

SUMMER SCHOOL

AN EXPERIMENT IN LEARNING FOR SOCIAL
INNOVATION AND SUSTAINABLE DEVELOPMENT

HARVESTING DOCUMENT 2010

The Hub is a social enterprise that inspires and supports imaginative and enterprising initiatives for a better world. The Hub is a global community of people from diverse professions, backgrounds and cultures working at 'new frontiers' to tackle the world's most pressing social, cultural and environmental challenges. The Hub is about creating habitats for social innovators - inspiring places where new connections, relationships and initiatives can evolve, adapt and thrive. Located in 22 cities worldwide and emerging in over 50 more, The Hub provides a physical, social and innovation infrastructure rooted in hosting people to step forward and put good ideas into action.

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What are the skills, capacities and leadership needed to respond and scale up our work as change agents for a better world?

THE HUB SUMMER SCHOOL

In times of rapid change and pressing social and economic issues, it is ever more important that people are ready to take leadership in creating the world we want to live in. Being at the forefront of discussions and research around systemic change, social innovation, social business and participatory authentic leadership are important in designing and implementing processes and initiatives that are able to create long-lasting and sustainable systems of influence, at local and global scale. In times of transition and change, innovative and creative solutions are ever more needed to face the challenges in the world. But, what are the skills, capacities and leadership needed to respond and scale up our work as change agents for a better world?

Triggered by this question, The Hubs Amsterdam and Rotterdam created a dedicated learning space over the summer months of 2010, aimed at learning together with a wider community. The Hub created the infrastructure and a collaboration platform, hosting people in offering what they felt matters in response to this the over-arching question. Hub Summer School attracted entrepreneurs, students, trainees, corporate and government employees, European Commission representatives, international and local people - who are familiar with this field of work and who are "newcomers". We had over 16,000 unique visitors to our website to find out more.

Hub Summer School 2010 offered a diverse programme of courses, talks, presentations and artistic performances that brought different approaches that respond to this question and the emerging next level needs we are witnessing in society. Additionally, we wanted to collate the learning in a way that serves as meaningful input for actions forward – within the Hub system, and for wider distribution. A gift to the world.

Many good conversations and spontaneous insights are lost because they are never recorded, shared or acted on in meetings, gatherings and learning events. Hub Summer School is different. Core to our design, is acknowledging the power of harvesting the learning and capturing the impact throughout Summer School events. The 'Art of Harvesting' as an approach was about integrating the documentation of the learning through the learning process itself. It is about capturing the multiple levels of learning that happen in any given moment around content, process, peer-to-peer interaction, outcomes, and intentions that a given learning experience may generate in the enterprise, community and individual. Hub Summer School events have been recorded and documented by photos, videos, blog posts and other methods such as graphic facilitation and mind-mapping. The aim of this harvesting process is to make visible the learning, knowledge, and expertise existent in the Hub Learning community and that which has been generated during the various events.

10 weeks, 58 events, 39 courses, 12 keynote lunches, 300 participants and a lot of digestion time later, we offer you this harvest as a tool to apply our learning into your work as a change agent for a better world. We hope it serves as inspiration and guidance for social innovation processes and social innovators taking leadership. Enjoy!

A big thank you to so many people: on the teams in Hub Amsterdam and Hub Rotterdam, our peers in other Hubs, Summer School participants, friends and creative contributors who have made this output possible. A special thank you to our supporters at Agentschap NL who have seen harvesting as a strategic tool towards learning for sustainability in The Netherlands.

OUR KEY LEARNINGS

What are we learning about sustainability?

It is beyond “The environment”. The cross-cutting issues at a level of complexity that we face require multidisciplinary collaboration.

It needs diversity. We know from natural systems that biodiversity creates resilience – enough reason to seek a diversity of talents in tackling the big issues and creating resilient sustainable solutions

It is about where process meets content. Sustainable change is about how we do things just as much as what we do.

It is embedded. Sustainability work can no longer be fringe, it is about the core business now.

It is personal. It is where the outside work meets the inside, about how to bring the big issues into personal daily practice, and how to express inner beliefs for the health of the whole.

Sustainability is social change work. Changing our behaviour in relationship with people and planet is where social innovation and entrepreneurship is called for.

What are we learning about putting sustainability into practice?

Community and collaboration are needed. For connection, coherence and sustainability of the work itself.

Hosting as a practice and a skill. Seeking mastery in the skills of inviting, convening and hosting people supports a change agent in generating effective collaborative solutions.

Consciousness of choice. Being aware of the choice available at any time; we are not victims of our own creation.

Creating conditions. The convenience of and access to opportunities for people to learn, reflect, change and practice supports sustainability efforts.

