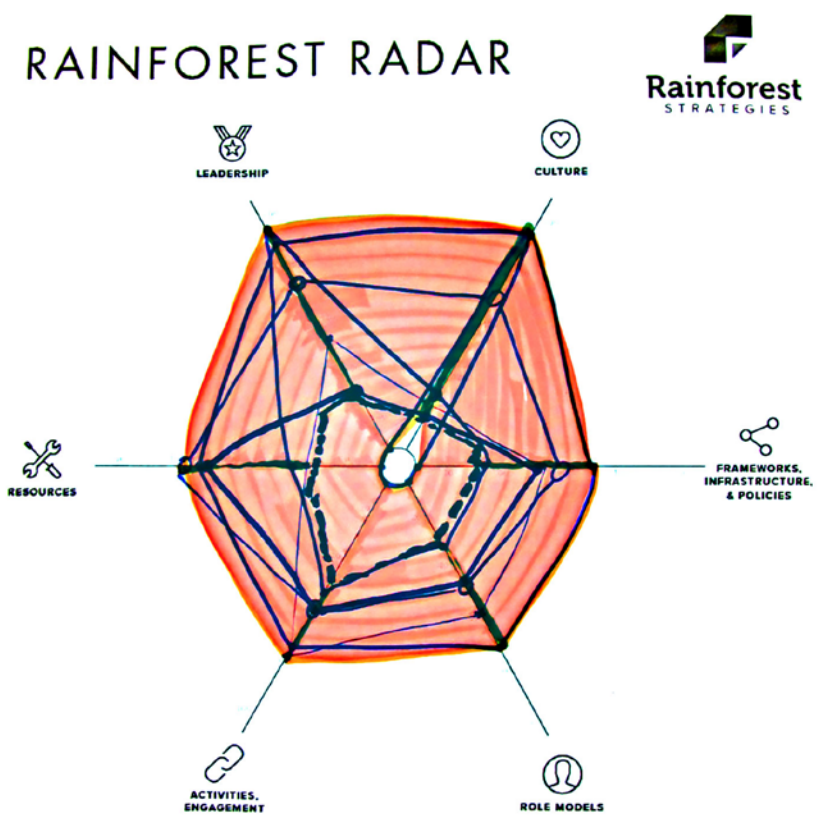
- What are the commonalities across the Radars of the eight teams?
- What are the differences?
- What new connections are you making about the innovation culture in your region?

The Radar Posters were then hung as a Gallery.
See the following slide for a summary of the dialogue, followed by 4 slides showing the team Radar Posters.


RADAR REPORTS
THEMES • DIFFERENCES • INSIGHTS
RE-DEFINE DESIRED BEHAVIOR
FIND 'EM
CELEBRATE MORE
ROLE MODELS
GET OFF YOUR... DO IT!
LEADERS
POINT O' VIEW
IT'S LOCAL
IT'S PERSONAL
RESOURCES
ENTREPS PERCEIVE DIFFERENTLY THAN SVC. PROVIDER
FRAMEWKS
NEED INC. AWARENESS ≠ ACCESS
ACTIVITY
PROVIDE WHAT ENTREPS NEED VS. WHAT YOU
CULTURE
HOW DO WE TREAT EXPERIMENTS, FAILURE, RECOVERY

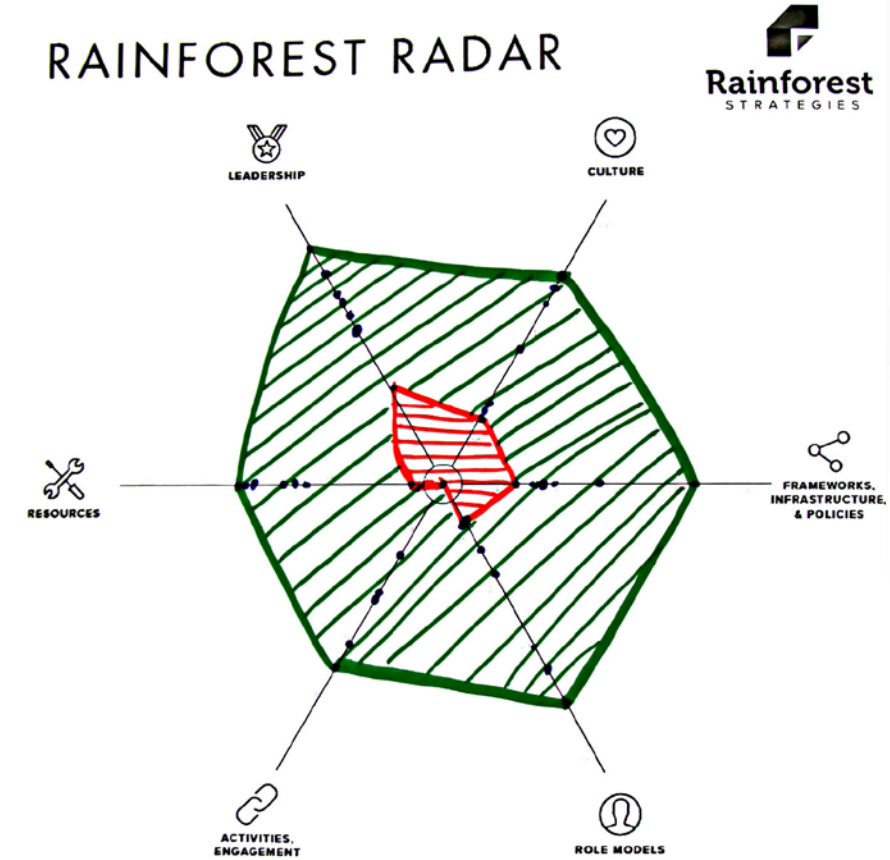


NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS
MYRNA	ENTREPRENEUR	150	136	100	96	31	52
BLAINE	ENTREPRENEUR	95	120	90	84	65	70
ROBB	GOV'T	60	* 70	30	74	5	* 20
[illegible]	ENTREPRENEUR	269	148	146	84	83	49
[illegible]	NAIT	171	* 67	93	116	65	* 35

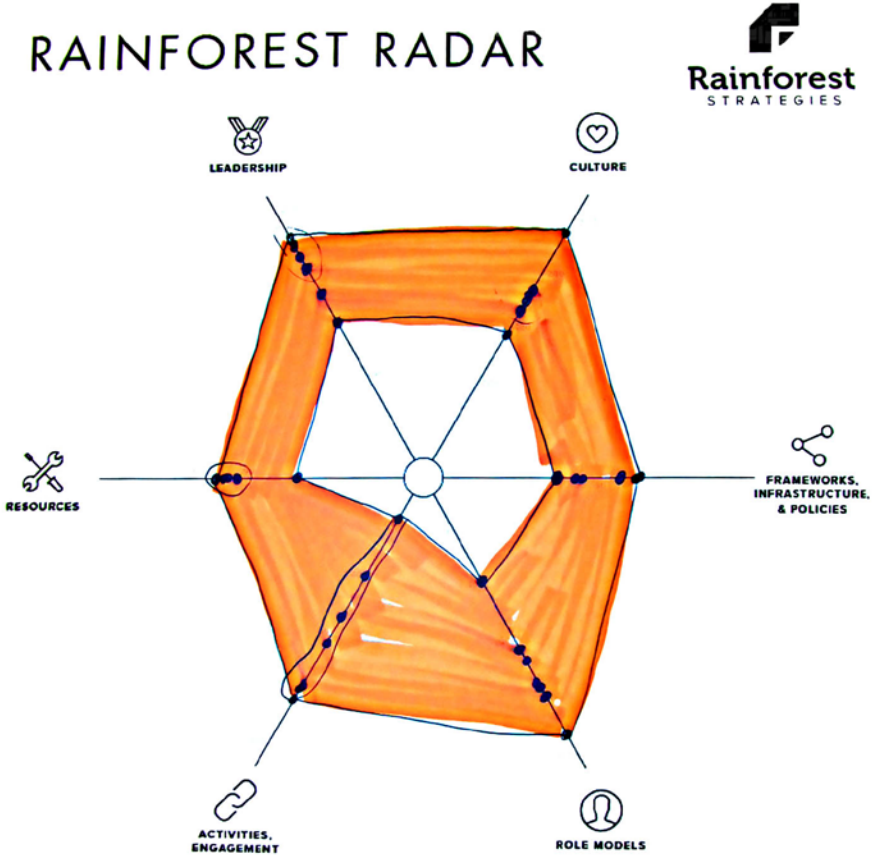


NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS
Nicole	ATB	267	171	100	115	74	73
Marcela	AWE	100	190	54	60	30	35
Tina	GoA	60	68	58	82	67	55
~~Greg~~	Zept	268	0	0	2	0	1
[illegible]		99	100	70	56	54	58
		203	151	84	114	54	51
		997	662	363	429	299	273
		(166.17)	(110.33)	(60.5)	(71.5)	(49.83)	(45.5)

ZOOM IN TO READ



NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RSOURCES	ACTIVITIES	ROLE MODELS
CHERYLL W	SVC PROVIDER	88	140	56	78	72	74
Chad Mielke	Entrepreneur	232	161	50	15	0	82
DEBRA GREIG	Entrepreneur	90	110	42	72	45	25
ANDREW DRYSON	Entrepreneur	225	170	125	115	70	74
GORD SAWKIEWICZ	Service Provider	155	143	87	78	28	35.
JAMES KEIRSTEAD	ENTREPRENEUR	240	120	54	96	45	15
Randal Adcock	Svc Provider	180	120	60	90	80	60
Aaron Budnick	Service Provider	75	70	75	112	46	64

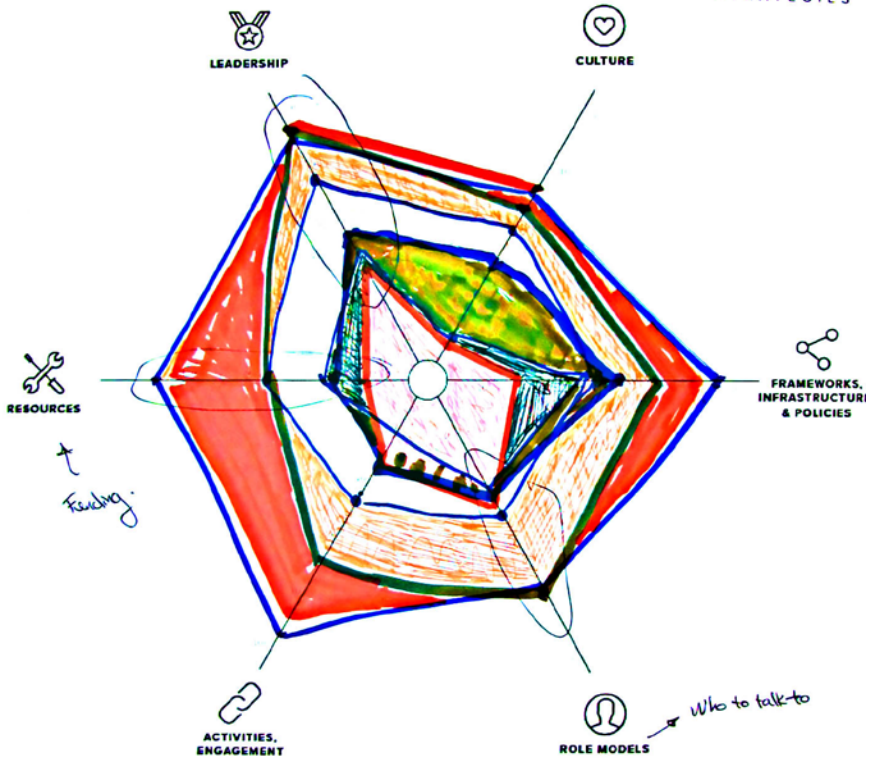


NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RSOURCES	ACTIVITIES	ROLE MODELS
WILL BAVER		270	145	84	102	80	95
LINDSAY DODD	DODDCOR	185	165	75	102	19	40
ERNEST SIU	NRC-IRAP	175	170	75	95	55	75
CHRIS LUMB	TEC EDMONTON	205	162	111	106	83	79
JAWAD MOHAMMAD ABDUL		200	170	102	66	40	80
MAX FRANK	NAIT	224	170	115	110	65	65

