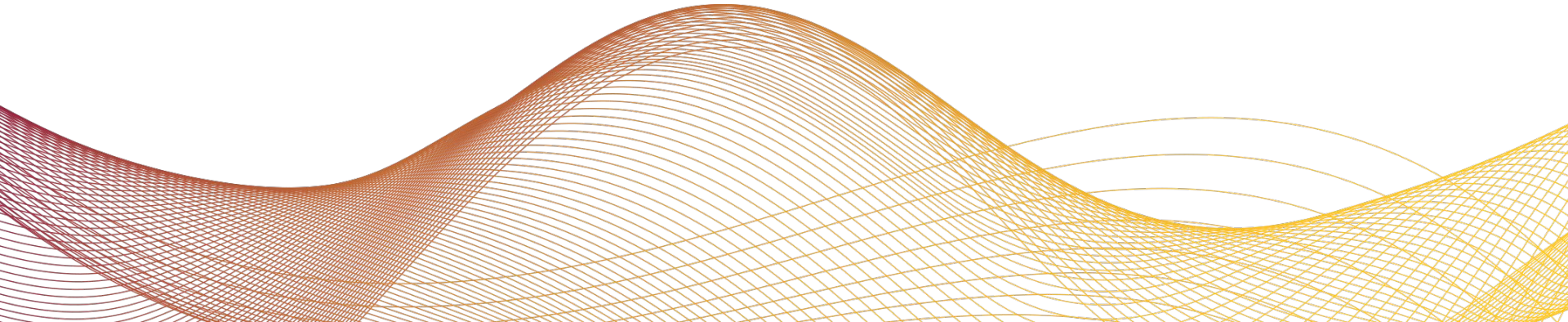


Principled Innovation Continuum



A Continuum

Becoming a Principled Innovator

The practice of principled innovation provides opportunities for individual and organizational development within the moral, civic, intellectual, and performance assets.

The continuum that follows can be used as a reflective tool for individuals, teams, and organizations to identify the degree to which they are currently engaging in the practices of principled innovation and embodying the four assets.

While it appears linear or hierarchical in nature, this continuum reflects the complexity of personal and organizational development through the practice of principled innovation, allowing for natural movement within and between the four assets. Individuals and organizations are always in a state of becoming. New experiences, relationships, situations, interactions, or leadership changes may cause individuals and organizations to regress, reassessing self and systems in order to continue development.





Moral

**Identify and
acknowledge
fundamental
values**

**Utilize moral
and ethical
decision making**

Individual

Acting well in situations that require and ethical response

Rigid interpretation of rules.
Self-oriented.
Absolute and finite thinking.
Sees moral issues as having only two opposing sides.

Become aware of moral dilemmas.
Developing empathy. Beginning to see differing perspectives.

Understanding of individual differences and context variables through a lens of fairness and empathy.

Moving from empathy to compassion with humility. Considers needs of others prior to pursuing action. Willingness to grapple with moral dilemmas through reasoning. Takes action based on fairness.

Supports decision-making from multiple perspectives. Honestly evaluates situations with open-mindedness, integrity and justice. Responds in a meaningful and responsible manner.

Organization

Culture of compassion, joy and service


Fixed systems with a reluctance to change.
Decision making is based on limited perspectives.


Recognition of moral dilemmas.
Developing conditions for collective empathy.
Appreciation of the need for flexibility


Space to grapple with moral dilemmas. Aware of the responsibility and allowing for flexibility to respond to the needs of individuals and groups.

Creates space to be nimble.
Embraces solutions to support unique needs in varying circumstances based on fairness.

