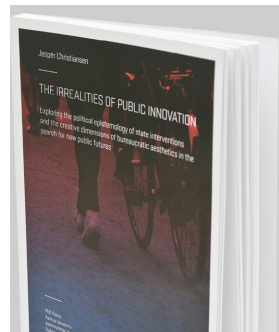
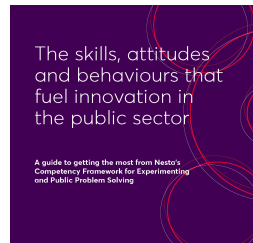
An abstract wireframe graphic of a knot, possibly a trefoil knot, rendered in a light blue/purple color. It is positioned on the left side of the slide, extending from the top left towards the bottom center. The knot is composed of many closely spaced lines that form a mesh-like structure.

Embedding innovation

Dealing more effectively with public problems and responsibilities

IDI session 13.12.2021: Jesper Christiansen and James Oriel



Today's agenda

1. Introduction + exercise
2. The why and how of public innovation
3. Reflection: how does it resonate and relate to your role?
4. Future skills and capacities for public servants
5. Creating space and conditions for innovation
6. Wrap up

Ambiguity

I'll see
where
we'll
end up



I need a
clear guide
before I act

Working Together

I prefer
to work
on my
own



I need a
team
constantly

Failure

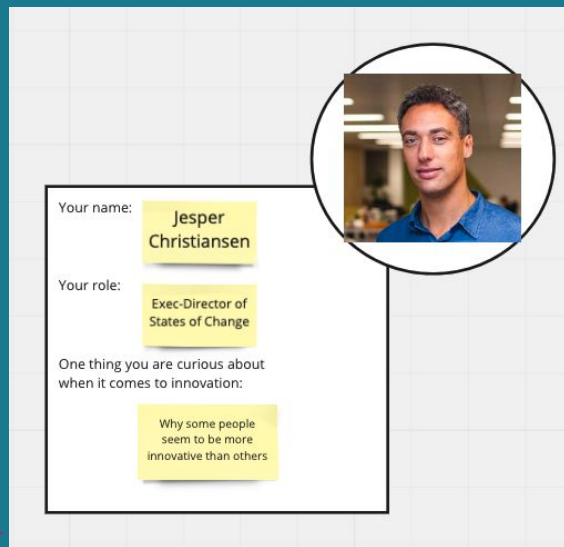
Not
comfortable



Very
comfortable

Take a seat!

1. Find a table from 1 to 10
2. Upload a photo of you and answer the three questions



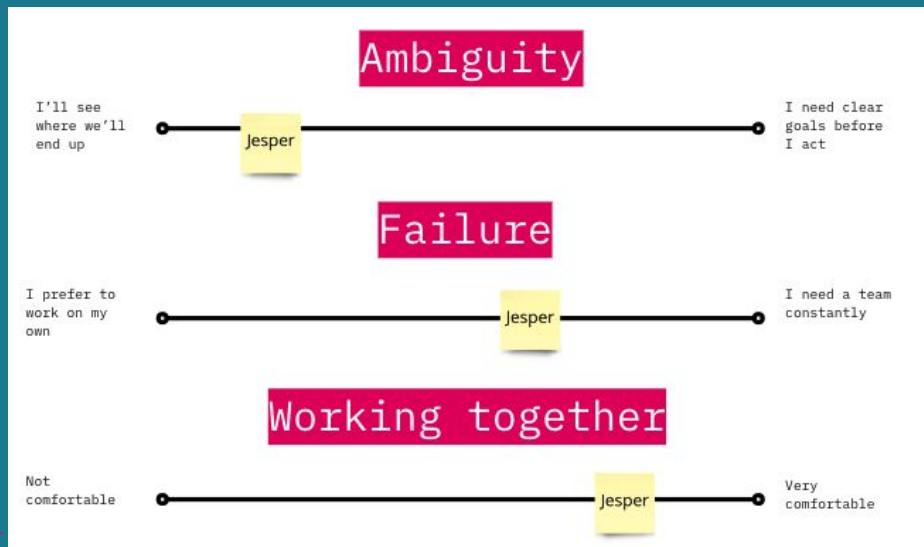
A screenshot of a digital form on a light gray grid background. On the right, a circular frame contains a photo of a man with short dark hair and a blue shirt. To the left of the photo, a white box contains the following text: "Your name: Jesper Christiansen", "Your role: Exec-Director of States of Change", and "One thing you are curious about when it comes to innovation: Why some people seem to be more innovative than others". Each answer is highlighted with a yellow sticky note.

Your name: **Jesper Christiansen**

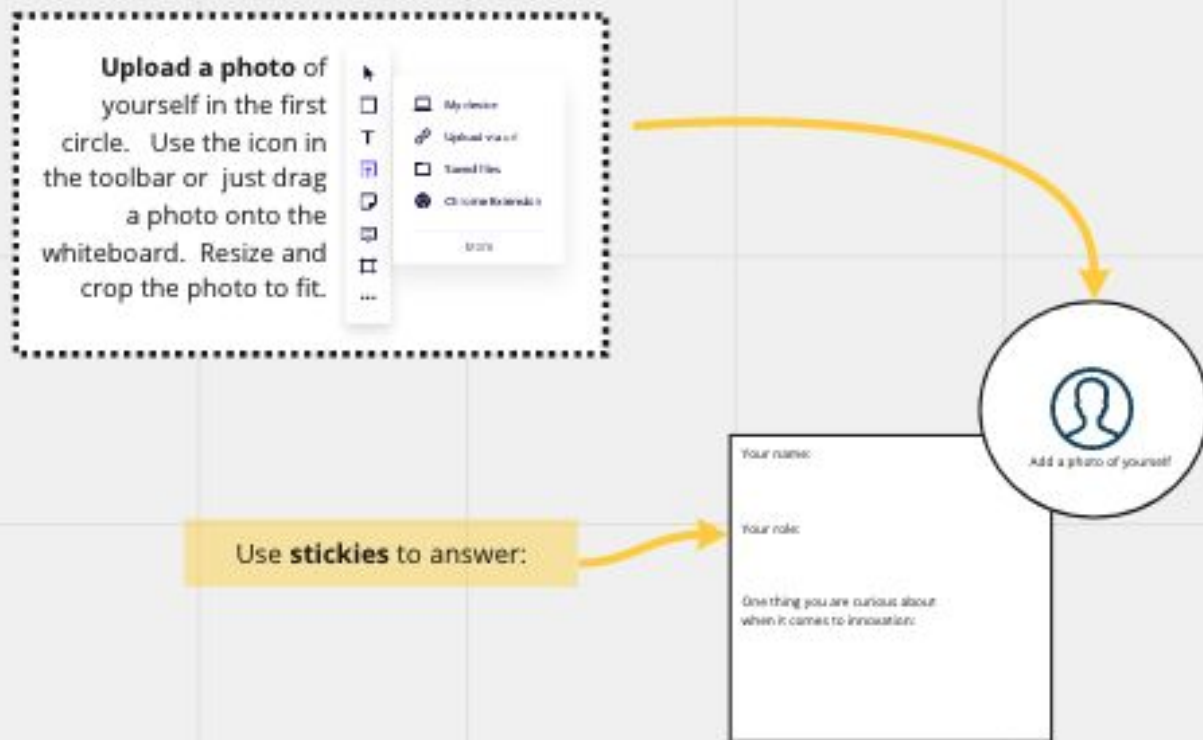
Your role: **Exec-Director of States of Change**

One thing you are curious about when it comes to innovation: **Why some people seem to be more innovative than others**

