



# SCALING LAND-BASED INNOVATION GROUP DECISION-MAKING TOOLKIT



## Why should I use this toolkit?

Having an opportunity to expand what you do is always exciting, but as well as posing operational and financial risks, taking an opportunity to grow may challenge the goals, values or motivations of your organisation and those who work in it. Sometimes these issues can be hard to consider when time is short and there is a big decision to be made, but making a good decision can be critical when it comes to managing growth. Based on research into the development of [previous social innovations](#), this toolkit will help you to make clear and confident group decisions about scaling up.

## How does it work?

We have identified five '[tensions](#)' that are fundamental to the scaling process and that affect organisations' ability to grow successfully:

**1: Scaling vs. Innovating** Where do your strengths lie? Are you great at coming up with new ideas, or fantastic at creating robust systems and getting them to work effectively?

**2: Pull vs. Push** Who is driving change in the field you are working in: campaigners, activists and entrepreneurs, or government, funders and institutions?

**3: Alternative vs. Mainstream** Are you trying to create an alternative way of doing things, to change how the mainstream works, or to be a mainstream player yourself?

**4: Impact vs. Value** Which is most important or valuable about your organisation or project – what you do or how you do it?

**5: Scaling vs. Replicability** How easy is it for others to copy what you do? Is growing your organisation the best way to expand or should you be collaborating with others to take the idea further?

Using the toolkit will enable you to consider these questions as a group and guide your decisions about growth. It will help you to identify the risks and opportunities you might face and to create an action plan to manage them.

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Scaling vs. Replicability

**Worksheet:**  
**Action planning  
and reflection**





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### FACILITATOR'S GUIDE



The questions in this toolkit can provoke quite passionate discussions about organisational and personal values and motivations. To ensure that you don't get side-tracked or lose track of time, we recommend that one group member acts as facilitator whilst you complete the exercise.

The facilitator should keep the discussion focussed on the key issue or question, keep an eye on timings, keep things moving, and ensure that everyone gets a chance to get involved in the discussion.

The overall process is outlined below. If you follow the suggested timings you should be able to complete it within about 2h 30m, however these are just guidelines to keep you on track, you may need to spend more or less time on some sections.

#### Process



10 mins

#### Introduction

Make sure everyone is happy with the process and clear about your aims for the session.



5 mins

#### Initial questions

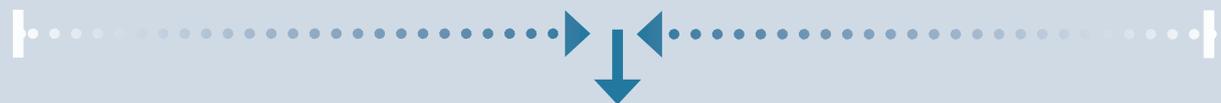
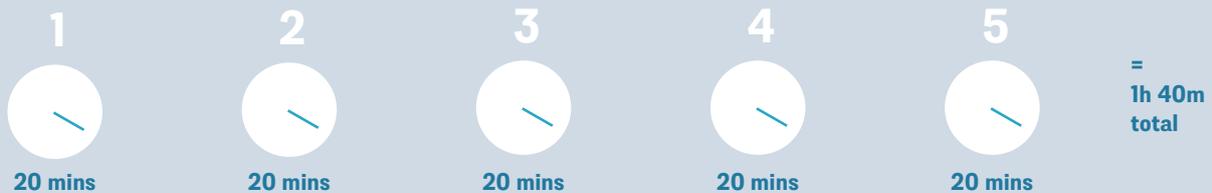
What is the opportunity for growth that are you using this toolkit to discuss?  
What is the key decision you need to make or issue that you face?



#### For each of the five tensions:

Where does your organisation, project or programme sit?

What are the risks and opportunities associated with this position and how will you manage them?



30 mins

#### Create an action plan

Bring together the 'risks and opportunities' worksheet for all five tensions in order to consider:

- What are the priorities for your organisation?
- Are there any conflicts or overlaps between how you might manage the different risks and opportunities?
- How will you manage these?





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## GROUP DECISION-MAKING TOOLKIT

### FACILITATOR'S GUIDE



#### Action planning and reflection

We have provided worksheets that you can use to make notes of your discussions and decisions as you go along. You can use these in different ways depending on the size of your group and the space and resources you have available.