ZOOM IN TO READ

RAINFOREST RADAR

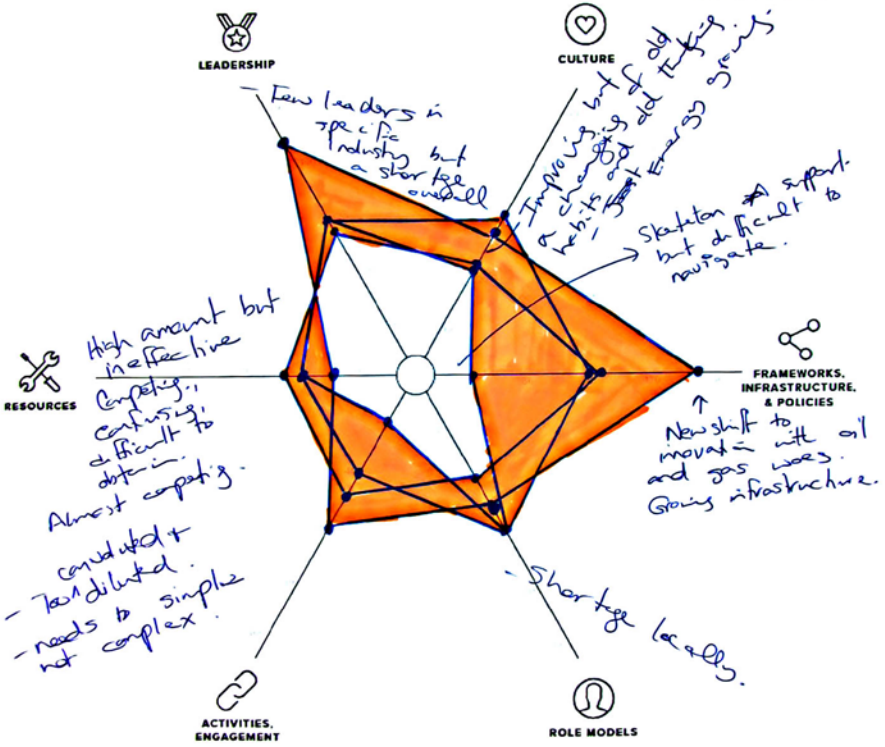
Rainforest STRATEGIES



NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RSOURCES	ACTIVITIES	ROLE MODELS
ANGELO	PwC	209	175	118	96	73	81
REG	AI	68	100	101	59	53	50
LORENA	KINETA	130	118	102	48	35	93
JULIE	Govt AB EDT	178	153	85	87	73	52
ROSE	BDC	190	185	140	133	90	79
ERIC	EDT	35	97	90	32	29	44

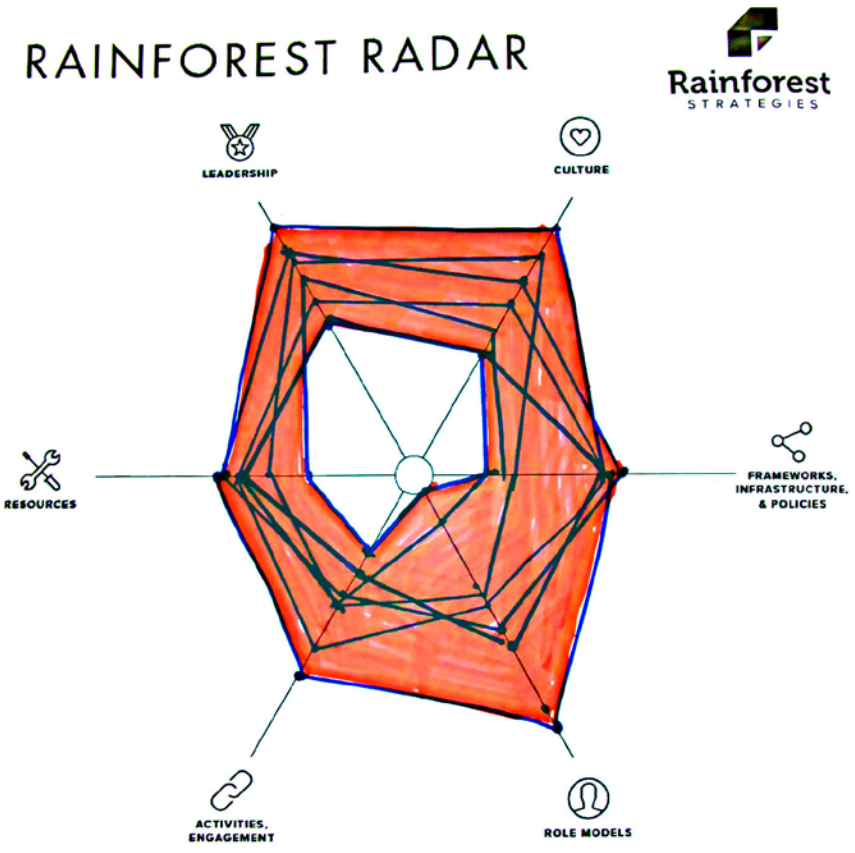
RAINFOREST RADAR

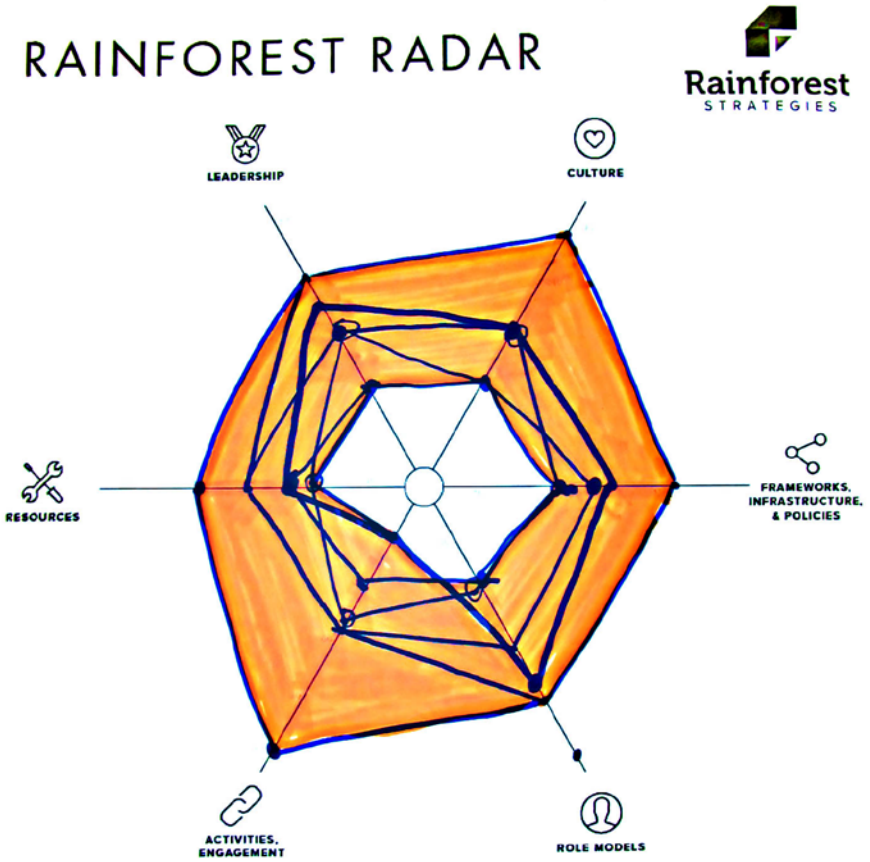
Rainforest STRATEGIES



NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RSOURCES	ACTIVITIES	ROLE MODELS
Gail Fowler	Technology Alberta	121	115	93	69	49	41
Ryan Thackeray	NAIT	120	120	30	60	20	60
Chris Mirchel	Fedora / BDV	170	175	145	45	60	55
Elisse Moreno	Trudeau	180	120	90	60	40	60.

ZOOM IN TO READ





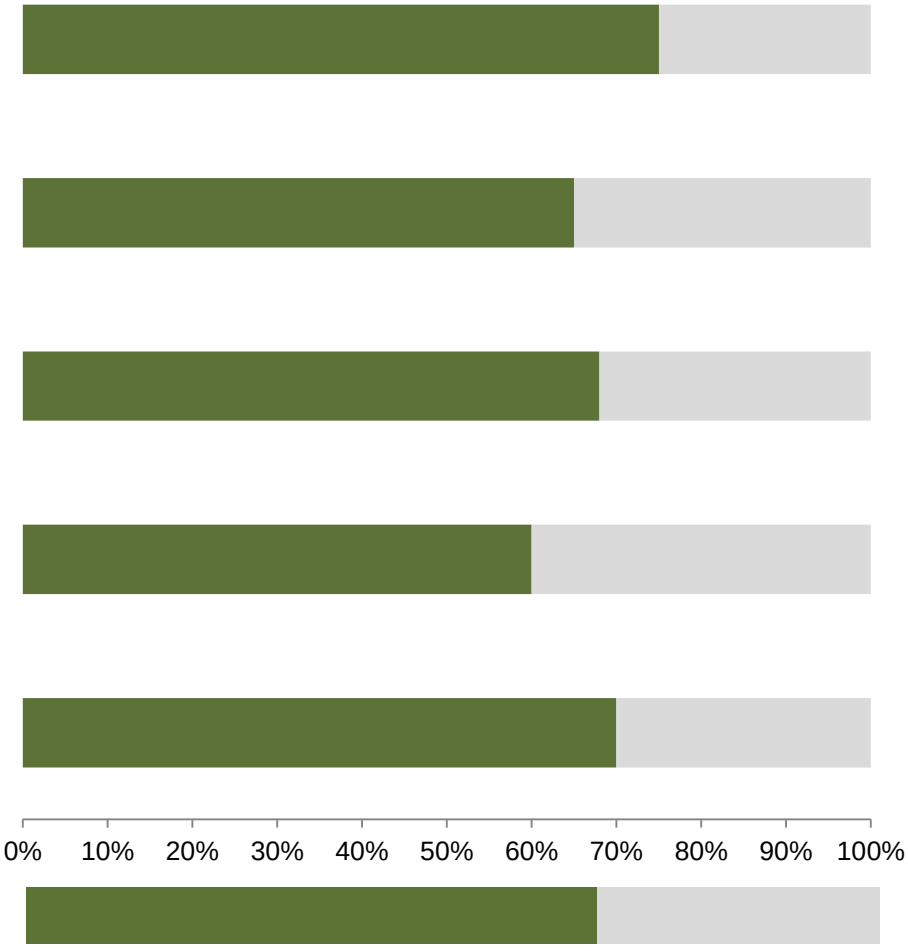
NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RSOURCES	ACTIVITIES	ROLE MODELS
KRISTINA	CAPITAL	145	120	99	90	40	66
Darrell	NorQuest	~~102~~	170	109	96	45	60
Conrad	Entrepreneur	257	165	54	73.	55	49.
John	Private Equity	150	150	50	55	20	0
Aud	STARTUP	140	120	40	90	50	20
Jim	Entrepreneur	275	190	108	103	79	92
Anna	COWORK	216	140	108	92	24	58

NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RSOURCES	ACTIVITIES	ROLE MODELS
Roberto M		180	120	~~45~~	~~60~~	45	~~40~~
		185	110	87	115	~~100~~	95
		178	140	95	95	~~40~~	75
		~~130~~	~~85~~	80	78	39	55
		~~300~~	~~250~~	~~150~~	~~150~~	~~100~~	~~100~~
			160	130	90	55	80

ZOOM IN TO READ

Leadership

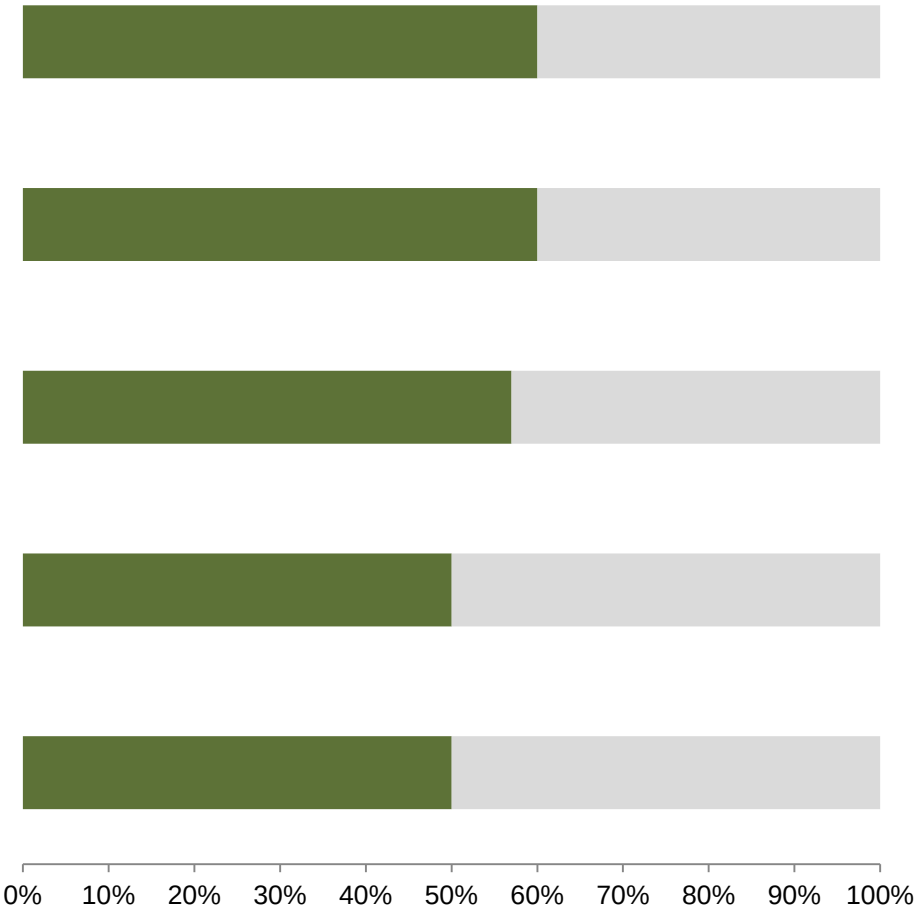
Overall, local leadership promotes innovation.	*30 out of 40*	75%
Leadership's perspective aligns with the perspective of others in the organization working to promote innovation.	*26 out of 40*	65%
Leadership comes from diverse backgrounds and has diverse social, professional and cultural networks.	*27 out of 40*	68%
Leaders are effective at communicating their visions and agendas to their constituencies.	*24 out of 40*	60%
I understand the economic motivations of the organization's leadership.	*28 out of 40*	70%