Recognition is important. Acknowledgement and appreciation of good practices that make a difference, that a leader or organization have embedded more sustainable practices into their existence, encourages continued action. We need to celebrate – and build on – what works!

What are we learning about learning?

The gifts and challenges of collaboration. Two Hubs collaborating on Summer School created further resonance between the two communities and requires a lot of extra dedicated time to nurture and host relationships across geographies, priorities and day-to-day activities.

Balance being a learner and a teacher. There was a pattern of offerers of learning opportunities who weren't active as participants of others' learning opportunities, and then there were the 'learning junkies' who wanted to take on all the learning opportunities their time and budget would allow. How to balance and not get stuck in just one mode?

Everyone learns in different ways and seeks learning at different times. The richer you can make your learning event – space, people, content, process – the richer your outcomes will be. It is also important to have a learning culture – creating repeat opportunities and making learning opportunities continually available.



“Hub Summer School as a great opportunity to try out, to develop and grow as a facilitator. It has made me want to work closer to entrepreneurs and do my workshops in other Hubs”.

- HSS Participant

Value learning for learning's sake. True learning does not come as a commodity or a checklist of workshops attended but something that should respond to an inner intent to grow and build skills that support what you are doing in the world. Collective learning emerges when the shared experience is authentic and deepens relationship; clearly a critical element of building community vs. a network.

Harvesting is an integral part of the learning process. Taking time for reflection and harvesting is part of the learning process: From gathering input to sense-making, and feeding back, this takes time and skill, and is something often neglected in designing learning experiences. This was most striking by having a HSS host ask participants at the end of every workshop what they learned – that's when most realized their "aha's".

More questions! Learning about learning has opened up many more questions, also about how to pass on learning in a useful and meaningful way. How can sharing learning become itself a true learning experience, and not another download?

What are we learning about turning ideas into impact?

A genuine learning space enables impact. The learning spaces designed and hosted with true learning in mind (and not just transfer of information) really allowed something new to emerge and better supported the realisation of ideas. At the Hub, we often speak about curating a "social infrastructure" for taking ideas into action, meaningfully.

The need for the right container for co-creation. Co-creation can be nurtured through creating spaces that create the right conditions for coming together around shared purpose, and equipping people with tools and resources. A host plays a key role.

The time of the lone entrepreneur is over. With increasingly peer-to-peer based ways of working emerging all over the world, sustainable impact needs a balance of skills, talents and perspectives. The most effective entrepreneurs are reaching out and working with others with complementary skill sets, to get their work done faster, more effectively and enable longer-lasting impact. The future is in collaborative entrepreneurship.

Safety matters. It is important to create safety around prototyping and experimentation; we need to learn from failure and we need to support changemakers in trying new things.

Personal support is crucial. We have noticed how important hosts have been beyond the 'job description'. There is a whole arena of effort and care in giving people personal support, encouragement and confidence in taking a (new) idea or initiative on. This is the invisible work.

Articulate what is needed. Often changemakers have clarity of their vision and impact they seek, but no clarity on articulating their needs. Once it is known what someone needs to take a next step, it is easier to support them in finding the resource to meet that need – a contact, an event, a skill, or access to something. Access to web of trusted relationships and an infrastructure of peer-to-peer support helps people find what is needed, or what the needs are in the first place.

Just-in-time resources. Access and availability to financing, mentorship, distribution channels, markets and contacts makes a significant difference in bringing a good idea into real action. There is much leakage of potential when pioneers have no access to a support infrastructure that enable ready access to tools and resources that enable realisation.

Invite practitioners. Most learning experiences were offered by actual practitioners, and this made the grounding and applicability obvious. Real stories – of success or challenge – supported participants in seeing how they can apply their learning in real ways.

It takes readiness. As Bill O'Brian says: "The success of an intervention has to do with the interior quality of the intervener". Impact is a function of personal readiness, confidence and guts.

A DAY TO BE MOVED

Day to be Moved is a collaborative initiative of 5 Hub Rotterdam members. One of the initiators shares: "At Hub Rotterdam's second anniversary the idea was born in a conversation to organise a day which helps people to build confidence and courage to move (los durven gaan)". Sharing the idea with others informally at the party, already 5 people said they would attend that day. In May an email went out to the Rotterdam members to find other people that can contribute to a Day to be Moved, 8 people responded, and which sparked the Day to come together and become a creative and collaborative offering in the Summer School calendar. An example of how informal conversation can lead to co-creation.

COLLECTIVE WISDOM

"This question is so important for me... the key to this is us."