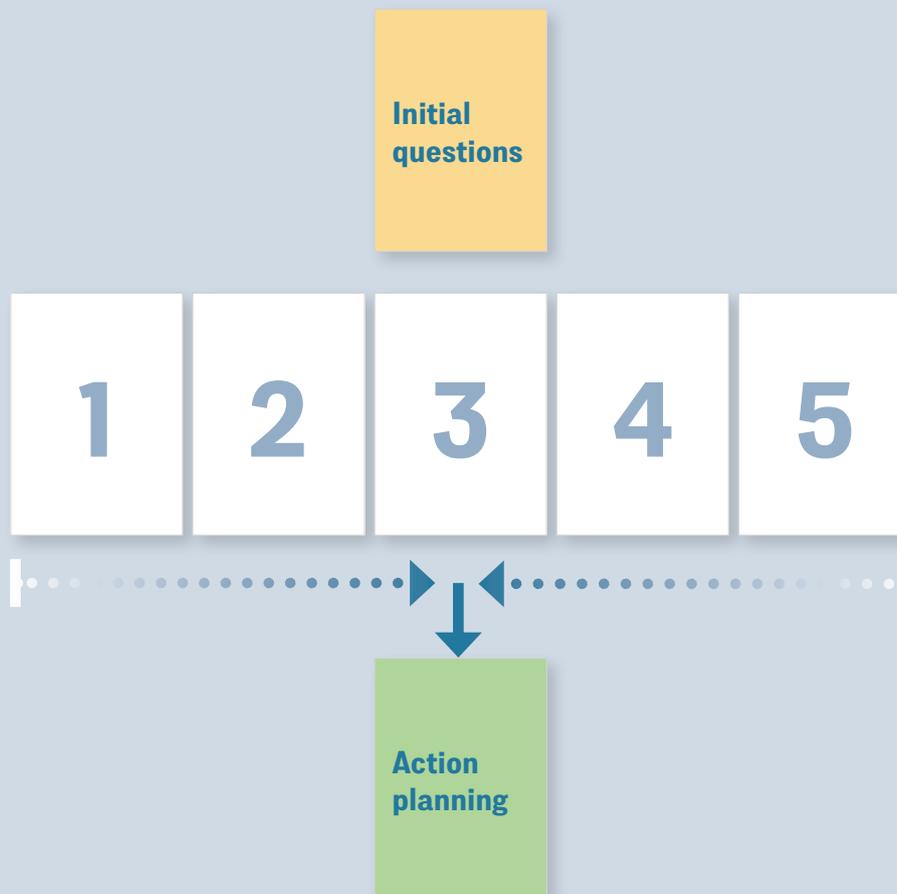
You may wish to print the sheets out on A4 or A3 paper, or you can use the sheets as a template and copy the layout onto a sheet of flip chart paper.

During the action planning process you need to bring together:

- your responses to the initial questions
- the 'risks and opportunities' sheets for each of the five tensions
- the action planning sheet

Lay these out so that you can see all the sheets that you have filled in. We've provided a suggestion below but do whatever works for you in the space you have.

You may want to have some marker pens, highlighter pens or post-it notes available to help you highlight any priorities, conflicts and overlaps!





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: INITIAL QUESTIONS



5 mins

#### How to use this worksheet:

Write down your questions before you start and hang on to them.

At the end of the exercise, bring this worksheet together with the others and use it:

- to review the questions
- to look at any common or conflicting approaches to managing the risks and opportunities
- to evaluate how this exercise has informed your decision

**What is the opportunity for growth that you are using this toolkit to discuss?**

**What is the key decision you need to make or issue that you face?**





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT



### WORKSHEET: SCALING VS. INNOVATING



20 mins

#### About Scaling vs. Innovating:

Coming up with innovative ways of working, and creating the systems and processes that enable that innovation to be delivered at scale, can require very different sets of skills and attitudes.

If you've just created a new way of working do you have the skills to grow it? Are there new skills you need to bring into the organisation? Or, do you want to keep on innovating and let others work out how to apply the new ideas?

For more information take a look at our '[Scaling vs. Innovation](#)' thought guide.

#### Scaling vs. Innovating: Score Card

Below are pairs of contrasting statements, one focused on scaling, the other on innovating. For each pair circle the one that applies more to your organisation.

##### Scaling

We should take the main aspect of our work and do it in the most effective way possible.

Getting things done really well within our organisation is exciting.

