



Indianapolis *Community Innovation Lab* Seeks Local Facilitator

Apply by: Friday, July 14, 2017

Attend information session on: July 19, 2017

Consulting period: August 2017 – April 2018

The *Community Innovation Lab* seeks to engage an experienced process facilitator steeped in community work, who possesses a passion for people and creative engagement, is strong on attention to detail and problem-solving, is an adaptable and fast learner, and who works collaboratively and congenially.

The Indianapolis *Community Innovation Lab* is a collaborative effort between EmcArts and local conveners: Kheprw Institute, GroundWork Indy and Spirit & Place (a project of The Polis Center, IU School of Liberal Arts at IUPUI). The Lab seeks to uncover and advance strategies toward creating more inclusive and sustainable economies for those who are too frequently pushed aside by traditional systems, with a particular interest in youth and formerly incarcerated people.

CONTEXT

Community Innovation Labs, a program of EmcArts, are a new and exciting vehicle for supporting communities to unpack complex systemic challenges, build capacity around “adaptive change,” and integrate the arts not only as a means of personal engagement but as a way for original strategies to be developed. (Please review the end of document to learn more about the important Adaptive Capacities that are the bedrock of the *Community Innovation Labs*.)

The Labs exist to support the discovery and prototyping of new approaches to complex social challenges that have resisted traditional planning or where existing local services are seen as inequitable. Each Lab repeatedly convenes community stakeholders from multiple sectors, including those whose voices have historically been absent or ignored. Cross-sector innovation groups that emerge are supported to test new strategies for change. The Labs take a deliberately experimental and creative approach to making progress in complex social systems.

The Lab is an 18-month process in three phases.

In phase 1, EmcArts works with the local partners to customize key elements of the Lab design to the local context, clarify the focus of the Lab, engage local artists, and recruit larger groups of Lab members, who represent the social diversity of the system relative to the stated challenge.

Phase 2 is comprised of four Intensive Workshops, occurring between October 2017 and April 2018, for a core group of 40-50 Lab participants. Additional community gatherings may be held in order to engage a larger cross-section of local stakeholders and influencers.

Phase 3 supports up to three cross-sector working groups that emerge from Phase 2 to foster their emerging arts-based strategies, maintaining momentum and pivoting towards testing strategies in action.

Labs have been completed in [Winston-Salem \(NC\) and Providence \(RI\)](#), and one is currently underway in Dallas (TX). For each Lab, EmcArts works closely with local partners, providing design, facilitation and logistical support. [Click here](#) to download information about the program.



RESPONSIBILITIES

The Local Facilitator will:

Work closely with the EmcArts team to review and contribute to the design of all meetings and workshops, bringing to the design work a mature practice in process facilitation that includes effective techniques to create clear and engaging processes for participants.

Play a critical role in facilitating, alongside the EmcArts staff, the four 2-day workshops occurring from October 2017 through April 2018, with prep work beginning in late August.

Anticipated time varies over the course of the Lab. On average, perhaps 4-8 hours a week (including video conference calls); however, workshop weeks will require the full 16 hours of presence for the two days plus a few hours of prep and debrief.

Qualifications

- 5+ years of experience as a process facilitator. Preference will be given to those with experience in social justice issues.
- A strong practice using experiential techniques.
- Deeply invested in community and trusted by community members
- Exhibits comfort working with the core questions and constituencies involved.

This is a local position; travel is not required.

Fee: \$10,000

RELEVANT DATES

The Local Facilitator will attend training and all major Lab events, which include:

August–September 2017

- Approximately 1 to 2 days of training (in-person and via phone/video conference)
- Attend up to three full-day meetings with local lab leadership

October 2017–April 2017:

- Attend up to four Intensive Workshops (workshops are two full days and occur approximately every six weeks from October 2017 – April 2018)
- May include additional activities as needed and appropriate

Workshop Dates:

- Workshop 1: Slowing Down to See the System – October 24 & 25, 2017
- Workshop 2: Rehearsing Strategies for Change - January 17 & 18, 2018
- Workshop 3: Forming our Ensembles – March 7 & 8, 2018
- Workshop 4: Growing our Audience – April 11 & 12, 2018

APPLICATION PROCESS

Resume and 1-2 page letter of interest should be sent – by **July 14, 2017** – via email to innovationlab@kheprw.org.

