



2023

OUR YEAR IN ACTION





*From our Clayton Christensen Institute team,
thank you for making this year possible!*

TABLE OF CONTENTS

- A Note from Ann Christensen ...3
- A Year in Research4
- A Year in Ideas7
- A Year in Engagement9
- A Year in Numbers10
- Meet the Team11



Dear Reader,

It's been an exciting year for the Christensen Institute. Building on the work of our namesake founder, Clayton Christensen, we offer a unique perspective for individuals, policymakers, innovators, and community leaders to make progress around national and global challenges. Frameworks such as Disruptive Innovation and Jobs to Be Done offer clear perspectives on the *sources* of the challenges we face, and enable solutions that don't just work in one setting—but can be scaled to offer affordable and accessible solutions to growing numbers of people.

Our work is improved by countless individuals, partners, and funders who help us refine our ideas and approaches to implementation. We know that our work is *reaching* people thanks to things that are easily measurable (e.g., a three-fold increase in readership this year)—but we can also see the *impact* it's making on individual lives through the partner organizations that are able to improve the quality of and access to the education that they provide. We see it in the jobs that are created and economic growth driven by market-creating innovations. We see it in the health and wellbeing of those who can afford the health care that they so desperately need.

More than being a “cause” for supporters to rally around to solve one problem, our *purpose* is to enable long-term, systemic solutions.

To those who have supported us throughout this year: thank you. Our work is only possible through the generous support of our donors, thought partners, and more. Far beyond the scope of our existing areas of focus, there is much more to do. Energy transitions, data security, AI, criminal justice reform, financial markets, fintech, early childhood education, credentialing, the future of work, and mobility are a few of the many places where challenges abound and answers seem scarce. With your support, we can do so much more.

Many of us aspire to leave the world better than we found it; yet, there is much about the world today that does *not* inspire optimism. As counter-intuitive as it may sound, I've never been so excited for the future. At the Clayton Christensen Institute, we believe in the power of ideas—and that with the right strategies in place, solutions to many of the challenges we face are much closer than they may seem. Together, we can turn exciting possibilities into reality.

Ann

Ann Christensen
President



A YEAR IN RESEARCH

EDUCATION:

A report on building students' networks

The challenge:

It's one thing to say schools and programs should integrate social capital-building to help students access fulfilling careers. It's another to actually make this call-to-action feasible. What do practitioners need day-to-day to go from rhetoric to reality?

What research revealed:

Based on the first-of-its-kind, 18-month pilot of 20 sites across the US, this report offers field-tested considerations for piloting social capital-building within existing K-12 career pathways initiatives.

Read it here:

<https://whoyouknow.org/career-learning/>

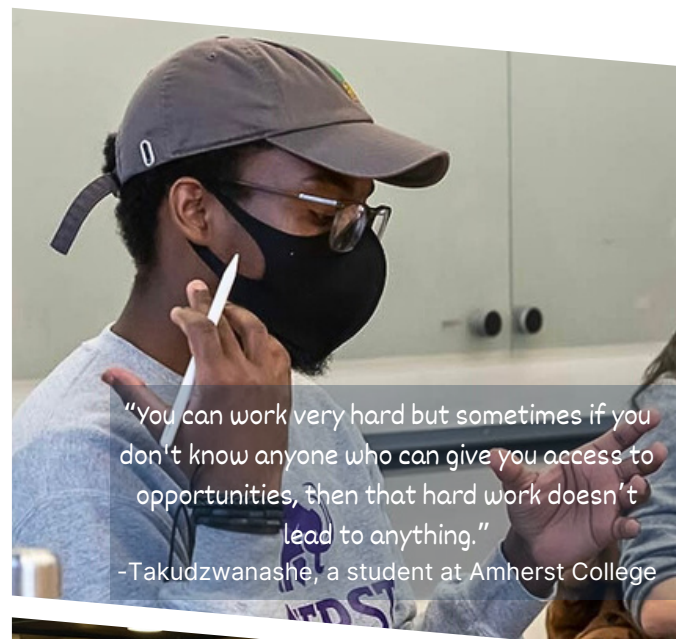
"Basta's [social capital program] gave me the ability to apply for the jobs that I wanted. They helped me feel like I could get what I want, not what the world tells me that I can get based on how I look, my race, my background, my family."

-Vanessa (right), an account manager at a global bank at Bloomberg



"I want a strong social network so that if people ever need a connection from me, I could give that to them and help them out, too."

-Azaria, a student at Colorado College



"You can work very hard but sometimes if you don't know anyone who can give you access to opportunities, then that hard work doesn't lead to anything."

