



PIRET TÕNURIST

PROJECT MANAGER,
SYSTEMS THINKING
AND ANTICIPATORY
INNOVATION
GOVERNANCE

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Overview

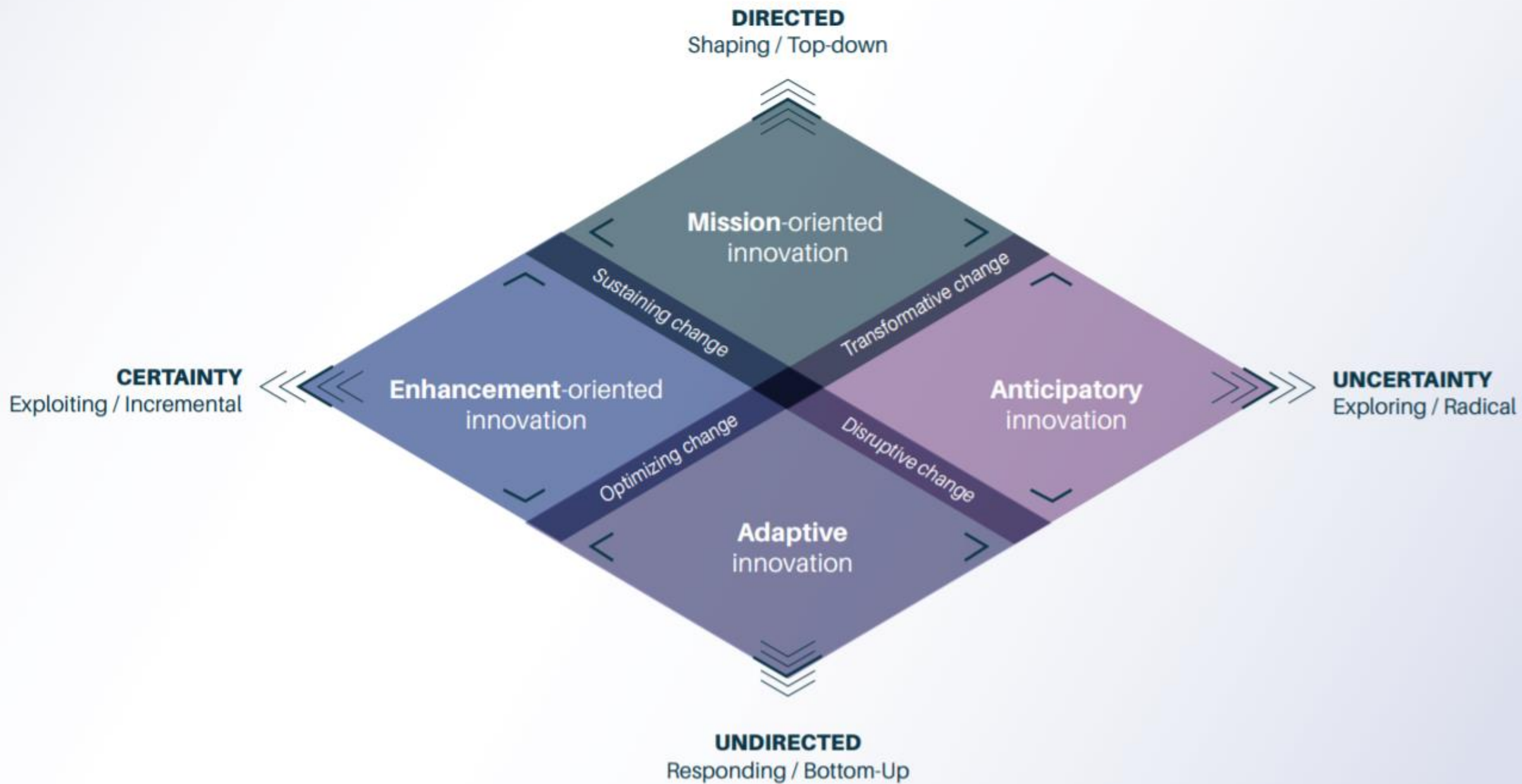
An innovative public sector delivering value