Enlightened, committed and clarity of its purpose. Cultivates gratitude and fosters authentic relationships. Listens and values others' opinions. Dedicated to just interaction within the organization and in its interface while systematically supporting the needs of others. Committed to creating a fair and just society for all people

		Nascent.....Transformative				
<div><p>Civic</p></div> <div><p>Understand culture and context</p><p>Engage multiple and diverse perspectives</p></div>	<p>Individual</p> <p>Contributing to the common good and betterment of society</p>	Missing opportunities for social engagement. Isolated and withdrawn.	Compliant engagement. Remains centered in own culture and context. Engages only with like-minded individuals.	Limited engagement with differing perspectives. Self-referenced. Aware of differences in context and cultures. Conscious of local, national, and global affairs.	Intrinsically motivated. Seeks and engages in civil dialogue with multiple perspectives. Asks questions for understanding. Engaged in the creation of social solutions.	Committed to the public good through one’s own local, national and global awareness and engagement. Committed to addressing and challenging systemic problems to improve the well-being of others.
	<p>Organization</p> <p>Culture of equity, service and engagement</p>	Hierarchical space. Emphasis placed on leadership voices (lecture-based)	Provides for basic needs. Gives a token voice to members.	Engaged and fair but with priority focus on the organization. Limited voice to members.	Supportive culture allowing members freedom to contribute to solutions with encouragement to foster change. Encourages interaction and dialogue with diverse groups.	Models an ethic of civility, authentic collaboration and service. All have voice to transform structures and cultures of service and engagement. Culturally inclusive.

		Nascent..... Transformative				
 <p>Intellectual</p> <p>Reflect critically and compassionately</p> <p>Develop habits of a systems thinker</p>	<p>Individual</p> <p>Discerning right action; valuing truth and knowledge</p>	<p>Uninformed or ill-informed. Singular viewpoint. Unaware of varying perspectives</p>	<p>Informed without commitment. Increased curiosity.</p>	<p>Committed to pursuit of knowledge for self.</p>	<p>Investigates interdisciplinary and cross-cultural perspectives. Asks inquisitive questions. Reflects on the viewpoints of others. Recognizes systemic challenges.</p>	<p>Values quality of information. Seeks truth. Utilizes data and evidence to think innovatively, creatively, and critically. Challenges the status quo in order to effect systemic change.</p>
	<p>Organization</p> <p>Environment Culture of Thinking</p>	<p>Operates in tradition and status quo. Focuses on the transmission of knowledge. Fewer opportunities to engage in inquiry. Siloed understanding and practice.</p>	<p>Promotes questioning intermittently. Non-committal response to new thinking. Complacency.</p>	<p>Committed to the pursuit of knowledge for the benefit of the system. Encourages critical thinking.</p>	<p>Space to engage and interact with others. Embraces and respects multiple perspectives. Creates an intellectually safe environment.</p>	<p>Supports truth-seeking and transparency. Allows for innovation and creativity. Encourages individuals and teams to work collaboratively to find solutions to the toughest challenges.</p>

		Nascent.....Transformative				
 <p>Performance</p> <p>Navigate uncertainty and mitigate consequences</p> <p>Design creative solutions</p>	<p>Individual</p> <p>Empowering effective moral, intellectual, and civic responses</p>	<p>Limited resources to support, or motivate action. Reacts out of fear. Fixed mindset.</p>	<p>Actions prompted by external motivation. Allows failure to halt action.</p>	<p>Starting to recognize one’s potential and capacity to make a difference with limited action.</p>	<p>Believe they can make a difference. Intrinsically motivated to perform beyond expectations for the good of others. Engages a growth mindset. Applies consequential thinking.</p>	<p>Actions and responses are informed by moral, intellectual, and civic assets. Effectively navigates uncertainty with courage, perseverance, and resiliency. Anticipates and mitigates intended and unintended consequences. Works collaboratively to design and implement creative and effective solutions to the toughest social and educational challenges.</p>
	<p>Organization</p> <p>Culture of excellence</p>	<p>Provides little motivation or incentive to support action. External control of resources. Resistance to change or tendency to remain unchanged. Failure results in punitive action.</p>	<p>Support network provides some external motivation. Aware of different ways to operate. Hesitancy to challenge the status quo.</p>	<p>Committed to fostering agency within the individual through full support and encouragement.</p>	<p>Support innovative systems designed to empower individuals to develop new ideas for the betterment of others. Brave space for vulnerability and risk-taking.</p>	<p>Highly collaborative and responsive. Focused on high expectations of performance providing a fair and just environment for all. Values creativity and the practice of principled innovation that contributes to positive change for humanity.</p>