We have the skills to strengthen routines, manage things well and reach targets.

We have developed some great ideas. Now we should get them working really well.

We want a focused and stable atmosphere so we can work in the best way possible.

##### Innovating

We should always be interested in trying new approaches and branching out.

New ideas within our organisation are exciting.

We have the skills to experiment, disrupt and test out new ideas.

We have developed some great ideas. We should see how else we make change happen.

We want freedom and fluidity to test out new things and change our approach.

On the scale of Scaling vs. Innovating below, where would you place your organisation?



Scaling



Innovating



We are great at delivering routine work at consistently high quality – we have good systems that work well.

We have some well established projects but are always keen to try new things as well.

We are good at developing new ideas and have developed some of them into longer term pieces of work.

We are great at coming up with new and disruptive ideas – we leave other people to develop and deliver them.





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: SCALING VS. INNOVATING



#### Scaling vs. Innovating: Risks and Opportunities

Write a short statement that describes where your organisation sits on the scaling vs. innovating scale – you can use one of the statements from the scale at the bottom of the previous worksheet, or create your own and write it in the box below.

If this statement is true for your organisation, what are the risks and opportunities of scaling up, and what actions might you take to manage the risks and maximise the opportunities? Write these in the boxes provided.

#### Scaling vs. Innovating statement

#### Risks

#### How we would manage the risks

#### Opportunities

#### How we would maximise the opportunities

#### Example risks

“We don’t have the capacity to innovate and grow our ideas at the same time.”

“We want to scale up but we don’t have the skills.”

“The life would go out of our organisation if the work became all about routines and systems.”

#### Example opportunities

“We can bring in new people to turn our ideas into a high quality service.”

“It’s exciting to be able to roll out our service to new clients.”

“We can develop a partnership with someone who can help us scale our ideas.”



# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: PULL VS. PUSH



20 mins

#### About Pull vs. Push:

Some innovations are driven by people on the ground responding to a specific need or opportunity. Others are driven by funding bodies, support organisations or government departments who want to see a specific change happen.

The context in which an innovation develops can have an impact on its potential for growth, and may have implications for how it, and the sector in which it operates, develop over time.

For more information take a look at our [‘Pull vs. Push’](#) thought guide.

#### Pull vs. Push: Score Card

Below are pairs of contrasting statements, one focused on ‘push’ drivers, the other on ‘pull’ drivers. For each pair circle the one that applies more to your organisation.

##### Pull

There is no money or support available for organisations like ours.

Our organisation often encounters policies that are obstructive

There isn’t really a market for the kind of we work we do yet.

We see the need for our work growing – the powers that be haven’t recognised that yet.

Innovators like us are delivering change on the ground with little help from above.

##### Push

There are some funding opportunities and support schemes relevant to our work.

There are local or national policies that encourage our organisation’s type of work.

There are lots of opportunities available to grow and develop our organisation’s work.

Government and institutions value what we do and are engaging with organisations like ours.

Established institutions are pressuring activists and innovators like us to grow our work.

On the scale of Pull vs. Push below, where would you place your organisation?



Pull



Push



We feel as though we are on our own – there is no support or help available for organisations like ours.

There are a few opportunities but for the most part it feels as though we are fighting an uphill battle.

There is some support available but there are some significant obstacles that need to be shifted.

Our work is valued and supported.





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: PULL VS. PUSH



#### Pull vs. Push: Risks and Opportunities

Write a short statement that describes where your organisation sits on the pull vs. push scale – you can use one of the statements from the scale at the bottom of the previous worksheet, or create your own and write it in the box below.

If this statement is true for your organisation, what are the risks and opportunities of scaling up, and what actions might you take to manage the risks and maximise the opportunities? Write these in the boxes provided.

#### Pull vs. Push statement

#### Risks

#### How we would manage the risks

#### Opportunities

#### How we would maximise the opportunities

#### Example risks

“There is money available but it comes with conditions and could change how we work.”

“What happens when this is no longer flavour of the month?”

“We spend more time looking for grants than delivering anything of value.”

#### Example opportunities

“We need to build the market ourselves by making clear why what we do is so important.”

“The funding can help us develop and make us fit for the future.”

“If we can grow and become known now it will help us win work in the future.”



# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT



### WORKSHEET: ALTERNATIVE VS. MAINSTREAM



20 mins

#### About Alternative vs. Mainstream:

Some organisations are keen to improve mainstream systems and institutions, whilst others want to develop alternative, local or niche systems.

