

Leveraging Learning from Our Resilient Responses

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Transform Change

Individuals, families, neighborhoods, organizations, collaborative networks, and communities demonstrated great resiliency in their responses to the many challenges posed by COVID-19. These resilient responses not only reduced some of the negative consequences of the pandemic, but they also revealed the tremendous capacities within communities. For some places, the resilient responses even revealed better processes and practices. It is imperative to recognize that some of the resilient responses also exacerbated local inequities

Some argue that this crisis moment provides communities with a rare opportunity to reimagine. Crisis like this pandemic create a level of flexibility in systems that is difficult to intentionally create. As a result, communities have an opportunity to leverage their resilient responses to reconfigure and improve community processes and outcomes while working towards creating more equitable places.

Use this tool to support this reimagining process. The questions included in this document can be integrated into meeting agendas, workshop and design processes, online surveys, and informal conversations. Or, individuals can use them on their own to generate insight about your systems character and change capability.

This tool is designed to help you:

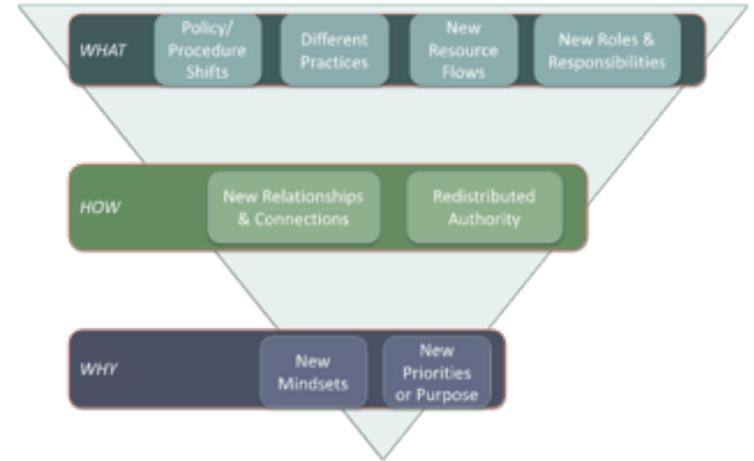
- **Identify Resilient Responses**
- **Capture System Insights**
- **Maximize Potential**

You can apply these questions to your organization, your collaborative network, your local service system, a change initiative, or your broader community.

Identify Resilient Responses

What are some examples of adaptations or changes your system/organization made to respond to the pandemic?

Refer to the systems components in the figure to the right to help you identify some of these changes (adapted from *Water of Systems Change*, Kania, Kramer, & Senge, 2018).



Our Resilient Responses:

Capture System Insights

Impacts

What are some of the impacts these adaptive responses have had on your system/ organization? Which responses provided improvements over pre-pandemic operations or outcomes? Which responses could help you further promote core community values?

Reveals

What did you learn about your system or organization as you observed its reaction to the pandemic? What hidden capacities were revealed through these responses? What ugly realities were revealed? What surprised you the most?

Equity Alert

How did these resilient responses affect local inequities? Were any groups disadvantaged because of these responses? Were any inequities reduced?

Maximize Possibilities

Given these resilient responses, what are some ways to reimagine your local system/organization. Think about:

- What changes should your system **KEEP** post-pandemic because they offer improved processes, structures, outcomes, or reduced inequities?
- What within your system should be **CHANGED** based upon what you learned during your pandemic response?
- What within your system should you **CHUCK** (eliminate) because the pandemic highlighted it is no longer needed or productive?
- What within your system should you **CREATE** based upon what you learned from the pandemic?

KEEP

CHANGE

CREATE

CHUCK

Equity Alert

Which of the above changes might exacerbate local inequities? Which ones might reduce disadvantage in opportunities, processes, and outcomes? How should your system respond to ensure more equitable processes and outcomes emerge?

Hardwiring the Change

What is needed to embed these changes across your network? What new capacities would be needed to ensure these new ways of operating took hold? What communication efforts will be needed? What other system components would need to be adjusted to support their sustainability?

Our Next Steps

What are some concrete next steps you can take to leverage learnings from your resilient responses? For example, who else in your system/organization do you want to engage in this reflection process. How might you do that? Which of the above insights should you start to take some action on? What are some specific steps you can take?