-Takudzwanashe, a student at Amherst College



"Social capital is a real thing, like even your mom or cousin is a network...I know that asking for help is only going to help me succeed and that's what I want to help others do, too"

-Luz, a student at Fordham University



A YEAR IN RESEARCH

HEALTH CARE

A report on working mothers' health

The challenge:

The mental and economic burdens facing working mothers isn't new. Why, as a nation, have we failed to make meaningful progress on supporting working mothers' health?

What research revealed:

By applying the *Tools of Cooperation* framework, it becomes clear that national policy isn't an effective first step. Instead, forward-thinking employers must implement policies and benefits to promote maternal health.

Read it here:

<https://www.christenseninstitute.org/publications/maternal-health/>



The report's author, Ann Somers Hogg, director of health care research, is a working mother herself. She and her husband welcomed their son, Carrington, into the world this year. ([From left to right] Carrington, Ann Somers, Michael, and Elizabeth.)

Mental health burdens

Diagnosis of depression and/or anxiety:

42% of working mothers

35% of working fathers

28% of general population

25% of coworkers without kids

Mental health issues are the leading cause of maternal mortality, which is bad and getting worse.



68%

of working mothers report parental burnout compared to 42% of working fathers.



50%

of women report needing mental health care in the past year compared to 35% of men.

33% of working mothers reported that their mental health had worsened in the last year.

Physical health burdens

Mental health burdens can cause and exacerbate physical health issues.

Women in the US have the highest rate of emotional distress compared to other countries.

A 2022 CDC review highlighted that 84% of pregnancy-related deaths were preventable.



report having two or more of the following chronic conditions, compared to 10% or less in Germany, the Netherlands, and Australia.



heart disease, including heart attack



asthma or chronic lung disease



Economic burdens

Impact on families:



The cost of childcare has risen 214% since 1990, outpacing the cost of all other household expenses. Comparatively, average family income has only increased by 143%.



National childcare costs average \$10,000 annually, which is unaffordable for nearly two-thirds of working parents in the US.

Impact on employers:



Without paid leave and to avoid lost income, many mothers return to work before healing from birth. This results in 55% feeling depressed and 71% feeling anxious for several days/more often.



Missed days from work and more utilization in health care services due to mental distress cost the economy \$47.6B in 2020.

Impact on the country:



Declining births have negative consequences for the tax base and the aging population.

A YEAR IN RESEARCH

GLOBAL PROSPERITY

A report on solar energy's potential in Nigeria

The challenge:

92 million Nigerians don't have access to electricity, despite the country's investment of billions of dollars in energy infrastructure. Solar power has the potential to increase access through affordability and renewability. Why has Nigeria's solar energy market not grown faster—and how can it be accelerated?

What research revealed:

Harnessing the lens of *market-creation* theory not only reveals five barriers to adoption, but also a clear, realistic, and context-specific approach that stakeholders committed to the development of solar energy in Nigeria can take to accelerate adoption.

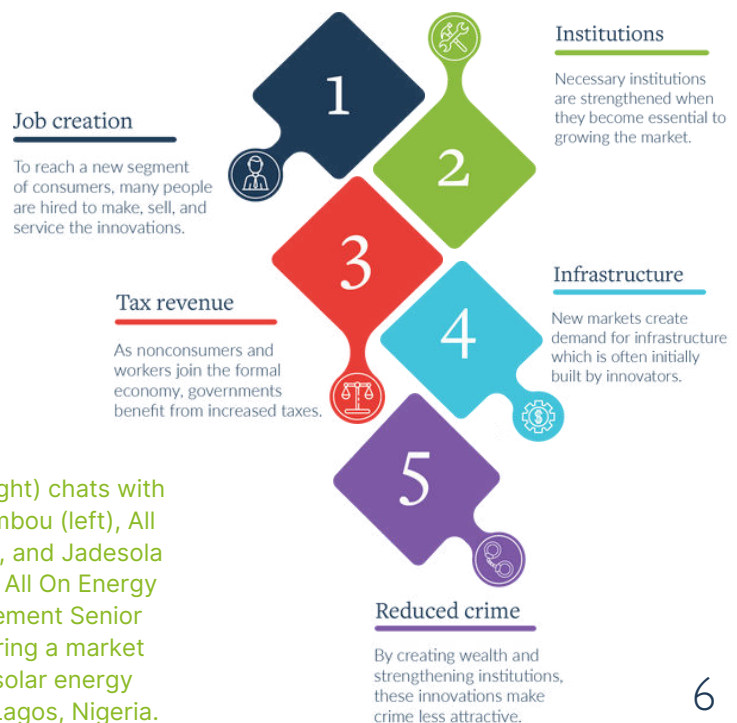
Read it here:

<https://www.christenseninstitute.org/publications/solar-energy/>

Sandy Sanchez (middle) walks through a market-creation strategies worksheet with the All On Energy team.