3. Add a sticky with your name to the three scales.



How to upload a photo



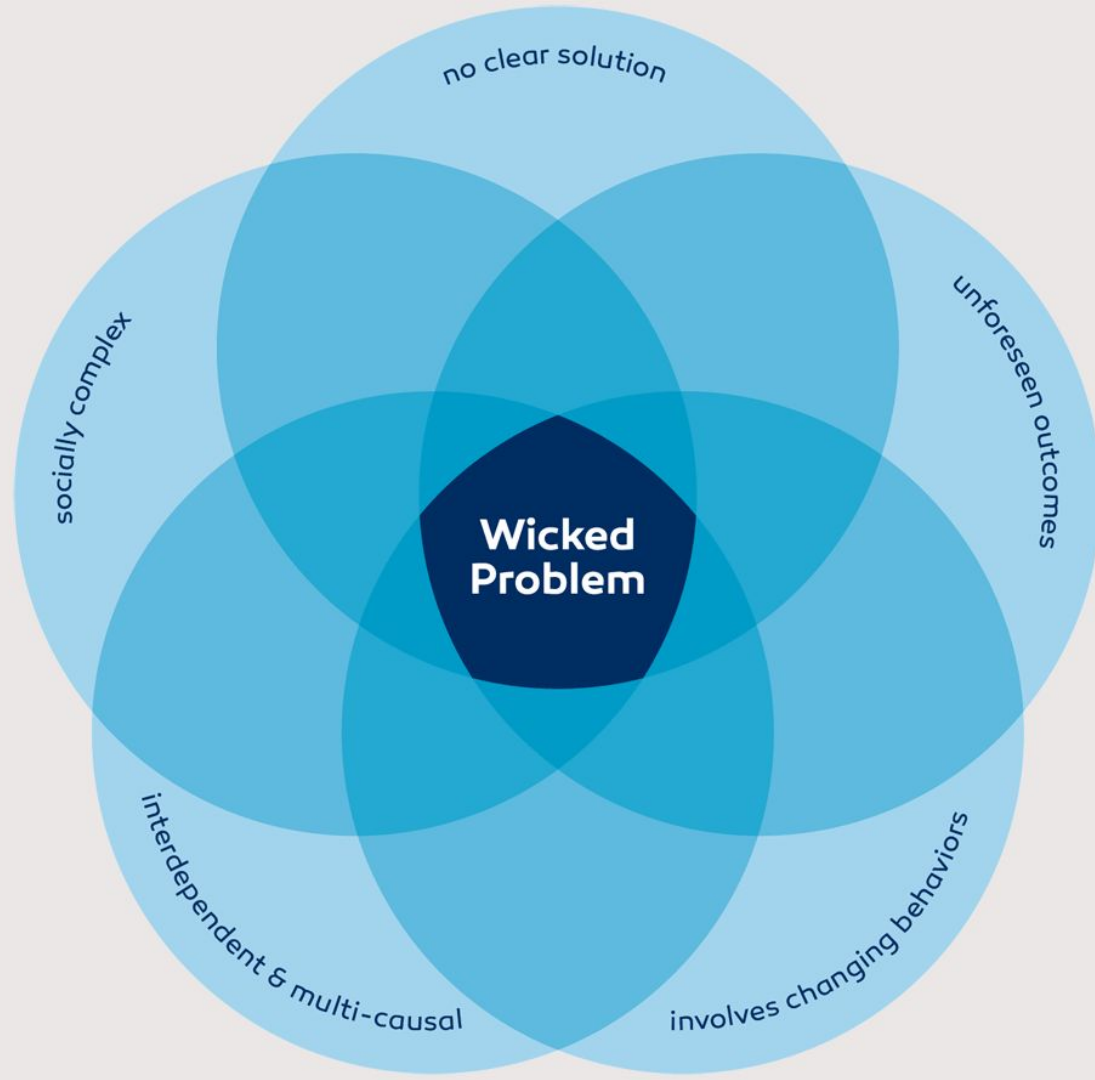














A crisis of public legitimacy

Are we creating the public solutions and institutional capacity that can deal with the challenges we are facing?

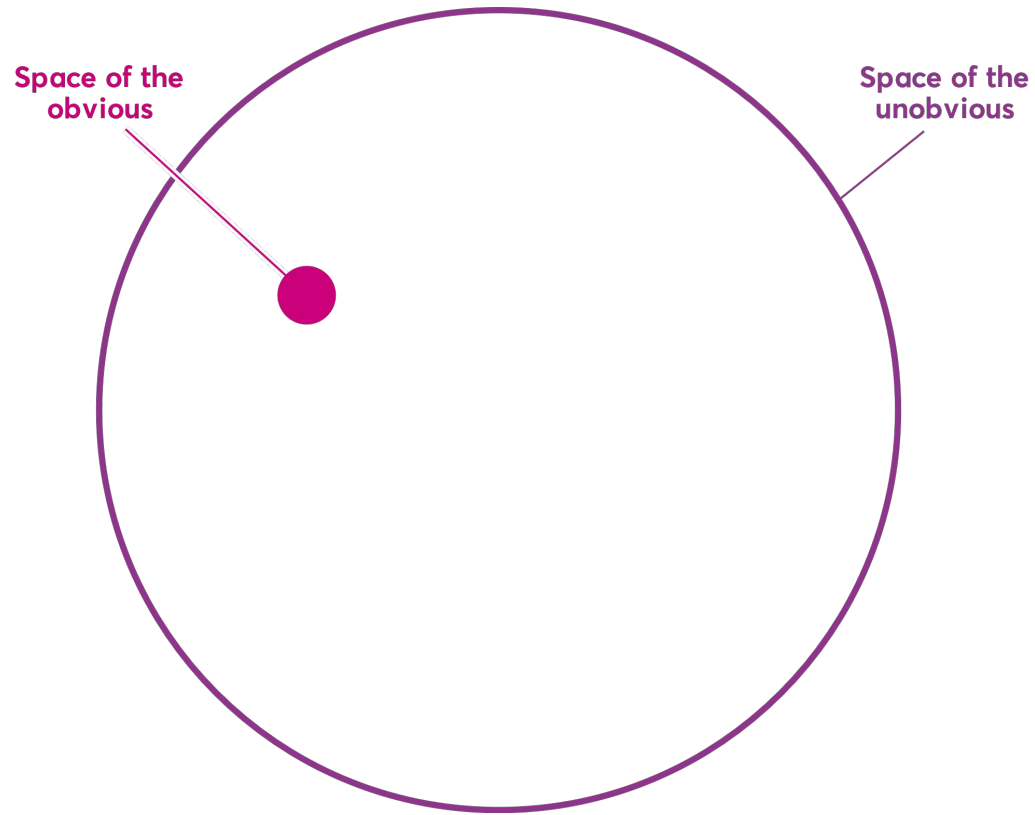
“In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.”

— *Eric Hoffer*



Biases as risks in policy development

Bias	Description	Implications
Confirmation bias	A tendency to cherry-pick information that confirms existing beliefs or ideas	Missing disconfirming information, ignoring "red flags" end up with failure at a later stage
Group think (bandwagon effect)	Individuals in a group strive for harmony and consensus and avoid raising controversial issues or alternative solutions	Ideas or misconceptions are not challenged, there is loss of individual creativity, uniqueness and independent thinking
Not invented here	Internally-developed solutions are considered better than externally-developed solutions	May incur inflated development costs, while tested and proven solutions already are available
Spotlight effect	Search for information where it is easiest. Being blind to alternatives	Explore what is already known, or explore a predictable subset of solutions



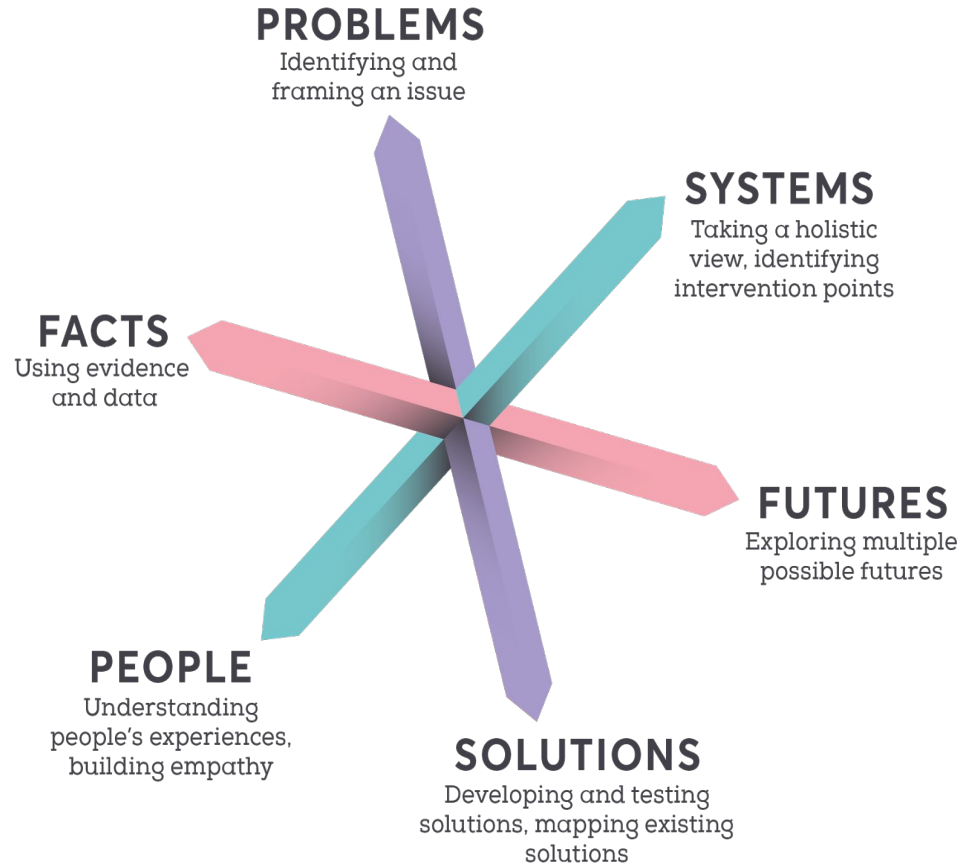
A crisis of public legitimacy

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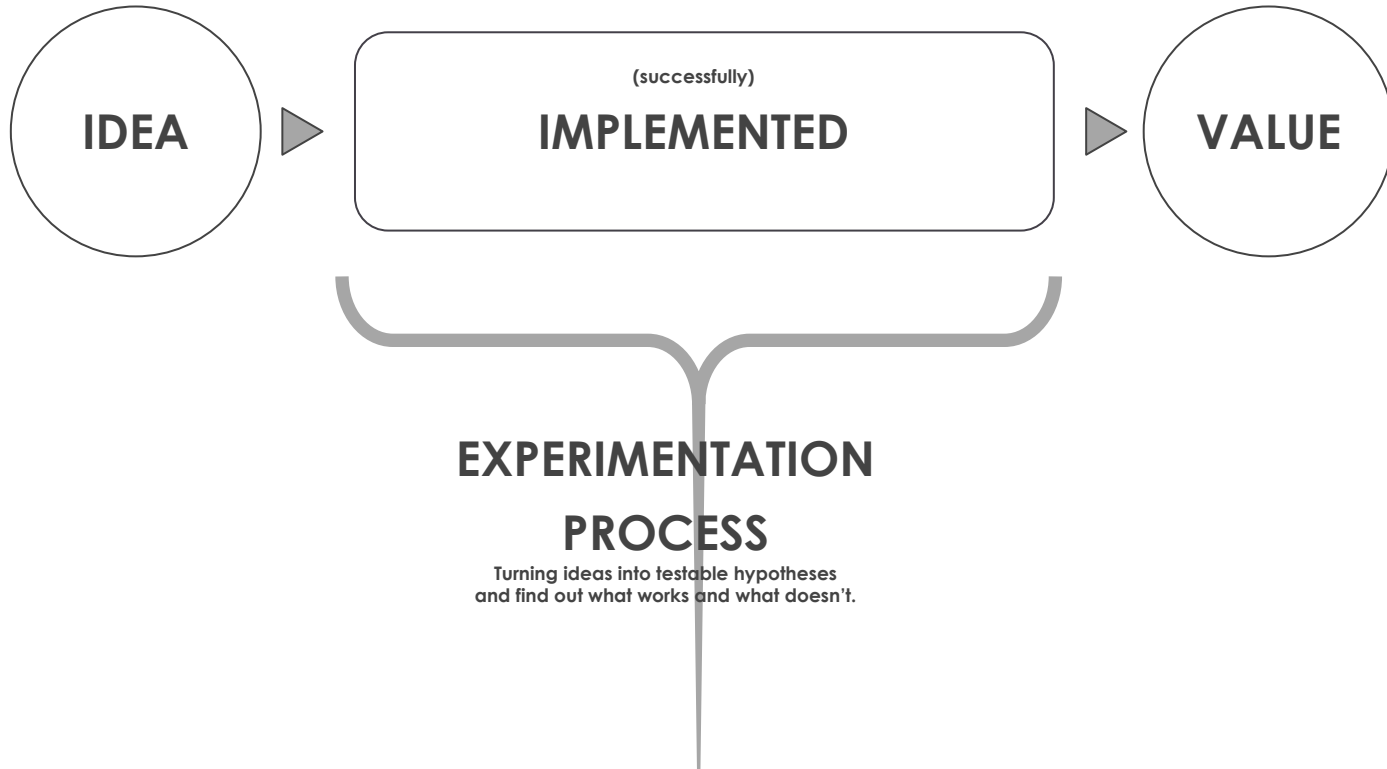
How would you
describe innovation?