Total Mean: 135 out of 200 68%

Frameworks, Infrastructure, Policies

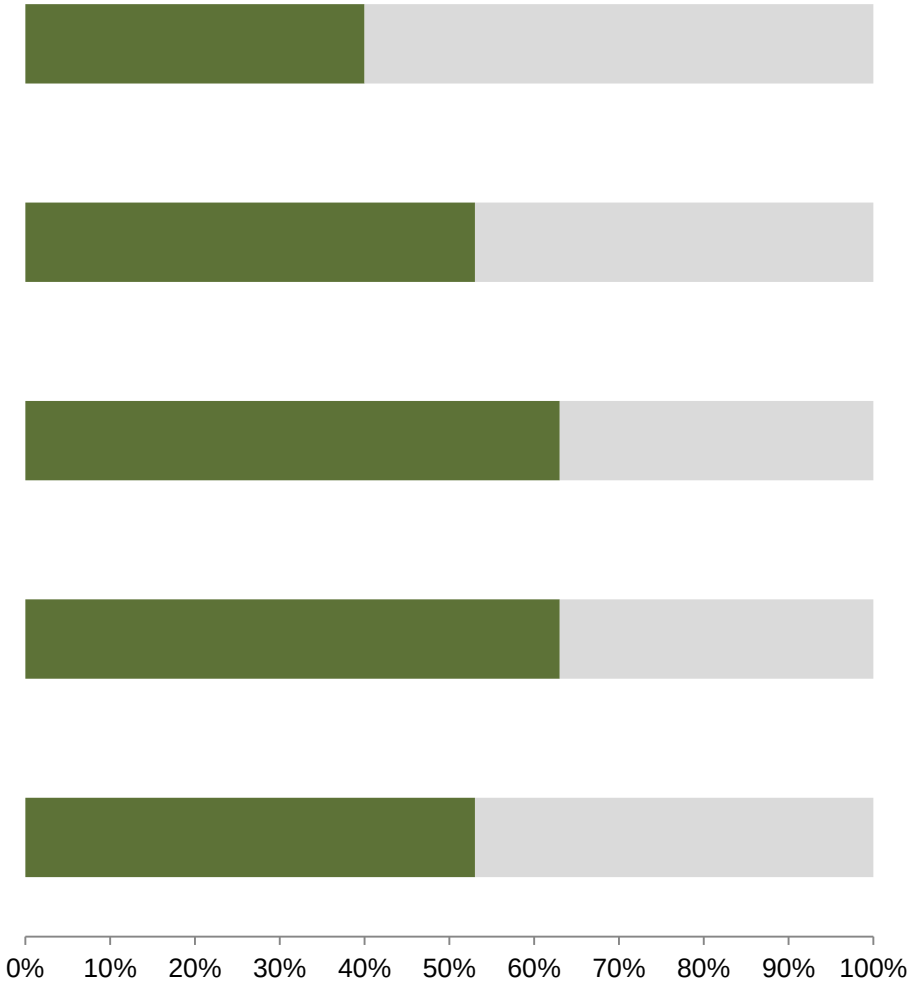
Stakeholders involved in innovation have strong communication channels and collaborations.	*18 out of 30*	**60%**
I can identify and describe all of the steps of the innovation processes and the key players.	*18 out of 30*	**60%**
Organizational policies in general help potential innovators.	*17 out of 30*	**57%**
There are effective mechanisms of feedback where different stakeholders can learn from each other.	*15 out of 30*	**50%**
Communication infrastructure is robust and comparable to highly innovative organizations.	*15 out of 30*	**50%**



Total Mean: 84 out of 150 **56%**

Resources

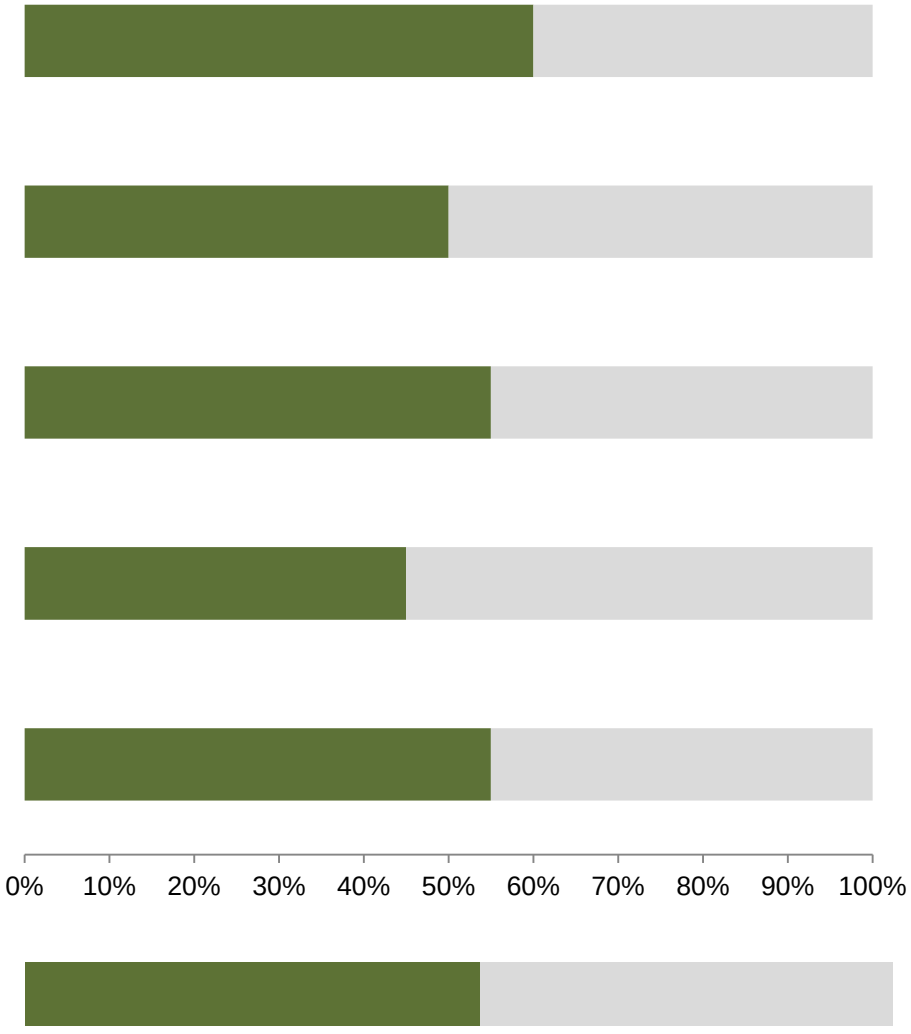
It is easy for innovators to identify and access funding for their ventures.	*12 out of 30*	**40%**
Up to date and relevant information across a broad spectrum of disciplines is accessible by the majority of the organization.	*16 out of 30*	**53%**
The organization's workforce is highly diverse and talented across a broad range of relevant skill sets aligned with market demands.	*19 out of 30*	**63%**
There are effective entre- and/or intrapreneurial support organizations and individuals with experience available to mentor and support innovation.	*19 out of 30*	**63%**
There are programs that specifically train workers to be current in their field and these programs are widely accessible.	*16 out of 30*	**53%**



Total Mean: 83 out of 150 **55%**

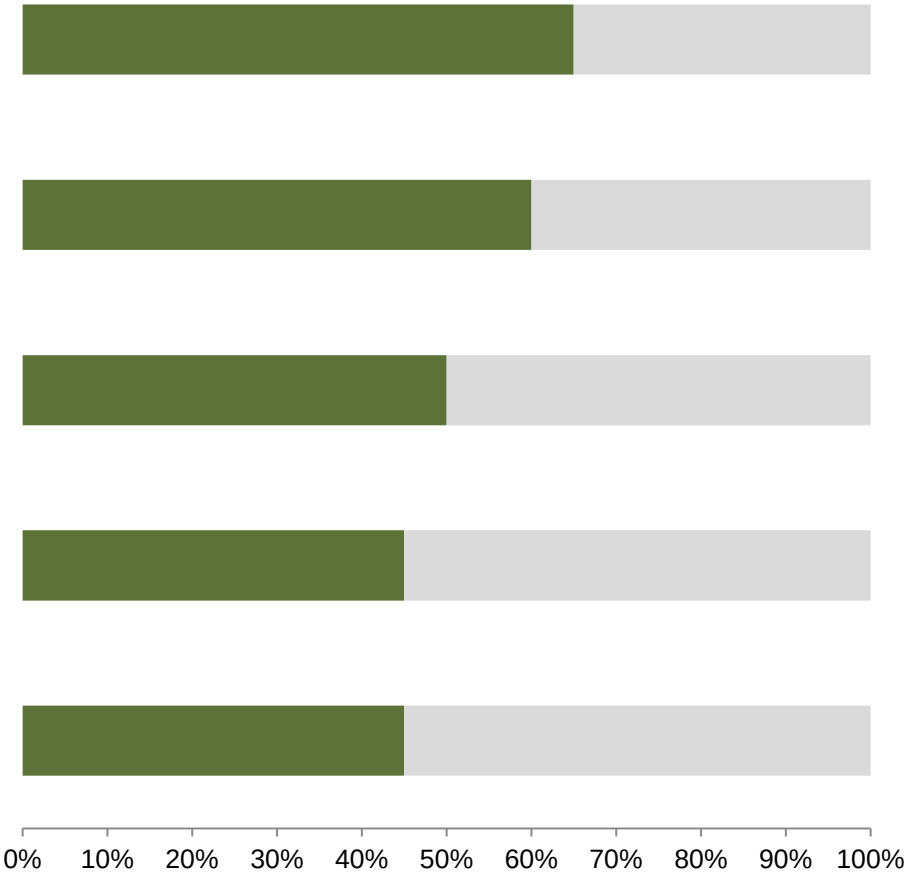
Activities & Engagements

There are numerous (>10) local activities that actively promote innovation.	*12 out of 20*	60%
These activities are effective in promoting innovation.	*10 out of 20*	50%
These activities span a large spectrum of technical domains and promote collaboration across diverse audiences.	*11 out of 20*	55%
These programs have a high degree of engagement among diverse groups of participants.	*9 out of 20*	45%
There are effective means of developing new high engagement activities in the organization to promote innovation.	*11 out of 20*	55%
Total Mean: 53 out of 100		53%



Role Models

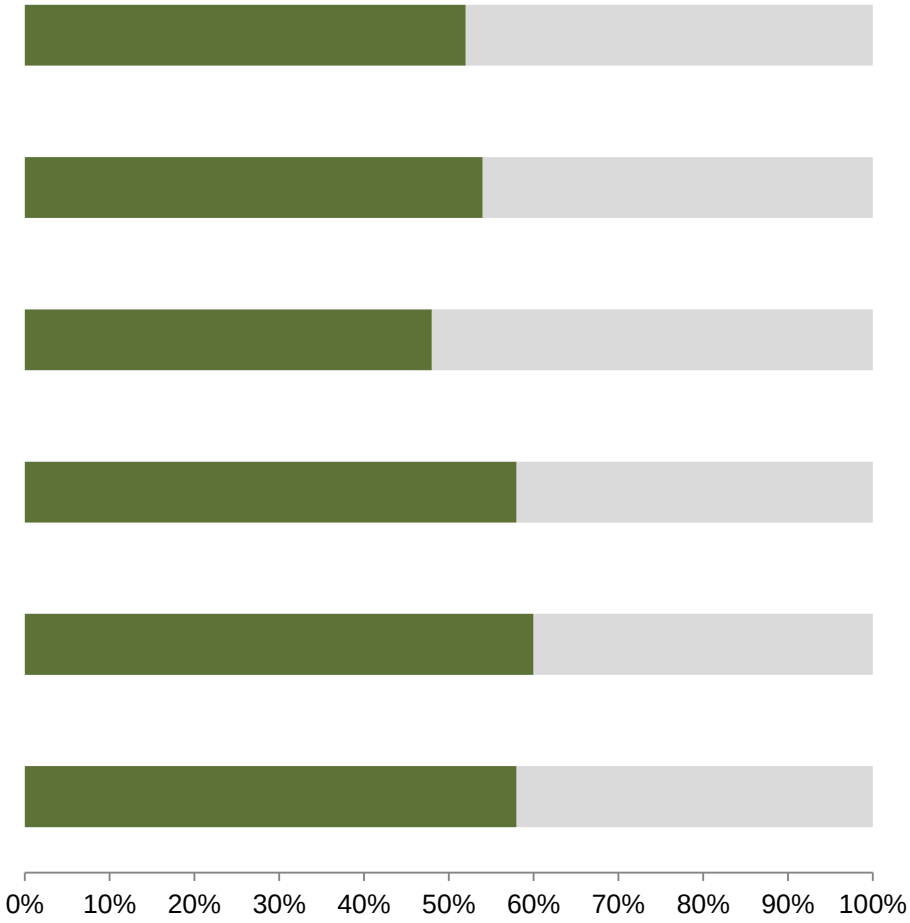
Successful innovators are recognized and celebrated as role models in the organization.	*13 out of 20*	**65%**
These role models are actively engaged in supporting innovation through a variety of means.	*12 out of 20*	**60%**
These role models are widely known by the general public in the organization.	*10 out of 20*	**50%**
Formal recognition is given for innovative contributions to the organization.	*9 out of 20*	**45%**
There are systems to recognize and support high-potential future role models.	*9 out of 20*	**45%**