5 Benefits of Market-Creating Innovations



Efosa Ojomo (right) chats with Caroline Eboumbou (left), All On Energy CEO, and Jadesola Rawa (middle), All On Energy Grant Management Senior Associate, during a market creation for solar energy conference in Lagos, Nigeria.



A YEAR IN IDEAS*

GLOBAL PROSPERITY

Is global development anti-development?

Many initiatives tend to prioritize a broken system guided by ineffective policy. Here's why the Global Development Act could transform impact through evidence-driven foreign aid models that leverage the power of the private sector.



Making the UAE's \$4.5B pledge to finance climate projects in Africa count

The temptation to build environmentally-sustainable energy infrastructure across the continent with the goal of fixing many of Africa's issues is misguided. Funders and leaders should heed two specific considerations based in historical context before deploying large sums of capital.

Why current US immigration policy is failing, and the strategy that shows promise

The solution to a problem isn't always about finding the *right* strategy; it's about managing the process through which that strategy is developed. To achieve effective development, understanding whether the strategy is deliberate or emergent is key.

MODELS & MINDSETS

"Anomalies wanted:" A counterintuitive call to innovate that can set businesses apart

The spirit of "Anomalies Wanted" can enrich strategy and innovation decisions by encouraging a start-up culture, igniting a spirit of inquiry, and ensuring an organization is appropriately resourced for innovation.

Shifting innovation from a vague buzzword to a mechanism of progress

To make meaningful progress with innovation, organizations must commit to systems that center their customers and consumers, reward business modeling efforts, and manage a business model portfolio.

Is my business model working for me?

What makes up a business model? What type of business model do you have? What do business models have to do with disruption? And do you need a new business model?



*This list represents a sample. For more ideas, check out our blog section: <https://www.christenseninstitute.org/blog/>

A YEAR IN IDEAS*

HEALTH CARE

Why more money won't fix the nursing crisis; and what will.

Employers have turned to financial incentives to attract and keep nurses. To find a more effective solution, employers could apply the theory of Jobs to Be Done, a framework that aims to uncover behavior.

What's one thing health care executives should learn from Mark Cuban?

You might be surprised that the answer has nothing to do with health care. Instead, it's articulating a singular focus for your organization, grounded in the progress customers are seeking.

Sugar: Better questions are the key to reducing consumption

American children consume over 65 pounds of added sugar per year. To effectively reduce consumption, we need a different approach than we've taken to get to this point. Perhaps the first question to ask isn't, "Which innovators are combating this issue?" But instead, "How are innovators combating this issue, and what questions are they asking to do so?"



EDUCATION

Will the rise of AI spell the demise of students' relationships?

As AI infiltrates our homes, schools, and workplaces, better measures can reveal whether young people's networks are growing or contracting; whether the quality of their human connections is deepening or deteriorating; and whether their muscle to interact with the peers and adults in their lives is strengthening or atrophying.

Higher education's spending problem demands attention

Rather than rely on the government or taxpayers to bail them out, colleges and universities must consider which tradeoffs they should make to control costs.

Will chatbot therapy, VR schooling, and AI-aided writing instruction become the new normal in K-12 education?

Can AI support student mental health? Will VR redefine schooling? Delve into these questions through the lens of Clayton Christensen's theories.



*This list represents a sample. For more ideas, check out our blog section: <https://www.christenseninstitute.org/blog/>

A YEAR IN ENGAGEMENT



Podcast

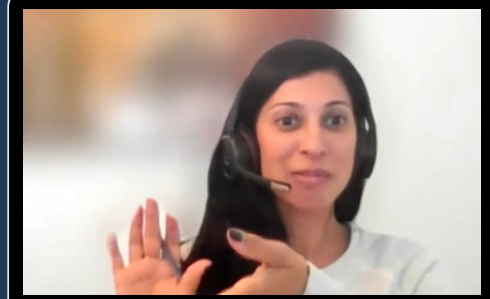
Ann Somers Hogg's "Life-Centered Health Care" podcast reaches health leaders and innovators who want to know what "disrupting" health care really means, what it looks like in the field, and how one actually does it. Listen on [Apple](#), [Spotify](#), [Amazon Music](#), or [iHeartRadio](#)!



"As the industry consolidates, leaders are trying to evolve from a hospital or health care organization to what the sustainable organization of the future is. This appeals to the C-suite because they must think beyond current markets and how to change. [Ann Somers Hogg's] case studies are insightful, well-articulated, and detailed." — SVP of Strategy at one of the nation's largest health care systems

Taught by Christensen Institute experts, our online executive education course this fall, "Disruptive Innovation: From Theory to Practice," enrolled learners who are now part of our disruptive community. Learn more about our courses [here](#)!

