

### 3. Scan the Landscape for Opportunities

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Having articulated your issue and committed to a system-level approach, what to do next? You will want to acquire the insight, experience, and data necessary to unearth the missing ingredient that would trigger drastic improvements inside the social delivery system built up around the issue you are addressing.

There are many methods for assessing and scanning your local landscape for opportunities for the most effective intervention. Below are brief descriptions and tips for carrying out four possible processes of discovery:

#### **Civic Discovery**

- Survey the institutional assets in the community—service providers, faith-based, community groups, small businesses.
- Start with those closest to the daily work, like frontline nonprofit and city employees.
- Use asset mapping as an opportunity to build rapport with local civic leaders.
- Include in planning key non-institutional assets like family and social networks.

#### **System Discovery**

- Explore the relationships among actors inside the system, including barriers to entry.
- Assess level of competition and ability of strong outside talent to break through, asking whether funding is overly prescriptive and monopolistic.
- Evaluate whether and by what measures strategies are deemed successful.
- Determine if the system creates enough room for innovation.

#### **Personal Discovery**

- Discover an intervention through listening, close observation, and personal experience.
- Use this process to identify what drives individual issues and challenges.
- Design highly nuanced responses.
- Find innovators excluded or marginalized by the larger social policy actors.

#### **Predictive Discovery**

- Utilize decision-support or predictive-modeling systems to discern solutions in data.
- Mine new and existing data sets to find trends and predict future needs.
- Look to future data mining and analysis for more personalization.

- Learn from examples in health care predicting referrals and reducing patient error rates.