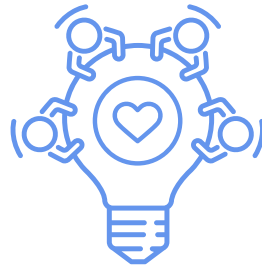# COLLABORATIVE CHANGEMAKING labs
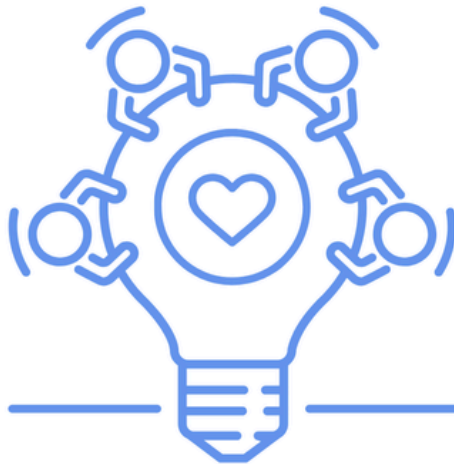
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@ **TOOLSLETTER**

USER GUIDE

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This "Susbscribe & Sponsor" Toolsletter includes 64 modified and repurposed collaborative changemaking tools from Greg Van Kirk's new book.

Your **GO-TO, HOW-TO** resource at school, at work, and in your community

IT'S WHAT YOU SET IN MOTION

A TOOLBOX FOR COLLABORATIVE CHANGEMAKING

#mindsets
#(social) innovation
#(social) entrepreneurship
#teamwork
#problem-solving
#opportunity identification
#human-centered design
#systems thinking

#skill sets
#empathy
#equity
#empowerment
#community impact
#adaptive leadership
#global citizenship
#resilience

Written + designed by **GREG VAN KIRK**

First edition

Buy the book amazon

collaborativechangemaking.com

"Greg and I have been collaborating in one way or another since we first met and worked together in a small community in El Salvador nearly 20 years ago. I've always been struck by his remarkable ability to get to the heart of problems and co-create empathetic, approachable solutions in complex and constrained environments. This innovative and practical toolbox is a clear reflection of this. Without a doubt, this book should be on every aspiring and practicing changemaker's bookshelf."

NEIL BLUMENTHAL
CO-FOUNDER + CO-CEO | WARBY PARKER

"Greg has a wonderful gift for taking complicated concepts and breaking them down into approachable tools that help groups work together to address complex problems without feeling overwhelmed. This practical toolbox is a perfect example of that."

KIMBERLY ASCOLI ALMEIDA
DIRECTOR OF PROGRAMS |
LEVI STRAUSS FOUNDATION

"Greg's combined expertise in business and years of experience in social entrepreneurship around the globe give him a unique understanding of the drivers of innovation. He has a remarkable ability to distill key strategic insights that explain success and communicate them in ways that are both accessible and inspiring."

DAVID BORNSTEIN
CO-FOUNDER |
SOLUTIONS JOURNALISM NETWORK
AUTHOR - *HOW TO CHANGE THE WORLD: SOCIAL ENTREPRENEURS AND THE POWER OF NEW IDEAS*

"Greg is always working to put empathy in the heart of his work. This toolbox is a testament to that. He's clearly designed this with significant thoughtfulness and care so as to create equitable access to the skills and tools that can help empower changemakers everywhere."

MOHSIN MOHI UD DIN
FOUNDER + CEO | #MEWE INTERNATIONAL

"For more than 15 years, Greg has shared his distilled learning as a social entrepreneur with class after class of social entrepreneurship students at Notre Dame. His unparalleled expertise and matter-of-fact approach to applying these tools to the most challenging social issues of our day left many students not only inspired, but resolute in their own attitudes and beliefs as changemakers. With this toolbox, Greg's vision and learnings from the field are that much more accessible to emergent changemakers across the globe. And I can't wait to put it into practice in my own classroom!

MELISSA PAULSEN
PROGRAM DIRECTOR, ENTREPRENEURSHIP + EDUCATION DIVISION | PULTE INSTITUTE FOR GLOBAL DEVELOPMENT | UNIVERSITY OF NOTRE DAM

"As a Social Entrepreneur-in-Residence, Greg has been an invaluable resource to the Berkley Center and the next gen changemakers we've worked with over the years. This toolbox is a brilliant distillation of his experience in the trenches. The content is both accessible and highly actionable for both those new to the space and those who are more seasoned. It provides a useful, must-read road map for anyone looking to build something meaningful, lasting, and impactful."

CYNTHIA FRANKLIN
DIRECTOR |
BERKLEY CENTER FOR ENTREPRENEURSHIP
NYU STERN SCHOOL OF BUSINESS

"For more than two decades, Greg's been a trailblazer in the field of social entrepreneurship. Always willing to share the lessons learned on this odyssey of impact, Greg has curated herein an outstanding array of tested tools that can be put to work immediately by any aspiring changemaker or experienced social entrepreneur seeking to develop more effective solutions to the world's most pressing problems."

MATTHEW T.A. NASH
DIRECTOR | CENTER FOR SOCIAL INNOVATION - STANFORD GRADUATE SCHOOL OF BUSINESS

"I've had the pleasure of learning from Greg over the past ten years. He has an extremely unique expertise in facilitating and teaching others how to analyze problems, distill the primary needs, and solve them through a social impact lens. I feel fortunate to continue to turn to him for mentorship and guidance."

MOLLY BABBINGTON
COMMUNITY-POWERED GROWTH | AIRBNB

"Greg thinks big about the small acts that lead to system change. In his work, Greg inspires empathy, optimism, and passion. I have learned a lot just watching Greg go! He inspires me!"

EILEEN MCNEELY, PHD
EXECUTIVE DIRECTOR SHINE AT HARVARD|
HUMAN FLOURISHING PROGRAM, INSTITUTE FOR QUANTITATIVE SOCIAL SCIENCES - HARVARD UNIVERSITY

"*Greg's unique career designing high-impact social innovations uniquely qualifies him to share the "how" that's so critical to translating mission to execution and creating practices that make organizations resilient, especially in attempting to scale. Greg's guidance has been measurably effective for my teams across several disciplines, from venture-funded startups to childhood literacy initiatives.*"

KEVIN KUSHMAN
CEO| ELECTRADA

"Watching Greg at work is a thing to behold. His skill at design, attention to detail and sense of a group make his work special and uniquely impactful."

DAVID WOFFORD
SENIOR DIRECTOR | UNITED NATIONS FOUNDATION

"It's hard to describe how much I have learned from Greg over the years--from being extremely thoughtful on how to frame challenges to preserving a deep curiosity that inevitably leads to innovation. Every meeting with Greg is an opportunity to think about a challenge through a different lens and broaden/deepen impact. Greg does this with tremendous humility and by empowering everyone around him. His ability to create a collaborative environment means he magnifies impact wherever he goes."

