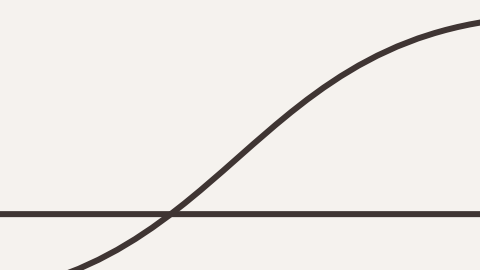




SHEEO

Final Report

OCAD U, September 15, 2021
Danielle Lim and Puja Prakash



Land Acknowledgement

OCAD U and this work take place in Tkaronto.

We acknowledge the ancestral and traditional territories of the Mississaugas of the Credit, the Haudenosaunee, the Anishinaabe and the Huron-Wendat, who are the original owners and custodians of the land on which we stand.

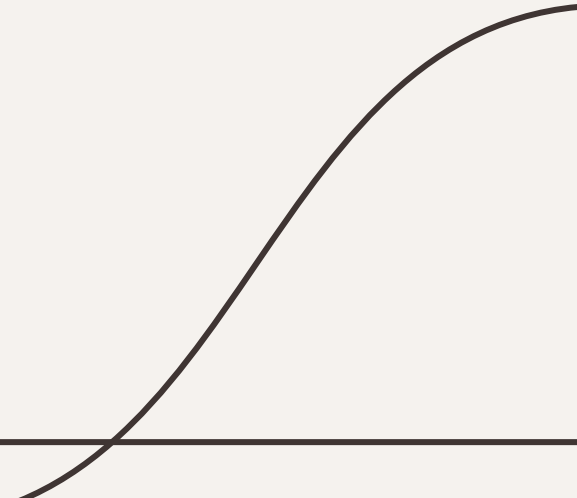
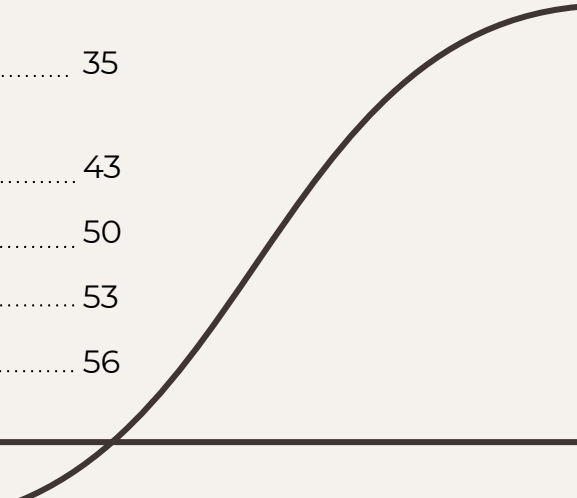


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Introduction

About Us



**Danielle
Lim**
She/Her

Danielle is an experienced marketer and has led a spectrum of strategies, from traditional to digital marketing. She has worked in non-profit, arts and culture, tech education, and food/CPG. She is also a photographer and illustrator who loves data analytics. She graduated from UBC with a Bachelor of Commerce. She is currently a graduate student at OCAD U, Strategic Foresight and Innovation, and working on her final master's project on digital identities.



**Puja
Prakash**
She/Her

Puja is an innovation designer with experience in creating futures-focused product, service, and systemic innovations. Her work spans different sectors from health & wellness, retail & ecommerce, social enterprise, and technology. She is currently a graduate student of the Strategic Foresight and Innovation Program at OCAD U. Her master's research project is on the topic of climate action through transformative scenario planning and collective foresight.

Context

This report is part of an eight-week long ethnography study (July 23-September 15, 2021). It is conducted by two ethnographers from OCAD U's Master of Design, Strategic Foresight and Innovation, program.

The goal of this project is to document and identify themes and possible areas of opportunity for SheEO. This report builds upon the Mid-point Report and consists of an overview of themes, a values map, recommendations, and reflections.

We acknowledge SheEO is on the path towards inclusive participation, equity, and empowering individuals and the community. As such, we hope our ideas can add to their current processes and provide options for the community to undertake.



Executive Summary

SheEO is a very unique organization, not in just what they do, but how they operate. Over eight weeks, we witnessed and experienced their culture and beliefs. To better understand their values, we participated and observed a variety of online meetings.

We identified 10 themes: internal-external tension, critical reframing, openness and transparent communications, acceptance and inclusivity, diversity of lived experiences, strengths-based changemaking, dynamic flow, self-awareness and sensing, the whole self, and values and big ideas at heart.

Based on these themes, we developed our recommendations. We looked where there may be storytelling and relationship-building opportunities. There is a need to continuously connect to the external environment, while nurturing internal relationships. We have provided two sets of recommendations:

Speaking to the World: external recommendations - potential Activators, Ventures, supporters

To expand the SheEO community and better communicate their story, additional public programming, such as learning circles would be beneficial to potential members. Events should form to the diverse needs of the community, such as by age, culture, and goals. Community-led events can open up dialogue, collaboration, and allow the public to contribute their narratives to SheEO's shared vision.

Flexible Engagement: internal recommendations - Activators, Ventures, team

SheEO Activators come from diverse backgrounds with different intentions and goals for engagement. To further enhance inclusivity and create more opportunities for sharing and storytelling, we propose co-creating structured and moderated asynchronous modes of engagement. A working group of Activators can be initiated to design an engagement plan and take turns moderating discussions covering various topics and themes.



Methodology

Assumptions and Biases

As ethnographers, we also acknowledge our experiences, biases, and positionality during this research.

- Our positionality and exposure to similar organizations: Coming into this project, we both had experience working within cause-based organizations that implemented and encouraged forms decentralized leadership and self-organization.
 - Our prior knowledge and skills: Our role in the project was to provide both an outsider and insider perspective based on our experience and observations. However our background in startups and nonprofits, and our prior experience in community building and DEI initiatives have likely influenced our insights and recommendations.
 - Based on our experiences, we welcome SheEO's work environment, inclusivity, and democratic processes. We are continuously working towards these practices. We may be more attuned and critical of DEI efforts, to which our focus was drawn.
 - One of the main assumptions working on this project is that SheEO's key objectives is to grow their Activator network. Consequently, our report considers how to better the Activator experience and share stories to new potential members.
-

Methodology

The study is both participatory and observatory. We sat in a range of online meetings and events, for the SheEO internal team, Activators, and Ventures. We also reviewed organizational artifacts, such as Slack, internal documentation, reports, and emails.

Events Attended:

- Weekly Team Meetings
- Weekly Team Checkouts
- Regional Community Calls
- Global Activation Event
- Rooted Series (Part 1)
- Venture Drop In
- Marketing Meetings
- SheEO School Meeting

Methodology

We used a range of methods to gather and synthesize information from the different internal and community events we attended during the course of the project.

Data Collection

Observation research: The primary method we for data collection was observation research. We structured our observations using the AEIOU framework that categorizes them into five different interrelated elements such as activities (A), environment (E), interactions (I), objects (O) and users (U).

Secondary research: We conducted secondary research on related topics such as community building and community design to support our insights and recommendations.