An overview of
innovation
approaches for the
public good.

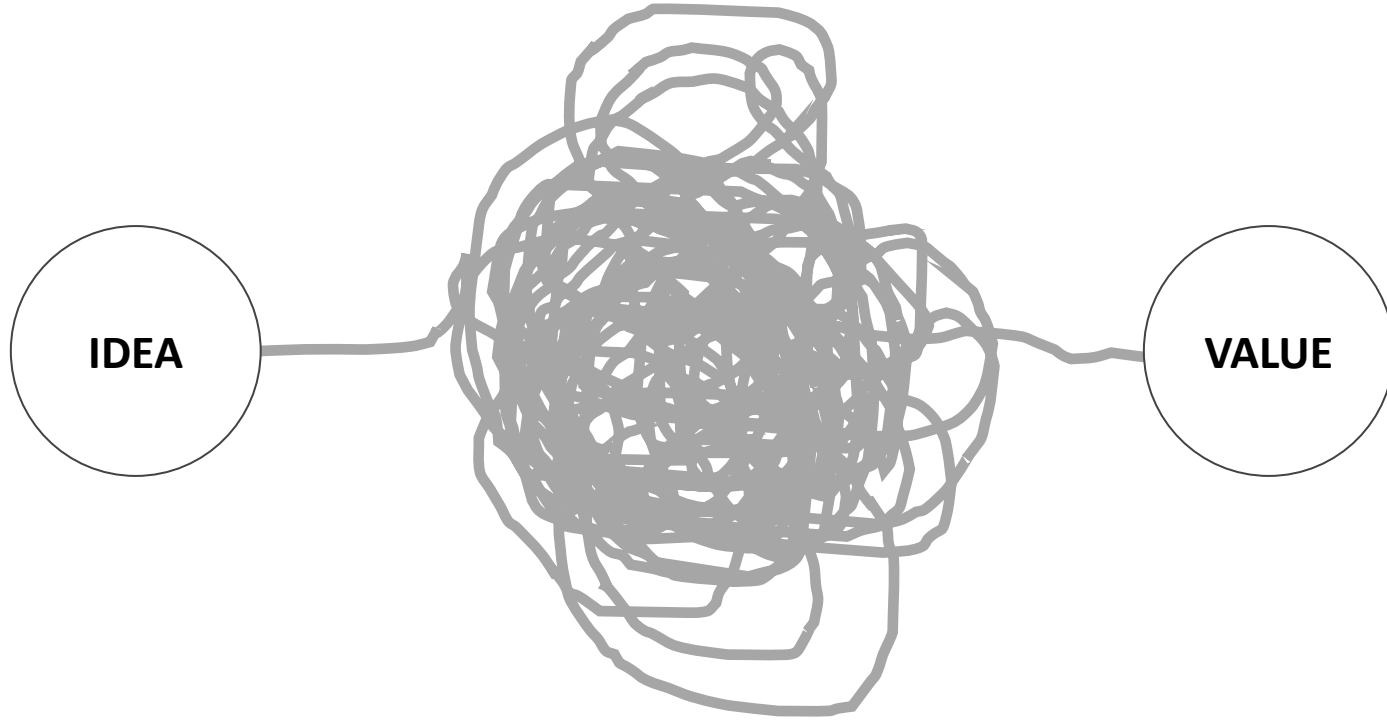




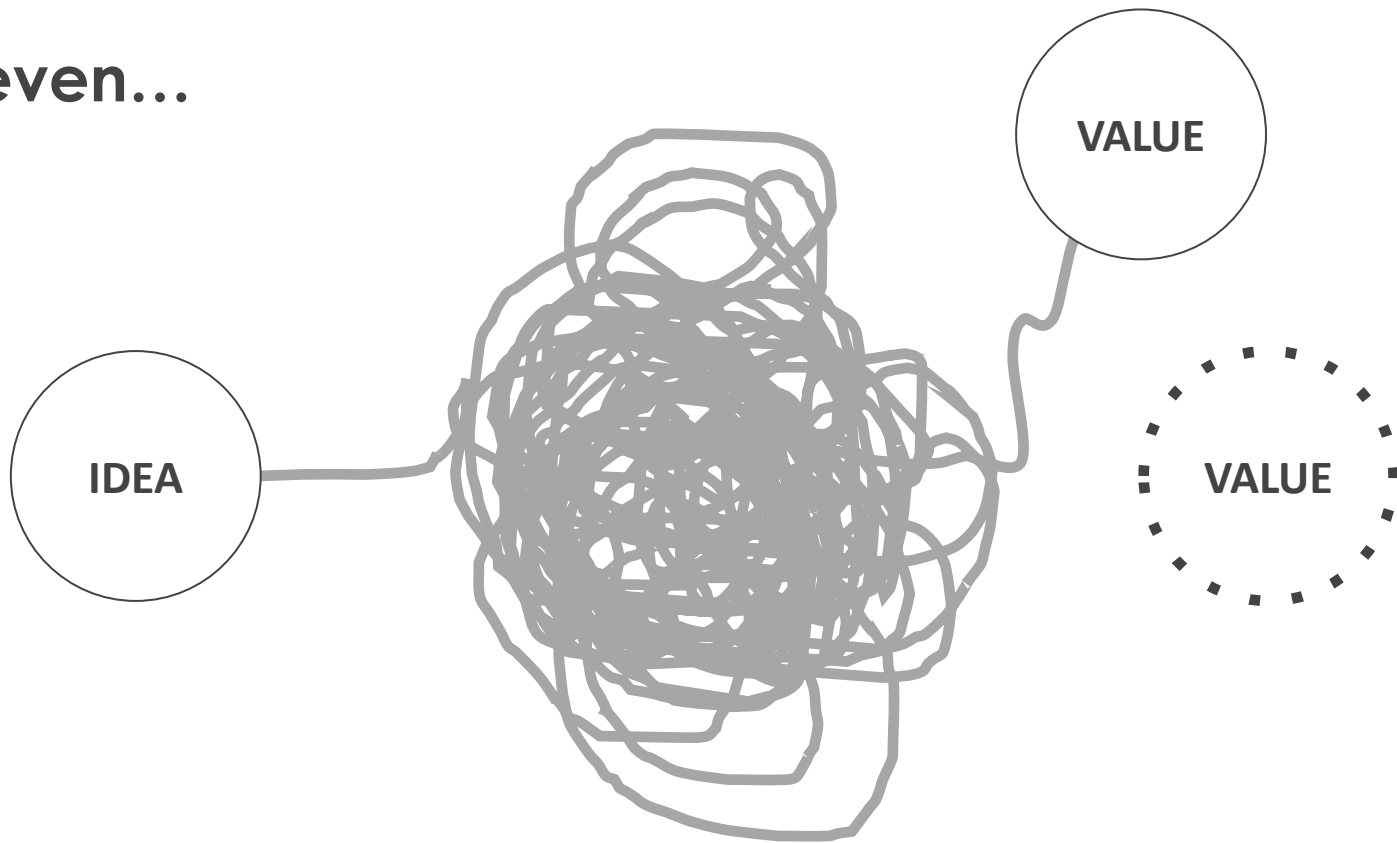
Our '1 minute definition' of innovation



Note, in reality it may look like this...



Or even...



“Innovation amateurs talk
good ideas; innovation
experts talk testable
hypothesis.”

Michael Schrage

The core of the experimental mindset

~~IDEAS → SOLUTION~~

IDEAS → HYPOTHESIS

What do we know?

Knowledge

What do you know
for sure and have
evidence for?

Assumptions

What do you *think*
you know but don't
have evidence for?

Gaps

What don't you know
and need to find
out?

“A hypothesis is a
testable belief about
future value creation”

Michael Schrage

Embrace uncertainty

Manage risk

Imaginative mindset
WHAT IF...?

Analytical mindset
IF...THEN...

SOLUTIONS ARE UNKNOWN

Understanding of the problem is unclear. Risk cannot be managed.

SOLUTIONS ARE KNOWN

Understanding of the problem is clear. Risk can be managed.