TAMAR BENZAKEN KOOSED
FOUNDER + PRESIDENT | MANAUS CONSULTING

"Greg has the unusual ability to combine high-level strategic thinking with on-the-ground logistical prowess. We partnered in building programs together for nearly twelve years and the quality of the experiences for our students was always top-notch. He is truly an original leader in this field."

ERIC MLYN, PHD
FORMER PETER LANGE EXECUTIVE DIRECTOR | DUKE UNIVERSITY

"Greg is the go-to person when it comes to anything related to social entrepreneurship and innovation. He not only created a program that changed the entire trajectory of my career (Social Entrepreneur Corps), but he also has continued to be a mentor when I have navigated where to go next. His patience and deep expertise enables him to be an outstanding consultant. I would recommend Greg for any project you begin with him; I feel lucky to have him as a mentor and a friend."

COLLEEN SHEEHY
GLOBAL SUSTAINABILITY INNOVATION MANAGER | ACCENTURE

"Greg is one of the most skilled facilitators and practitioners I have had the pleasure to work with across my career. When it comes to creating mindset shifts and helping professionals put empathy into action to unlock innovation, Greg is second to none! He is sought after for the impact he helps teams to create and because he is a true asset to any team that he chooses to join."

ANNIE O'CONNOR
EXECUTIVE DIRECTOR |
BOLINAS COMMUNITY LAND TRUST

"Greg has been an invaluable thought partner for nearly 20 years. He was instrumental in helping VisionSpring gain traction in the marketplace in Central America. He is innovative, a great communicator and teacher, and someone who has a deep commitment to using business practices and principles to improve the world. I look forward to our continued collaboration."

JORDAN KASSALOW
CO-FOUNDER | EYELIANCE
FOUNDER | VISIONSPRING

"Greg has forgotten more about social innovation than I will ever know - and I study it for a living! He has a keen understanding of not only how to develop entrepreneurial solutions with people but also how to implement them on-the-ground in the most challenging of environments. Of all the partners with whom I've ever worked, none has been more focused on creating solutions of mutual value. He combines the intellect and experience of a world-class consultant with the heart and empathy of a life-changing teacher."

BRETT SMITH, PHD
CINTAS ENDOWED PROFESSOR OF ENTREPRENEURSHIP | MIAMI UNIVERSITY
FOUNDER | CENTER FOR SOCIAL ENTREPRENEURSHIP - MIAMI UNIVERSITY

"Greg is a masterful designer of structured, pragmatic approaches to breaking down problems, understanding root causes, and working collaboratively with communities. Moreover, his approaches are timeless and broadly applicable to impact-centered problem-solving. Greg not only shaped my career path, but showed me how to engage in social impact work with both empathy and rigor. I often leverage the concepts and frameworks that I learned from Greg, whether I am working with large tech companies or small nonprofit organizations seeking to create social change. I'm positive readers will find this content similarly empowering."

MICHELLE MULLINS
STRATEGY + OPERATIONS LEAD |
IMPACT, NEWS, CIVICS - GOOGLE

"I have had the immense pleasure of working for and with Greg for over a decade now, and I have learned so much from his approaches to social innovation and social impact strategy. They are clear, empathy-oriented, iterative, and ultimately very effective. So much of what I learned from Greg shaped me as an innovation leader, and I still find myself reflecting on and applying lessons I gained from him years ago. It is awesome that others can benefit from his wealth of knowledge and resources through this toolbox."

ALANNA HUGHES
VICE PRESIDENT - INNOVATION | PER SCHOLAS

WHAT'S IN THIS USER GUIDE?

ABOUT COLLABORATIVE CHANGEMAKING

ABOUT THIS SUBSCRIBE & SPONSOR TOOLSLETTER

TRACKING + REFLECTION TEMPLATES

ABOUT COLLABORATIVE CHANGEMAKING

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WHAT IS COLLABORATIVE CHANGEMAKING?

In the broadest terms, collaborative changemaking is people working together to create positive change. It's not confined to any particular sector or legal structure.

More specifically, we recently asked Collaborative Changemaking Workshop participants for their definitions. Participants included educators, social entrepreneurs, government leaders, and nonprofit leaders who joined from around the U.S. and Ethiopia. **Here are their inspiring and insightful definitions.**

- *Collaborative changemaking refers to the process of creating positive change through the combined efforts of individuals or groups.*

- *It emphasizes cooperation, shared goals, and leveraging diverse perspectives and skills to address challenges and implement solutions.*

- *In essence, it is about working together to create a meaningful impact.*

- *"Collaborative changemaking" embodies people coming together across different backgrounds, expertise, and perspectives to address and solve societal or organizational challenges actively.*

- *It's when complex issues need specific and coordinated efforts from all stakeholders to effectively achieve meaningful and long lasting results.*

- *A collaborative changemaker is an individual who, through their collaborative efforts, can bring about significant positive changes for a community, whether it is a school community, neighborhood, or business.*

- *The individual works with others to make a social or environmental change that benefits many, inspiring hope and progress.*

- *Collaborative changemaking creates the opportunity to learn from other and create new plans that can benefit everyone.*

- *Building relationships to create productive outcomes*

WHY DOES COLLABORATIVE CHANGEMAKING MATTER?

And here's why they said it matters.

- *Collaborative changemaking matters to me because it embodies the principles of teamwork and inclusivity.*

- *It enables the pooling of resources and ideas, leading to more innovative and effective solutions.*

- *In my personal life, it fosters a sense of community and shared responsibility, making it possible to tackle larger societal issues and improve the quality of life for everyone involved.*

- *It enhances my ability to contribute meaningfully to communities and causes I care about, creating lasting positive change through collective action.*

- *It's an approach that emphasizes teamwork, shared goals, and the pooling of resources, ideas, and skills to address complex problems.*

- *Collaborative changemaking allows for inclusivity and participation among stakeholders, a shared vision, co-creating, support and accountability, and long-term positive changes.*

- *It serves as a catalyst for driving equitable and positive transformations, with the ultimate goal of creating a more inclusive world for individuals of all abilities.*

- *Without collaboration, we cannot create a sustainable impact in our community. As an African proverb says, "If you want to go fast, go alone, but if you want to go far, go together."*

- *This approach not only improves the immediate impact of our work but also fosters trust, resilience, and self-reliance within communities, ultimately contributing to lasting peace and development.*

- *Lasting solutions to complex issues rarely emerge from individual efforts. It's through the collective wisdom, diverse perspectives, and shared commitment of a dedicated group that progress is achieved.*

- *In my personal life, the ethos of collaborative change-making reinforces the value of empathy, cooperation, and shared responsibility, guiding me to be a more compassionate and effective agent of positive change.*

- *Sustainability, improve or explore new skills and tools to better communicate and work smarter in my personal and professional life.*

WHAT'S YOUR "RETURN ON COLLABORATIVE CHANGEMAKING (ROCC)?