Whether your organisation sees itself as becoming a mainstream player, influencing the way the mainstream works, or as part of an alternative system will affect the way it grows and develops.

For more information take a look at our [‘Alternative vs. Mainstream’](#) thought guide.

#### Alternative vs. Mainstream: Score Card

Below are pairs of contrasting statements, one focused on alternative, the other on mainstream approaches. For each pair circle the one that applies more to your organisation.

##### Alternative

Our organisation should stay small, specialist or local.

We enjoy having the freedom to criticise existing systems and the ability to do things differently.

We should buy from, and sell to, other organisations with the same values and approach as us.

By participating in the existing system, our organisation may be changed in ways that we won't like.

Our organisation should create a new system of doing business, outside the existing model.

##### Mainstream

Our organisation should grow and deliver more as a recognised mainstream player.

As a mainstream organisation we would be more likely to be listened to.

We should develop our products and services within the existing system or market.

Our organisation should participate in, and change, key elements of the existing system.

Our organisation should make the existing system work better, and be a respected force within it.

On the scale of Alternative vs. Mainstream below, where would you place your organisation?



We create alternatives to the mainstream system and should be developing relationships with organisations that share our values.

We create alternatives to the current mainstream but there may be some ways in which we can work with it to further our aims.

We want to be part of the mainstream so that we can influence how it works for the better.

We want to be part of the mainstream so we can deliver change to as many people as possible





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: ALTERNATIVE VS. MAINSTREAM



#### Alternative vs. Mainstream: Risks and Opportunities

Write a short statement that describes where your organisation sits on the alternative vs. mainstream scale – you can use one of the statements from the scale at the bottom of the previous worksheet, or create your own and write it in the box below.

If this statement is true for your organisation, what are the risks and opportunities of scaling up, and what actions might you take to manage the risks and maximise the opportunities? Write these in the boxes provided.

#### Alternative vs. Mainstream statement

#### Risks

#### How we would manage the risks

#### Opportunities

#### How we would maximise the opportunities

#### Example risks

“We may have to work in ways that conflict with our values.”

“We might reduce our impact if we don’t engage with the mainstream.”

“We may need to work differently in order to be a mainstream player.”

#### Example opportunities

“We have the opportunity to change how the mainstream works.”

“We have the opportunity to deliver our work at scale.”

“We can work with like minded people to create an alternative.”



# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: IMPACT VS. VALUE



20 mins

#### About Impact vs. Value:

For the purposes of this exercise we consider 'impact' to be the result of what organisations do (growing food, managing a park or woodland etc.). We consider the 'value' they create to be the result of how they do it (working with volunteers, engaging the community etc.). Growing your organisation in order to increase your impact by doing more of *what* you do, can sometimes mean making changes in *how* you do it.

For more information take a look at our '[Impact vs. Value](#)' thought guide.

#### Impact vs Value: Score Card

Below are pairs of contrasting statements, one focused on impact, the other on value. For each pair circle the one that applies more to your organisation.

##### Impact

It doesn't matter if the main outcome of our work is delivered in a different way.

If growing means we can deliver our main service more efficiently we should.

The products or services we deliver are the main way we create change.

We want to be seen as a professional organisation, even if we lose volunteers or activists.

*What* is delivered is the most important and interesting thing about our work.

##### Value

The way we work is central to who we are. Changing it would be a huge loss.

We need to focus on creating more value for our users and local community.

The products and services we deliver are vehicles that enable us to deliver other outcomes.

Volunteers and activists are essential to our work, we want to retain them.

*How* we deliver is the most important and interesting thing about our work.

On the scale of Impact vs. Value below, where would you place your organisation?



High impact



High value



Our focus is on what we deliver and we want to do more of it – how that work is done is less important than growing our impact.

We want to grow the scale of our work but need to retain aspects of how we currently work that are important to us.

We want to maintain the special way that we deliver our work but have some interest in thinking about how we could do this on a bigger scale.

Our focus is on how we deliver our work – we are happy to have a smaller impact but want to deliver value to our community.





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: IMPACT VS. VALUE



#### Impact vs. Value: Risks and Opportunities

Write a short statement that describes where your organisation sits on the impact vs. value scale – you can use one of the statements from the scale at the bottom of the previous worksheet, or create your own and write it in the box below.