EXPLORE

**GENERATING
HYPOTHESES**
What might be

Shaping direction
Action is taken to open up new possibilities

TRIAL-AND-ERROR

**ESTABLISHING
A HYPOTHESIS**
What could be

Creating basis for redesign
Action is taken to find out what works

VALIDATE

**VALIDATING
A HYPOTHESIS**
What should be

Legitimising initiative
Action is taken to justify decision making

SUGGESTED METHODS

Speculative Design, Foresight, Ethnographic Research, Positive Deviance, etc

Prototyping, Human Centred Design, Behavioural Economics, etc

Randomised Control Trials, Pilots, A/B Testing, Multiple Parallel Experiments, etc

Behavioural insights team

Organ donation
in the UK

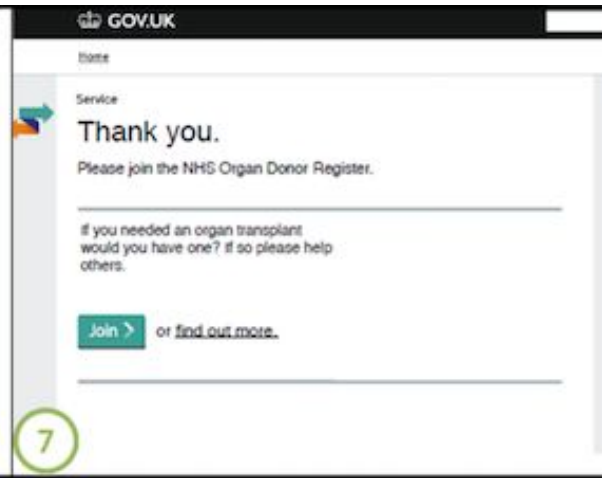


3 people die
everyday in the UK
because of a lack
of available organs.

9 out of 10 people
actually support organ
donation.

Yet fewer than 1 in 3
people are registered
to donate.

How come?



BIT tested 9 different messages to get people to register

1 million people involved in largest RCT in UK history

Results? 96,000 more people signing up per year



We're an organisation of families in Adelaide, Australia
We're supported by a team of professional coaches



Between \$7 and \$10 savings for each
\$1 invested in the programme.

Embrace uncertainty

Manage risk

Imaginative mindset
WHAT IF...?

Analytical mindset
IF...THEN...

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GoodSAM Responder

GoodSAM >

Details

Ratings and Reviews

Related

Downloaded

No Customer Ratings

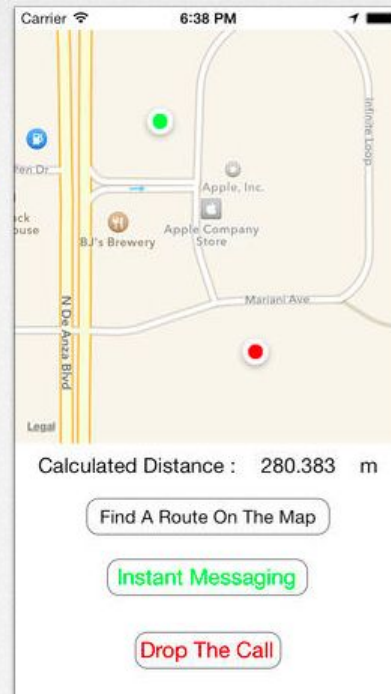
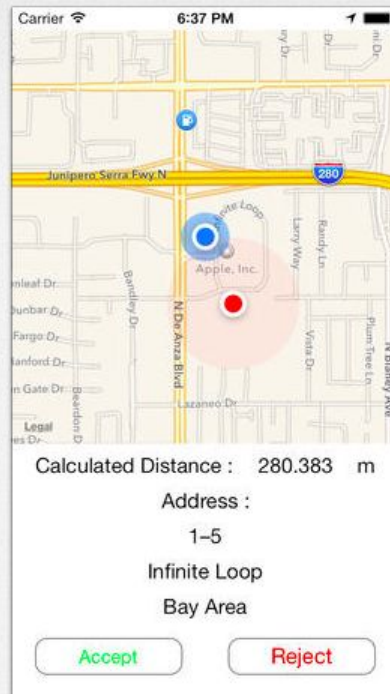
Rating: 4+