When you engage in collaborative changemaking, you build and enhance mindsets and skill sets essential for not only surviving in, but thriving in our increasingly VUCA (volatile, uncertain, complex, and ambiguous) world. These are both timely and timeless. They'll serve you no matter what you decide to dedicate yourself to in the future.

ACTIVE LISTENING	**CREATIVITY**	**OPPORTUNITY IDENTIFICATION**
ADAPTIVE LEADERSHIP	**CRITICAL THINKING**	**PUTTING EMPATHY INTO ACTION**
TEAM BUILDING	**SYSTEMS THINKING**	**RESILIENCE**
COMMUNITY ENGAGEMENT + IMPACT	**EQUITABLE DESIGN**	**(SOCIAL) ENTREPRENEURSHIP**
COMPLEX PROBLEM SOLVING	**GENERATIVE THINKING**	**(SOCIAL) INNOVATION**
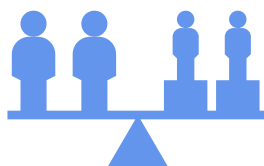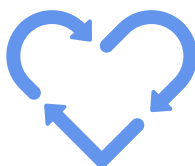
ABOUT THIS SUBSCRIBE & SPONSOR TOOLSLETTER

Haven't subscribed yet? Go <u>here.</u>

HOW IT WORKS

IT'S SUPER SIMPLE.

Subscribe and get collaborative HOW-TO tools delivered to your inbox. By doing this you'll also be **sponsoring** an aspiring or practicing changemaker. They'll get the same tools in their inbox at no cost.

64

practical, simple, evergreen, and universally applicable collaborative conversation tools delivered to your inbox every Monday and Wednesday for

32 weeks

(The tools arrive in JPG and PDF formats. You can also access all of the tools in Google Sheets. Make editable copies and share.)

Once you subscribe it's just like a BUY ONE GIVE ONE (B1G1). We simultaneously subscribe a changemaker studying or working within the community of an organization we know and love. We'll tell you who you're sponsoring with a bit of respectful anonymity. Example: "Thank you for helping to empower another collaborative changemaker. You've sponsored a Mandela Washington Fellow from Zimbabwe."

YOU GET A COLLABORATION TOOLBOX.

PROFESSIONAL DEVELOPMENT + IMPACT

YOU GIVE A COLLABORATION TOOLBOX.

EQUITABLE ACCESS + EMPOWERMENT

OR tell us who you'd like to sponsor.

WHAT ARE THESE COLLABORATIVE CHANGEMAKING TOOLS?

They're for working with others to create positive impact. They help you develop, practice, and strengthen your collaborative changemaking mindsets and skill sets. Inspired by human-centered design methods, systems thinking approaches, Business Model Canvas, insightful articles, books, and real-world experience, Greg has been designing and using these tools for nearly 25 years. They're universally applicable.

They're curated into eight toolkits.

> ## THE LAW OF THE INSTRUMENT
>
> *"If the only tool you have is a hammer, it is tempting to treat everything as if it were a nail."*
>
> **ABRAHAM MASLOW**
> PSYCHOLOGIST

TEAM BUILDING + TEAMWORK	**DESIGN WHITEBOARDS**
TEAM CHECK-IN + PRIORITIZATION	**DESIGN BLUEPRINTS**
HUMAN-CENTERED MAPS	**DESIGN CONSIDERATIONS**
PROBLEM + OPPORTUNITY ANALYSIS	**PEOPLE 4 PEOPLE + FUTURE READY**

SOME HIGHLIGHTED THINGS THEY HELP YOU DO...

- **They help you engage in collaborative changemaking conversations.** I think of collaborative changemaking conversations as the process, and the concrete result of the conversations as the product. And the process doesn't have to result in a product to be incredibly valuable. In fact, the relationships created and/or reinforced during the process are often much more valuable over time than any one product.
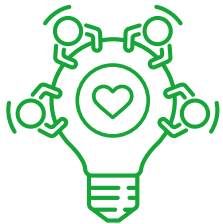
- **They help you innovate.** Collaborative changemaking innovation happens when teams/communities work together to diagnose problems and design solutions that create a positive impact. Collaborative changemaking innovation is problem-agnostic. It's solution-agnostic. And it's sector-agnostic. Use these tools to design any and all kinds of new products, strategies, services, and models. You might also use them to rethink, redesign, reinforce, or repair existing solutions.

- **They're GO-TO's for Changemaker Education.** Changemaker education focuses on building and/or enhancing the mindsets and skill sets listed on page 4. Changemaker education can be formal or informal. It's "all teach, all learn." Changemaker educators view students/participants as producers of knowledge and insights, not consumers. Following are some examples of how I've used the tools in-person and virtually for changemaker education for children, youth, and adults:

  - Social entrepreneurship courses
  - New venture design courses
  - Social innovation workshops
  - Purpose workshops
  - Product/ service design conversations
  - Professional development workshops
  - Community of Practice conversations
  - Community engagement conversations
  - Community consulting
  - Community service programs
  - Study abroad programs
  - Venture competitions

- **They help you deal with walls.** In the words of Michael Jordan, "If you're trying to achieve, there will be roadblocks. I've had them; everybody has had them. But obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it." These tools will help you "Be like Mike."

- **They help you create and nurture changemaking cultures.** These tools will help you and your team go from funnel to flywheel. A funnel approach is a top-down organizational approach. It's a hierarchical, command-and-control approach. In our VUCA (volatile, uncertain, complex, and ambiguous) world, organizational/ team cultures that are dominated by funnel approaches are less than ideal. They're inflexible, unintelligent, slow, and fragile.
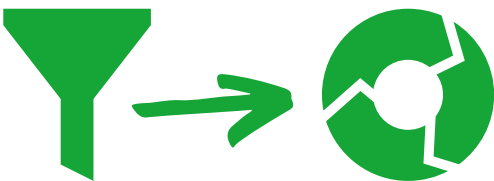
To succeed in VUCA, the focus should be on building changemaking cultures that prioritize empower-and-trust. To do this, break down funnels and focus on creating changemaking flywheels. What's a flywheel? A flywheel is what you see on a rowing machine. Flywheels store energy and are incredibly efficient. The flywheel concept in business comes from the book *Good to Great* by Jim Collins. Collins' big-picture recommendation was that businesses should focus on creating flywheel effects where small wins build on each other over time and gain momentum to the point where success happens on its own, just like the momentum on a flywheel keeps it going. Use these tools to create your own changemaking flywheels. Build a habit of engaging in collaborative changemaking conversations to activate a changemaking flywheel effect. Build momentum. Empower a changemaking culture. This won't just help you and your team survive in VUCA, it should help you thrive.
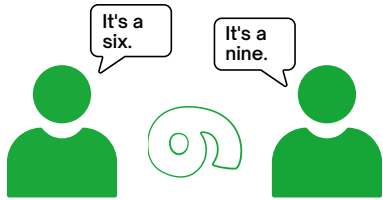
- **They help you with perspective taking.** Perspective taking is the ability to look beyond your own point of view to understand how someone else thinks and feels about something. It's essential for empathy. These tools were built for perspective taking.