If this statement is true for your organisation, what are the risks and opportunities of scaling up, and what actions might you take to manage the risks and maximise the opportunities? Write these in the boxes provided.

#### Impact vs. Value statement

#### Risks

#### How we would manage the risks

#### Opportunities

#### How we would maximise the opportunities

#### Example risks

“We might lose volunteers or staff if we grow and professionalise.”

“We might lose supporters if we start working in a different area.”

“Growth would change the character of the organisation.”

#### Example opportunities

“We can grow our impact by delivering more.”

“We can meet the needs of more people if we grow.”

“We can strengthen our staff team and bring in new skills.”



# SCALING LAND-BASED INNOVATION GROUP DECISION-MAKING TOOLKIT



## WORKSHEET: SCALING VS. REPLICABILITY



20 mins

### About Scaling vs. Replicability:

Some innovations are easy to copy, whilst others require specialist knowledge or relationships.

How 'replicable' an innovation is will affect how it can grow and the level of control its originators can retain over this growth.

For more information take a look at our '[Scaling vs. Replicability](#)' thought guide.

### Scaling vs. Replicability: Score Card

Below are pairs of contrasting statements, one focused on scaling, the other on replicability. For each pair circle the one that applies more to your organisation.

#### Scaling

Delivering our work requires specialist skills and knowledge.

We have a unique approach. Others would need support to make it work.

Our business model is unusual and hard to copy.

A large organisation adopting our work would lose the relationships that make it successful.

Our innovation can only be applied elsewhere if we grow and deliver it ourselves.

#### Replicability

It would be quite easy for another organisation to copy what we do.

Our approach to this work could be replicated with little support or guidance from us.

There are many organisations which do what we do.

A large organisation could easily take our model and apply it elsewhere or with different users.

We don't want, or need, to retain control for our innovation to work elsewhere.

On the scale of Scaling vs. Replicability below, where would you place your organisation?



Scaling



Replicability



There are particular skills, knowledge or relationships that mean that we are the only people who can scale up our work.

We could create systems or processes that would enable others to do this under our supervision.

Others could do this but may need some general support from someone else.

It would be very easy for anyone else to replicate what we do somewhere else.





# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT

### WORKSHEET: SCALING VS. REPLICABILITY



#### Scaling vs. Replicability: Risks and Opportunities

Write a short statement that describes where your organisation sits on the scaling vs. replicability scale – you can use one of the statements from the scale at the bottom of the previous worksheet, or create your own and write it in the box below.

If this statement is true for your organisation, what are the risks and opportunities of scaling up, and what actions might you take to manage the risks and maximise the opportunities? Write these in the boxes provided.

#### Scaling vs. Replicability statement

#### Risks

#### How we would manage the risks

#### Opportunities

#### How we would maximise the opportunities

#### Example risks

“Someone else might take our innovation and scale it.”

“We want to scale this ourselves but we don’t have the resources.”

“We could fight hard to scale this ourselves but be outcompeted by others with more resources and capacity.”

#### Example opportunities

“We have specialist knowledge and relationships, only we can bring this to scale.”

“We could let others scale this work, we’ll keep innovating!”

“We could sell or franchise our knowledge to enable others to do what we do.”



# SCALING LAND-BASED INNOVATION

## GROUP DECISION-MAKING TOOLKIT



### WORKSHEET: ACTION PLANNING AND REFLECTION



30 mins

#### About Action Planning and Reflection :

You have now considered each of the five 'tensions' associated with scaling and identified where your organisation sits within them. You have also identified the main risks and opportunities associated with that position and how you might manage them. You can now use this information to agree an action plan.

To help you answer the questions below, lay this sheet out with:

- your responses to the initial questions
- the 'risks and opportunities' sheets for each of the five tensions

**What are the priorities for action for your organisation?**

**Who will undertake each of the actions?**

**Are there any conflicts or overlaps between how you might manage the different risks and opportunities?**

**How will you manage these?**





**SCALING LAND-BASED INNOVATION**  
GROUP DECISION-MAKING TOOLKIT  
**WORKSHEET: ACTION PLANNING AND REFLECTION**



Now that you have completed this process take a few minutes to reflect on the outcome and make a note of your responses to the questions below.

**What have you learned about your organisation as a result of this exercise?**

**How has this process informed the decision you need to make about scaling?**