Total Mean: 53 out of 100 **53%**

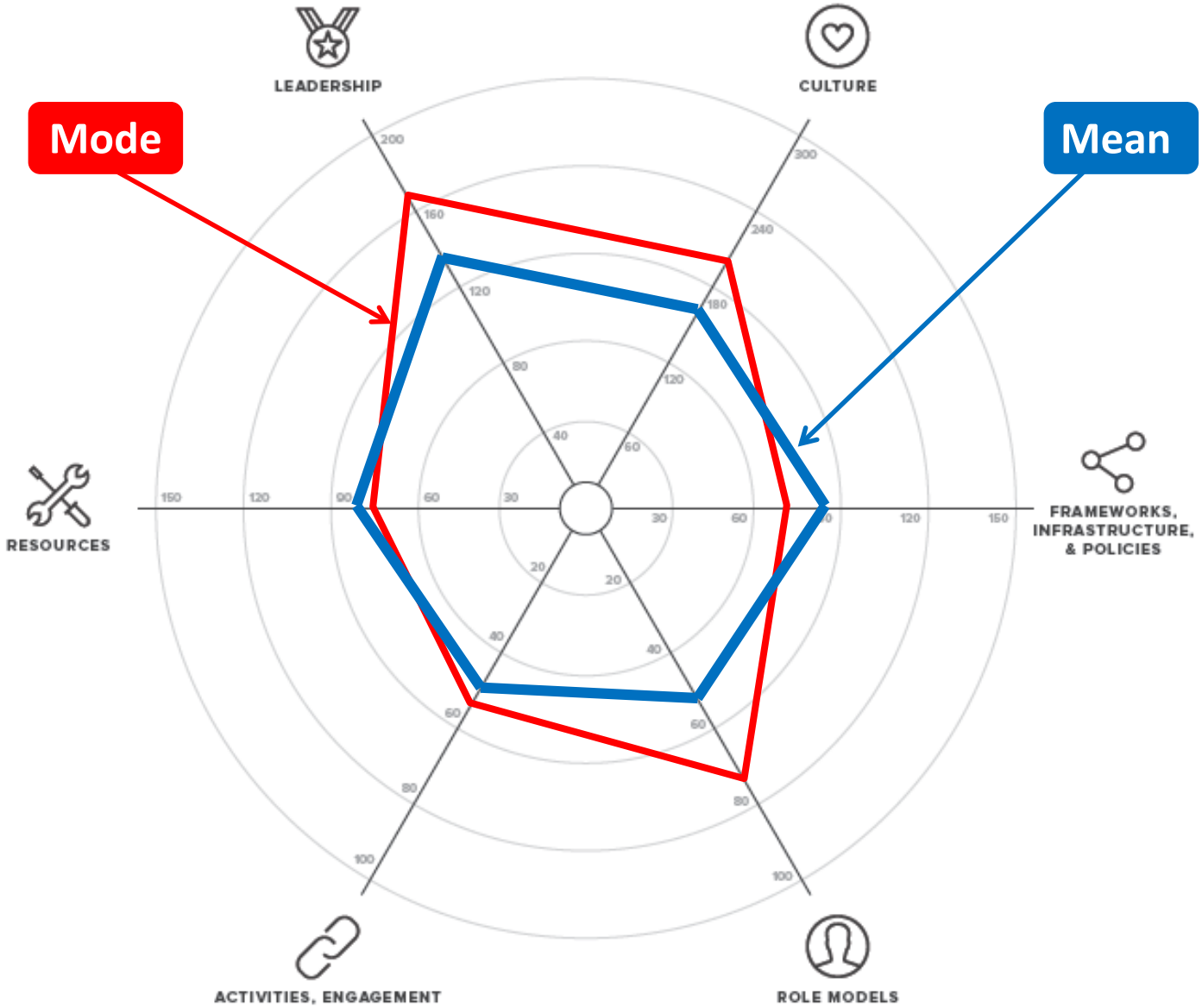
Culture

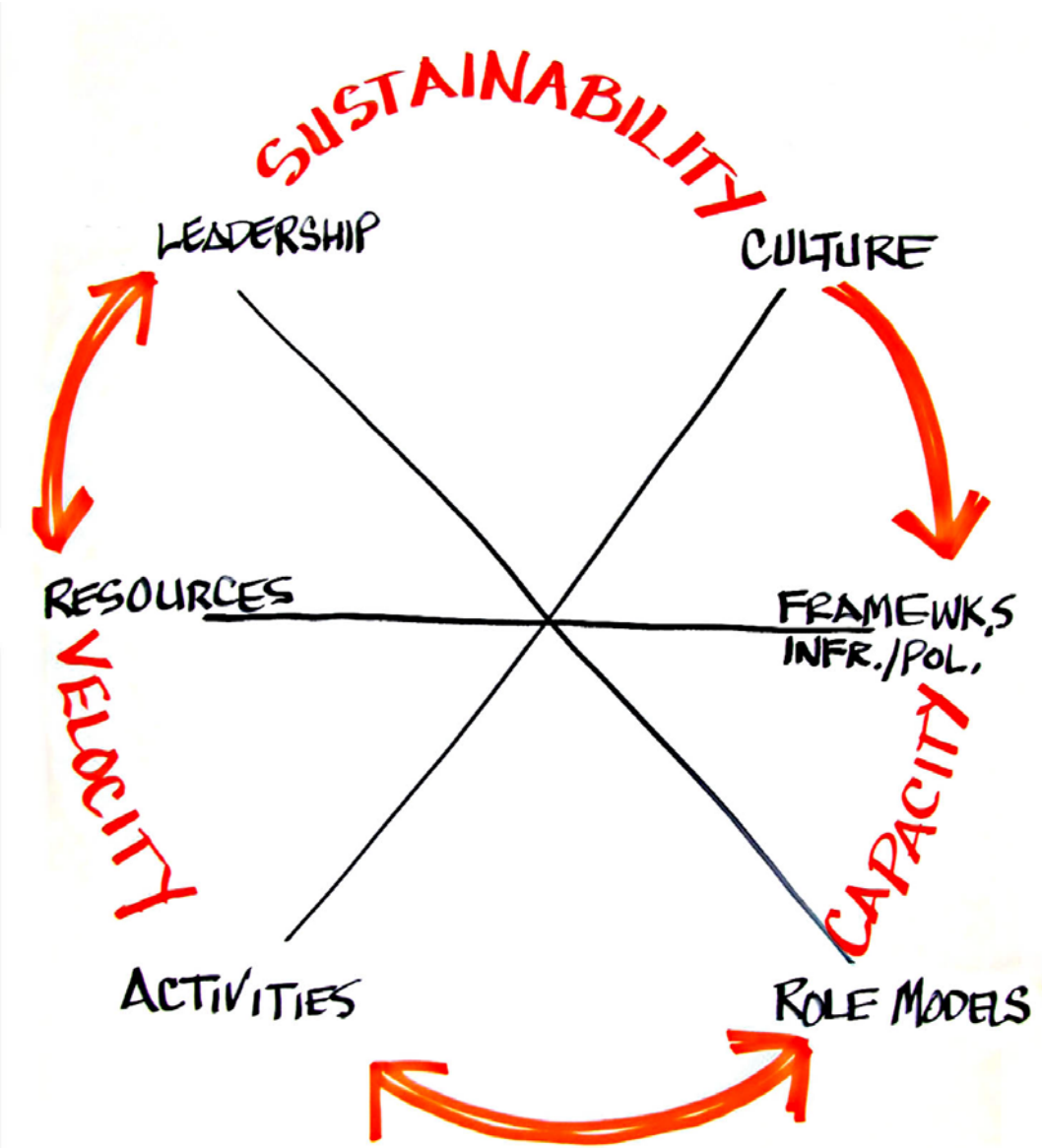
Trust is an important cultural element locally and is widespread and easily created.	*26 out of 50*	**52%**
People think in terms of “positive-sum” or “win-win” situations and not “zero-sum” or “I win only if you lose.”	*27 out of 50*	**54%**
Failure is not viewed in a negative light.	*24 out of 50*	**48%**
Calculated risk taking is viewed positively.	*29 out of 50*	**58%**
People are often willing to help without expectation of immediate return.	*30 out of 50*	**60%**
People are encouraged to dream and “think big."	*29 out of 50*	**58%**



Total Mean: 165 out of 300 **55%**

COMBINED RADAR




SUSTAINABILITY
LEADERSHIP
CULTURE
RESOURCES
FRAMEWK.S
INFR./POL.
VELOCITY
CAPACITY
ACTIVITIES
ROLE MODELS

Exercise:

Over lunch, make sense of the Radar Gallery.

- **Overall Strength:** How big is the outer perimeter of each polygon?
- **By Category:** Which is strongest? Weakest? How balanced?
- **Score Distribution:** On which category are scores tightly clustered?
  On which category are scores widely distributed?
- **Inferences:** What do different patterns infer about:
  Leadership? Culture? Resources?
  Frameworks? Activities? Role Models?
  Growth of our innovation ecosystem capability?
  Increased involvement of agencies and companies?

Ecosystem Improvement In Alberta:

The exercise and dialogue that followed led participants to synthesize a set of innovation improvement opportunity areas (summarized on page 40). These were clustered under the six categories of the Rainforest Scorecard.
Teams then considered the questions below around opportunity, leverage and support. Their work is shown on pages 35-39.

- **Opportunity:** Where are the top 3 innovation improvement opportunities in the Alberta ecosystem?
- **Leverage:** Which would be most likely to make all others easier, faster, cheaper, better?
- Support: What kinds of collaborations are needed now (2017) that weren't possible two years ago, and between whom?

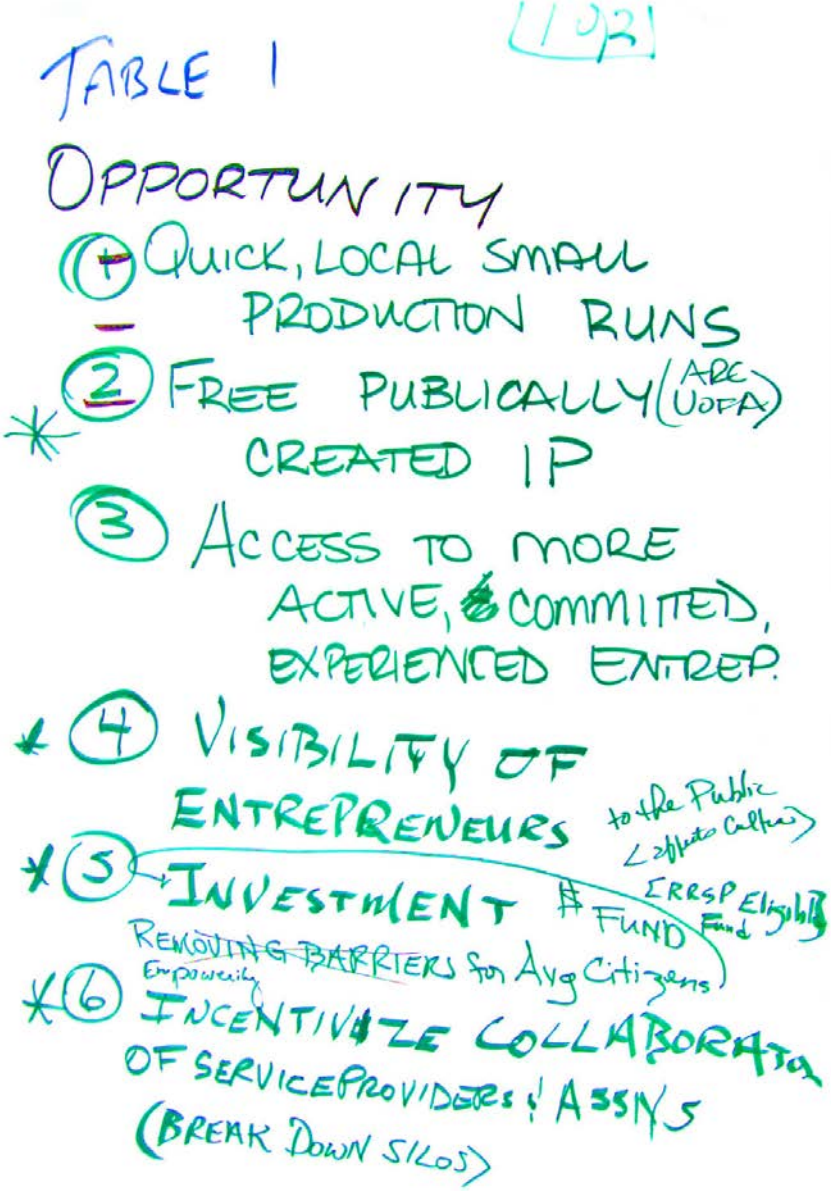
Embrace the Elephants in the Room to have the innovation conversation:

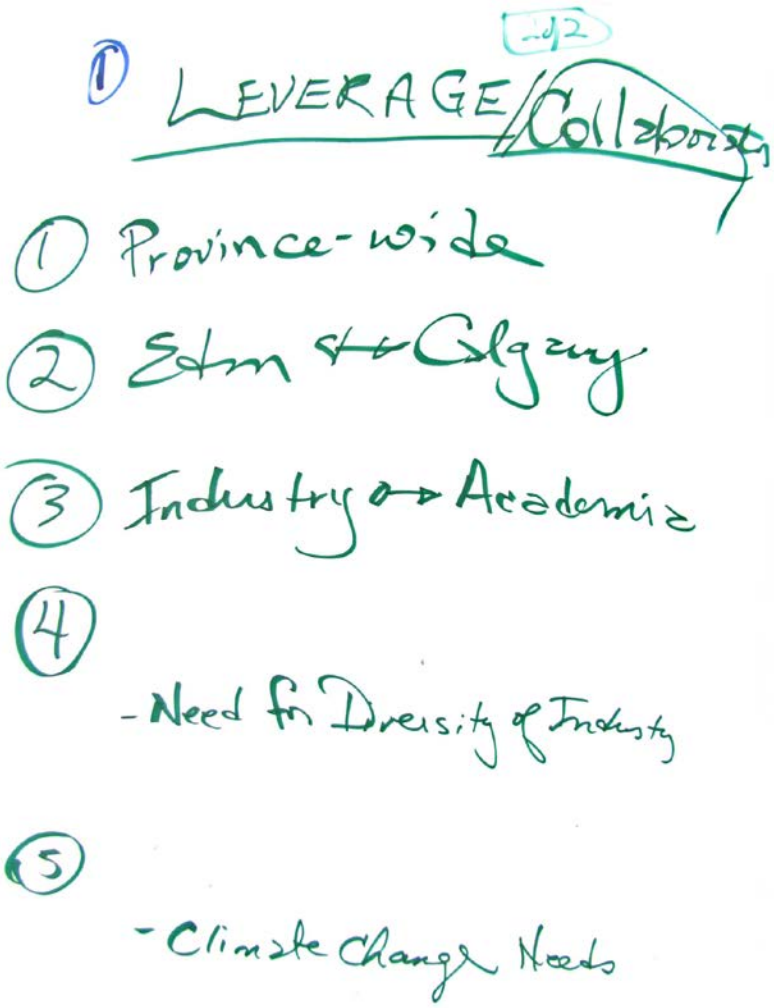
The participants identified sensitive topics that are difficult to talk about. They challenged time-honored ways of thinking at the risk of being disloyal to traditions that built great success in the past. However, in the 21st Century context, these once helpful frames of mind are now hindering the necessary evolution of the Alberta innovation and entrepreneurship ecosystems.