Data Synthesis

Affinity mapping: Weekly, we synthesized our observations using affinity mapping. Over the course of the project, different clusters of themes emerged that took shape of the primary findings of the study.

Systemic design: We used tools from the Systemic Design Toolkit, to understand and map out the systemic forces at play within and outside the organization.

Future Canvas: With the Elito method as a jumping off point, we generated intervention ideas. Then, we selected the ideas linked to storytelling and information flows for further consideration. Two ideas were then deepend using the Future Canvas from the Systemic Design Toolkit.

Limitations

- All the events attended were group meetings. We did have opportunities to speak to some community members one-on-one during breakouts. Keeping this in mind, much of the lens we looked through was from the point of view of the group.
 - The data we collected were primarily from meetings and events. The website, Slack groups, Notion, and other internal documents aided our research as well. We did not conduct surveys or interviews.
 - All meetings took place online, which may not translate directly to the offline world. This report presents perspectives of the online community and relationships.
 - We realize we are not privy to all internal operations and meetings. We have primarily sat in on SheEO team and Activator events.
-

Research Questions

- Is there alignment between SheEO community values and its actual practices? How can we bring them into better alignment?
- How might SheEO share their story with the public?

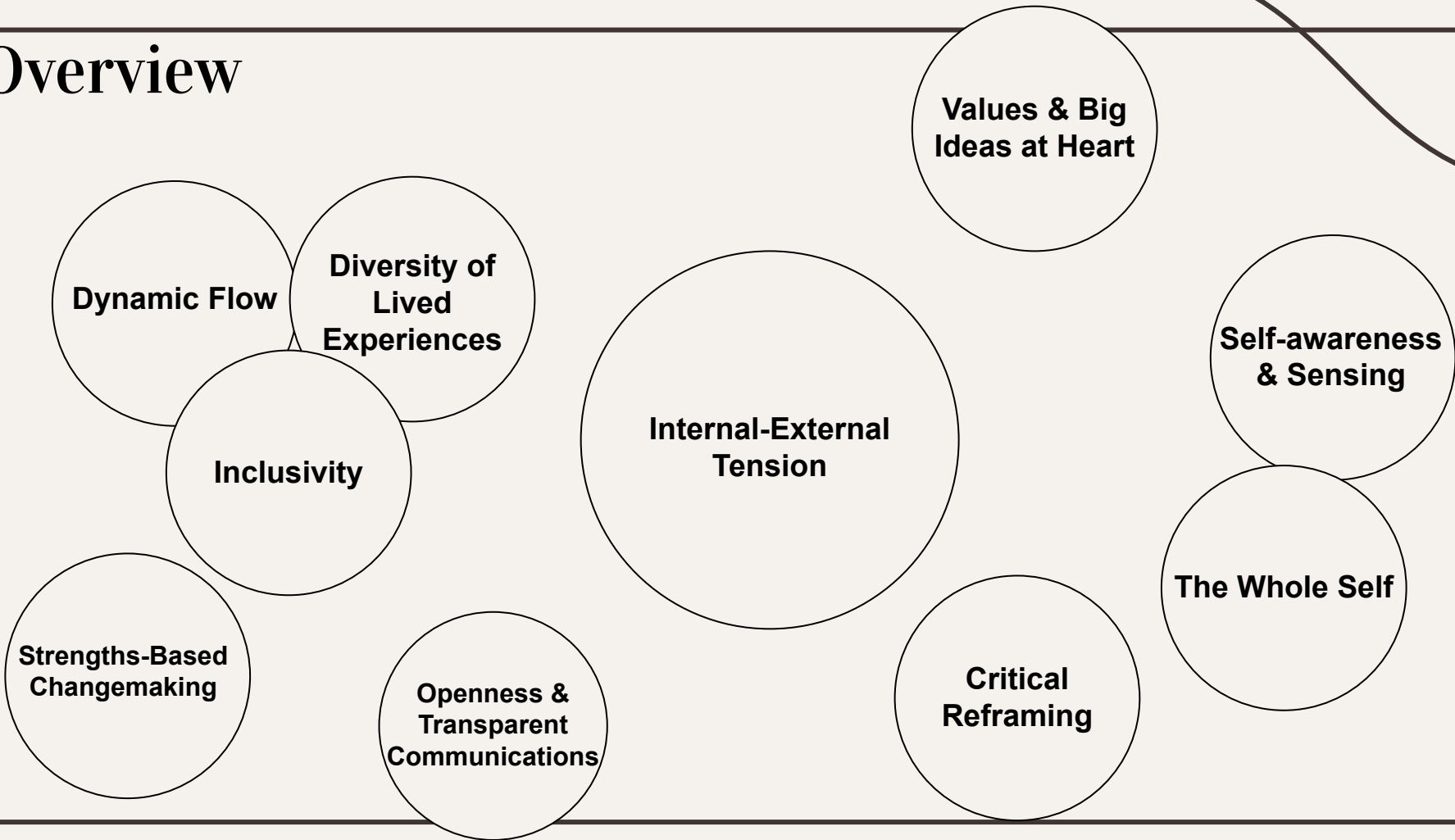
What we ask ourselves:

- What we are noticing, questions, and surprised by?
 - How do we feel?
 - What is our initial experience?
-



Themes

Overview



Internal-External Tension

One of the biggest themes we noticed was the ongoing tension between the internal environment of SheEO and the external operating environment of the world. Both these environments have conflicting value systems, culture and norms, which form the site of this tension.

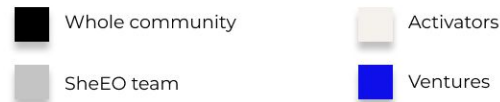
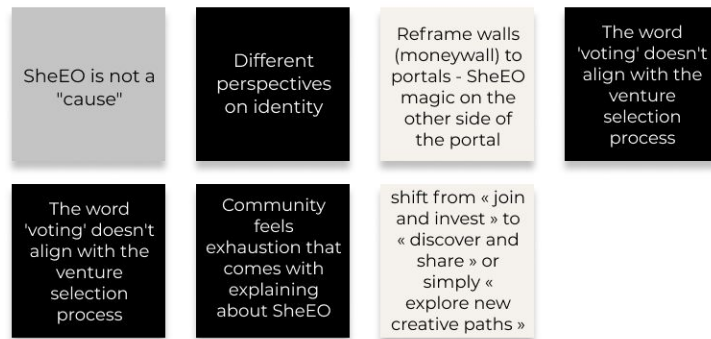
SheEO is attempting to shift systems by creating an alternate model. In doing so, the community of activators, ventures and internal team are regularly translating and communicating decolonial frameworks for a largely colonial world. This causes some tension.



Observations from synchronous & asynchronous activities

Critical Reframing

Related to the theme of internal and external tension, is the theme of using language appropriately and mindfully. We witnessed many instances where community members have critically questioned the use of certain words and language within SheEO communications. The purpose of the questioning is to choose words that accurately depict intentions and actions (ex: reframing marketing to storytelling), or to see how language change could lead to behaviour change (ex: reframing walls to portals, voting to selecting).