Candidates selected will then be invited to attend a local workshop/audition – on **Thursday, July 19th** (time & venue TBA).

The morning will be spent discussing - with a group of interested process facilitators - the linkage of art and complexity, capacities and framework of the Lab and the collaborative design. Facilitators will share their practice and ideas. Following lunch (which will be provided to all), candidates will be invited to continue through the afternoon, during which they will make presentations. Therefore, **please come prepared to lead the group in a 10-15 minute experiential process** that embraces and explicates some of the core principles and capacities of the Lab – such as questioning our own assumptions, making unexpected connections, slowing to see the system, network weaving or suspending judgment. The Lab’s core capacities (along with the threshold criteria for our local artists) follow on the next page.



EmcArts Community Innovation Labs: Core Capacities

#1: SLOWING DOWN TO SEE THE SYSTEM AND DISCOVER LEVERAGE

We try to design experiments and prototypes that respond in new ways to the deeper levels of the local system and how it currently operates. We try not to just react to recent behaviors, or to be trapped by established patterns. We try to **shift some norms** and **design new structures** – we even aim at transforming the **prevailing underlying mindsets** that have driven the system as a whole.

What skills do we need? To have enough of a shared vocabulary to understand complex systems and communicate effectively about them; to have a way to distinguish between different decision-making contexts in our system; to recognize patterns in our system and have ways to influence them; and to acknowledge and understand how we are (each and collectively) part of the system, implicated as co-creators.

#2: WEAVING NETWORKS ACROSS BOUNDARIES

We set out to **increase the density of connections** within and between different networks, and across the different sectors and silos within which all the Lab members generally work. We then try to design actions that will be likely to **escalate** in impact after a while, even though they start small. By thinking and acting in a networked way, by bringing people together from different backgrounds and reinforcing their work, we hope to gradually gain momentum and experience to create accelerated progress later.

What skills? To discover shared interests between our work and someone else's, and a shared sense of what we don't want; to foster cooperative relationships with people who work in other ways and sectors; to have ways to actively help networks evolve; and to analyze power dynamics and navigate their distribution and decentralization.

#3: EMBRACING THE UNKNOWN – MAKING USE OF SUSTAINED UNCERTAINTY

Moving from a traditional planning approach to a “Lab” approach of repeated experimenting and rapid learning means entering the unknown, dealing with a lot of **questioning, ambiguity and uncertainty** – and, if we can, living with that uncertainty and making it useful and generative, rather than unhelpful.

What skills? To move forward in ongoing uncertainty, letting go of our assumed constraints on action; to make connections between apparently disparate perspectives/experiences; to manage the paradox of simultaneous irreconcilable truths; and to let the discoveries shape us, not the other way around.

#4: LETTING GO OF LINEAR PLANNING in favor of EXPERIMENTATION & DISCOVERY

It's hard to shift away from the dominant planning approach based on step-by-step progress toward definite goals. Instead, we try to get to grips with complexity – where the future is unpredictable – by **embracing “learning by doing,”** using repeated experiments to discover new insights and possibilities.

What skills? To work with community input to generate useful experiments in system change; to work with multiple and contradictory “hunches” to respond to systemic challenges we face; to collect evidence from initial experiments and use it to guide, learn, deepen the value and enroll others; and to evolve, mutate and amplify what works and run with it, letting go of what's not working.

#5: INTEGRATING ARTISTIC PRACTICES

Partnering with local artists, each Lab seeks to bring forth the creativity in the group and to offer **unique ways of seeing and knowing** that free the imagination and help us to revisit deeply held assumptions and beliefs. The aim is to open up space that enables shifts in perspective, requires that we suspend our judgment, and supports us



making unexpected connections. Making artistic practices central to the change process – not just its product – will ensure the infusion of creativity into the crafting of the small experiments and bigger social change projects that emerge from the Lab.

What skills? To see and understand complex challenges through artistic methods; to use our own creativity and culture to support our change efforts; and to have ways and language to collaborate with artists in our networks to support our change efforts.