- **Female Entrepreneurs – Not enough women active in the ecosystem –** Diversity is a great strength in Alberta and is often spoken of as a key asset for innovation and entrepreneurship. At a much more basic level, however, participants cited the challenges for women in Alberta to break into innovation and entrepreneurship circles. Given the obvious fact that women make up half the population, making it easy for women to participate is one of the quickest and most powerful ways to grow the pool of talent and human energy in the ecosystem. [A strong model for this is running in a different Rainforest: Daytona Beach, FL. See https://www.thebossladyretreat.com]

- **Not enough financing support for businesses –** Difficulty accessing investment and various funding needs was cited by multiple participants. As in the Banff Immersions, participants felt that a shared investment framework for that both VC and government funders could use might address this issue.

- **When is it important to terminate a program? –** Participants in multiple Immersions have spoken about programs initially designed to support entrepreneurs and businesses that have been around for years, but aren't getting meaningful results. Collaborative programming between service providers that diminished overlaps and replication, yielding a focused suite of complementary programs could "kill the zombies" and upgrade the ecosystem.





ZOOM IN TO READ

TABLE 2

COMMS GAP -

BUILD CAPACITY FIRST. ①
THEN BUILD VELOCITY ②
FROM THAT COMES SUSTAINABILITY ③

OPPORTUNITIES

① - BETTER COMMUNICATION BETWEEN ~~ENTREPRENEURS & ROLE MODELS~~ ALL PARTS OF ECOSYST.

② FOSTERING TRUST. ★ ROLE MODELS DISTRIBUTED THROUGH COMM CHANNELS,

③ FRAMEWORK WHERE FAILURE IS CELEBRATED AS LEARNING.

SUPPORT

TABLE 3

1. ADVANCING INNOVATION TO COMMERCIALIZATION
   - ⊛ MENTORSHIP + LEADERSHIP [PEOPLE]
   - ⊛
2. MARKETING & COMMUNICATING EXISTING RESOURCES
   - ⊛ ACCESS TO EXPORT SUPPORT
   - ⊛ FUNDING
3. IMPROVING TIMELINESS OF FUNDING PROGRAMS
   - ⊛ STATIC TIMELINE IMPOSED ON THE ENTREPRENEUR
4. CREATING A CULTURE ~~OF~~ WHERE FAILING IS ACCEPTABLE.

LEVERAGE → FAIL FASTER & BETTER

FREEDOM TO EXIT EARLIER

SUPPORT
Recognition at grass roots level that Collaboration is necessary

ZOOM IN TO READ

4

General Theme	Opportunity
Trust entrepreneurs don't trust service providers	Entr. helping Entr. - stories - Mentorship - pathfinding } Role Models
Communication	Collisions • more social meetups • diversity (geo, cultural, age, gender, ..) • face-to-face >> digital
	Success Stories/Credibility

Focus
- Entr-Driven
- S.O. Supported

5

Opportunity:

- Community building and metadata about it
- Identify + break down barriers/walls to facilitate connections
- Improve benefit/cost ratio of engagement with government

Leverage:

- Communication to create/amplify trust/value in the community (e.g. social media)

Support:

Telepresence techology

ZOOM IN TO READ

TABLE 6 (1/92) 6

- Need a RICH SOIL of Gov't Policy (congruency) where companies can be created, thrive & grow
- Awareness & access to available RESOURCES
  ie. technical support @ RSIs.
  & NAVIGATION

(Reduce form red-tape)

- MENTORSHIP & LEADERSHIP to help companies overcome the plateaus & grow & grow again
  - Up & Down, Inside / Out
  - "Community"
  - How to structure Deals / Valuation

(2/92) 6

Access to Capital

- formalize process / system HERE A/V/ABK

ZOOM IN TO READ

TABLE 7

0.

1. Communication Structure
   - improvement
   - clarity / simplified
   - current / up to date
   - broader

2. Collisions
   - → Institutional
   - → Mentors
   - → Corporate ← Incentives
   - → Commercialization
   - → Research, etc.
   - → Grass Roots
   - → Roadmap of The Entrepreneur

Support

YEG Innovation Corridor

3. Diversity
   - → Elephant!!
   - → Age, culture, Gender, language, etc

1.

Knowing the roadmap of a startup
↳ Understanding what resources are required at what stage

TABLE 8

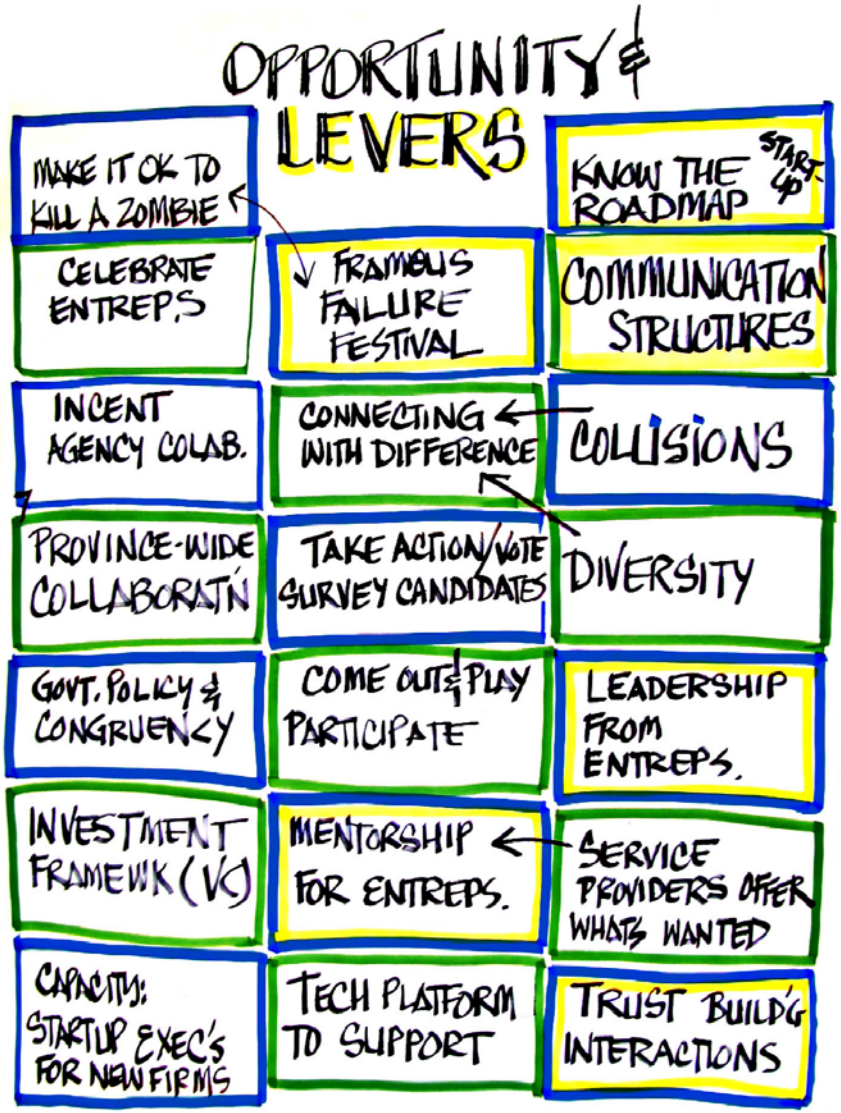
OPPORTUNITY

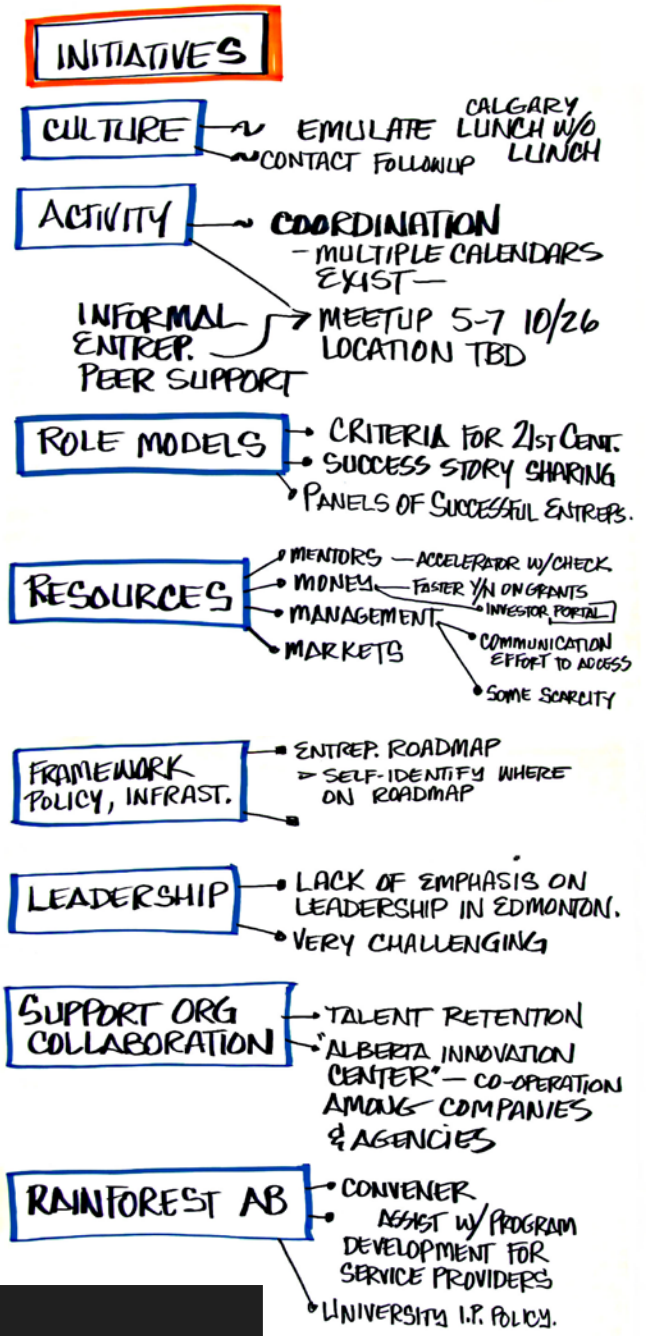
1. Connection btw diverse communities
   Trust between everyone (improve)
2. Keeping the momentum going
   - View risk as a positive and view failure as a learning opportunity.
3. Celebrate success + role models
   ↳ How do you define them.
   And the people who support/grow the success
   Be better at marketing/promoting our achievements/successes/brands...

Trust + Building Connections

Support
- Make our vote count - municipal level
- Significant economic shift fosters realization + opportunity.
- Get out of the day to day - longer term collaboration / growth / understanding.

ZOOM IN TO READ





ZOOM IN TO READ

Exercise: Analyze your domain; craft your innovation improvement initiative.

Each table was assigned one of the six Rainforest Scorecard attributes, with special assignments for teams 7 and 8. Each table had the following two-part task.

PART A:

ANALYZE YOUR ASSIGNED DOMAIN:

1. **Define the Rainforest Scorecard attribute in local/regional terms for Alberta:**

   Strategic Issues: What strategic issues may be inhibiting innovation in your Rainforest IN YOUR ASSIGNED DOMAIN?
   Cost of Status Quo: What if things never change IN YOUR ASSIGNED DOMAIN?
   Value of Change: If you could, what would a breakthrough bring IN YOUR DOMAIN?
   Potential to Change: What is present that supports change IN YOUR DOMAIN?