- Zachary Green, speaker at Hub Summer School opening

Zachary, a World Bank consultant, thought-leader on organisations of the future and Hub inspirator, joined us with the message the future is in the collective. "It isn't just networking... how does the crowd really have knowledge? How do we connect the crowd together in such a way that it is not just connecting and social networking and chatting, but creating wisdom?" Zachary shared his perspective on how things are shifting in the world and the opportunities that lie in crowdsourcing, open source and other peer-to-peer approaches for shifting the landscape of what is possible - that is for social change, and is a social change in itself. After challenging entrepreneurs to think from a paradigm of natural systems, Zachary left us with a burning question "What if we begin to have collective wisdom that is adaptable, innovative, empowering and socially accountable?"

See Zachary's talk at: <http://www.vimeo.com/16851312>

THE FORMULA

Self-organisation is the principle which drives Hub Summer School. Hub members and non-members were invited to join the Ning community created for the event and start creating their offers of events. The success of Hub Summer School was a shared responsibility between the Summer School Team and the event organisers. Event organisers were advised to do the promotion and marketing for their event. It was also a good practice to frame their offer in an simple and attractive way and to price it, which can be challenging for many entrepreneurs.

By creating a “just-enough” organised structure where things can emerge and happen organically, we aimed at creating a space where all felt invited to offer their wisdom and practice in a certain domain. Core to the Hub Summer School formula is the strong belief that we all have something to learn and to teach to others and that within a community there is an abundance of knowledge and wisdom to be shared. Also that the solutions to any problems or dilemmas of a system lie within the system itself. Hub Summer School’s core purpose was to bring about all the potential and knowledge existent within the Hub community and beyond.

Guiding Principles

• Self-organizing:

We encourage each one to take responsibility for their offers and needs.

• For-“healthy”-profit:

HSS is a social business which aims at generating economy for all parts of the system.

• Connectivity:

To be a place for connections... of people, resources, practices, ideas and more.

• Expanding our limits of learning:

We are fostering learning as a experience which includes all of our senses. We hope that by participating in HSS one gets to expand his/her learning edges and to apply that into their business, community and life.

• Excellence:

We want HSS to be excellent! Excellence in its organization, in the events that are happening, the people who are part of it, the outcomes that are being generated.

Themes

systemic change, innovation, sustainability, social business, spirituality and community engagement.

Courses

A wide range of courses which can be experiential, hands-on, for skill and competence development, theoretical, based on tested methodologies and more. Hub promoting social innovation, aims at offering innovative and cutting edge workshops.. addressing needs of members

Collaborative Initiatives

Many are the ideas and projects that are happening at this moment in the world. This is the space for them to be shared and to be taken to a very practical level. Here you can invite people to get to know your project and collaborate with it: by giving inputs, partnering with you, help you to solve dilemmas, finding new solutions, connecting to other people and more.

Keynote Lunches

There are quite many inspirational people out there who are doing, thinking and being great. This is the opportunity to have Lunch with some of them! Food connects! Inspirational people attract inspirational people.

Artistic Performances

“Behind the storms of daily conflict, crisis and struggle, it is the artist, and the poet and the musician that continues the quiet work of the centuries, building bridges of experience between peoples, and reminding us the universality of our feelings, desires, and despairs, and reminding us that the forces that unite are deeper than those that divide.”* - John F. Kennedy

Learning Community

By creating a Ning website we wanted to create a community of interest and practice around learning for social innovation in The Netherlands where members could interact with each other, exchanging and connecting during the Summer School events and outside of them. It also enabled events organisers to register and manage their event page's on their own and to make use of the social media technologies available on the website to publicize and market their event.

Harvesting

Harvesting - capturing - the learnings and reflections of both content and process, shows us what members need and what new level of meaning, questions and possibilities is emerging in real-time.



THE HUB SUMMER SCHOOL 2010

Lasted for **10** weeks (July and August)

Hosted **58** events:

39 courses, **12** keynote lunches, **3** artistic performances, **1** collaborative initiative and **3** parties

Received approximately **300** participants

The website has attracted over **16.000** unique visits and holds **362** members.

Hosting team:

Valentine Giraud, Marieke van der Velden, Marieke Verhoeven

Harvesting team:

Nynke Feenstra, Bert Meijers, Maira Rahme, Pieter Ploeg

COURSES

Deep Democracy Foundation Course by Moraan Gilad

The Deep Democracy process differs from traditional problem-resolution techniques and classic (majority wins) democracy in that it doesn't strive for compromise. Through a highly experiential approach this 2-day workshop offered participants awareness and experience of group dynamics and decision-making in groups

Marketing from Inside Out by Boris Alberda

This series of three classes shared with participants insights relevant from corporate marketing experience: how to create a strong purpose, define the market, and develop marketing and communication for a target group.

Using Social Media to Change the World by Pieter Ploeg

This workshop looked into some good examples of Social Media, some pro- and cons and work on the different ways to connect on the net.