DIVERGE:
Get as many ideas as possible.

CONVERGE:
Choose the best ideas.

EXPLORE POSSIBILITIES

DECIDE WHAT TO DO

- **They help you diverge and converge.** The tools are designed for conversations that move from divergence to convergence. This approach is foundational for collaborative changemaking conversations. Set a time constraint. Make sure people feel a sense of psychological safety. Start by brainstorming. Provide everyone with the opportunity to share their voice. Then narrow down thoughts/ ideas. You'll find a "Now what?" prompt at the bottom of each tool to help you with this. I borrowed this from the "What?", "So what?", "Now what?" reflective model.
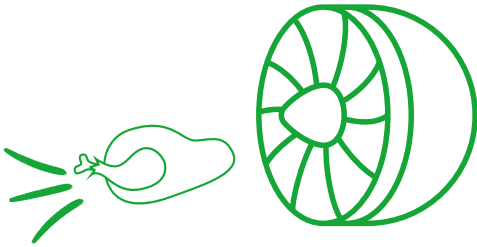
- **They help you shoot turkeys into engines.** Back in my structured finance days, there was a certain business trip that was one of the most coveted by my team members. It was to a Rolls Royce aircraft engine factory in England. Why? Because you got to see them shoot frozen turkeys into engines to test their resilience. I may be a pescatarian but c'mon, that's cool. This toolbox helps you metaphorically shoot turkeys into your engines.

I've (Greg) had the opportunity and good fortune to wear many "changemaking" hats over the past 25 years. I've used these tools wearing all of these hats. They're universally applicable.
You probably wear many hats too and take hats on and off depending on the day or hour. Each tool includes the following section to with application ideas for 12 different hats. The example below is from the **IMPACT + EFFORT ANALYSIS** tool that will be showing up in your inbox.

WHAT "HATS" DO YOU WEAR?
12 APPLICATION IDEAS

BUSINESSES
Use this to analyze new solution ideas and/or to check-in on current product and service offerings. Teams/ team members can use this when presenting the rationale for new ideas to others.

LIFE COACHES/ MENTORS
Use this as a guide for conversations with mentees to get the full picture of current efforts and have discussions about where to prioritize.

EDUCATORS
Educators can use this to prioritize their own work. Also, use this to to help students prioritize their efforts for group project work, juggling activities, applying to college, etc.

CONSULTANTS
Have your clients use this to analyze current solutions/ projects to help them prioritize where to focus. Have as many people as possible contribute to this effort. Ask them to be very specific.

FACILITATORS
Have participants use this to put solution ideas in one place and to spark a conversation. This can be helpful for any workshop, conference, etc.

STUDENTS
Use this when working in teams to analyze everyone's ideas for solutions to a problem so that you can make decisions about where to focus limited time, energy, and resources.

PARENTS
Use this as a framework to talk about solutions to family problems and come up with a consensus about where to focus energies.

ENTREPRENEURS/ INNOVATORS
This is an essential tool for analyzing solution ideas for problems big and small. This can also help you distinguish yourself from competition.

NON PROFITS
Use this with team and community members to work through and prioritize solutions for community problems. This can help you mutually find some "easy wins" to help people feel a sense of success for particularly hairy problems.

COMMUNITIES
Use this within your own community to understand where you should focus your energies while working together. This can help get everyone on the same page and avoid community disagreements.

VOLUNTEERS
Use this to analyze where you might want to spend your time by analyzing different opportunities for volunteering within your community.

INDIVIDUALS
Use this when you're feeling overwhelmed by options and want to decide where to focus your energies.

GREG VAN KIRK. - https://www.linkedin.com/in/gregvankirk/   COLLABORATIVE CHANGEMAKING LABS - 2024

THE TOOLSLETTER
DELIVERY SCHEDULES

Choose one of three delivery schedules for the 64 tools over 32 weeks.

OPTION 1: SEQUENCED ▶ SUBSCRIBE

This sequence largely mirrors the book. This is a logical sequence that takes you from team, to problem/ opportunity diagnosis, to ideation, and to design.

TEAM BUILDING + TEAMWORK

WEEK 01	01 | OUR TEAM
	02 | OUR COLLABORATIVE CULTURE
WEEK 02	03 |OUR PROXIMITY MAP
	04 |OUR SHARED WHY
WEEK 03	05 | OUR CORE VALUES
	06 | OUR SUPERPOWERS
WEEK 04	07 | OUR RACI STRUCTURE
	08 | OUR KANBAN BOARD

TEAM CHECK-IN + PRIORITIZATION

WEEK 05	09 | EISENHOWER CHECK-IN
	10 | EFFECTIVENESS + EFFICIENCY CHECK-IN
WEEK 06	11 | STAKEHOLDER POWER CHECK-IN
	12 | STAKEHOLDER ENGAGEMENT CHECK-IN
WEEK 07	13 | GOLDILOCKS CHECK-IN
	14 | THREATS + REWARDS CHECK-IN
WEEK 08	15 | IMPACT + EFFORT ANALYSIS
	16 | IMPACT + UNCERTAINTY ANALYSIS

HUMAN-CENTERED MAPS

WEEK 09	17 | EMPATHY MAP
	18 | EMPOWERMENT MAP
WEEK 10	19 | PERSONA MAP
	20 | WELL-BEING MAP
WEEK 11	21 | JOURNEY MAP
	22 | EQUITABLE ACCESS MAP
WEEK 12	23 | VUCA MAP
	24 | DECISION MAKING BIASES MAP

PROBLEM + OPPORTUNITY ANALYSIS

WEEK 13	25 | ROOT CAUSE ANALYSIS
	26 | PROBLEM TREE ANALYSIS
WEEK 14	27 | PROBLEMS V DESIGN CONSTRAINTS ANALYSIS
	28 | PROBLEM PRIORITIZATION ANALYSIS
WEEK 15	29 | ICEBERG ANALYSIS
	30 | SYSTEM COMPONENTS ANALYSIS
WEEK 16	31 | SYSTEM STATUS ANALYSISIS
	32 | FIVE FORCES ANALYSIS