2. **Describe what strength in your attribute would look like in Alberta**

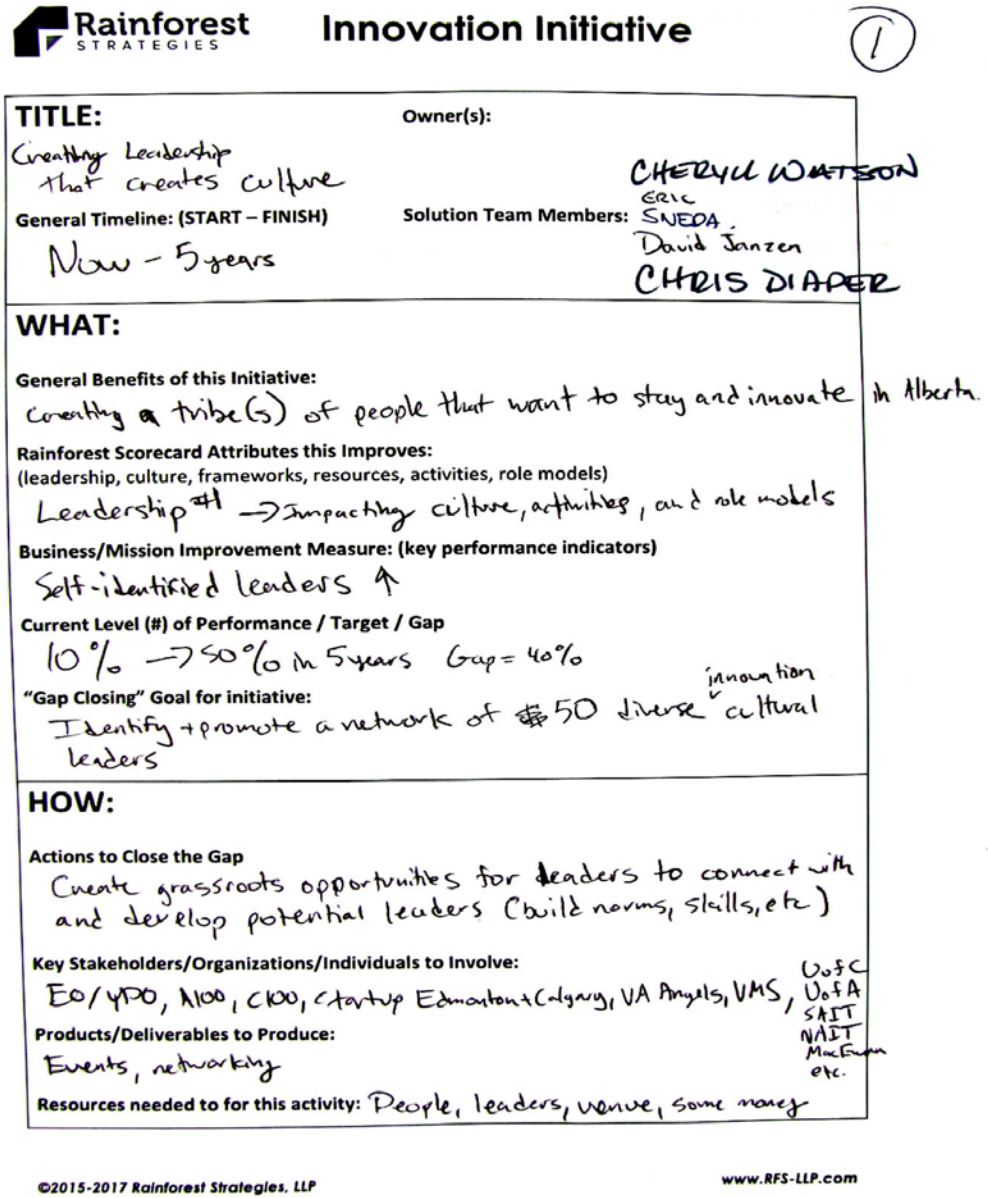
PART B:

CRAFT THE INNOVATION INITIATIVE:

Use the **Innovation Initiative worksheet** to build an actionable project plan to address your improvement opportunity. If you need help thinking through how to start, below are five common types of initiatives to consider. These are just a starting point.

- **Accelerate:** What could be done for quick wins in your improvement opportunity?
- **Leverage:** What actions would make all others easier?
- **Enroll:** What actions would get more people to participate in this process? What communication programming and messaging would attract: Entrepreneurs? Employers? Institutions? Investors? Governments?
- **Collaborate:** What entities/individuals should form powerful coalitions to move this innovation initiative along?
- **Monitor:** Who would be best positioned to use Rainforest tools to measure and monitor ongoing progress?

The following 6 pages contain the reports for teams 1-6. Note the team name at the top of each page. Reports for tables 7 and 8 follow thereafter.



Rainforest STRATEGIES

Innovation Initiative

(1)

TITLE:
Creating Leadership that creates culture

Owner(s):
CHERYLL WATSON

General Timeline: (START – FINISH)
Now – 5 years

Solution Team Members:
Eric SNEDA
David Janzen
CHRIS DIAPER

WHAT:

General Benefits of this Initiative:
Creating a tribe(s) of people that want to stay and innovate in Alberta.

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)
Leadership → Impacting culture, attitudes, and role models

Business/Mission Improvement Measure: (key performance indicators)
Self-identified leaders ↑

Current Level (#) of Performance / Target / Gap
10% → 50% in 5 years Gap = 40%

"Gap Closing" Goal for initiative:
Identify + promote a network of #50 diverse innovation cultural leaders

HOW:

Actions to Close the Gap
Create grassroots opportunities for leaders to connect with and develop potential leaders (build norms, skills, etc)

Key Stakeholders/Organizations/Individuals to Involve:
EO/YPO, A100, C100, Startup Edmonton+Calgary, VA Angels, VMS, UofC UofA SAIT NAIT MacEwan etc.

Products/Deliverables to Produce:
Events, networking

Resources needed to for this activity: People, leaders, venue, some money

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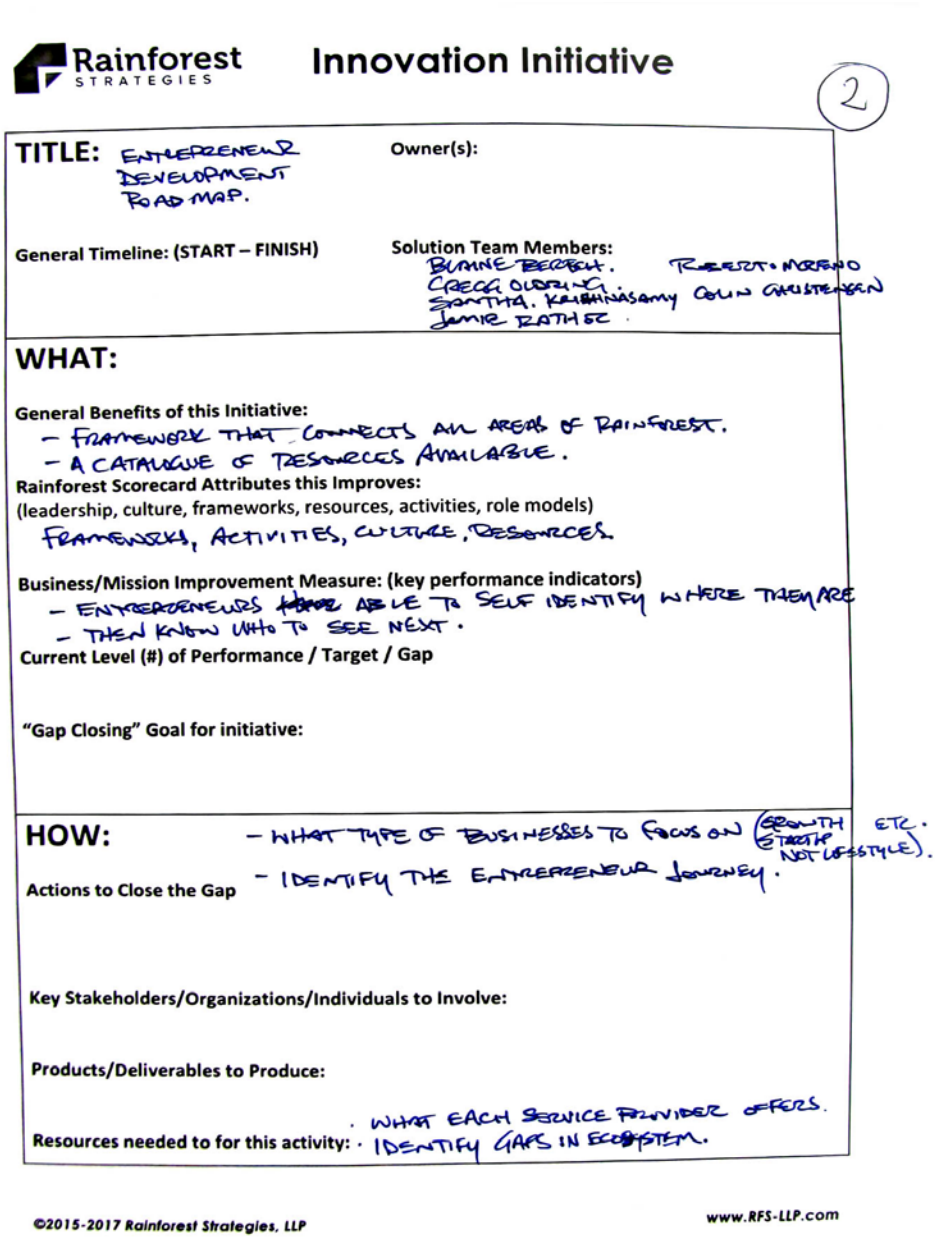

Rainforest STRATEGIES

Innovation Initiative

2

TITLE: ENTREPRENEUR DEVELOPMENT ROAD MAP.

Owner(s):

General Timeline: (START – FINISH)

Solution Team Members:
BLAINE BERTSCH. ROBERTO MORENO
GREGG OLDRING.
SANTHA. KRISHNASAMY COLIN CHRISTENSEN
JAMIE RATHER.

WHAT:

General Benefits of this Initiative:
- FRAMEWORK THAT CONNECTS ALL AREAS OF RAINFOREST.
- A CATALOGUE OF RESOURCES AVAILABLE.

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)
FRAMEWORKS, ACTIVITIES, CULTURE, RESOURCES.

Business/Mission Improvement Measure: (key performance indicators)
- ENTREPRENEURS ~~[illegible]~~ ABLE TO SELF IDENTIFY WHERE THEY ARE
- THEN KNOW WHO TO SEE NEXT.

Current Level (#) of Performance / Target / Gap

"Gap Closing" Goal for initiative:

HOW:

Actions to Close the Gap
- WHAT TYPE OF BUSINESSES TO FOCUS ON (GROWTH ETC. STARTUP NOT LIFESTYLE).
- IDENTIFY THE ENTREPRENEUR JOURNEY.

Key Stakeholders/Organizations/Individuals to Involve:

Products/Deliverables to Produce:

Resources needed to for this activity:
- WHAT EACH SERVICE PROVIDER OFFERS.
- IDENTIFY GAPS IN ECOSYSTEM.

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ZOOM IN TO READ

Rainforest STRATEGIES **Innovation Initiative** (3)

TITLE: Resources

Owner(s): Entrepreneurs (senior/mentors) Service providers

General Timeline: (START – FINISH)

Solution Team Members: Lorena, Julie, Nick, Amor, Ernst, Krishna, Chris M

WHAT:

General Benefits of this Initiative:

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)

Current Level (#) of Performance / Target / Gap

"Gap Closing" Goal for initiative: Companies need access to 4M's: Money, Markets, Mentors, Management

HOW:

Actions to Close the Gap For some of the resources it is a scarcity problem, for some it is a communication problem

Key Stakeholders/Organizations/Individuals to Involve:

Products/Deliverables to Produce:

Resources needed to for this activity:

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Rainforest STRATEGIES **Innovation Initiative**

[redacted] = who does

ACTIONS:

Next Steps:	Who does:	By when:

1. MENTORS (scarcity problem)
   - Accelerator program with capital + mentorship
2. - VMS program that is less restricted

Industry Driven

~~Existing~~ VC fund ~~Accelerator (500 etc.)~~

~~A100, EO, Existing VMs~~

3. MONEY (communication / scarcity problem)
   - grants there is a need for faster yes/no and less red tape ~~CDA~~
4. - Angel capital / VC make it easier to access investor - entrepreneur portal ~~AEC/VCAT~~ launch by end of October
5.

ACCESS TO OTHER RESOURCES (Accountants/lawyers) (communication problem)
- AI ~~AI~~
- Business Link ~~Business Link~~ TEC E

MANAGEMENT (scarcity problem)
- "Level up" local talent through mentorship

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ZOOM IN TO READ

Rainforest STRATEGIES **Innovation Initiative** (4)

TITLE: ROLE MODELS **Owner(s):** A100, EO, INCUBATORS, ACADEMIC INSTITUTIONS.

General Timeline: (START – FINISH) now **Solution Team Members:** MAX, RYAN, WILL JAMES.