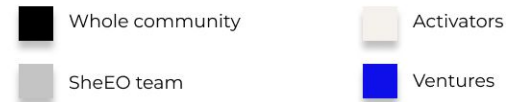
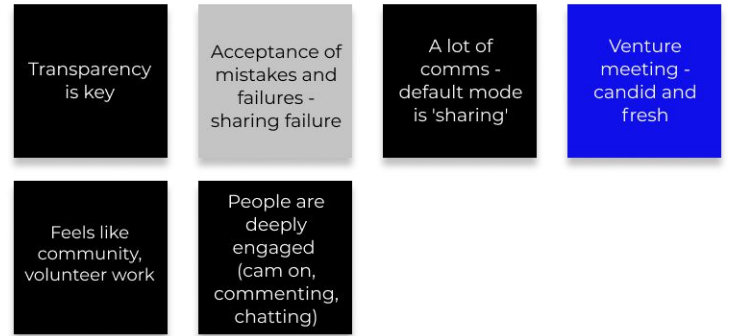
Observations from synchronous & asynchronous activities

Openness & Transparent Communications

With co-creation at its heart, the SheEO community embraces openness and transparency in communications with all its members, no matter their level of membership.

Rich, meaningful ideas can come from anywhere and there is encouragement to share and reflect out in the open without the constant pressure to do so. This openness is also reflected in the iconic ask-give exchanges that take place across various synchronous and asynchronous platforms.

Open and transparent communications is a bedrock of a co-creative, accountable and transformative community.



Observations from synchronous & asynchronous activities

Acceptance & Inclusivity

Acceptance and inclusivity are core to community experience at SheEO. We have not only witnessed this sense of inclusivity as newer members of the team ourselves, but have also seen how activators, ventures and SheEO team members feel a sense of support and togetherness within the community.

New members to the community integrate rather effortlessly, however some go through a learning/unlearning curve as they join. But regardless of where people are, or their capacity to engage, all are equally welcome and have space to express themselves authentically.



Observations from synchronous & asynchronous activities

Diversity of Lived Experiences

Related to the *dynamic flow* of the team, it would not be possible without a diversity of lived experiences. People coming into the community have a range of professional experience, technical skills, are of various ages and industries. Activators come in with different goals and needs. Some Activators are highly involved and some are more hands-off. A few have dropped in after a long period, and still felt at home. This diversity creates relatability and everyone can see a bit of themselves in others and the organization.

For SheEO to succeed and grow, it is critical to continue fostering this diversity.

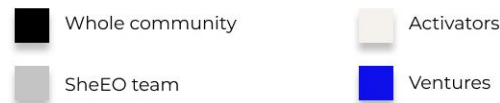


Observations from synchronous & asynchronous activities

Strengths-based Changemaking

The SheEO community is very engaged and proactive and is not afraid to roll up its sleeves to get the job done. But not through an isolated/individualistic approach to changemaking, but rather a collective, strengths-based approach.

Members lean on collective wisdom and skills and harness each individual's strengths. We have witnessed many Activators stepping up to share their skills and expertise to help each other, Ventures and even the SheEO team.



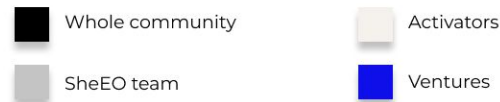
Observations from synchronous & asynchronous activities

Dynamic Flow

During our time at SheEO and learning about its evolution, change is a constant. The status quo need not remain. The organization is ever-changing, both, in response to trends and partners, and seeing areas for self-improvement.

At the individual level, people are open to challenging their own biases, privilege, mistakes, and assumptions. People are comfortable jumping and out when they feel they are ready.

This behaviour ripples out to an organizational level. There is a culture of experimentation, progression, an openness to the new, and the ability to discard what's not working. The energy is not static.

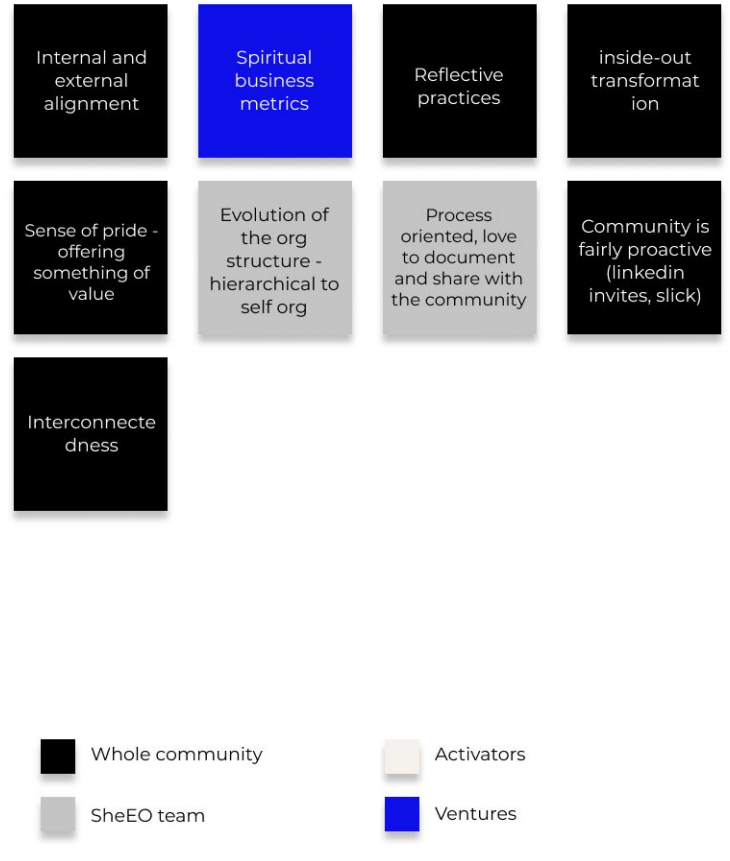


Observations from synchronous & asynchronous activities

Self-awareness & Sensing

SheEO is always looking in and out. It has developed an active and efficient feedback loop. This supports alignment between the internal and external worlds and the ability to benchmark and compare.

Acknowledging the interconnectedness, SheEO senses and draws from the system. SheEO is process-oriented and reflective. Their high level of self-awareness encourages others to reflect and transform.

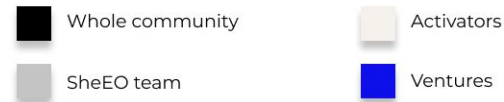


Observations from synchronous & asynchronous activities

The Whole Self

SheEO's business practices invite the whole self: professional, spiritual, mental, and emotional. Moments can be emotional and people are able to show vulnerability. *Heart work* is prioritized over hard work, which means relationships come before all else. The community is also very tapped into their positions in the world and what's happening beyond themselves.

This openness brings a range of engagement, as the community is diverse. For some, bringing one's whole self is familiar and some look for lower barriers of engagement. The established norms of community sharing and vulnerability may be unfamiliar, especially for new members. Self-expression comes differently to different individuals.



Observations from synchronous & asynchronous activities

Values & Big Ideas at Heart

Notwithstanding the type of event or meeting, SheEO is consistent with their values and thinking big. SheEO is constantly zooming in and out, from the fine details to a systems-level view.

