



## Ten characteristics of transformative innovation

1. Inspiring and hopeful, for the participants and for others who come to know or hear about it;
2. Informed by a longer term perspective, taking the future into account;
3. Pioneering, trying something new and counter-cultural, starting small and inexpensive, rooted in discovery and learning rather than the application of tried and tested procedures;
4. Grounded, facing up to reality, generated from a clear-sighted view of the evidence but not hidebound by it and taking knowledge gained from experience as seriously as abstract data;
5. Based on personal commitment 'beyond reason', with the individuals involved stepping out of their formal roles and into themselves, generating good stories;
6. Responsible, honouring the principle of 'first do no harm', sensitive to the pressures involved on people pushing the boundaries and not pushing too far too fast;
7. Paying skilful attention to the twin requirements to be hospice workers for the dying culture and midwives for the new, consciously operating in both worlds at the same time;
8. Revealing hidden resources – by freeing up resources locked into the existing system and by configuring new sources of abundance;
9. Maintaining integrity, coherence, wholeness at all scales and from all perspectives, with words and deeds, being and doing in alignment;
10. Maintaining a pioneering spirit even in the face of success, preferring to be followed by rather than swallowed by the mainstream system.