WHAT:
- SHARE SUCCESS STORIES @ RAINFOREST MEET-UPS
- START PANELS OF SUCCESSFUL ENTREPRENEURS
- ADVISORY PANELS SHOULD HAVE " "

General Benefits of this Initiative:
Low resource requirement, scalable, easy to reproduce, promote role models that align with rainforest

Rainforest Scorecard Attributes this Improves: ROLE MODELS.
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)
role model participation in initiative
growth in diversity of audience/participants

Current Level (#) of Performance / Target / Gap
only ad-hoc panel activity, no regularity or rhythm

"Gap Closing" Goal for initiative:
increase opportunities for role models stories to be featured or highlighted

HOW: Role models: economically or socially beneficial or influenced change
willing to share failures & successes
live by the values of the rainforest

Actions to Close the Gap

Key Stakeholders/Organizations/Individuals to Involve:

Products/Deliverables to Produce:
raise in profile of role models amongst entrepreneurs

Resources needed to for this activity: role models

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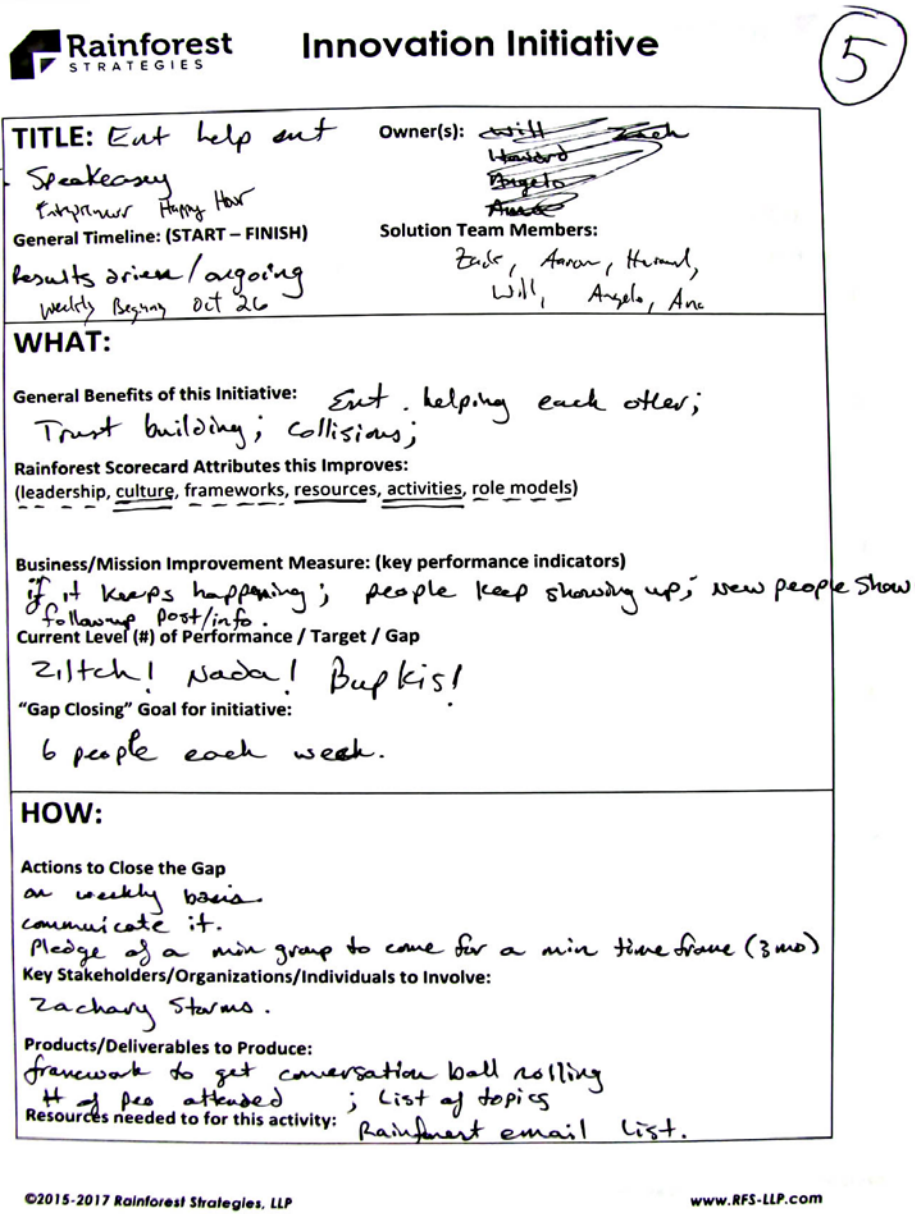

Rainforest STRATEGIES **Innovation Initiative** 5

TITLE: Ent help ent Ent. Speakeasy Entrepreneur Happy Hour

Owner(s): ~~with~~ ~~Zach~~ ~~Howard~~ ~~Angelo~~ ~~Anne~~

General Timeline: (START – FINISH)
Results driven / ongoing
Weekly Beginning Oct 26

Solution Team Members:
Zach, Aaron, Howard, Will, Angelo, Anne

WHAT:

General Benefits of this Initiative: Ent. helping each other; Trust building; collisions;

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)
if it keeps happening; people keep showing up; new people show up; follow up post/info.

Current Level (#) of Performance / Target / Gap
Zilch! Nada! Bupkis!

"Gap Closing" Goal for initiative:
6 people each week.

HOW:

Actions to Close the Gap
on weekly basis.
communicate it.
Pledge of a min group to come for a min time frame (3 mo)

Key Stakeholders/Organizations/Individuals to Involve:
Zachary Starnes.

Products/Deliverables to Produce:
framework to get conversation ball rolling
# of peo attended ; List of topics

Resources needed to for this activity: Rainforest email list.

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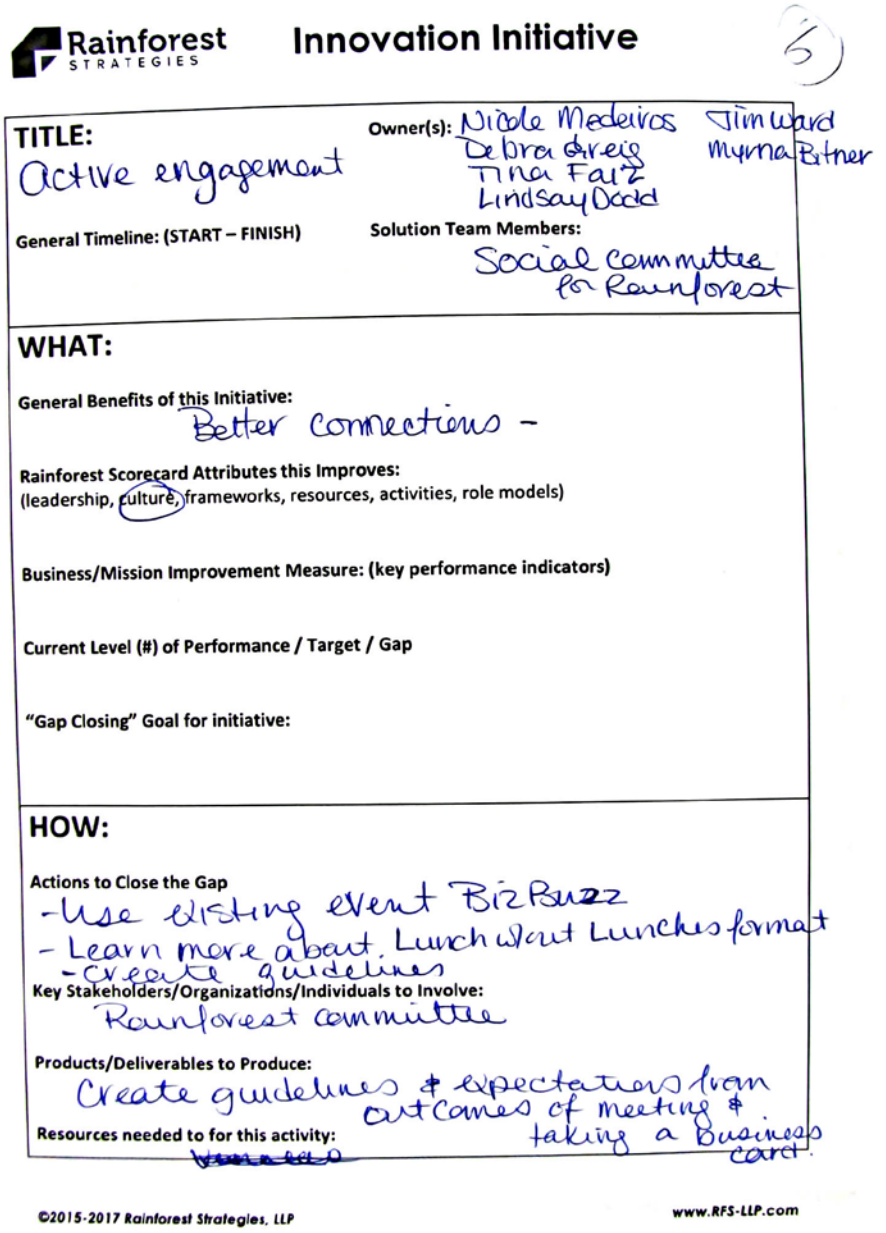
ZOOM IN TO READ



Rainforest STRATEGIES

Innovation Initiative

5

TITLE: Active engagement

Owner(s): Nicole Medeiros, Jim Ward, Myrna Bitner, Debra Greig, Tina Faiz, Lindsay Dodd

General Timeline: (START – FINISH)

Solution Team Members: Social committee for Rainforest

WHAT:

General Benefits of this Initiative: Better connections -

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)

Current Level (#) of Performance / Target / Gap

"Gap Closing" Goal for initiative:

HOW:

Actions to Close the Gap
- Use existing event Biz Buzz
- Learn more about Lunch and Lunches format
- Create guidelines

Key Stakeholders/Organizations/Individuals to Involve: Rainforest committee

Products/Deliverables to Produce: Create guidelines & expectations from outcomes of meeting & taking a Business card.

Resources needed to for this activity:

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Table 7 was been assigned a special improvement opportunity: Support organizations for economic development, innovation and entrepreneurship.

Their challenge was to conceive of an initiative(s) focused on how these entities can, individually and together, improve one or more of the six Rainforest Scorecard attributes.

PART A: ANALYZE THE NETWORK OF SUPPORT ORGANIZATIONS:
Think about the combination of all Alberta's support organizations together as a single system. Collectively, it is their mission to strengthen the Rainforest of innovation, entrepreneurship, and economic development in Alberta:

- **What are the strengths and weaknesses of the current system of organizations?**
- **Strategic Issues:** What strategic issues inhibit the collective progress of this system to support the Alberta Rainforest?
- **Cost of Status Quo:** What if the status quo persists in the way this system of entities supports Alberta's Rainforest? What are the costs of the status quo?
- **Value of Change:** If you could create a breakthrough in this system of support organizations, what would the breakthrough cause or change?
- **Potential to Change:** What combination(s) of support organizations are poised to make a breakthrough for Alberta's Rainforest?

PART B: CRAFT YOUR INNOVATION INITIATIVE:
Use the Innovation Initiative worksheet to conceive a project concept that brings about a breakthrough in the system of support organizations. If you need help thinking through how to start, below are five common types of initiatives to consider. These are just a starting point.

- **Accelerate:** What could be done by the system of support organizations for quick wins in the Alberta Rainforest? How does that accelerate all initiatives?
- **Leverage:** What actions among/between support organizations would make all other Rainforest improvements easier?
- **Enroll:** What communications, programming and messaging between/among support organizations would attract more players to the Rainforest?
- **Collaborate:** What companies/organizations/agencies should form powerful coalitions and share resources to move Rainforest initiatives along?
- **Monitor:** How can support organizations work together to improve measurement and monitoring of Rainforest growth and development?

Table 7's report is on the next page.

Rainforest STRATEGIES

Innovation Initiative

GAIL POWLEY (7)

TITLE: Owner(s):

COLLABORATION AMOUNG SUPPORT ORGS.

General Timeline: (START – FINISH) Solution Team Members:

#1.

WHAT:

General Benefits of this Initiative:

Retain Talent [New Grads] then & Visibility of AB. Tech Sector

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)

→ Grads Leaving the Province

Current Level (#) of Performance / Target / Gap

50% Leave ~~[illegible]~~

"Gap Closing" Goal for initiative:

50% + 25% = 75% Stay. [less leaving]

HOW:

Actions to Close the Gap MIT-type initiative to increase Visibility of Tech Companies in Alberta

eg [MIT → Cambridge Innovation Centre] ≡ Alberta Innovation Centre.

Note: CIT has Google Rep as well as small co rep.

Key Stakeholders/Organizations/Individuals to Involve:

Chamber of Commerce: EEDC, CEDC, LEDC ... And the Universities.

Products/Deliverables to Produce:

Alberta Innovation Centre [AIC] which has Records/representation of all tech companies in Alberta.

Resources needed to/for this activity: - Directory [Shared] across the province
- Visibility of the tech co info
- Shared Database for the Visibility of Students

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Rainforest STRATEGIES

Innovation Initiative

GAIL POWLEY

TITLE: Owner(s):

COLLABORATION AMOUNG SUPPORT ORGANIZATIONS. (7)

General Timeline: (START – FINISH) Solution Team Members:

- Entrepreneur Support Agencies not Co-operating

WHAT:

General Benefits of this Initiative:

- Entrepreneur receives best services in the Province [not just from a single provider]

Rainforest Scorecard Attributes this Improves:
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)

- Entrepreneur Satisfaction & Success & (Time to Needs Address)

Current Level (#) of Performance / Target / Gap

- TBD from Entrepreneur

"Gap Closing" Goal for initiative:

→ ½ time ; 2x Satisfaction

HOW:

Actions to Close the Gap Change Mandate & Metrics to include Effective Collaborate w/ other Support Organization to the Benefit of an Entrepreneur.