DESIGN WHITEBOARDS

WEEK 17	33 | DESIGN PRINCIPLES WHITEBOARD
	34 | CONSEQUENCES WHITEBOARD
WEEK 18	35 | FOUR FITS WHITEBOARD
	36 | SWEET SPOT WHITEBOARD
WEEK 19	37 | INNOVATION ADOPTION WHITEBOARD
	38 | INNOVATION DIFFUSION WHITEBOARD
WEEK 20	39 | PROBLEM POSITIONING WHITEBOARD
	40 | MOTIVATIONS + CAPABILITIES WHITEBOARD

DESIGN CONSIDERATIONS

WEEK 25	49 | MARKET CAPTURE + LAUNCH STRATEGY
	50 | DISTRIBUTION STRATEGY
WEEK 26	51 | TWO LIMITATIONS ANALYSIS
	52 | TWO ATTRIBUTES STRATEGY
WEEK 27	53 | PRICING FOR ADOPTION STRATEGY
	54 | INCENTIVIZATION STRATEGY
WEEK 28	55 | COMMUNICATION CHANNEL STRATEGY
	56 | STICKY MESSAGING STRATEGY

DESIGN BLUEPRINTS

WEEK 21	41 | LOGIC MODEL BLUEPRINT
	42 | DRIVER DIAGRAM BLUEPRINT
WEEK 22	43 | VALUE PROPOSITION BLUEPRINT
	44 | SUCCESS INDICATORS BLUEPRINT
WEEK 23	45 | MARKETING BLUEPRINT
	46 | BRANDING BLUEPRINT
WEEK 24	47 | FEATURES + BENEFITS BLUEPRINT
	48 | INNOVATION DISTILLATION BLUEPRINT

PEOPLE 4 PEOPLE + FUTURE READY

WEEK 29	57 | PEER SUPPORT STRATEGY DESIGN
	58 | COMMUNITY OF PRACTICE DESIGN
WEEK 30	59 | MUTUAL AID STRATEGY DESIGN
	60 | COLLECTIVE ACTION STRATEGY DESIGN
WEEK 31	61 | TOUCHPOINT STRATEGY DESIGN
	62 | FEEDBACK STRATEGY DESIGN
WEEK 32	63 | RESILIENCE ANALYSIS
	64 | PRE-MORTEM ANALYSIS

OPTION 2: MIX IT UP ▶ SUBSCRIBE

You may not want to get tools in sequence. That's fine. The MIX IT UP option might be a good fit for professionals who deal with every facet of work on a daily basis. I'll mix up the sequence and send you the tools on a random schedule.

OPTION 3: BESPOKE FOR YOUR ORGANIZATION

Would your organization prefer a more tailored sequence? Do you want to use your branding? Let's figure it out. Email gregvk@collaborativechangemaking.com.

THE TOOLSLETTER
DESCRIPTION + EXAMPLES

Each tool includes a link to a YouTube video explainer by Greg Van Kirk

WEEK 01

TEAM BUILDING + TEAMWORK

MONDAY — **WEDNESDAY**

OUR TEAM — How might we identify and include team members who'll help us achieve current and future success?

OUR COLLABORATIVE CULTURE — How might we ensure that we're creating and nurturing the right culture for successful collaboration?

TITLE PAGE

This includes the title of the tool and the HOW MIGHT WE question that it helps you answer.

TOOL DESCRIPTION PAGE

This includes a section describing the tool and a section with instructions for how to use the tool. This also includes an inspiring quote from a well-known changemaker and a note (space permitting) with some tips.

THE TOOL

This is where you'll find the actual tool. You can click on the hyperlink or the tool to access it in Google Sheets. Share it, edit it, etc. It's up to you.

APPLICATION IDEAS PAGE

You likely wear a number of "hats" in life, school and/or work. This page includes application ideas for twelve hats.

HUMAN-CENTERED MAPS

MONDAY

EMPATHY MAP

How might we gain a deeper understanding of the lives and perspectives of people we aspire to support?
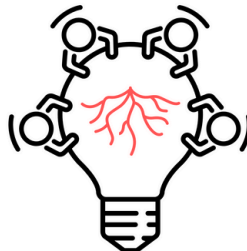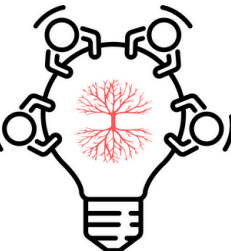
ABOUT THIS EMPATHY MAP

Changemaking is putting empathy into action. As such, you need to work as hard as possible to get to know and understand the people you aspire to support. Your goal should be to proactively overcome any preconceived ideas and biases you might have and to learn about people's lives from their perspectives. This EMPATHY MAP tool should help you and your team do this.
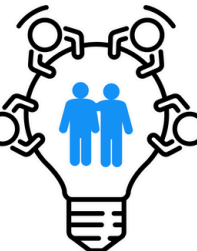
This tool uses the following four quadrants to note down as much as you're able to about THE PERSON/ GROUP you aspire to support:

WHAT ARE THEY...
- **SAYING + DOING:** Ask questions, listen, and observe.
- **SEEING:** Put yourself in their position as much as possible and look around.
- **HEARING:** Put yourself in their position as much as possible and listen. What are people saying? What noises are you hearing?
- **THINKING + FEELING:** Ask questions and listen. Use your imagination.

> *For me, empathy is an existential question...That is, it's imperative for us to overcome the challenges we face. Unless we can join forces and recognize each other's humanity, how can we do business together, let alone make progress on the increasingly complex and difficult problems in society?*
>
> **DANIEL LUBETZKY**
> FOUNDER + CEO - KIND SNACKS

After you've worked through the four quadrants, try to distill PAIN POINTS. PAIN POINTS are what's getting in the way of someone achieving their goals.

To note, the goal isn't to note down "right" answers, but rather to capture as much relevant information as possible to gain a deeper level of understanding.

HOW THIS EMPATHY MAP WORKS

1. Start at the top of the tool. Note down any and all characteristics of THE PERSON/ GROUP that you're using this tool to better understand. Also, describe THE CONTEXT/ SITUATION. Are they trying to achieve something, but aren't able to? Are they living or working in certain conditions? What's going on in their environment that's important to note down? Try to paint a descriptive picture.

2. Next, go to the WHERE ARE THEY... header. Below this, in as much detail as possible, note down what THE PERSON/ GROUP is SAYING + DOING, SEEING, HEARING, and THINKING + FEELING as it relates to THE CONTEXT.

3. Now reflect on and consider what you've learned about THE PERSON/GROUP from their perspective. WHAT ARE THE MAIN PAIN POINTS? Note these down in the space provided.

4. To conclude, go to NOW WHAT? and note down a few priority next steps based on what you've learned and/or new insights you've gained from using this tool.