Organizational Constellation by Fredrik Fogelberg

This was an experiential workshop to demonstrate how constellations methodology draws on the embedded intelligence of a situation to reveal hidden dynamics within an organisation.

Introduction to Holacracy by Diederick Janse

In this introduction to Holacracy, participants learned about the core elements of the Holacratic 'operating system'. Topics covered included meeting practices, decision-making and organizational structure.

My Carbon Footprint by Adeline de Lamar

This workshop demonstrated in a simple and interactive way the carbon footprint people create through consumption, transport and electrical device use.

De Kunst van het creëren - Hoe kom je van leuk idee tot echt resultaat? by Marcel Fuchs

A practical workshop to explore the principles of a creative process which offered tools of the trade and surprising eye-openers to clarify your strategy.

Responding creatively to challenges: Aikido by Anita Paalsvat

This training and inquiry was a place for participants to contemplate their personal response patterns that no longer serve and to develop new wise, life giving responses, by experiencing light physical exercises based on the Japanese martial art Aikido.

Cre-age: ouder worden in opgaande lijn by Fred Teunissen, Karen Hillege, Patrice van Riemsdijk, Gerda Leusink

A participatory workshop to explore the possibilities to deal with the challenges of an aging society.

A Day to Be Moved
by Sophia van Ruth, Ron Hagendoorn,
Hanneke Dijkma, Anita Paalvast,
Martine Romer, Bachitar Kaur

This day of body & insight oriented workshops included Yoga, InterPlay®, 5Rhythms® dance, voice dialogue, theater and participants could choose which experience they wanted to be part of.

BlikOpener Coach Cafe
by Thomas Vaassen and Frederieke
Maagdenberg

A special night for young professionals who can use an impulse in their career, with finding a job, or making a right decision

Clowning Workshop
by Patricia Elola

Through games, improvisation and relaxation techniques participants were invited to awaken their naive and vulnerable inner-child and creativity.

Creating Spaces for Social Innovation
by Rowan Simonsen, Tatiana Glad,
Maria Glauser and Simon Ulvund

This workshop offered insights on the principles and conditions for collaborative designing, making and hosting of spaces, communities, networks and organisations.

Duurzaam onderhandelen
by Han Thomassen

This workshop elaborated on different ways to negotiate. In this workshop participants seek alternative ways to attain the mutual gains of all parties within the negotiation.

Krachtig op Koers in Je Werk
by Hanneke Dijkman

Using the “Voice Dialogue” method, this workshop explored different ways of knowing oneself when faced with challenging moments and new pathways.

Strategic Planning for Sustainability
by Brendan Seale and John Silkey

This workshop took a systemic approach to explore the sustainability challenge, science-based principles to define a sustainable world, and a strategic planning framework to generate return-on-investment from sustainability measures.

Embodied Leadership
by Anouk Brack

This workshop explores the leading and following principles from Aikido and Argentine Tango and how to apply them to leadership and communication

Alchemy of Space: hands-on with sacred geometry
by Rik Hoever

The Hub was changed into the studio of Leonardo da Vinci. Exploring the basis of the 3D space in correlation with oneself, participants learned about the archetypal and alchemical path towards self realization.

Stilstaan en weer gedreven op weg
by Margot Clausing

This workshop was about reflecting on one's goals, checking if one is on the right track or consciously wanting to alter direction with the use of Robert Dilts' 'logical levels'.

The United Nations Global Compact Dilemma Game

by Dawn Baggaley

The United Nations Global Compact* Dilemma Game is a board game that brings the 10 principles of the Global Compact to life and demonstrates their relevance to everyday business practice.

Intensive Business Plan Writing Workshop

by Helen Kontozopoulos

An intensive workshop for the creative/social/alternative entrepreneur who wants to just sit down and write their business plan.

Working with Energy in Organizations
by Rik Berbe

A session in which participants experienced and learned about the complexity of living systems like teams, organizations and other communities.

Running a Restaurant - a Pressure Cooker for Sustainability
by Paul van Nobelen

This workshop was a learning journey on sustainable development's principles of people, profit and planet applied in an organisational context of a restaurant.

The Artist's Way Workshop
by M. Tjong Kiemlan

A renowned workshop designed by Julia Cameron for people who want to get back into flow and spark creativity in others.

Nia
by Pauline van der Lee

By the way you move and the gestures you make, one can see how you are doing. Nia is a method for the body, mind and spirit which works with people's inner attitude. Through working with the body people become aware of their personal leadership and their relationship with others.

Knowmadic Learning Lab
by Brock Le Mieux, Naomi Raja, Franciska Krüger, Oscar Westra van Holthe

This workshop explores values of breakthrough, autonomy, interconnectedness, purpose, mastery, and community.

