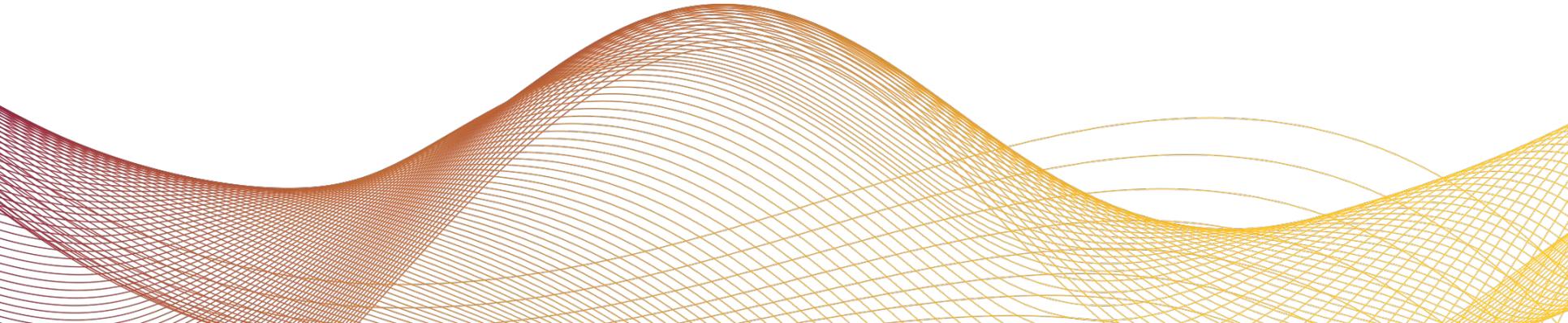


# Principled Innovation Continuum



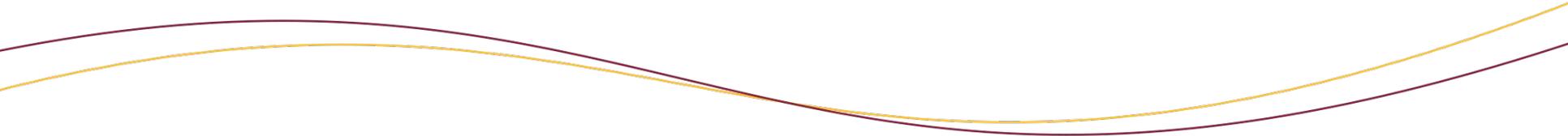
## A Continuum

# 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**

<p><b>Individual</b> Acting well in situations that require and ethical response</p>	<p>Rigid interpretation of rules. Self-oriented. Absolute and finite thinking. Sees moral issues as having only two opposing sides.</p>	<p>Become aware of moral dilemmas. Developing empathy. Beginning to see differing perspectives.</p>	<p>Understanding of individual differences and context variables through a lens of fairness and empathy.</p>	<p>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.</p>	<p>Supports decision-making from multiple perspectives. Honestly evaluates situations with open-mindedness, integrity and justice. Responds in a meaningful and responsible manner.</p>
<p><b>Organization</b> Culture of compassion, joy and service</p>	<p>Fixed systems with a reluctance to change. Decision making is based on limited perspectives.</p>	<p>Recognition of moral dilemmas. Developing conditions for collective empathy. Appreciation of the need for flexibility</p>	<p>Space to grapple with moral dilemmas. Aware of the responsibility and allowing for flexibility to respond to the needs of individuals and groups.</p>	<p>Creates space to be nimble. Embraces solutions to support unique needs in varying circumstances based on fairness.</p>	<p>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</p>

Nascent..... Transformative



**Civic**

**Understand culture and context**

**Engage multiple and diverse perspectives**

**Individual**  
Contributing to the common good and betterment of society

**Organization**  
Culture of equity, service and engagement

Missing opportunities for social engagement. Isolated and withdrawn.

Hierarchical space. Emphasis placed on leadership voices (lecture-based)

Compliant engagement. Remains centered in own culture and context. Engages only with like-minded individuals.

Provides for basic needs. Gives a token voice to members.

Limited engagement with differing perspectives. Self-referenced. Aware of differences in context and cultures. Conscious of local, national, and global affairs.

Engaged and fair but with priority focus on the organization. Limited voice to members.

Intrinsically motivated. Seeks and engages in civil dialogue with multiple perspectives. Asks questions for understanding. Engaged in the creation of social solutions.

Supportive culture allowing members freedom to contribute to solutions with encouragement to foster change. Encourages interaction and dialogue with diverse groups.

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.

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



**Intellectual**

**Reflect critically and compassionately**

**Develop habits of a systems thinker**

**Individual**

Discerning right action; valuing truth and knowledge

**Organization**

Environment  
Culture of Thinking

Uninformed or ill-informed. Singular viewpoint. Unaware of varying perspectives

Operates in tradition and status quo. Focuses on the transmission of knowledge. Fewer opportunities to engage in inquiry. Siloed understanding and practice.

Informed without commitment. Increased curiosity.

Promotes questioning intermittently. Non-committal response to new thinking. Complacency.

Committed to pursuit of knowledge for self.

Committed to the pursuit of knowledge for the benefit of the system. Encourages critical thinking.

Investigates interdisciplinary and cross-cultural perspectives. Asks inquisitive questions. Reflects on the viewpoints of others. Recognizes systemic challenges.

Space to engage and interact with others. Embraces and respects multiple perspectives. Creates an intellectually safe environment.

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.

Supports truth-seeking and transparency. Allows for innovation and creativity. Encourages individuals and teams to work collaboratively to find solutions to the toughest challenges.

Nascent.....Transformative



**Performance**

**Navigate  
uncertainty and  
mitigate  
consequences**

**Design creative  
solutions**

**Individual**  
Empowering  
effective moral,  
intellectual, and  
civic responses

**Organization**  
Culture of  
excellence

Limited resources  
to support, or  
motivate action.  
Reacts out of fear.  
Fixed mindset.

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.

Actions prompted  
by external  
motivation.  
Allows failure to  
halt action.

Support network  
provides some  
external  
motivation.  
Aware of different  
ways to operate.  
Hesitancy to  
challenge the  
status quo.

Starting to  
recognize  
one's  
potential and  
capacity to  
make a  
difference  
with limited  
action.

Committed to  
fostering  
agency within  
the individual  
through full  
support and  
encouragement.

Believe they can  
make a difference.  
Intrinsically  
motivated to perform  
beyond expectations  
for the good of  
others. Engages a  
growth mindset.  
Applies  
consequential  
thinking.

Support innovative  
systems designed to  
empower individuals  
to develop new ideas  
for the betterment of  
others. Brave space  
for vulnerability and  
risk-taking.

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.

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.