LINKS

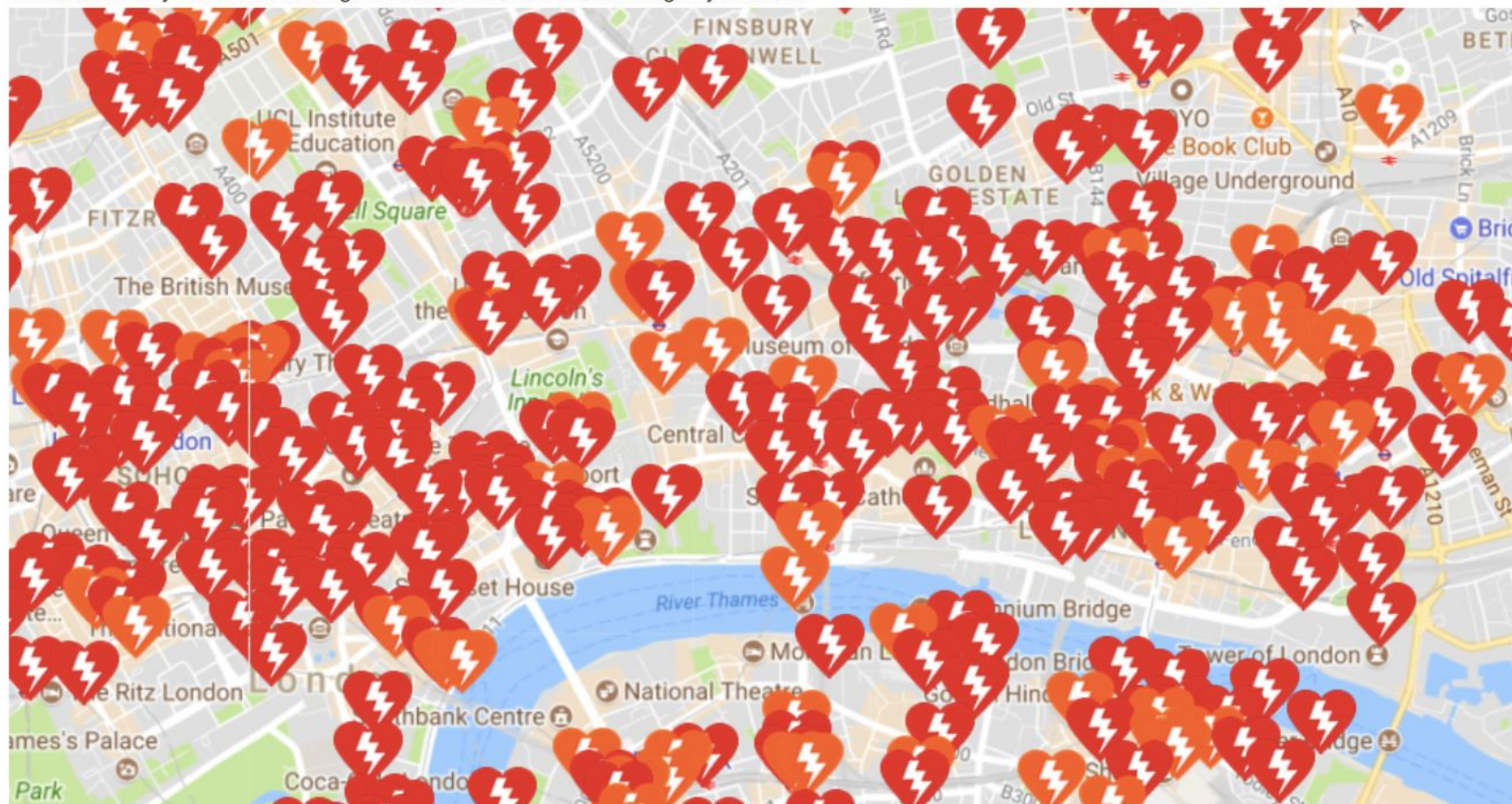
Developer Website

© 2014 GoodSAM LTD

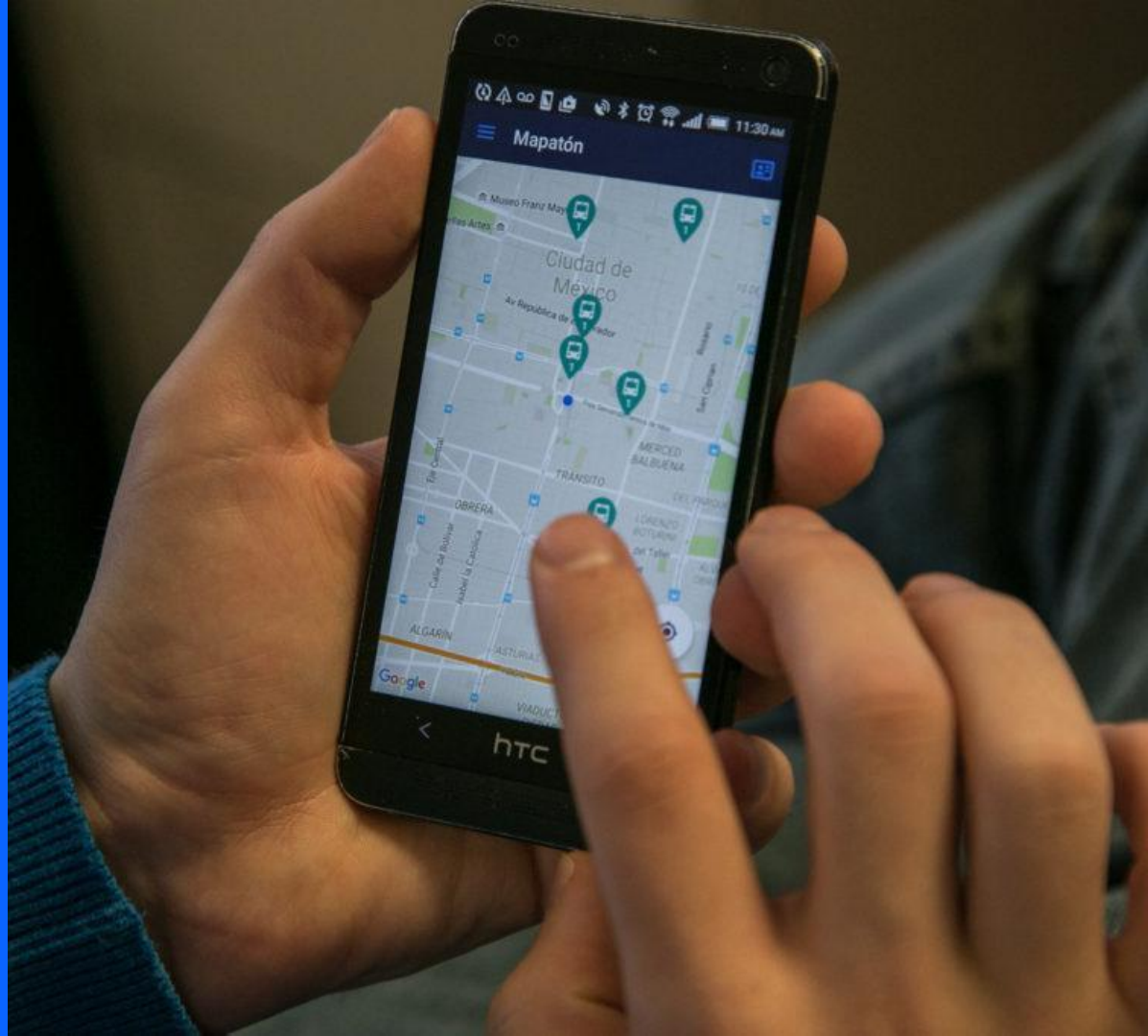
iPhone Screenshots



GoodSAM really is the world's largest and most advanced AED registry. London:



Mapatón Mexico City

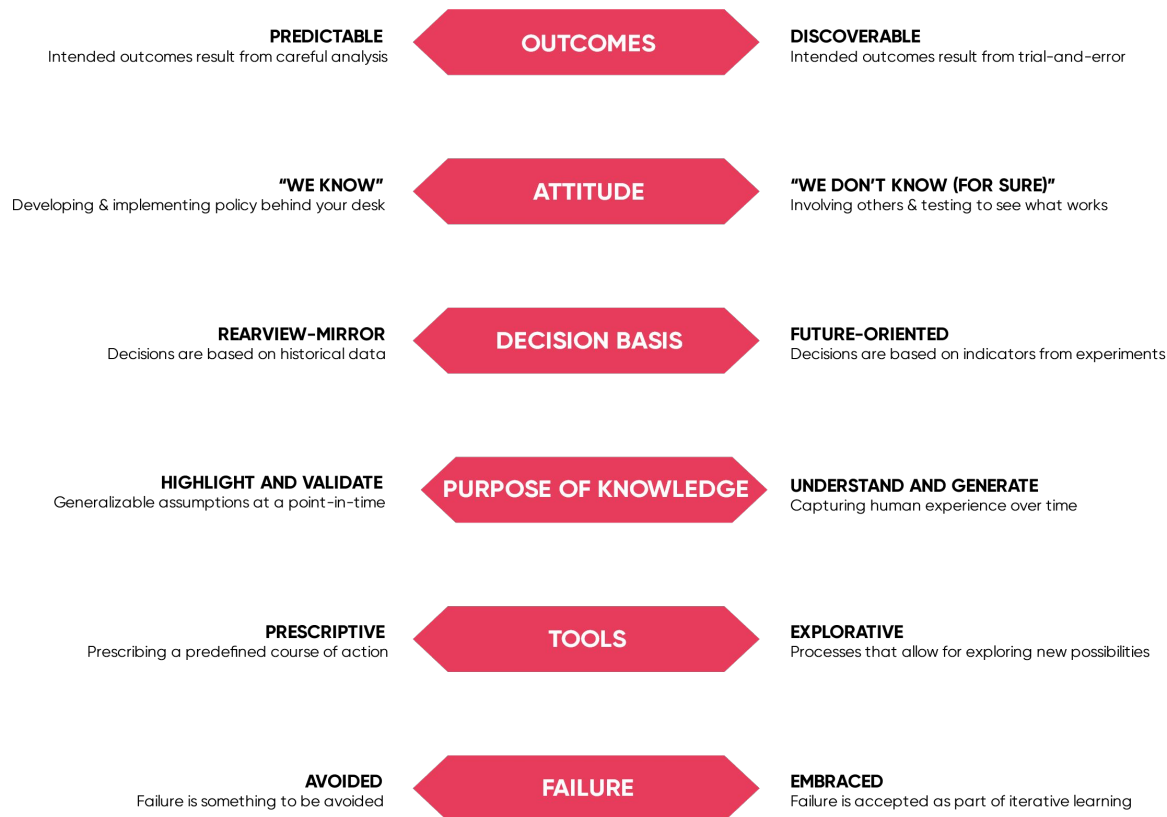




- 14 mil citizens use the bus transportation system everyday
- 30.000 informal bus routes relying on word-of-mouth for people to use them
- Over 4000 citizens mapped over 50.000 km of routes in two weeks for the cost of 15.000 USD
- Traditional public sector mapping programmes cost millions of USD and take several years to complete
- Data now opened up for businesses and entrepreneurs to develop transport solutions

**Innovation is about experimenting
with new possibilities and
accelerating learning about what
might work**

Towards a culture change in government, institutions and organisations



Reflection exercise

What resonated when considering your
role and responsibility - and why?
(15 mins)

States of Change

How can you and your team be
equipped to work more
innovatively?



STATES OF
CHANGE





About

Empowering public innovators.

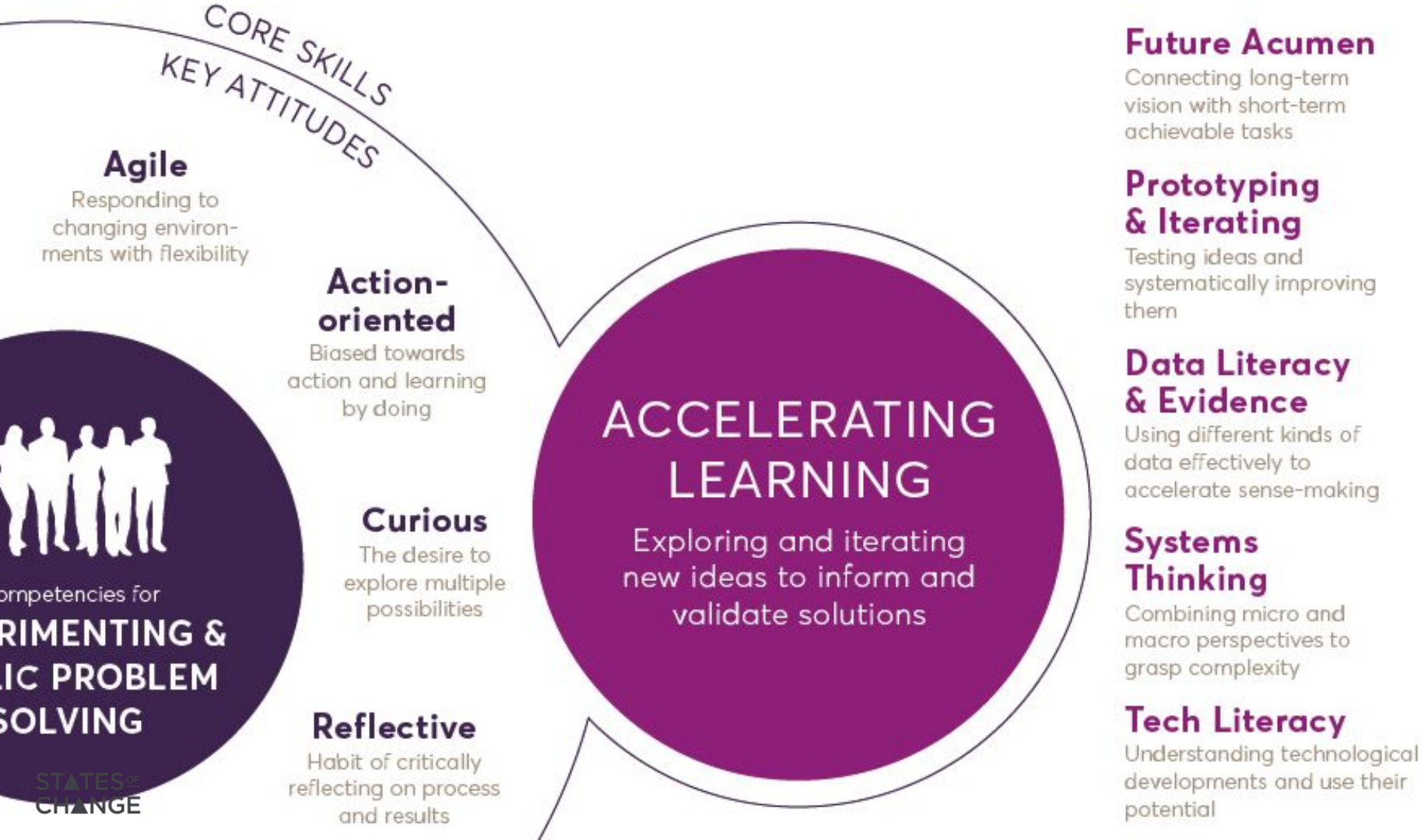
An experimental tool to help you learn about the skills and attitudes of innovative teams and to better understand your strengths in changing the world for good.