SheEO aims to be a model for the wider community, through actions, not just words, however, there is a mix of the two. Their messaging and values are often referred to. Realizing the power of language, their words were revisited and reevaluated.

Big ideas take centre stage and draw focus. There is a sense of aspiration, ambition, pride, commercial and spiritual success. There is a strong elan for better, ideal worlds, and no problem too grande to overcome.

GA event: sense of aspiration, & ambition, commercial & spiritual success

Systems thinking

Big idea oriented. Vs smaller tactical things have less convo

Feels ideal, never any big issues, fires and conflicts

Messaging is aspirational "world's to-do list"



Whole community



Activators



SheEO team



Ventures

Observations from synchronous & asynchronous activities

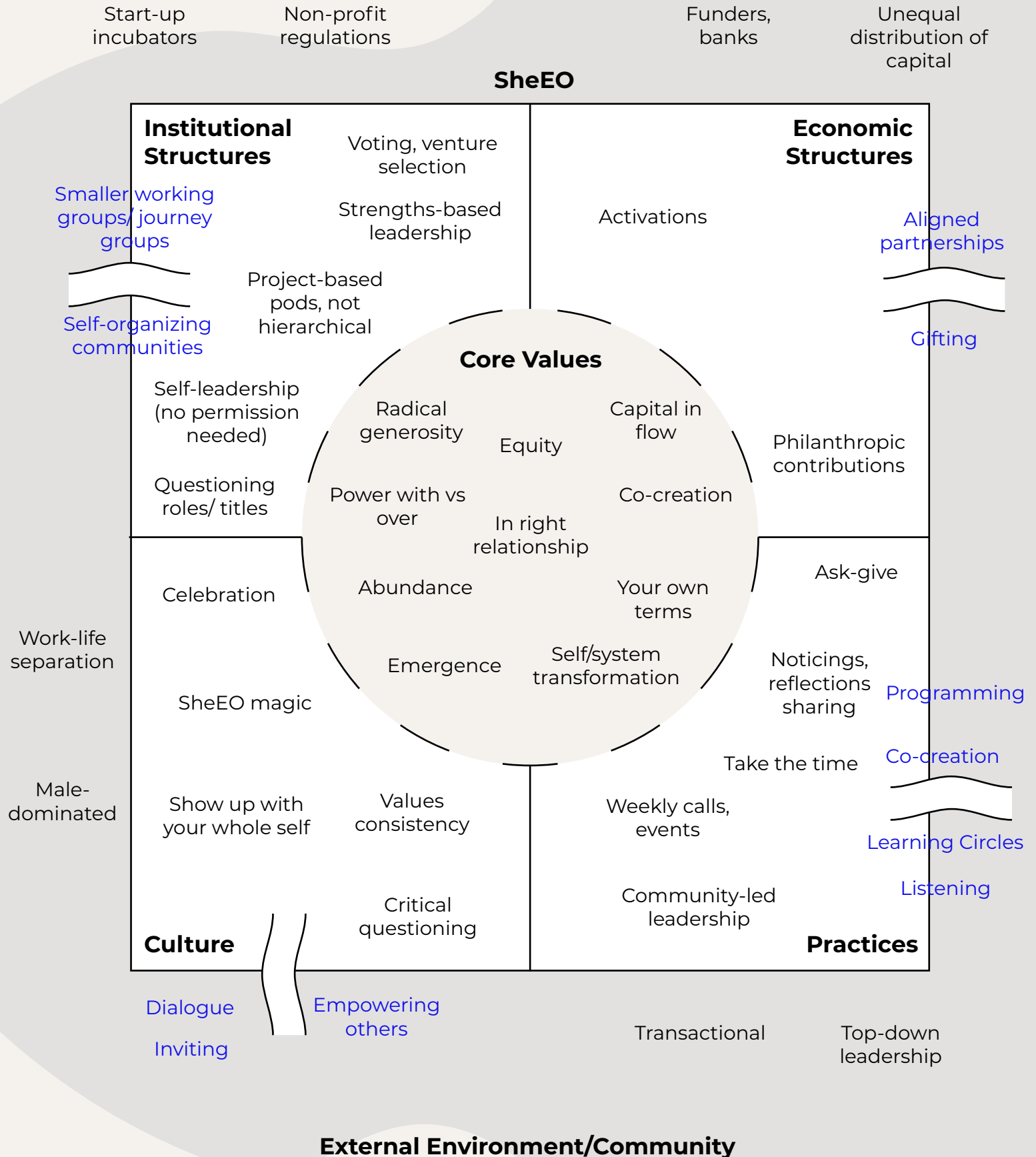


Values Map

The Values Map shows how SheEO's structures, practices and culture reflect its core values. It shows the context of the internal (SheEO) system in contrast to the external (out edge) environment.

The Values Map is inspired by the Systemic Design Toolkit's Rich Context Map. The Systemic Design Toolkit was created by Namahn and shiftN, then further elaborated on by Peter Jones (Systemic Design Association) and Alex Ryan (MaRS Discovery District).

SheEO Values Map



Values Map Key Findings

Establishing SheEO norms

SheEO sets itself apart from other organizations through its culture, values, structures, and practices. It has differentiated itself from the external environment. In order to support core values, a new system was made. Through this reframing, the process of re- and unlearning occurs.

Practices to reiterate values

Practices are key to the sustenance of SheEO's system. Activities like reflections and check-ins create an ongoing feedback loop. They also encourage the community to continue to redefine, listen, and share.

Participatory

Common across the structures, culture, and practices is participation. All areas are community-minded, such as the distributed decision-making.

Values Map

Bridging Out

An addition we made to the values map from the Mid-point Report was bridging activities that connect the SheEO world to the external environment (text in blue). We looked through the lens of storytelling and growing the SheEO community. We asked ourselves what activities supported the internal and external worlds, and are in line with SheEO values and incorporate our themes. These activities are reflected and further elaborated on in our recommendations.



Finding Opportunities

Finding Opportunities

We mapped out key SheEO activities and events along two key axes: group and individual, and internal and external (see next slide). This allowed us to zoom out and see what was happening at an individual level, group level, inside and outside the organization. The matrix highlighted gaps and potential interventions.