EMPATHY MAP
COLLABORATIVE CHANGEMAKING TOOL

CLICK HERE OR ON THE TOOL TO ACCESS THE GOOGLE SHEET. MAKE AN EDITABLE COPY.

| THE PERSON/ GROUP | |
| THE CONTEXT/ SITUATION | |

WHAT ARE THEY...

SAYING + DOING	SEEING	HEARING	THINKING + FEELING

WHAT ARE THE MAIN PAIN POINTS?

NOW WHAT?

WHAT "HATS" DO YOU WEAR?
12 APPLICATION IDEAS

BUSINESSES Use this to get a better understanding of your customers. This is great during product development and for continuous check-ins. You can also use this to better understand the perspectives and pain points of team members.

PARENTS Use this as a framework to understand your children's perspective in a situation. Also, practice using this with your children for a traditionally marginalized group of people. For example, use this as a conversation prompt when you pass by a person experiencing homelessness. It will help your children be more empathetic.

LIFE COACHES/ MENTORS Use this to get a holistic view of your mentee.

ENTREPRENEURS/ INNOVATORS This is an essential tool for diagnosing challenges and understanding pain points. It doesn't matter what your perspective is. It's your customer's perspective that matters.

EDUCATORS Use this to get a holistic view of your students. You can also have students use this when designing solutions, to better understand historical figures, etc.

NON PROFITS Use this to better understand community members and how you might best provide targeted support.

CONSULTANTS Use this to better understand the people they're trying to support, teach, train, empower, sell to, etc.

COMMUNITIES Use this within your own community to understand where pain points exist and solutions might be needed.

FACILITATORS Have participants practice this with each other. Have them use this together for the people they're trying to support, teach, train, empower, sell to, etc.

VOLUNTEERS Use this as a guide to understand the people you hope to support through your volunteering. This will help you break away from unhelpful mindsets.

STUDENTS Use this as a guide for whenever it might be helpful to try to "walk in someone else's shoes." This could be in school, after-school, in your community, etc.

INDIVIDUALS Use this for any small or big goal you're trying to achieve.

WEDNESDAY

EMPOWERMENT MAP

How might we better understand to what extent someone is relatively empowered and/or disempowered?

ABOUT THIS EMPOWERMENT MAP

There's a goal that someone's trying to achieve, but they can't. Why can't they? It's probably because they're disempowered in some way. Your job as a changemaker is to play a value-added role in helping people to become (more) empowered to achieve their goals. This EMPOWERMENT MAP tool should help you and your team figure out where and how to do this.

This tool uses the "EMPOWERMENT AIR" formula to guide your conversations, decisions, and actions.

The formula is as follows:

$$E\ (EMPOWERMENT) =$$
$$A\ (ABILITY) + I\ (INCENTIVES) + R\ (RESOURCES)$$

ABILITY consists of both the KNOWLEDGE and the SKILLS required. INCENTIVES are the intrinsic motivators and extrinsic drivers. And RESOURCES are the assets needed to achieve the goal.

> *What would the world look like if we asked ourselves the following more often; are our actions helping others find a way to meet more free, more dignified, and more beautiful?*
>
> **JACQUELINE NOVOGRATZ**
> FOUNDER + CEO - ACUMEN

In short, the necessary ABILITY, INCENTIVES, and RESOURCES must all be in place and "add up" for someone to be empowered to achieve their goal(s). Disempowerment results from a deficiency or gap in any one of these three components. Needless to say, both reality and perception matter.

Using this tool you should gain an understanding of where relative empowerment and disempowerment exist. Based on this, you'll be able to ideate and prioritize creative solutions that build on STRENGTHS and/or find ways to empathetically address WEAKNESSES.

HOW THIS EMPOWERMENT MAP WORKS

1. Start at the top of the tool. Note down THE PERSON/ GROUP. Then note down THE GOAL. This is what they're trying to achieve.

2. Next, go to the COMPONENTS header. Start with (A)BILITY - KNOWLEDGE. Go under the ANALYSIS header, and note down as many STRENGTHS as you're able to. This is a list of any existing (A)BILITY - KNOWLEDGE that's currently helping to empower THE PERSON/ GROUP to achieve THE GOAL, then note down IDEAS FOR BUILDING ON STRENGTHS.

3. Repeat step 2 for each of the COMPONENTS. It's always best to take an asset frame and start with STRENGTHS.

4. Now go back up to (A)BILITY - KNOWLEDGE. Go under the ANALYSIS HEADER, and note down as many WEAKNESSES as you're able to. Where might gaps exist? What's needed? Then note down IDEAS FOR OVERCOMING WEAKNESSES.

5. Repeat step 4 for each of the COMPONENTS.

6. To conclude, go to NOW WHAT? and note down a few priority next steps based on what you've learned and/or new insights you've gained from using this tool.

> **NOTE:**
> This is a go-to tool that I originally designed to help figure out the best way to support first-time and social entrepreneurs in Latin America. It's needed to break down and "unpack" empowerment into its relevant components.

EMPOWERMENT MAP
COLLABORATIVE CHANGEMAKING TOOL

CLICK HERE OR ON THE TOOL TO ACCESS THE GOOGLE SHEET. MAKE AN EDITABLE COPY.

| THE PERSON/ GROUP | |
| THE GOAL | |

COMPONENTS	ANALYSIS			
	STRENGTHS	IDEAS FOR BUILDING ON STRENGTHS	WEAKNESSES	IDEAS FOR OVERCOMING WEAKNESSES
(A)BILITY - KNOWLEDGE				
(A)BILITY - SKILLS				
(I)NCENTIVES				
(R)ESOURCES				
KEY TAKEAWAYS				

WHAT "HATS" DO YOU WEAR?
12 APPLICATION IDEAS

BUSINESSES Use this to get a better understanding of where team members are relatively empowered or disempowered to achieve a goal, complete a project, etc.

PARENTS Use this as a framework to talk about a family goal. This can also be helpful for any personal and/or professional goal that individual family members might be aspiring to achieve.

LIFE COACHES/ MENTORS Use this to get a better understanding of where your mentee is relatively empowered or disempowered to successfully achieve a priority goal.

ENTREPRENEURS/ INNOVATORS Use this to support for internal teams and to understand potential customers.

EDUCATORS Use this to get a better understanding of where a student is relatively empowered or disempowered to achieve a priority goal such as completing a project, applying to college, etc.

NON PROFITS Use this to better understand where community members are relatively empowered or disempowered so that you can decide where it might be most helpful to leverage strengths vs fill in gaps.

CONSULTANTS Have your clients use this to better understand where members of their team, partners and/or clients are relatively empowered or disempowered to successfully achieve a priority goal.

COMMUNITIES Use this within your own community to understand what can be leveraged and what might be needed to achieve a particular goal.