An Appreciative Inquiry
by Tatiana Glad and Lara Toensmann

The Appreciative Inquiry process (discover, dream, design, deliver) can be a helpful tool in any planning effort which requires strategic vision and an empowering context for innovation and development. During this workshop participants dive into the exploration of this tool for their organisation, business or group.

Art of Hosting – Taster day
by Tatiana Glad and Arjen Bos

The Art of Hosting approach is different and complementary to more traditional ways of working, it is inspired by what happens in the creative tension between chaos and order – with just enough chaos to make the creation of newness possible and just enough order to bring the ideas into wise action.

ICA Training Group Facilitation Methods

by Inge van Steekelenburg

2-day workshop using the Technology of Participation methodology, offering new ways of motivating, mobilising and activating groups.

Conscious Leadership for Sustainability

by Barrett Brown

Based in Ken Wilber's Integral Framework, and the result of over a decade of field testing and scholarship, this approach offers a profound and effective toolkit for addressing social and environmental sustainability issues.

Tao of How – Mastering your Warrior Energy

by Kieron Concannon

This workshop actively explores the ways we connect with our own energy and the energy of others using the principles of the Japanese martial arts of Aikido.

Transformational Music - Song-writing workshop
by Luke Concannon

An hour and a half workshop of song-writing and singing as a tool for social change.

KEYNOTE LUNCHES

Emotional Innovation with Rogier van Kralingen

Truthfulness in Business with Peter Geenen

Exploring the Development Impacts of Entrepreneurship with Thierry Sanders and Maarten de Jong from BiD Network

Why Africa offers more than you think! with Africa Interactive

Spirit in Business with Sander Tideman

Cre-Age – Ouder Worden in een Opgaande Lijn with Fred Teunissen, Karen Hillege, Patrice van Riemsdijk, Gerda Leusink

Nike – Reuse-a-Shoe with Shammy Jacobs and Nathalie van 't Klooster

Business Ethics and Sustainability with Andre Nijhof

Learning From Plants to Shape our World with Bob Ursem & Carien de Jonge

Complex Adaptive Systems, Sustainability and Your Company with Igor Nikolic

ARTISTIC PERFORMANCES

Mid-Summer Concert by Luke Concannon and Kieron Concannon

Piano Improvisation by Marcos Souza

Movie: Temple of Trust by Hans Breetveld



TOOLS FOR A BETTER WORLD

Some of the methodologies and approaches that showed up in Summer School are valuable and/or pioneering practices that can contribute to sustainability. Gaps we saw named in much sustainability work to date and ones we have from our Hub experience with social enterprise over the past years include: the lack of capitalising on collective intelligence in a group/network; the lack of the right skillset for the intended work; lack of accountability and right governance and decision-making structures; and the challenge of balancing control (management) with emergence (self-organisation). Some of the social technologies evidenced in Summer School might be useful:

How to convene and host meaningful and strategic conversations The Art of Hosting family of practices: Circle Practice, The World Café, Open Space Technology

How to see and build on possibility Appreciative Inquiry

How to work with emergence U process

How to design agile governance systems and create effective decision-making Holacracy

How to deal with tensions and conflict Deep Democracy

How to make meaning out of learning experiences and document them The Art of Harvesting, harvesting media and tools

How to facilitate self management of the process and encourage public connectivity: social networking technology (we happened to choose Ning and LinkedIn and Facebook)

How to integrate mental, emotional and somatic learning included body work, dance and music

How to raise the bar inviting in provocateurs and expertise via keynote lunches, encouraging peer-to-peer challenging



THE HARVEST

Core to the Hub Summer School design, is acknowledgement of the power of harvesting the learning and capturing impact in real-time throughout the summer. The 'Art of Harvesting' approach is about integrating the documentation of the learning through the learning process itself. It is about capturing the multiple levels of learning that happen in any given moment around content, process, peer-to-peer interaction, outcomes, and intentions that a given learning experience may generate within an enterprise, community and individuals. The aim of this harvesting process is to make visible the learning, knowledge, and expertise existent in the Hub learning community and that which is being generated during the various events. Capturing these learning experiences from every participant creates a very rich pallet of learning.

By harvesting we also want to find and discern possible patterns underlying the experiences and across the themes that serve the bigger themes of sustainable development, social entrepreneurship and social innovation in The Netherlands. It is our intent to make this available for a wide audience to enable more subtle attention to what it takes to "change the world". Harvesting Hub Summer School is a way of giving access to more people on helpful practices for social change, thus a way of expanding and deepening critical mass engagement.