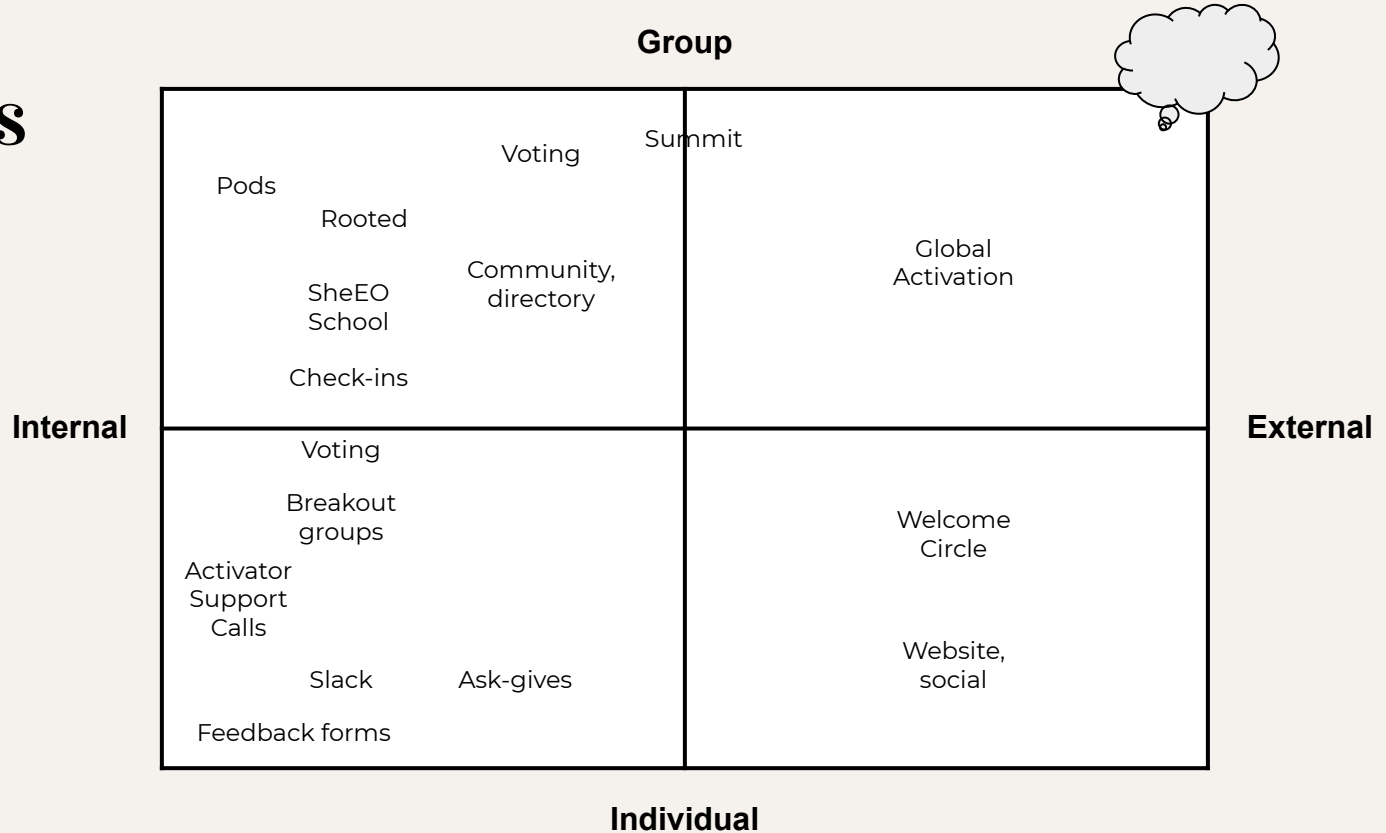
The central theme in our findings was the internal-external tensions. Internal being the SheEO team, Activators, and Ventures. The external world is composed of potential Activators, Ventures, and supporters. This exercise led us to two categories of storytelling, internal and external storytelling. There is groundwork and platforms that can be leveraged to further communications, such as learning circles and Slack. We found that the Rooted series and SheEO School were transformative, memorable, and representative of their values.

Internally, relationships can be strengthened and events can address diverse members and, externally, more touchpoints can be added. We looked at storytelling methods that were experiential, flexible, less transactional, and aimed to find consistency amongst all SheEO events and experiences.

Our recommendations aim to create the conditions for better storytelling, that can foster relationship building, trust, understanding, shared values and norms. In thinking about storytelling, we also ask ourselves who is involved, whose stories, and who are the listeners.

Finding Opportunities Matrix

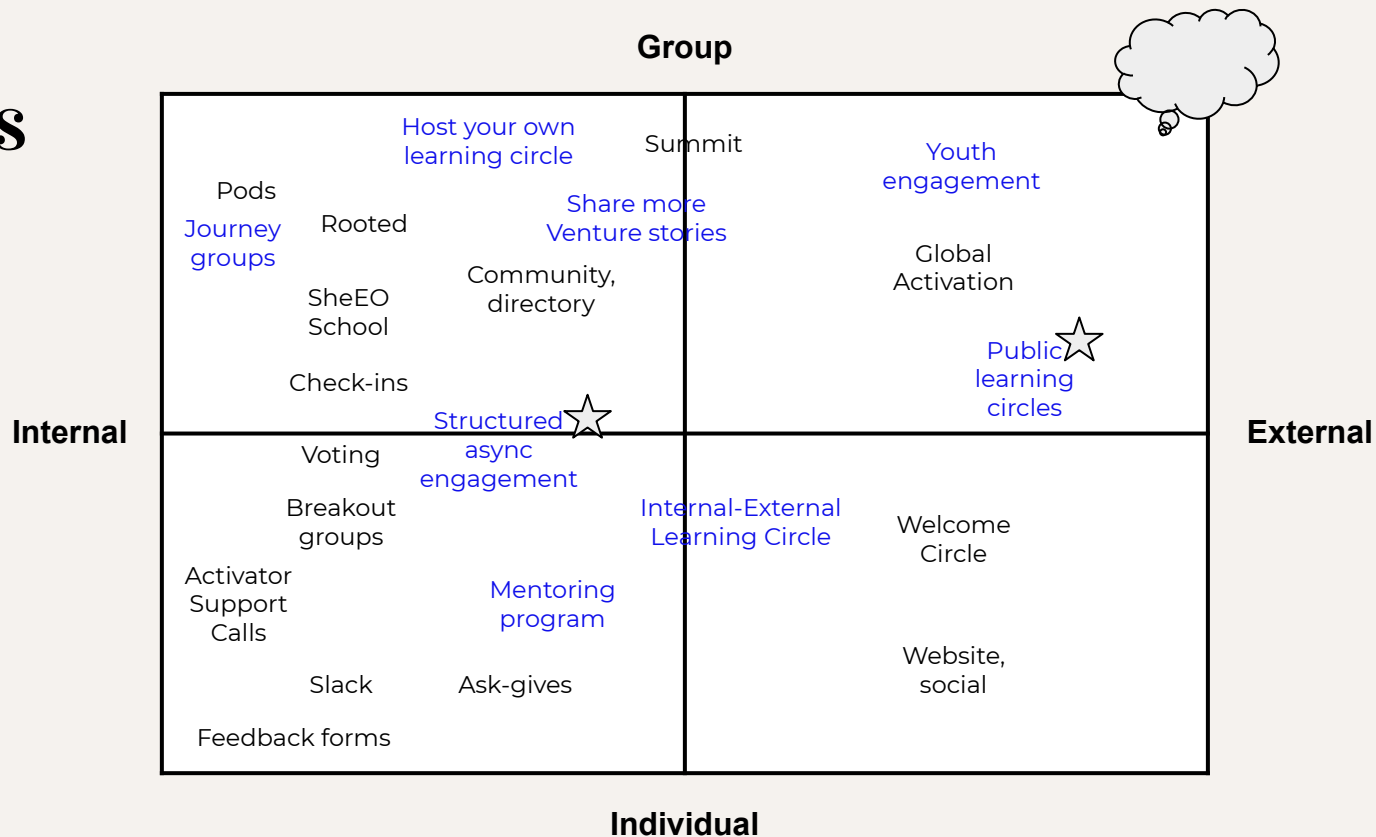
This matrix maps existing SheEO events and activities along two axes: group and individual, and internal and external.