Q **Executive Education**



"It's not a hyperbolic endorsement to assert that applying the lessons taught by the wonderful people at the Christensen Institute has life-altering potential. There aren't enough words...to describe my gratitude and deep sense of enrichment achieved by taking this course. Do yourself the tremendous favor of signing up and joining the family!" — Jacob Melby, Director, Fairpoint Mutual

Learning Bootcamps



The Global Prosperity team conducts a number of learning bootcamps, such as the Market-Creating Innovation (MCI) Bootcamp for the Minister and staff of the Ministry of Science, Technology, and Innovation in Uganda. The MCI Bootcamp for Policymakers is now available for all. Reach out for more information: info@christenseninstitute.org



"This was by far the best expert session...We ALWAYS struggled to articulate our business around a framework. I am, and have become, an evangelist for The Prosperity Paradox [book]." — Vuyo Tofile, Founder and Managing Director of Timbaktuu Africa

A YEAR IN NUMBERS

3.5M+

WEB PAGE
VIEWS

41K+

FOLLOWERS

30K+

SUBSCRIBERS

20+

SUPPORTING
ORGANIZATIONS &
PHILANTHROPIES



Emmanuelle Verdieu
Research Fellow, Health Care



John Riley
VP, Finance and HR



Thomas Arnett, Senior Research Fellow,
Education; and Meris Stansbury, Senior
Director of Communications

100+

MEDIA MENTIONS
& ENGAGEMENTS



USA
TODAY
A GANNETT COMPANY

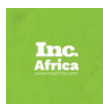


Harvard
Business
Review

The Boston Globe



THE HECHINGER REPORT



Stanford SOCIAL
INNOVATION Review

THE 74

Forbes



MEET THE TEAM

We asked our team the question: "What's one piece of content that made you *rethink or reframe* something in your field of expertise? And is it influencing your approach for 2024?" Here are some highlights:



Julia Freeland Fisher

Director, Education

As we continue to understand young people's experiences through their own voices and lived experiences, [The Walton Family Foundation's Gallup Survey](#) findings on the education and personal growth experiences of Gen Z are a wake-up call when it comes to long-standing debates about the purpose of school: we need schools that help young people thrive, and we need R&D in innovations that promote thriving. Among those, we need to continue to honor the invisible but outsized role that relationships play.



Efosa Ojomo

Director, Global Prosperity

Economist Deirdre McCloskey's [essay](#) reminds us what the goal of an economy should be: consumption. At first it seems odd. How can the purpose of an economy simply be consumption? But no one wins until consumption happens: Investors don't get returns. Governments don't get taxes. Jobs aren't created. Also, once a person consumes medicine, food, a job, etc., said person is solving a problem. Now, how happy was I when it hit me that our research helps spur market-creation—the transformation of nonconsumption to consumption?



Ann Somers Hogg

Director, Health Care

The book [*Beyond the Walls: Megatrends, Movements, and Market Disruptors*](#) by Dr. Zeev Neuwirth has made me reframe how I think about partnerships between VC firms and health systems. This is an emerging trend that I was originally bearish on, but after reading his assessment (and talking to him), I see how they have the power to be a net-positive to drive more consumer-centric, affordable care. These partnerships can be enablers to business model innovation, and I'll be watching this trend more closely in 2024.



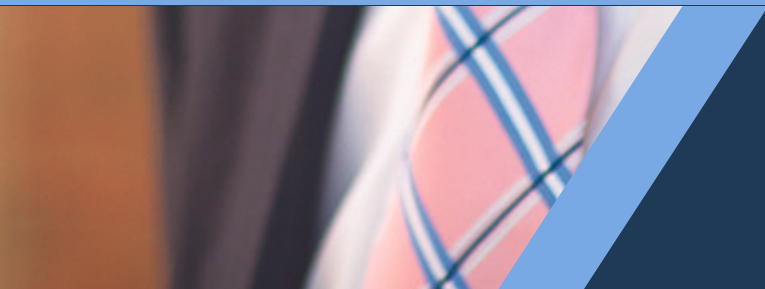
Ben Jones

Director, Institutional Relations

Clayton Christensen's book [*How Will You Measure Your Life?*](#) profoundly impacted how I walk in the world. The aggregate impact of individuals applying his theories to our own lives, the organizations we run or work in, and the societies and countries in which we live, could itself be a disruptive innovation for some of the challenges of the incumbent model of modern globalized capitalism. On an individual level, I've become a better husband, father, and less-stressed worker directly as a result of this text.



"If I had tried to tell Andy Grove [then CEO of Intel] what he should think about the microprocessor business, he would have eviscerated my argument...But instead of telling him what to think, I taught him how to think. He then reached a bold decision about what to do, on his own." — Clayton Christensen, How Will You Measure Your Life?



LET'S WORK
TOGETHER

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