ROLE OF THE HARVEST TEAM

A team of three experienced harvesters attended the workshops, lectures, keynote lunches and artistic performances to capture learning and experiences of the participants. Starting with a clear plan of what to harvest and how to be able to do it in a systemic fashion. By asking a meaningful question, a meaningful conversation around the theme/content of the workshop was triggered. The richer the conversations, the richer the harvest. The harvest team met on a weekly base to make sense and give meaning to their notes/harvest.

HOW?

Core to the Harvesting process was to craft a compelling question around which participants could reflect and condense their insight and learning acquired during their experiences at the Hub Summer School. Powerful questions spark good reflection and deeper thinking around a certain theme.

"Asking the right question is the most effective way of opening up a conversation and keeping it engaging. A high-quality question focuses on what is meaningful for the participants, triggers our curiosity and invites us to explore".

(source: www.artofhosting.org)

THE HARVESTING TOOLS:

1) Video. Two inspiring change agents from the Youth Initiative Programme (YIP) in Sweden have created a video of the Hub Summer School. The purpose of the video is to tell the story of HSS by using footage from the workshops and to give an impression of the Summer School atmosphere. It can be viewed here: <http://vimeo.com/13944896>

2) The harvest poster. To invite participants to be part of the harvesting process and share our progress in a visually attractive manner in the space with the Hub community we have created a harvesting wall; a large visual template where we posted our findings. It is a useful tool to provide an overview of themes, learnings, experiences and allowed for identifying relationships between the different themes of the workshops. It also engages Hub members and participants in the harvesting process.



3) Questions like. "what is your burning question..." and "what challenges..." invites participants to think deeply about complex issues and allows for emerging themes to be identified.

After every workshop we have invited participants to share their insights on the harvest wall and the harvester added the notes that they have taken from the workshop check-out. This provided the most important source for distilling emerging themes, knowledge gaps, and key learnings. It also created a shared understanding of key issues.

4) Records from interview dialogues. We have interviewed both hosts/facilitators and participants to get a rich and diverse source of data. The questions that we have addressed included:

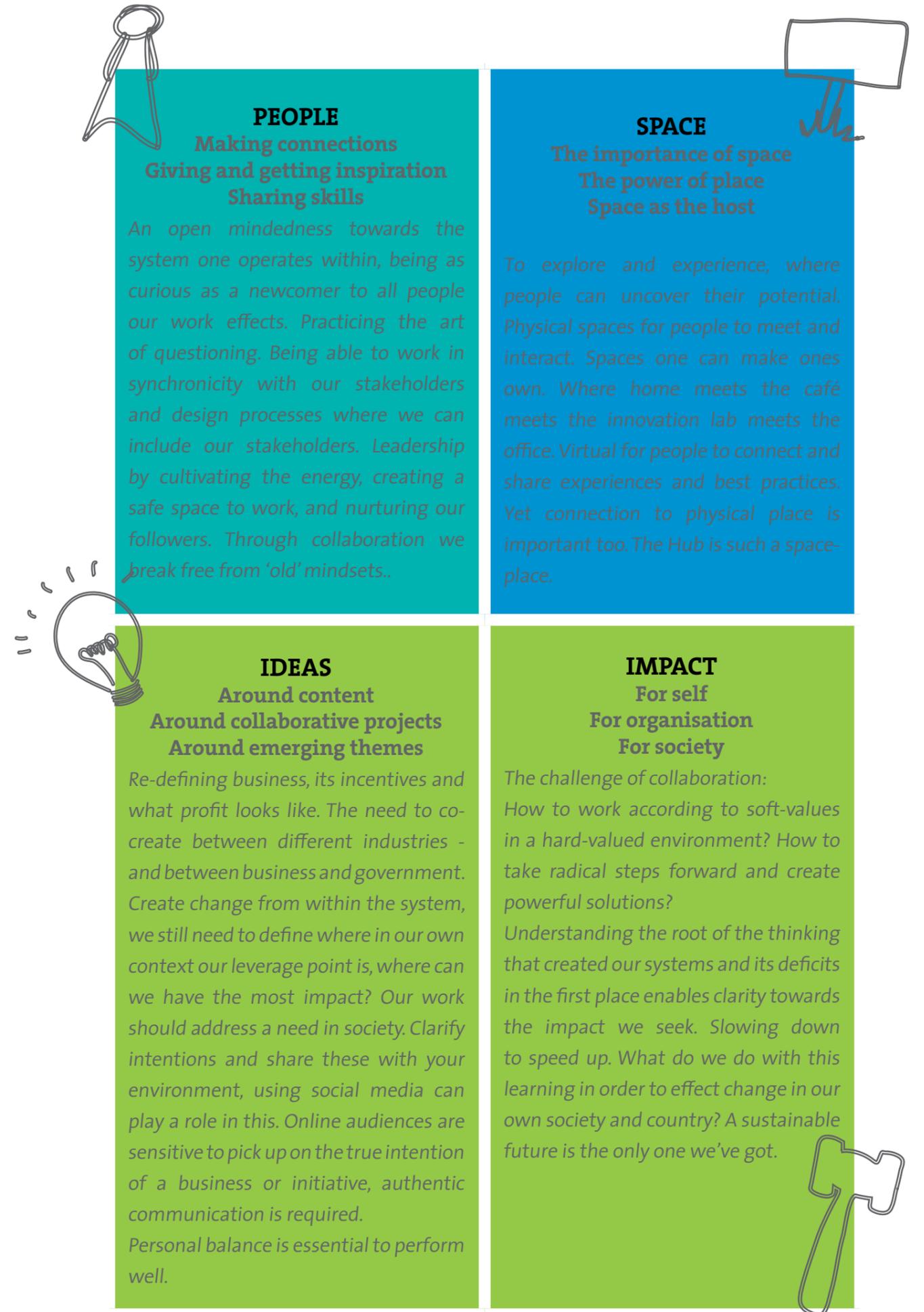
- What did you learn?
- What did you learn about skills and capacities needed to become a change agent?
- What actions will you take to develop those skills and capacities?
- How can the Hub be supportive?
- What do you see as important themes to address at Summer School?
- What do you see as important themes emerging from our learning here?