Finding Opportunities Matrix

This matrix maps existing SheEO events and activities along two axes: group and individual, and internal and external.

The activities mentioned in blue are ideas generated by us after our synthesis process. Of these, two recommendations were deepened using the Future Canvas.





Future Canvas

The Future Canvas is part of the Systemic Design Toolkit that invites us to map out the ideal future of the system.

It asks us what do we want to achieve, considering what will help or hinder us from getting there. These prompts shape our ideas and opportunities.

Our research inquiry centered around identifying effective modes of storytelling. So, we focused our recommendations on how SheEO might strengthen their external (to the public) and internal (within the community) storytelling activities.



Recommendation 1

Speaking to the World

Speaking to the World

External Recommendations

To build and strengthen the SheEO community, especially their network of Activators, pathways of communication and outreach are needed. This can be done through extending the SheEO experience to the outside world. Potential members gain a sample of what it is like to be part of the community, not just through text and word, but through memorable experiences, engendering emotion, and creating ties to existing members. We found the Rooted series and SheEO school about decolonizing time extremely reflective and acted as a space for transformation.

We suggest creating public-facing Rooted events and learning circles in addition to existing SheEO public outreach. These events embodied many of SheEO's values. They provided a contemplative space, an opportunity to connect with individuals, and have informal conversations. Similarly, hearing venture stories highlighted the need for SheEO and the businesses. They were sources of inspiration. Public-facing events should tailor to diverse audiences, such as youth, so that content is relevant and spoken appropriately to different audiences. As SheEO grows, consideration for local cultures is needed and investment and facilitation of asynchronous storytelling. Providing interactive, accessible, digital experiences on-demand will assist in reaching more globally.

These public events are platforms for storytelling, but also dialogue and community listening. The boundaries between SheEO and the external world become porous. Before joining people need to gain a better understanding of the community and feel safe, which can come with familiarity. Public events provide more opportunities to involved the public, while not yet a formal Activator, and to collaborate across other existing networks.

Speaking to the World

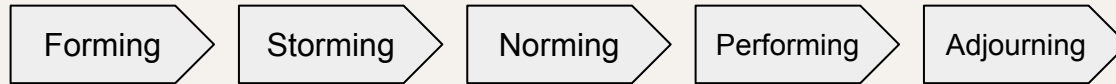
There are fluid stages of a community's lifecycle (see diagram on next slide). The Group Life Cycle Model (Tuckman and Jensen) was studied on small groups in offline environments. Despite these differences, some insights can be pulled. It identifies key phases of group formation and existence. During the storming phase, potential members question, start to shift norms and walls, and even bring down walls. In the beginning phase, more informational content is useful. It is a dynamic phase, where each person finds their place in the community. While it may be different for each person, ensuring that phase is comfortable, accessible, and positive is key.

In the Community Membership Model, online communities were specifically studied and maps the journey of an individual. The novice phase is similar to the storming phase in the Group Lifecycle model. "Novices need to learn what they can do, whom they can do it with, where they can do with, and how they're expected to behave" (Kim, 2000, as cited in Sonnenbichler, 2010). They need to build up experience to become active members.

Overall, the transition from outsider to an active regular member requires learning, rites of passage, and active incorporation. Internally, SheEO should continue being welcoming, share radically, and self-reflect, and conduct sensing. Active members or "leaders" act as mentors and guides, so that new people do not feel lost. The dynamic flow and co-creation of new networks colliding will help reach out to the external world.

Speaking to the World

Group Life Cycle (Tuckman and Jensen)



Community Membership Life Cycle (Individual) (Kim)



System Purpose

Starting with the system purpose, SheEO focuses on the transformation of oneself and the whole system through working on the *World's To-Do List*.

- Grow network, specifically more activators
- Find, source, and build resources to distribute to women and non-binary businesses.
- Build new ways of organizing resources to build inclusive economies and communities.
- Practices and culture nurture a community of changemakers
- Showcase values, norms, behaviours externally
- transform ourselves and systems by working on the World's To-Do List

Results

The ideal results of this system identify benefits for stakeholders. The system and collective produce:

- An engaged, growing community
- Extend radical generosity to the public through providing support, resources, and connection. Live out mission to share resources and redistribute power
- Clarify what SheEO represents and, build awareness of SheEO globally
- Individual alignment with purpose
- Ability for everyone to find their role as a changemaker

These results are not created by SheEO alone, but through individual members, outreach, and co-creation with the external community.

Driving Forces

Driving forces identify why do we need to change now and what indicates that the stakeholders are ready to accept change now?

We see growing evidence that systems are broken and inequitable. More people are calling for change; a global voice is forming. Individually, people are in the process of unlearning, such as unpacking their own power and position.

SheEO's vision is also a shared vision of many, which can be tapped into in the collective, networked world we live in. Technology and social media encourage the movement, understanding, and shared experience, allowing many to participate.

Capacities

Capacities and resources that can be built upon to reach the idealized future include:

- Team and existing relationships with partners, Activators, and Ventures (e.g., existing deep relationships and ability to create them)
 - Reputation and brand (power of word of mouth, sharing and existing storytelling platforms)
 - Generosity and proactivity of Activators (through perpetual support, whether it is financial, in-kind, or energy)
 - *Welcome In* group and scalability
 - Self-organization and intuitive tech tools (e.g., Slack, podcasts, social media)
-

Barriers

We have indicated what may prevent SheEO from achieving the idealized future. These need to be taken into account and/or minimized.

- People have set ways of behaving and expectations. Some may be intimidated by new spaces, feel alone, and have their walls up.
 - The external community is unaware or has a low understanding of SheEO. Stronger and more dialogue with the public is needed to communicate values, goals, norms, and behaviours.
 - Need for a self-organizing and self-initiating community
 - System that enables organization at scale, especially being cognisant of digital communications and its barriers, such as access and miscommunication. There is a need to balance scale and intimacy.
 - Consideration for individual preferences within the context of a shared community. How can SheEO navigate homogeneity and heterogeneity of a diverse group with a shared vision?
 - Traversing uncomfortable places, such as addressing biases, conflicts, and assumptions
 - Finding external partners with the right fit
-

Case Studies

Activism and Inspiring a Movement through Storytelling

Storytelling is a well-known method to propel social movements. Storytelling enables cultural shifts. The Centre for Story-Based Strategy uses stories to get others to think about the big picture, invites alternative futures, and experience meaningful change. Their strategy involves getting people to ask critical questions, what-ifs, positive framing, think of new possibilities, and in-depth half-day to one day sessions—elements that can be seen in the Rooted series, learning circles, and Venture events. These self-reflective interventions can spark a non-member's curiosity of SheEO, see themselves in the process and community. They invite them to see themselves as part of the narrative.

Through storytelling, SheEO does more than tell their story, but incites change, redirects narratives, imagines a better future based on a shared vision with others.