FACILITATORS Have participants use this to better understand where other participants, partners and/or clients are relatively empowered or disempowered to successfully achieve a priority goal.

VOLUNTEERS Use this as a guide to understand the people you hope to support through your volunteering. This should inform how you prioritize your efforts.

STUDENTS Use this whenever any project so that you can figure out what strengths you have and where you might need some help. This could be in school, after-school, in your community, etc.

INDIVIDUALS Use this for any small or big goal you're trying to achieve.

PROBLEM + OPPORTUNITY ANALYSIS

MONDAY

ROOT CAUSE ANALYSIS

How might we work to understand the root cause(s) of problems?

ABOUT THIS ROOT CAUSE ANALYSIS

Whenever possible, it's best to solve problems at their root causes. One way to figure out root causes is through a technique called a Root Cause Analysis (RCA), also known as the "5 WHYs" questioning technique. This simple ROOT CAUSE ANALYSIS tool will help you and your team learn and apply this technique to your changemaking efforts.

As you work with this technique, keep in mind that asking WHY? five times is simply guidance. You may find a compelling and actionable root cause after asking WHY? only three times. Or you may need to ask WHY? seven times. In addition, most problems actually have many root causes.

To uncover multiple root causes, use this tool multiple times with the same person and/or with multiple people.

Finally, although you may not be able to address the root cause itself, that doesn't mean you've failed.

> *If you don't understand, ask questions. If you're uncomfortable about asking questions, say you are uncomfortable about asking questions and then ask anyway.*
>
> **CHIMAMANDA NGOZI ADICHIE**
> NIGERIAN AUTHOR | MACARTHUR FELLOW

Of course, in an ideal world, we would focus all of our problem-solving energy on the deepest root causes. But often this isn't practically possible. Given this, your goal in using this questioning technique should be to find an actionable root cause and just get going. Focus on progress, not perfect. Don't get stuck in the paralysis of analysis. Get started. Action will lead to deeper understanding and more opportunities to effectuate positive change.

HOW THIS ROOT CAUSE ANALYSIS WORKS

1. Start by noting down THE PROBLEM/CHALLENGE at the top of the tool. Don't overthink it. Just write something down.

2. Now start the five WHYs process. Ask WHY? this problem exists. Note this down.

3. Next, use that response as a basis, and ask WHY? again. Note this down twice the first WHY? Then repeat this three more times. Keep going if you feel like you need to.

4. To conclude, go to NOW WHAT? and note down a few priority next steps based on what you've learned and/or new insights you've gained from using this tool.

> **NOTE:**
> Think of this as more of a technique than a tool. Use all of the other tools. The more you ask WHY? and HOW?, the more successful you'll be at rooting out actionable problems and opportunities.

ROOT CAUSE ANALYSIS
COLLABORATIVE CHANGEMAKING TOOL

CLICK HERE OR ON THE TOOL TO ACCESS THE GOOGLE SHEET. MAKE AN EDITABLE COPY.

THE PROBLEM	
1 - WHY?	
2 - WHY?	
3 - WHY?	
4 - WHY?	
5 - WHY?	
NOW WHAT?	

WHAT "HATS" DO YOU WEAR?
12 APPLICATION IDEAS

BUSINESSES Use this to get team members into the habit of using five WHYs when confronted with problems and presented with opportunities.

PARENTS Teach your children to use this methodology in their studies and as they explore the world.

LIFE COACHES/ MENTORS Use this questioning technique to help root out problems your mentee is confronting.

ENTREPRENEURS/ INNOVATORS This is an essential methodology to understand the pain points that your potential customers are confronting.

EDUCATORS Teach your students to use this methodology during class and while doing project work, community work, etc.

NON PROFITS Use this to get to the root causes of challenges in communities and/or failures of programs.

CONSULTANTS Use this questioning technique to help root out problems your client is confronting so that you can decide where to prioritize your efforts.

COMMUNITIES Use this within your own community to understand when things aren't working so that you can work together to solve problems in the most impactful way.

FACILITATORS Have participants use this technique when working with each other. Have them practice first.

VOLUNTEERS Use this as a guide to understand how you can best help people you hope to support through your volunteering. This should inform how you prioritize your efforts.

STUDENTS Use this when talking with/ interviewing people during service learning work in order to build empathy, show you care, and prioritize how you might participate.

INDIVIDUALS Use this for any challenge you're confronted with in work and life. Ask yourself the five WHYs.

WEDNESDAY

PROBLEM TREE ANALYSIS

How might we work to understand both the root causes and negative effects of problems?

ABOUT THIS PROBLEM TREE ANALYSIS

When you see a problem, one of the first things you should do is identify and analyze the root causes and negative effects of the problem. This helps you to decide where you might step in to address the problem. This PROBLEM TREE ANALYSIS tool will help you and your team do this in a simple and straightforward way.

There are three basic components to this tool. They are as follows:

- **THE PROBLEM:** This is the metaphorical trunk of the tree. Start here with the problem however it is that you're currently defining it.
- **THE CAUSES:** These are at the root level. Why does this problem exist? What's causing it? This is where you'll brainstorm and note down all of the causes you can think of. Use the 5 WHYs technique from the ROOT CAUSE ANALYSIS tool to do this.

> *If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.*
>
> **ALBERT EINSTEIN**
> THEORETICAL PHYSICIST

- **THE EFFECTS/ SYMPTOMS:** These are at the branch level. When the problem occurs/ exists, what happens? What are the negative consequences? Capture everything you can think of here. Try to get to the consequences of consequences. Sometimes the second or third-order consequences are more important to understand than the direct consequences.

HOW TO USE THIS PROBLEM TREE ANALYSIS

1. Start by noting down THE PROBLEM in the middle of the tool. Don't overthink it. Just write something down.

2. Next, go to THE CAUSES and note down as many as you can.

3. Then go to THE EFFECTS/ SYMPTOMS and note down as many as you can.

4. To conclude, go to NOW WHAT? and note down a few priority next steps based on what you've learned and/or new insights you've gained from using this tool.

> **NOTE:**
> This is an essential tool I always use when I'm facilitating consulting and/or teaching/ coaching innovation. Apart from the explicit goal this helps teams get into the spirit of brainstorming and just ideating.
>
> I prefer to have people draw this on a whiteboard whenever possible. Have people work in small teams. Make sure everyone has a marker.

PROBLEM TREE ANALYSIS
COLLABORATIVE CHANGEMAKING TOOL

CLICK HERE OR ON THE TOOL TO ACCESS THE GOOGLE SHEET. MAKE AN EDITABLE COPY.

THE EFFECTS/ SYMPTOMS

THE PROBLEM

THE CAUSES

NOW WHAT?