5) The blog. The Ning site offers a platform for ongoing conversations and to capture the experiences of participants. The intention has been to be transparent in our investigation and share our progress in a visually attractive matter in the space with the Hub community.

Extra tool! Mind-mapping to capture workshop content and process has been valuable to make the core insights visible, manageable and useful for greater shared understanding.

The 5 harvest tools above have provided an amazing memory of experiences. The pictures of the harvesting walls in Hub Rotterdam and Amsterdam show the richness of the data and themes gathered. To bring together all data (notes, interview records and the content on the posters) in one document is indeed challenging! However, in line with the intent of this report - to be useful to other social innovators - we have gone a step further in looking at the emerging patterns, recurring key words and relationships, to extract 4 key domains of learning.

This meta-harvest demonstrates that what has been sparked within participants goes beyond the content provided in the workshops. Although the content was relevant to the participants - and helpful in their building of initiatives and enterprises - what has really had meaning for them reveals conditions for learning that support social innovators (and other agents of change) to move from idea to action: people, places, ideas and impact.



So... What have we learned about the skills, capacities and leadership needed to respond and scale up our work as change agents for a better world?

The importance of framing Being clear on intention and supporting the meaning-making with clear opening introductions and closing check-outs so as to help host the 'shape' of an experience.

The art of convening and hosting meaningful meetings A mastery of skills in designing a process from invitation through to harvesting, and the capacity to convene around shared and compelling purpose, supported by competencies with relevant social technologies.

Awareness of meta learning around the 'doing' of a social entrepreneur Taking the time and effort to invest in one's own learning and development on an ongoing basis, growing with your business comes with growing yourself. Balancing the being with the doing.

The art of the pitch A surprising number of entrepreneurs and changemakers have a very weak delivery of their vision or idea. It is an ongoing practice to learn to name, articulate and explain what you have and the impact you create. The capacity for clarity and clarity of purpose/intent is central to the identity and marketability of a socially entrepreneurial idea in these times. [A lot of extra time was spent by our HSS hosts on coaching people on how to articulate and market what they have to offer, on giving feedback on course descriptions and promotional materials – and yet not many sign up for the very courses that support development of this skillset!]

Confidence The capacity to take a stand, to be willing to be visible and to stand for what one believes, even if it causes a ripple. Sometimes new space for learning is opened by those who are willing to take more of a risk.

Interpersonal and social skills Beyond superficial networking, a success criteria we have witnessed from more successful social entrepreneurs is their taking a genuine interest into other projects, people and issues they come across. This doesn't mean they spend a lot of time in conversation, in fact they are often short on chit-chat, but they have the skills to engage rapidly and authentically, sense where to ground the connection and are ready to move with it – if the other is too.

Curiosity to learn something new, not just supplementing current knowledge – there is a danger among adult learners in reinforcing only what you know and not being exposed to new topics and ways of learning [in Hub Summer School, that is why we brought in different modes of learning i.e. art, music, body work)



Lateral thinking Being willing and able to think outside the box, find unlikely allies in those different to you, and being able to see the new emerge in the least likely of places. De Bono refers to this as a skill of reasoning with that which is not immediately obvious or obtainable by using only traditional step-by-step logic.