Source: <https://www.resilience.org/stories/2019-02-21/storytelling-imagination-and-activism/>

Twitch: Community as a Stakeholder

Twitch continually invests in the community over the long term. It has a formal program for “ambassadors.” While we don't suggest an ambassador program, this is an example of a bridging activity that invites the external to collaborate. The program invites gamers and streamers to provide their input and also provide them training.

Twitch actively nurtures future members and build relationships with them, in a democratic manner.

Source: <https://hbr.org/2020/01/turn-your-customers-into-your-community>

Creative Mornings FieldTrips: Community-led Events

Creative Mornings launched [FieldTrips](#) during COVID to engage the community in an online world. FieldTrips are community-organized events, such as art classes, workshops, and lectures. This initiative allowed public community members to join in, situate themselves, integrate networks. As it is community-led, it is cost- and time-efficient. Creative Mornings FieldTrips further put the organization and community in dialogue.

Source: <https://creativemornings.com/fieldtrips>



Recommendation 2 Flexible Engagement

Flexible Engagement

Internal Recommendations

In the second recommendation, we discuss a strategy related to internal storytelling. With engaged Activators across various time zones, contexts, and varying degrees of personal and professional responsibilities, we believe that creating more opportunities for asynchronous exchange will strengthen inclusivity and further enrich the community experience.

The SheEO Slack channel has a group of committed contributors that share ideas, resources and noticings generously with the community. The format for the Slack channel is semi-structured, providing an open-ended container based on specific topic areas. However, offering structured opportunities for self-directed, asynchronous engagement provides a more inclusive environment for members to engage in a manner that suits them best. Creating containers for multiple modes of sharing could mitigate engagement barriers arising from personal resources, energy levels, attitudes, motivation and culture.

We recommend developing a group of willing Activators that would co-create and moderate structured asynchronous engagement. Allowing Activators to lead this initiative could demonstrate how member-led initiatives are encouraged.

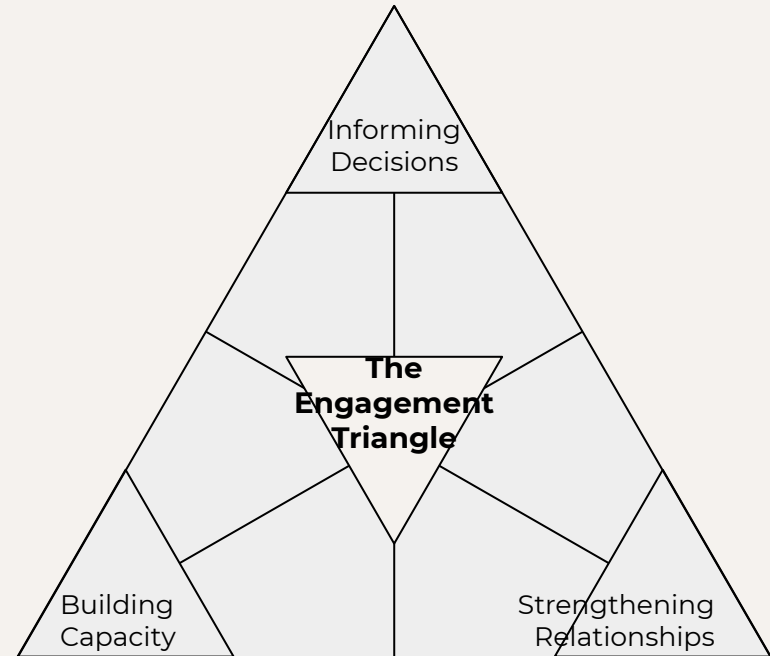
1. **'Topic of the week':** Inviting community stories and responses on a specific topic
 2. **'Venture Walkthroughs':** A creative virtual open house on Mural/Miro where Ventures showcase their work for the community to view and engage at their own time. Building on SheEO Venture Portfolio.
 3. **'Collective Wisdom':** Inviting community members to pose questions, challenges, problems they are facing and draw from the wisdom of the community to solve it.
-

Levels of Engagement

The Engagement Triangle framework created by Capire describes the variety of intentions that community members have while listening, sharing, and connecting. These intentions are grouped within three categories of Informing Decisions, Building Capacity, and Strengthening Relationships.

- Informing Decisions: Co-creating solutions
- Building Capacity: Educate to increase knowledge or change behaviour
- Strengthening Relationships: Improve community connections.

While mapping out possibilities for structured and moderated asynchronous engagement, consider using the Engagement Triangle to brainstorm different initiatives and activities corresponding to the different outcomes (more information in the link below). We also recommend identifying an evaluation framework to ensure that the initiatives evolve through ongoing iteration.



System Purpose

The system purpose for creating structured, moderated asynchronous engagement is mainly to create more inclusive ways for community members to participate. The country-specific and global events and Slack channel create synchronous and semi-structured asynchronous engagement.

We think enhancing the above through structured asynchronous engagement could create a more inclusive environment given the geographic, cultural, professional, and personal diversity that exists within the community.

Results

The ideal results of this system benefits all stakeholders. Some of them include:

- Heightened connection
 - More active and engaged contributors
 - Diverse needs of members are served
 - Support and mentorship
 - Co-creating a shared container for asynchronous engagement
 - Active engagement with Ventures
 - Smaller, concentrated working groups or journey groups based on affinities
-

Driving Forces

Driving forces identify why do we need to change now and what indicates that the stakeholders are ready to accept change now?

Diversity of lived experiences is one of the community's biggest assets. And it will continue to grow as the community expands. We believe this is a key driving force for offering structured, moderated asynchronous engagement.

Another crucial driving force is that SheEO has a number of driven hosts and facilitators who would be willing to take charge to co-create a shared space for different types of engagement.

Capacities

Capacities and resources that can be built upon to reach the idealized future include:

- Team and existing relationships with Activators, and Ventures (deep relationships)
 - An engagement plan that explores aspects of the Engagement Triangle
 - Self-organization and intuitive tech tools
 - A group of moderators and facilitators (ideally Activators)
 - Evaluation framework to monitor progress and iterate on the plan
 - Slack knowledge and Slack integrations
-

Barriers

We have indicated what may prevent SheEO from achieving this idealized future. These need to be taken into account and/or minimized.

- Members' personal barriers such as limited internet access, digital literacy, limited mobility, capacity, etc to engage in asynchronous discussions.
 - Achieving technical skills with Slack and various tech tools. Activators' tech capabilities sit on a wide spectrum and not everyone has the necessary capacity to engage asynchronously.
 - Developing a small, diverse, engaged group of Activators in across various countries to lead this initiative on an ongoing basis.
 - Creating meaningful programming content that caters to a wide range of needs would take careful planning, consultation and iteration.
-

Case Studies

Business of Purpose: Solve for Good

Business of Purpose is a community for purpose-driven business professionals from 25 cities around the world. Their main mode of community engagement is through Slack. One of their engagement activities is called “Solve for Good”, which is a dedicated channel for businesses to pose challenges and questions and crowdsource solutions and insights from the community all asynchronously. Each challenge is open for contributions for a period of 7 days.

Source: <https://www.businessofpurpose.com/solve-for-good-1>

Miro: Asynchronous Fun and Games

There is always appetite for playful interactions that are asynchronous. Here is a gallery of inspiring Miro boards that do just that.