WHAT "HATS" DO YOU WEAR?
12 APPLICATION IDEAS

BUSINESSES Get your team members into the habit of building problem trees together when confronted with problems and presented with opportunities.

PARENTS Teach your children to use this methodology in their studies and as they explore the world.

LIFE COACHES/ MENTORS Use this with your mentee to help get to the root causes of problems and to understand effects.

ENTREPRENEURS/ INNOVATORS This is an essential methodology to understand the pain points and negative effects of these pain points. This helps you decide where you most add-value, what your "pain reliever" solution.

EDUCATORS Teach your students to use this methodology during class (social studies, history, etc.) and while doing project work, community work, etc.

NON PROFITS Use this together with community members to understand the context and where you can provide the most targeted support.

CONSULTANTS Build problem trees with your clients so that you can come to mutual understanding and decide where to prioritize your efforts.

COMMUNITIES Use this within your own community so that you can all get on the same page and work together to solve problems in the most impactful way.

FACILITATORS Have participants use this technique when working with each other. Have them confront first on a universal problem.

VOLUNTEERS Use this as a guide to understand how you can best help people you hope to support through your volunteering. This should inform how you prioritize your efforts.

STUDENTS Use this when working with people during service learning work in your community to build empathy, better understand the context, and prioritize your participation.

INDIVIDUALS Use this for any challenge you're confronted with in work and life. This helps you decide what you can change and what you can't.

TRACKING + REFLECTION TEMPLATES

Haven't subscribed yet? Go here.

A TRACKING TEMPLATE

Here's a template that you might find helpful for tracking how you use the collaborative changemaking tools. You can print this out or use the QR code/ hyperlink to go to the Google Sheet. Be sure to make an editable copy when you get there.

COLLABORATIVE CHANGEMAKING TOOL	HOW I/WE'VE USED IT	NOTES
TEAM BUILDING + TEAMWORK		
01 | OUR TEAM		
02 | OUR COLLABORATIVE CULTURE		
03 |OUR PROXIMITY MAP		
04 |OUR SHARED WHY		
05 | OUR CORE VALUES		
06 | OUR SUPERPOWERS		
07 | OUR RACI STRUCTURE		
08 | OUR KANBAN BOARD		
TEAM CHECK-IN + PRIORITIZATION		
09 | EISENHOWER CHECK-IN		
10 | EFFECTIVENESS + EFFICIENCY CHECK-IN		
11 | STAKEHOLDER POWER CHECK-IN		
12 | STAKEHOLDER ENGAGEMENT CHECK-IN		
13 | GOLDILOCKS CHECK-IN		
14 | THREATS + REWARDS CHECK-IN		
15 | IMPACT + EFFORT ANALYSIS		
16 | IMPACT + UNCERTAINTY ANALYSIS		
HUMAN-CENTERED MAPS		
17 | EMPATHY MAP		
18 | EMPOWERMENT MAP		
19 | PERSONA MAP		
20 | WELL-BEING MAP		
21 | JOURNEY MAP		
22 | EQUITABLE ACCESS MAP		
23 | VUCA MAP		
24 | DECISION MAKING BIASES MAP		

COLLABORATIVE CHANGEMAKING TOOL	HOW I/WE'VE USED IT	NOTES
PROBLEM + OPPORTUNITY ANALYSIS		
25 | ROOT CAUSE ANALYSIS		
26 | PROBLEM TREE ANALYSIS		
27 | PROBLEMS V DESIGN CONSTRAINTS ANALYSIS		
28 | PROBLEM PRIORITIZATION ANALYSIS		
29 | ICEBERG ANALYSIS		
30 | SYSTEM COMPONENTS ANALYSIS		
31 | SYSTEM STATUS ANALYSISIS		
32 | FIVE FORCES ANALYSIS		
DESIGN WHITEBOARDS		
33 | DESIGN PRINCIPLES WHITEBOARD		
34 | CONSEQUENCES WHITEBOARD		
35 | FOUR FITS WHITEBOARD		
36 | SWEET SPOT WHITEBOARD		
37 | INNOVATION ADOPTION WHITEBOARD		
38 | INNOVATION DIFFUSION WHITEBOARD		
39 | PROBLEM POSITIONING WHITEBOARD		
40 | MOTIVATIONS + CAPABILITIES WHITEBOARD		
DESIGN BLUEPRINTS		
41 | LOGIC MODEL BLUEPRINT		
42 | DRIVER DIAGRAM BLUEPRINT		
43 | VALUE PROPOSITION BLUEPRINT		
44 | SUCCESS INDICATORS BLUEPRINT		
45 | MARKETING BLUEPRINT		
46 | BRANDING BLUEPRINT		
47 | FEATURES + BENEFITS BLUEPRINT		
48 | INNOVATION DISTILLATION BLUEPRINT		
DESIGN CONSIDERATIONS		
49 | MARKET CAPTURE + LAUNCH STRATEGY		
50 | DISTRIBUTION STRATEGY		
51 | TWO LIMITATIONS ANALYSIS		
52 | TWO ATTRIBUTES STRATEGY		
53 | PRICING FOR ADOPTION STRATEGY		
54 | INCENTIVIZATION STRATEGY		
55 | COMMUNICATION CHANNEL STRATEGY		
56 | STICKY MESSAGING STRATEGY		

COLLABORATIVE CHANGEMAKING TOOL	HOW I/WE'VE USED IT	NOTES
PEOPLE 4 PEOPLE + FUTURE READY		
**57	PEER SUPPORT STRATEGY DESIGN**		
**58	COMMUNITY OF PRACTICE DESIGN**		
**59	MUTUAL AID STRATEGY DESIGN**		
**60	COLLECTIVE ACTION STRATEGY DESIGN**		
**61	TOUCHPOINT STRATEGY DESIGN**		
**62	FEEDBACK STRATEGY DESIGN**		
**63	RESILIENCE ANALYSIS**		
**64	PRE-MORTEM ANALYSIS**		

Haven't subscribed yet? Go here.

A REFLECTION TEMPLATE

Here's a template that you might find helpful for tracking how you use the collaborative changemaking tools. You can print this out or use the QR code/ hyperlink to go to the Google Sheet. Be sure to make an editable copy when you get there.

YOUR NAME:		
DATE:		
CHANGEMAKING TOOL:		
CONTEXT:		
WHO PARTICIPATED IN YOUR CONVERSATIONS WITH THIS TOOL?:		
1.	3.	5.
2.	4.	6.

1 **Please describe how you used this changemaking tool (125 words max.).**

2 **How did this changemaking tool help you (125 words max)?**

3 **What are your three biggest takeaways/ insights from using this changemaking tool (125 words max)?**

4 **How might you apply this changemaking tool in the future in your work, school, and/or life? (125 words max)?**