Answer a few simple questions to get started.

Get started

You should have all completed this diagnostic.

What skills, attitudes and roles did you get?



Citizen & Stakeholder Engagement

Actively involving citizens,
stakeholders and unusual
suspects

Creative Facilitation

Creatively processing different
perspectives and deliberating
multiple options

Building Bridges

Orchestrating interaction to
find common ground and
create shared ownership

Brokering

Mediating contrasting
interests and reducing
friction between multiple
stakeholders

WORKING TOGETHER

Engaging with citizens and
stakeholders to create
shared ownership of new
solutions

Empathetic

Understanding
others' experiences
and frames of
reference

Agile

Responding to
changing environ-
ments with flexibi-

Resilient

Political & Bureaucratic Awareness

Operating political dynamics and bureaucratic procedures to ensure strategic support

Financing change

Understanding the many ways to liberate and use financial resources for innovation

Intrapreneurship

Being insurgent and use business acumen to create opportunities

Demonstrating Value

Articulating the value of new approaches and solutions for decision-making purposes

Storytelling & Advocacy

Using narratives and media to articulate vision and information in compelling ways

Exploring and envisioning new possible futures

SOLVING

R
Ha
reflec

Outcomes-focused

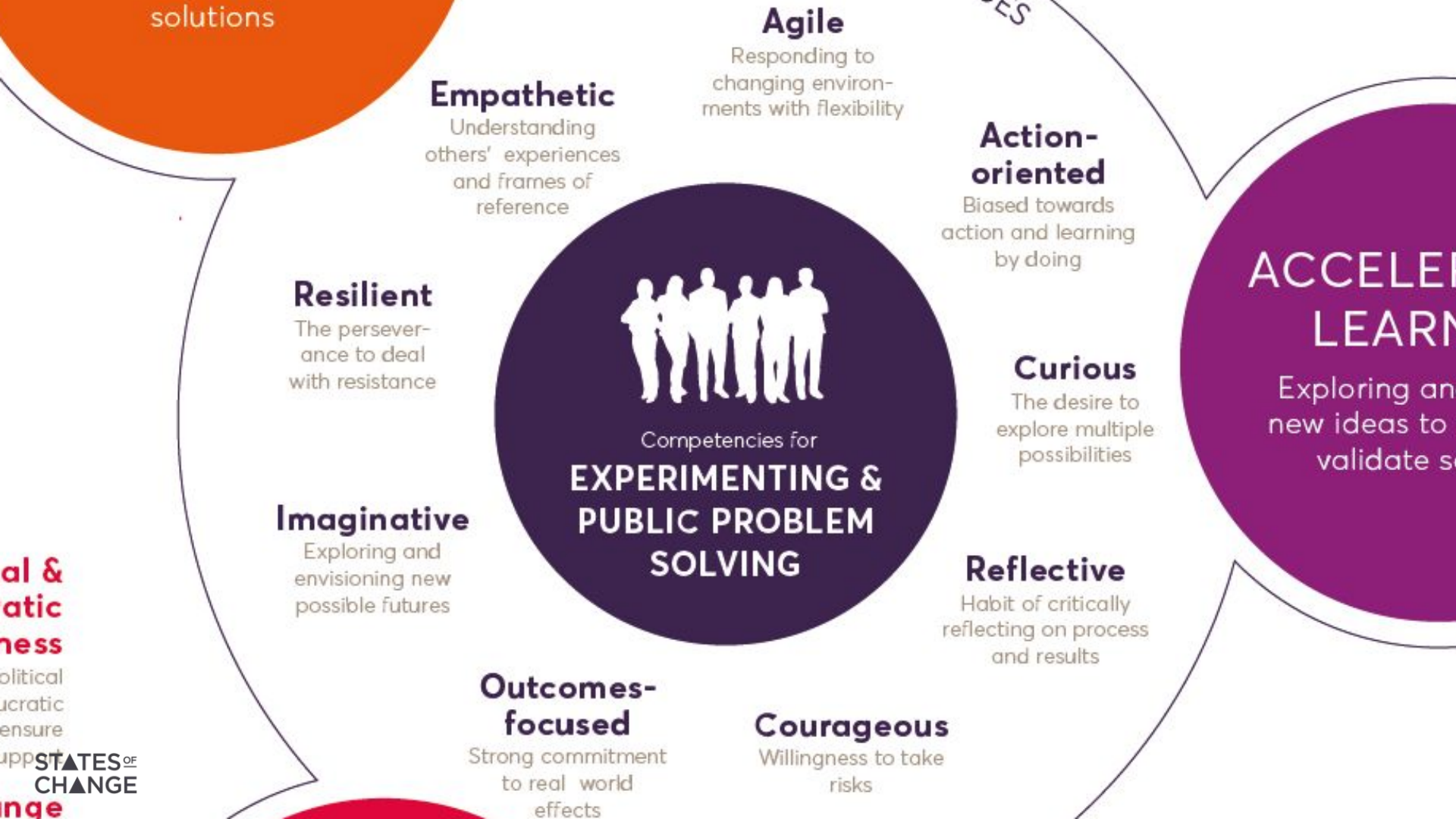
Strong commitment to real world effects

Courageous

Willingness to take risks

LEADING CHANGE

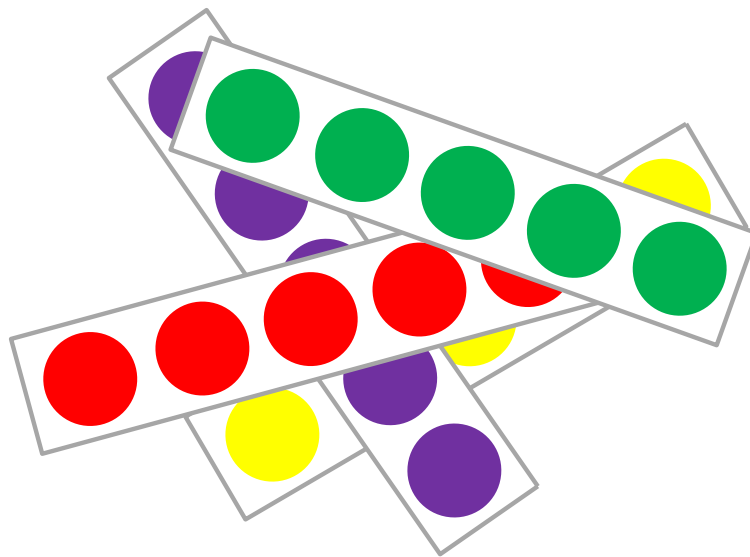
Mobilising resources and legitimacy to make change happen