Source: <https://miro.com/miroverse/fun-and-games/>

DesignX: Topic of the Week

DesignX is global design community with chapters across Canada, the US and Europe. They bring together all design disciplines at the intersection of business, design and technology. On their Slack group, they run a weekly Topic of the Week discussion where member contribute their stories, experiences and insights. Some recent topics include draw your career path, favorite websites/products moodboard, anonymous AMAs, etc.

Source: <https://designx.community/>

Envisioning: Co-creating New Forms of Knowledge

Envisioning is a Slack community for foresight practitioners interested in sharing future visions and discussing the present. The community runs bi-weekly public work groups that work to co-create and produce new forms knowledge such as such books, events, presentation material, etc. Each working group has a primary focus and attracts members with similar interests to participate.

Source: <https://www.envisioning.io/welcome>



Reflections

Reflections (Danielle)

When I first entered the SheEO community, I felt very welcomed and was able to engage at many levels. Everything felt in place, ideal, and I could see parts of what I had learnt about SheEO prior (e.g., through the website) come through.

I felt comfortable during one-on-ones. I enjoyed meeting different individuals in-depth and making a connection in a more intimate setting. Talking about vulnerabilities does not come naturally to me, so talking about celebrations and successes was an opening step to sharing more.

I was most surprised by the distributed leadership and how everyone had a chance to act, do, speak. Members were highly engaged, practice deep listening, and were there for each other. It was apparent that meaningful relationships had and were forming. There was an air of familiarity. This community, after a quick one week, made me also want to become an Activator.

While not a huge range, different meetings had different atmospheres. Some were more fast-paced, others: slow and contemplative. I did bounce between participant and observant, meeting to meeting, as I tried to find my place. Sometimes I did not know what role I should play.

Still on my mind is understanding other community members I may not have encountered, such as more Ventures and Activators who were not able to attend meetings. I also wonder how change is facilitated, received, and managed. What other tensions may arise?

Reflections (Puja)

I felt welcomed with curiosity and warmth by all members (activators, ventures, and team members) of the SheEO community. Right away, I was comfortable interacting during team and community calls, sharing my reflections and insights as a participant-observer, and felt seen by other members.

At first, I was a bit uncomfortable with the degree of uncertainty and emphasis placed on emergence. While I understood the concept in theory, I had never experienced a community/ workplace that embraced it as a core value and practice. However, just after a few days of observing synchronous and asynchronous interactions, I could see the strength, grounding and resilience that came from following the emergence. This changed how I felt about it.

I was surprised to see the degree to which the community embraced a culture of reflection and sharing. It was the part I enjoyed and deeply appreciated. I recall having some delightful conversations with other members as we connected on common learnings and noticings.

Another trait of the community I was surprised to see was the focus on strengths-based changemaking rather than hierarchical changemaking. To witness this in action was refreshing and inspiring. It was apparent to me that the SheEO team was modeling for the community what it means to take charge and move into action without much permission seeking.

There were many things I learned and unlearned during my time with the project; chief among them is that systems change, and self transformation can only effectively unfold as a slow dance with the support of the community.

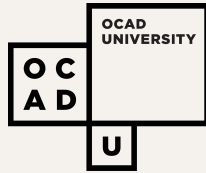
Conclusion

Through this short but meaningful journey as ethnographers, we listened, shared, and learned the unique ways of the SheEO community. As we synthesized our learnings under various themes, it organically led us to uncover new modes of storytelling, relationship building and information flows both internally and externally.

None of this would have been possible without the transparency, warmth and acceptance we received from all corners of this generous community. Many thanks to Professor Dori Tunstall, Vicki Saunders, Jessy Wang and the entire SheEO community for the opportunity to learn, reflect and contribute.



Thanks



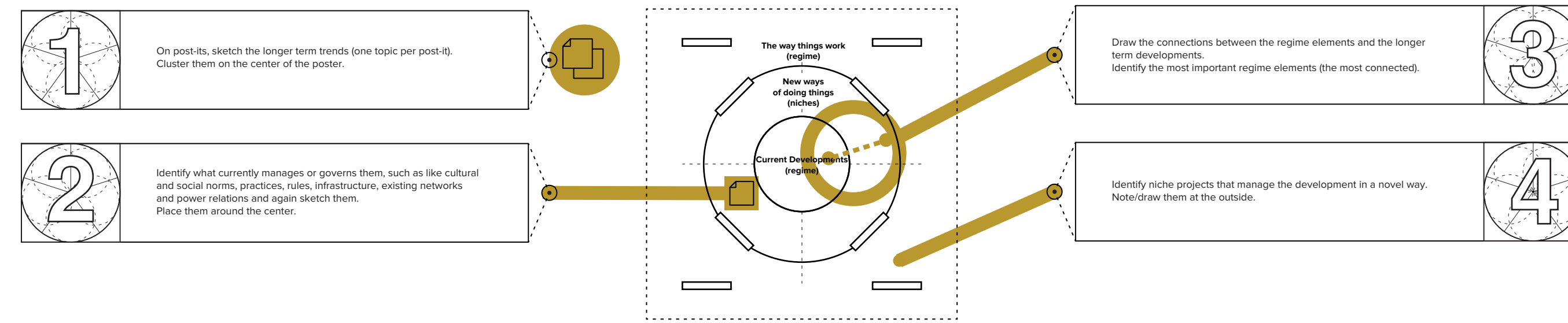
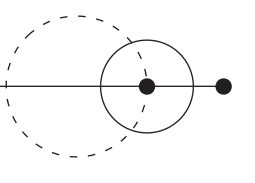
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Appendix: Blank Canvases

Rich Context

Framing the system



SOCIAL INNOVATION CASES

NEW TECHNOLOGY APPLICATIONS

INSTITUTIONAL STRUCTURES
 (rules, regulations, power structures)

ECONOMIC STRUCTURES
 (market, financing, consumption, production, distribution)

TRENDS

CULTURE
 (norms and values)

PRACTICE
 (routines & behaviors)

PILOT PROGRAMS

START-UPS

Future Canvas



IDEAL(ISED) FUTURE

Defining the desired future

THE IDEAL STATE OF A SYSTEM IS REACHED WHEN THE PURPOSE IS ACHIEVED, FOR ALL LEVELS (MICRO, MESO, MACRO) AND ALL LENSES (ECONOMICAL, ECOLOGICAL, PSYCHOLOGICAL AND SOCIAL)



1 PURPOSE

What is the ultimate goal you want to achieve?

3 DRIVING FORCES

Why do we need to change now?
What technological and social forces trends do you identify?
What indicates that the stakeholders are ready to accept change now?

5 EMERGING INITIATIVES

Who is solving the problem already, in some way?

2 RESULT

What are the main benefits you want to provide to the stakeholders?

4 BARRIERS

What stops us from achieving this?
Why do we not achieve this now?
Can you make the inhibitory factors disappear?

6 CAPACITIES

What are the existing resources we can build upon?

7 DESIGN CHALLENGE

Redefine the challenge in a short, action-oriented, ambitious way starting the sentence with "How might we..."