Key Stakeholders/Organizations/Individuals to Involve:

~~EEDC + CEDC~~ TecEdm, BusLink, ...

Products/Deliverables to Produce:

Overall support service for Entrepreneurs: Finance, mentorship

Resources needed to for this activity: Outside Measurement Mechanism [Province of AB]

→ leadership + mandate decision makers need be brought to the table to hammer out the issue.

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Table 8 was been assigned a special improvement opportunity: What role should Rainforest Alberta, a non-entity, play going forward?

Think about the work that Rainforest Alberta has accomplished in the last 12 months. This non-entity, a coalition of like-minded Albertans, has attempted to work in the "white space" between all the agencies, support organizations, and other entities. Their goal was not to compete or overlap, but to do that which the agencies and organizations weren't doing.

- **What should Rainforest Alberta do now and going forward that no other agencies and organizations are doing?**

Table 8's report is on the next page.

Rainforest STRATEGIES **Innovation Initiative** - Ldrship, mentorship, VMS, AIOO, TEC

TITLE: #-8 RAINFOREST. **Owner(s):** MURPHY, LUMB, MIELKE. Adcock.

General Timeline: (START – FINISH) **Solution Team Members:**

(8)

- Ldrship — mentoring, ldrship training
- Infrastructure — roadmap, timeliness to meet entrepreneur's heads + timelines, best practices.
- Resources — catalog.
- follow the event.
- capital
- resources
- role models.

// Collab among support groups.

- policy (transparent policy + program ev.)
- policy.
- infrastructure
- capital.
- H.Q.P.
- support pgms
- event - led meetings

Convenor -
- program review
- ~~service provider~~ mutual accountability (1) service providers (2) S.I.Gs. (3)
- (2) I.P, EIR effectiveness, RACI.
- policy commentator
-

Rainforest STRATEGIES **Innovation Initiative** (8)

ACTIONS:

Next Steps: **Who does:** **By when:**

1. IP, University, access,
2. Fiscal environment, liaise w/ gov't re-tax credits, SRED, etc
3. Conveners via our networks to put people together to discuss + effect change
4. Alberta Innovates
5. Start w/ trust, commit to action

RACI

Next Steps: **Who does:** **By when:**

1. Mutual Accountability for group initiatives (~~[illegible]~~ providers) RACI.
2. examples: - AE - Univ. IP - AE.I.
   - policy program input - best policy/programs have good stakeholder input.
3. - "member" - raised initiatives
   - service provider program reviews.
4. - SI.GA.
   -
5.

- 235
- 90
- 41

* use our space.
* TID, HA, Merck, TZ.
*

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Rainforest STRATEGIES

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What is a Social Contract?

Social Contract:

The explicit set of values and principles by which the innovation ecosystem operates.

It is the agreement I have with you about what it means to be innovative together.

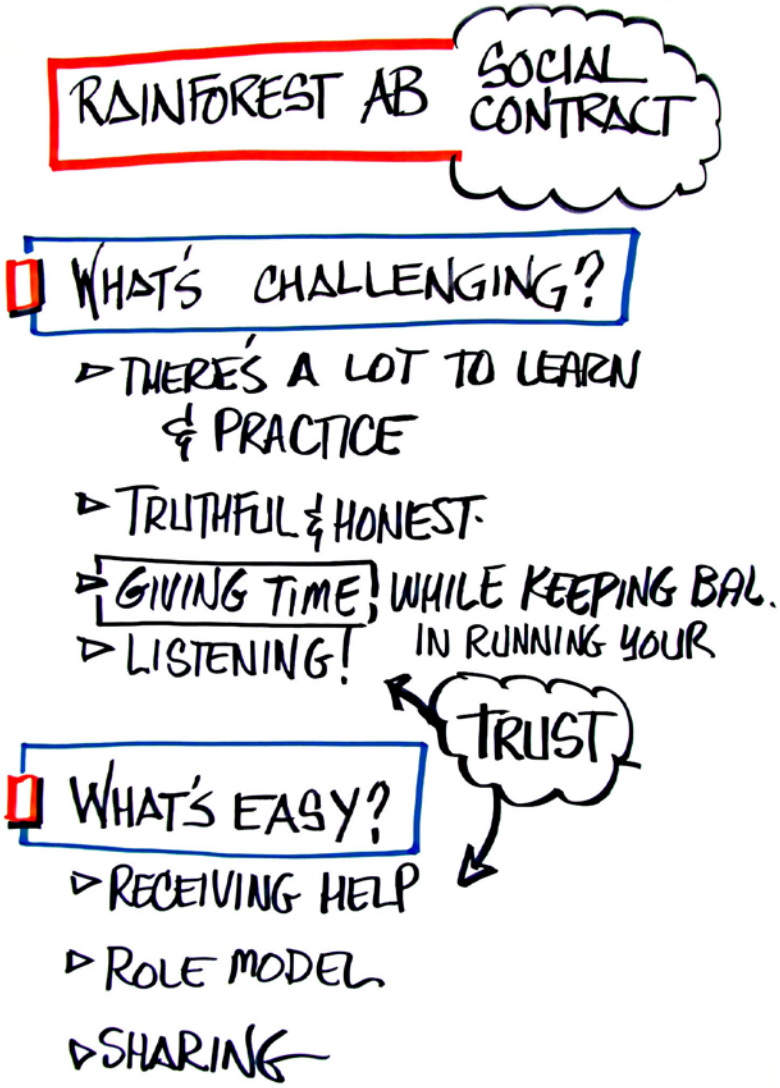
It can very strongly define what ecosystem members allow, pursue and resist, avoid.

Typically…

cultural norms go unspoken as simply part of the mental/emotional context

For a robust Innovation Ecosystem…

make the Social Contract explicit, celebrate it use it as a litmus test for the quality of decisions, actions, and ways of being together.



OBSERVED

WE CAME TOGETHER • NEW BEGIN'G
BROKE DOWN BARRIERS
INSIGHTS • TALKED TO NEW FOLKS
WORKING LUNCH.
FOUND COMMONALITIES
TOWARD SOLUTIONS/COLLAB.
TRANSF. OF KNOWL.

FEELINGS

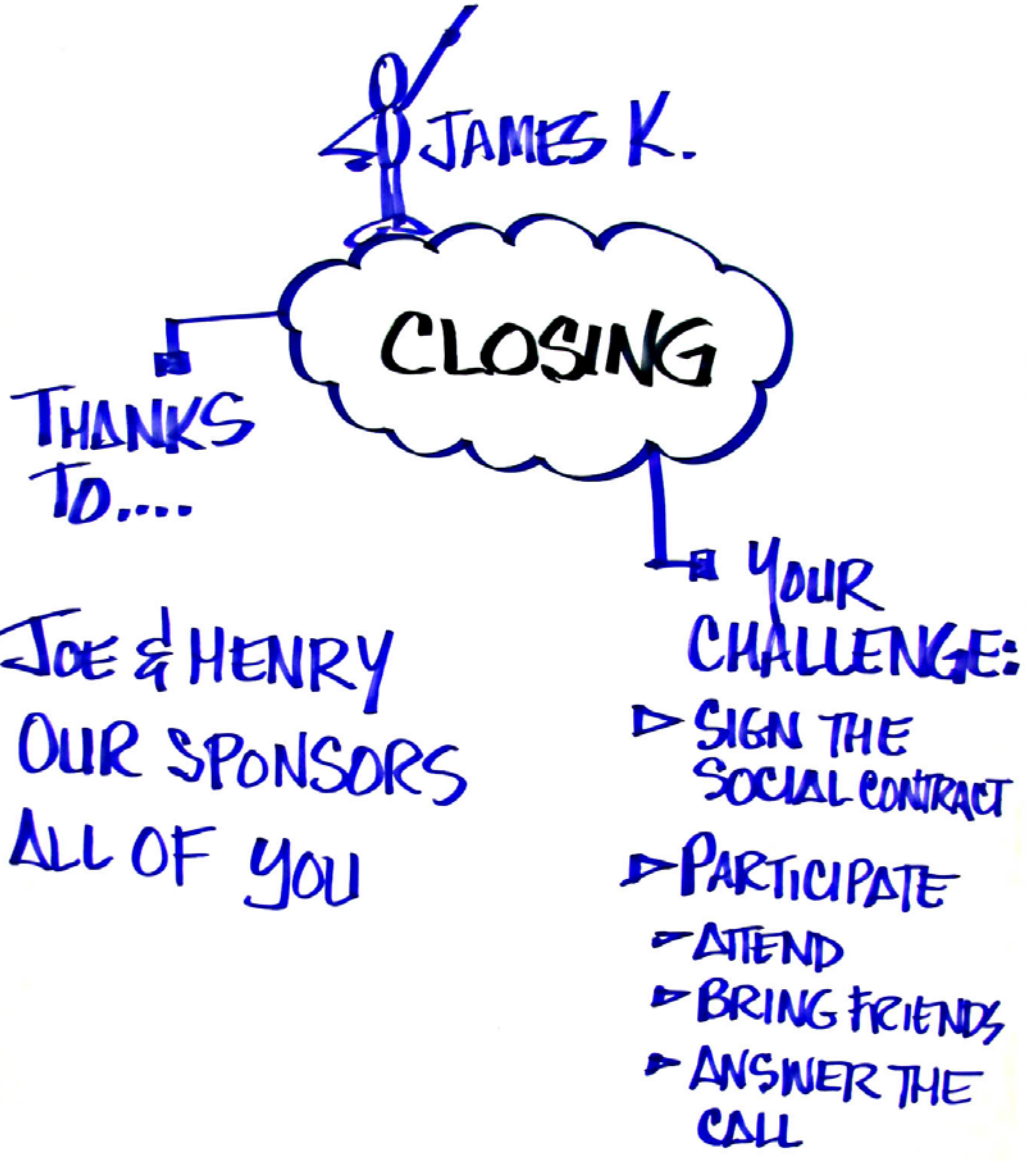
EXCITED • TIME WELL SPENT
HOPEFUL • CONNECTED
ENERGIZED • OPTIMISTIC
BROADENED • PRIDE
HONORED IN THIS

IMPLICATIONS

SHAKE THINGS UP • BETTER WORLD
ACCOUNTABLE • TRUST BUILDS
FROM HUMAN TO BEING
BEING HUMAN
MUST MAINT. MOMENTUM
OBLIGATION & DUTY
MORE VOLUNTEERISM

DECISIONS

DECIDED TO MAKE IT HAPPEN
BUILD COMMUNITY.
SPREAD THE WORD
BRING PEOPLE
SERVICE PROVIDERS:
- SEE AS MORE HELPFUL
- HELP THEM SERVE BETTER


JAMES K.
CLOSING
THANKS TO....
JOE & HENRY
OUR SPONSORS
ALL OF YOU
YOUR CHALLENGE:
SIGN THE SOCIAL CONTRACT
PARTICIPATE
ATTEND
BRING FRIENDS
ANSWER THE CALL

Joe Sterling, Partner Designer and lead facilitator of Rainforest Master Plan (RaMP) projects. Joe has facilitated collaborative visioning and strategic planning for nonprofits, municipalities and corporations since 1991. He has designed and facilitated large-group events from 50 to over 1,000 participants. His innovative work in California included being a principal architect of the San Diego Regional Vision Project which produced a 40 year vision for the greater San Diego region. Joe's entrepreneurial and innovation work has accelerated collaboration among companies, non-profits and philanthropic entities across entire regions. For leadership and humanitarian service, Joe has been recognized by the US Congress, California State Senate and Assembly, and the County of San Diego. Contact Joe directly at: JoeSterling@rfs-llp.com and 619-206-2403

Alistair Brett, Partner Co-author of the RaMP framework and tools. Alistair Brett brings over 30 years of on the ground, hands on, consulting experience developing technology-based businesses and innovation support systems in the USA and some 20 countries. He has worked in project planning, management, and deployment teams to deliver projects with long term sustainable outcomes. Alistair specializes in helping governments and organizations commercialize science and technology from universities and research centers, and developing support mechanisms for technology commercialization. Contact Alistair directly at: AlistairBrett@rfs-llp.com and 202-518-7755

Patsy Kahoe, Associate Patsy's focus for over twenty years has been the delivery of large group collaborative process events to solve complex, systemic challenges in a compressed time frame. Patsy led management of a globally recognized manufacturer of custom environments specifically designed to enhance collaborative work. In this role she led the design team for that firm's next generation furniture line. Patsy joined Rainforest Strategies as Sponsor Liaison for the 2015 Global Innovation Summit, where RFS methods were first tested as a conference-scale group process. She supports delivery of RFS processes as Project Leader for the Rainforest Master Plan pilot programs including those executed for the U.S. Department of Commerce. Contact Patsy directly at: PatsyKahoe@rfs-llp.com and 843-298-4755

Henry Doss, Managing Partner Henry serves as Managing Partner for Rainforest Strategies, LLP. In that role, he supports the growth and overall development focus of the firm. Henry is co-author of Rainforest Scorecard: A Practical Guide for Growing Innovation and writes on innovation topics for Forbes. Henry has over twenty-five years of business experience in banking and telecommunications and extensive volunteer leadership experience in non-profits. His primary background is in financial services sales practices, data mining, TQM and consumer research. He has extensive experience in all disciplines related to sales leadership, with deeper experience in sales force automation, data mining, modeling and customer insight. Henry has led, or been involved in, a number of small business restructurings, startups and early stage ventures. Contact Henry directly at: HenryDoss@rfs-llp.com and 336-489-0053

For information about Rainforest Strategies services visit www.RFS-LLP.com