Formål med øvelsen

Develop a 'heat map' of
your team's strengths
and gaps

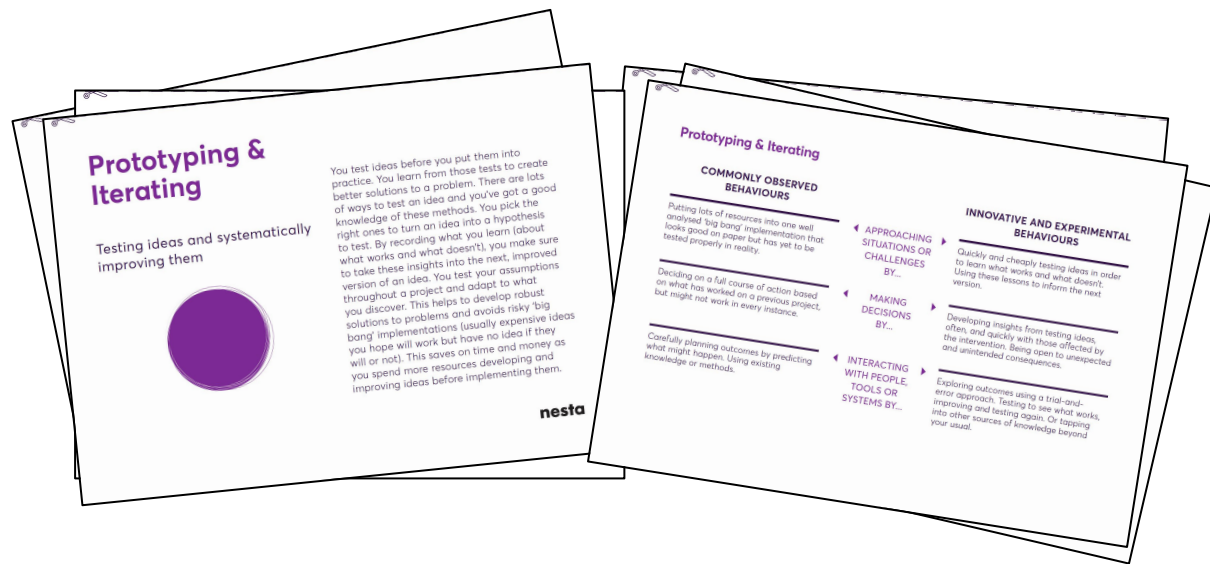




Pick a colour

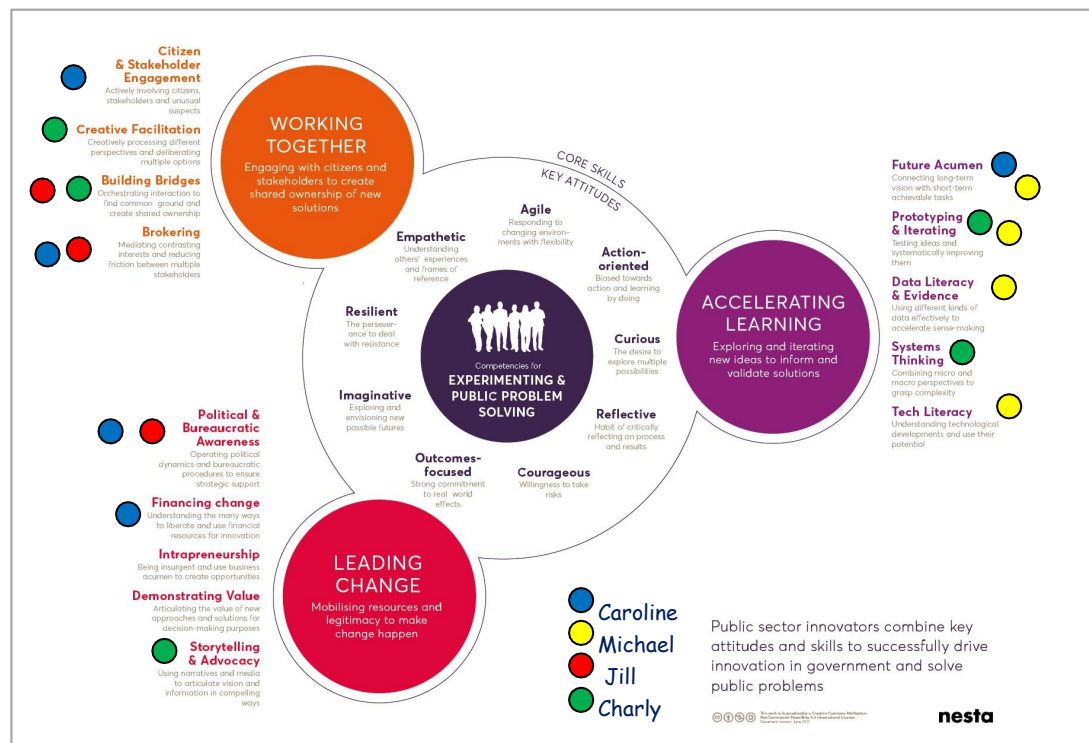
Individual reflection

What are your five core skills? What would others (colleagues, line managers) point out as your strengths?



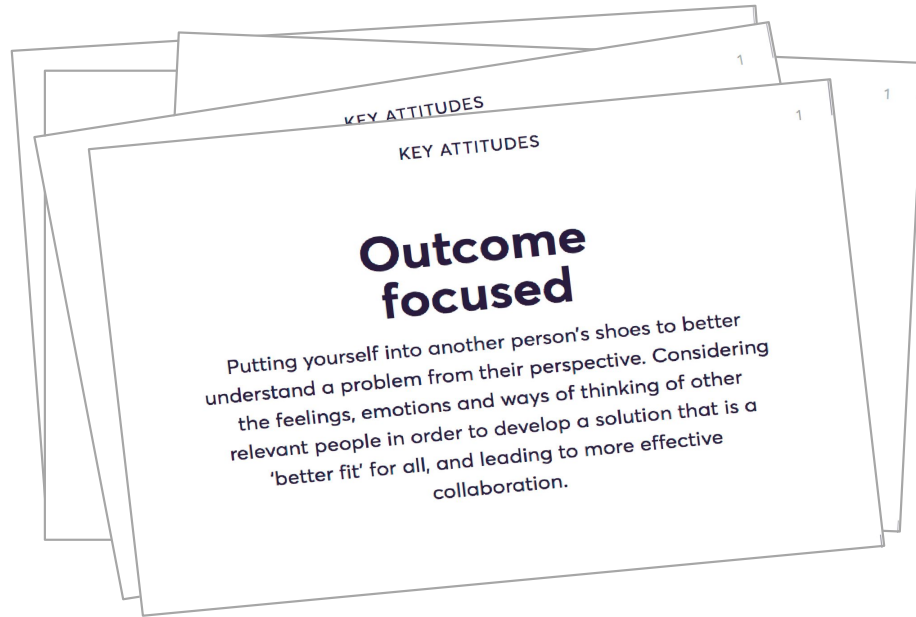
Individual reflection

Map your skills on the poster, using the dots.



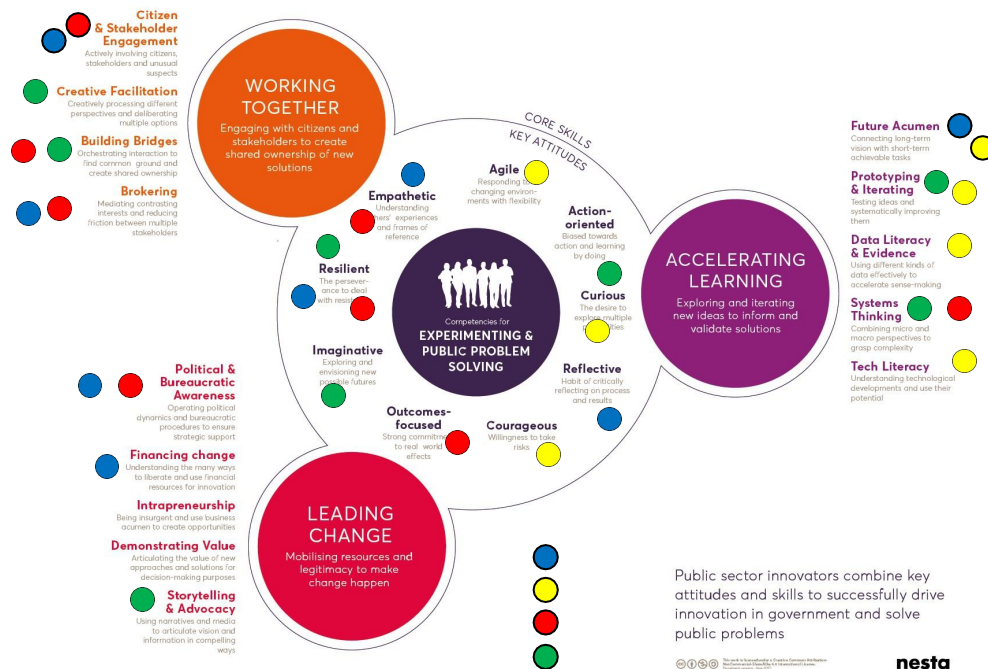
Individual reflection

Select your three
core attitudes?
What would others
(colleagues, line
managers) point
out as your
strengths?



Individual reflection

Map your attitudes on the poster, using the dots.



Citizen & Stakeholder Engagement
Actively involving citizens, stakeholders and unusual suspects

Creative Facilitation
Creatively processing different perspectives and deliberating multiple options

Building Bridges
Orchestrating interaction to find common ground and create shared ownership

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Articulating the value of new approaches and solutions for decision-making purposes

STATES
CHANGE

WORKING TOGETHER

Engaging with citizens and stakeholders to create shared ownership of new solutions

Empathetic
Understanding others' experiences and frames of reference

Resilient
The perseverance to deal with resistance

Imaginative
Exploring and envisioning new possible futures

Outcomes-focused
Strong commitment to real world effects

Agile
Responding to changing environments with flexibility

**CORE SKILLS
KEY ATTITUDES**

Action-oriented
Biased towards action and learning by doing

Curious
The desire to explore multiple possibilities

Reflective
Habit of critically reflecting on process and results

Courageous
Willingness to take risks

LEADING CHANGE

Mobilising resources and legitimacy to make change happen



Competencies for
EXPERIMENTING & PUBLIC PROBLEM SOLVING

ACCELERATING LEARNING

Exploring and iterating new ideas to inform and validate solutions

Future Acumen
Connecting long-term vision with short-term achievable tasks

Prototyping & Iterating
Testing ideas and systematically improving them

Data Literacy & Evidence
Using different kinds of data effectively to accelerate sense-making

Systems Thinking
Combining micro and macro perspectives to grasp complexity

Tech Literacy
Understanding technological developments and use their potential

• COLLECTIVE FORM
• BUSINESS ACUMEN

Public sector innovators combine key

Reflection: your strengths and weaknesses

- What do you see?
- What might this suggest about your potential innovation capacity?
- Where are the opportunities?
- Are there any noteworthy gaps? Are these a bad thing?



Fixed teaming

Fluid teaming

Output-oriented

Mission-driven

Command and control

Sense and respond

Rigid structures

Loose structures

Error-reducing systems

Error-embracing systems

Suppressed authority

Distributed authority

Deep knowledge

Broad knowledge

Homogeneity

Diversity

States of Change

How do create space and conditions for public innovation?

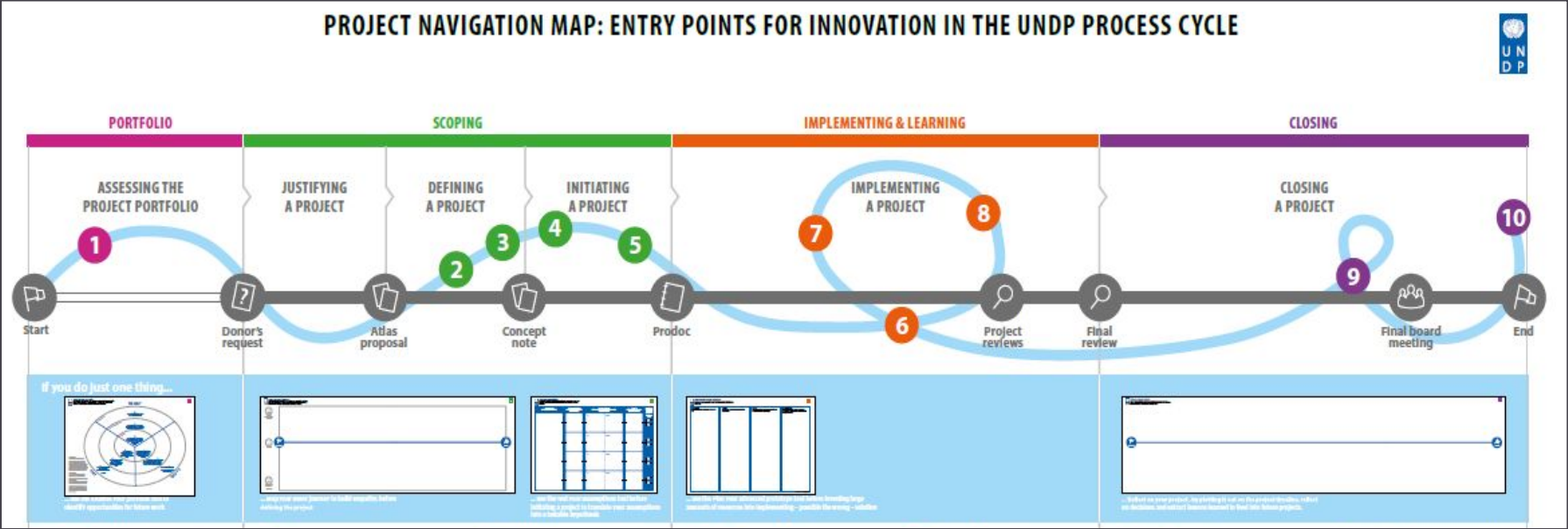
An abstract graphic on the right side of the slide, consisting of a dense, glowing wireframe mesh that forms a curved, ribbon-like shape. It has a color gradient from light purple to pink.