Working collectively and collaboratively While this is such a trend, in practice it is still a challenge for most. At the end of day many of us are alone behind a laptop catching up on emails – perhaps only “distracted” by that creative brainstorm. We need to turn this upside down and value the capacity for collaboration if we are to create a world that works for all.

Conceptualisation Being able to sense an emerging need, name and nourish it. The capacity to see and put into action. The skill of (process) design.

Realization skills Making it happen. The capacity to make a deal, put a concept into practice and make visible progress.

Courage to try something new We had 4 practitioners come together, each with a good trail of experience and shared values in the same domain, but had never all directly worked together. Given that it was a course on spaces for social innovation, they were able to genuinely bring the edge of their learning and the freshness of their wonder into the room demonstrating ‘being’ the practice in practice.

The Art of Harvesting The capacity for sense-making and the skill to move from direct learning to inquiry. The skill to use diverse modes of capturing, fluency in different media (mindmapping, video, blogging, graphic visualization, learning wall, storytelling, etc). A harvest isn’t always just a typed document.

Systems-thinking, Working from an assumption of wholeness not scarcity, working from a living-systems perspective. The capacity to understand and name dynamics, and awareness of mental models at play. Understanding how to work with patterns and feedback loops, discerning useful information and being able to dynamically steer in uncertain times.

SAMPLE OF PARTICIPANT BURNING QUESTIONS

How to get the right people to the **right challenges?**

How are all the beautiful projects for a better world related/
connected?

How can we **equip more people** to make projects happen and deliver results within the complexities of one world?

How to shorten the time for effective cooperation between
government and business?

How to take **all perspectives** into account?

What defines your **community?**

How do we create shared goals + impact so we can
collaborate?

From where in an organisation should **change** come?

What is **success** for social entrepreneurs?

What moves my **target** group?

What is the **essence** of a business?

How to stop a raging **forest fire** in Siberia?

What do we need to scale up our **innovations?**

CONCLUSIONS

Social Impact

Sharing our Summer School approach, format and learning with our colleagues at other Hubs is enabling ongoing learning and experimentation. Hub Winter School already took place in Hub Sao Paulo, which lasted 3 weeks and proved to be a great success. The same framework and principles were followed, which has created a learning community in Brazil of 800 people connected to the Ning. Hub Melbourne is inspired to run a Summer School prototype, and there is interest with Hubs and other spaces in our vicinity to enable more cross-programming. Continuing a blog on our own Hub sites, the teams are stimulating a culture of harvesting with ongoing offers that Hub members and visitors make throughout the year.

The Future

In terms of Summer School 2011, we are exploring the next-level format and approach and opportunities to co-create that with complementary partners, so that learning for sustainability and innovation becomes a more prominent marker on the social innovation landscape in The Netherlands, and beyond.

What is the purpose of The Netherlands in the world right now? And how can we contribute to a better world – more intentionally, consciously and entrepreneurially?
How can we see what exists that works already? And how to scale up what works?
How can we liberate the talent that is present in our cities and neighbourhoods?
How can what we have learned, reflected on and harvested here in Hub Summer School be useful in considering the value of community and collaboration for a sustainable future in The Netherlands?

We envision that the experience and format of Summer School can serve in creating effective and innovative spaces for learning in our major institutions – our Ministries, Gemeentes, even public spaces. As part of a larger ecosystem of innovators on the ground, the Hub sees the potential for all of us becoming more conscious about what we are learning as we are developing as a country.

What if we were a learning city?
What would a city learning festival look like?

Our Own Learning

Hub Summer School is one thing within a wave of several things happening within The Hub. It is one element of our prototyping new ways of learning and deepening our own capacities to host innovators. We have learned that it is one thing to acquire the skills but another to have the practice opportunities. It is important that sufficient practice opportunities are created for those pioneering new approaches to sustainability and innovation to enable enough to reach a level of mastery to serve more and more complex issues and situations for larger scale impact – and to continue sharing learning with others.

In a time of scarcer resources and stressed people, how can we create meaningful synergies?

How can spaces of collaboration help make visible the abundance of resources and talents already there?

How can we create the conditions for healthy innovation towards a healthy future?

This is how we live this stuff, learning for sustainability happens in daily life. It's how we host ourselves and others every day. It's how we support the capacity it takes to move embryonic initiatives into a successful and sustained change. Here's to the ethical pioneers, social entrepreneurs, green heroes, changemakers, trailblazers and every day citizens who have invested in their own learning to be able to create their own jobs, contribute to their communities and have a positive impact in the world. There is a collective project we are committed to – and with Hubs in 22 cities, we will continue to host, support, provoke and inspire social innovators towards creating a generative economy that reflects this.

You are invited.

What if we begin to have collective wisdom that is adaptable, innovative, empowering and socially accountable?



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