STATES OF
CHANGE

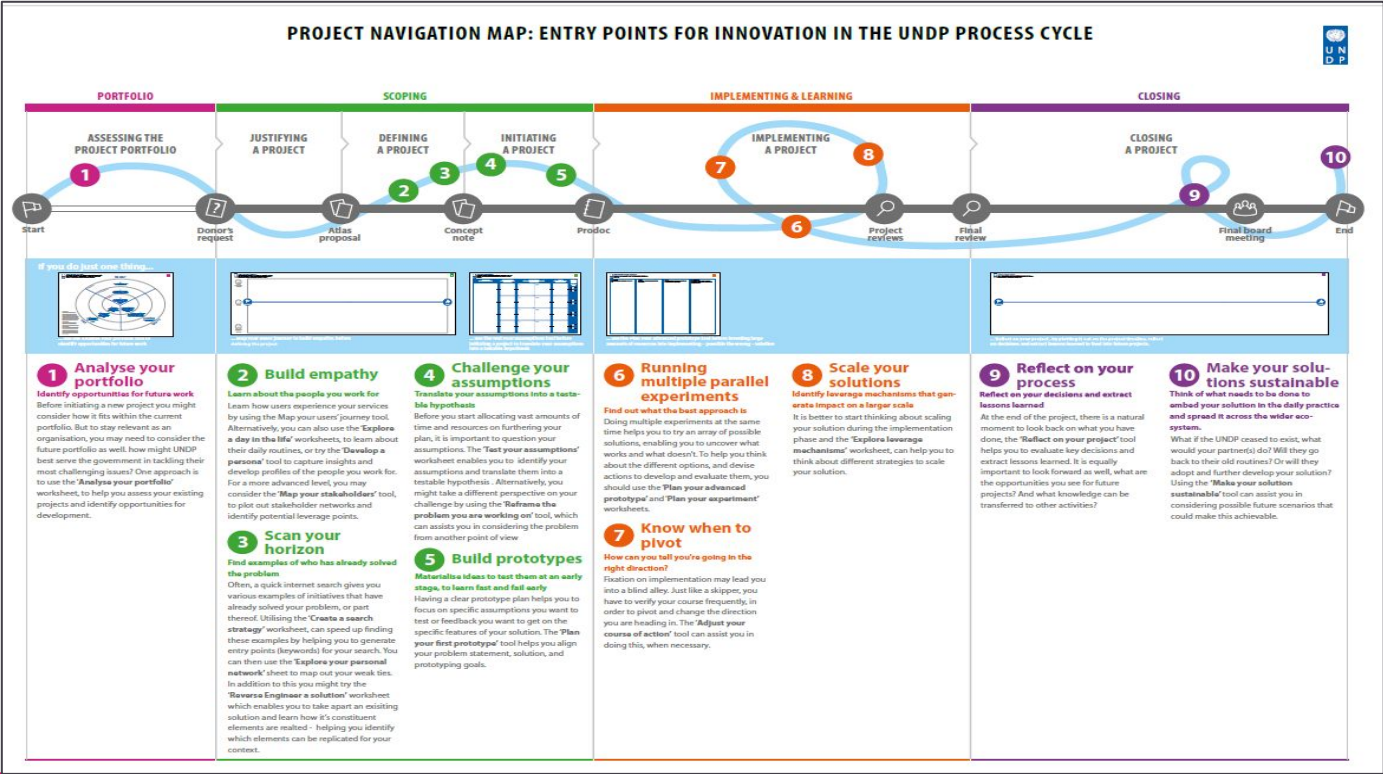
Five attention points for creating space for innovation and experimentation

#1: Look for the opportunities within existing program frameworks

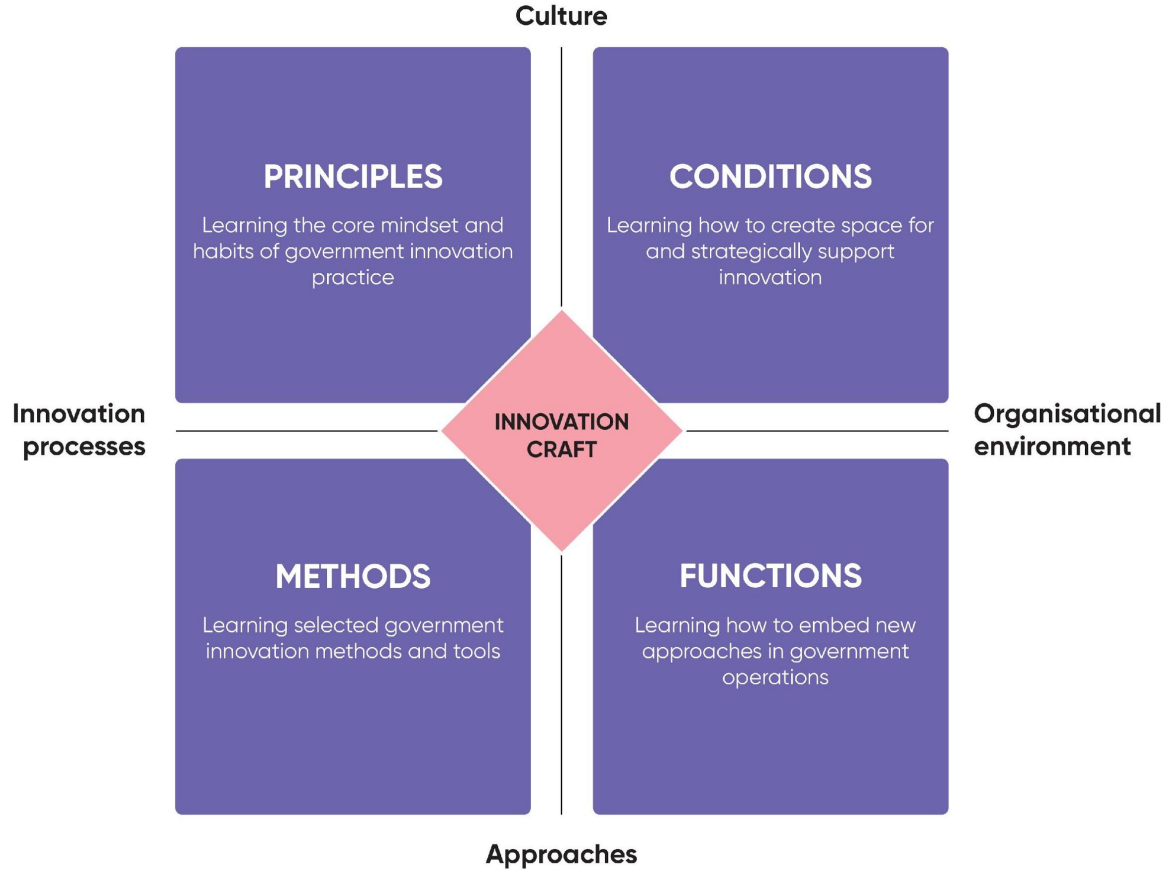
UNDP: experimentation as “hacking”



UNDP: experimentation as “hacking”



#2: It's more craft than method



#3: Reframe failure



BLAMEWORTHY

PRAISEWORTHY

DEVIANCE

An individual chooses to violate a prescribed process or practice.

INATTENTION

An individual inadvertently deviates from specifications.

LACK OF ABILITY

An individual doesn't have the skills, conditions, or training to execute a job.

PROCESS INADEQUACY

A competent individual adheres to a prescribed but faulty or incomplete process.

TASK CHALLENGE

An individual faces a task too difficult to be executed reliably every time.

PROCESS COMPLEXITY

A process composed of many elements breaks down when it encounters novel interactions.

UNCERTAINTY

A lack of clarity about future events causes people to take seemingly reasonable actions that produce undesired results.

HYPOTHESIS TESTING

An experiment conducted to prove that an idea or a design will succeed fails.

EXPLORATORY TESTING

An experiment conducted to expand knowledge and investigate a possibility leads to an undesired result.

Based on findings from 2006 strategies for learning from failure

1. Frame the work as a **learning problem**—not as an execution problem
2. Acknowledge your own **fallibility**
3. Model **curiosity**, ask a lot of questions

Amy Edmondson



STATES ^{OF} CHANGE

Thank you!

Contact us

www.states-of-change.org

hello@states-of-change.org

Follow us



[@States_Change](https://twitter.com/States_Change)

jesper@states-of-change.org

[@JesperC_](https://twitter.com/JesperC_)