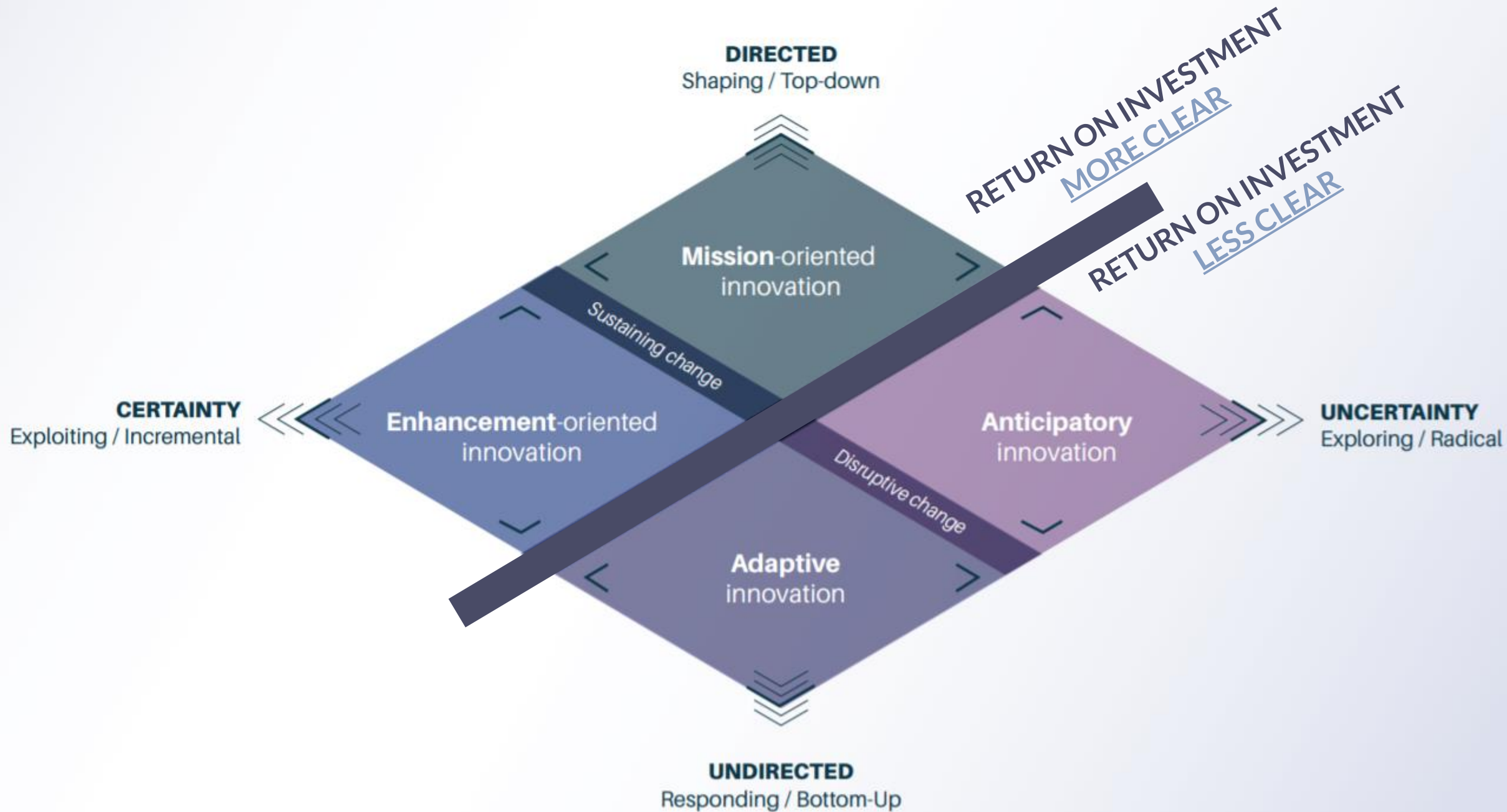
It is new to the context

WHAT IS PUBLIC
SECTOR
INNOVATION?

It is implemented in
the real world

It has impact on
public value





The trick is to do something about it

Black swans

The term “black swan” refers to unanticipated, unpredictable events with large impacts (unknown unknowns), such as the September 11, 2001 terrorist attack on the United States.

Black jellyfish

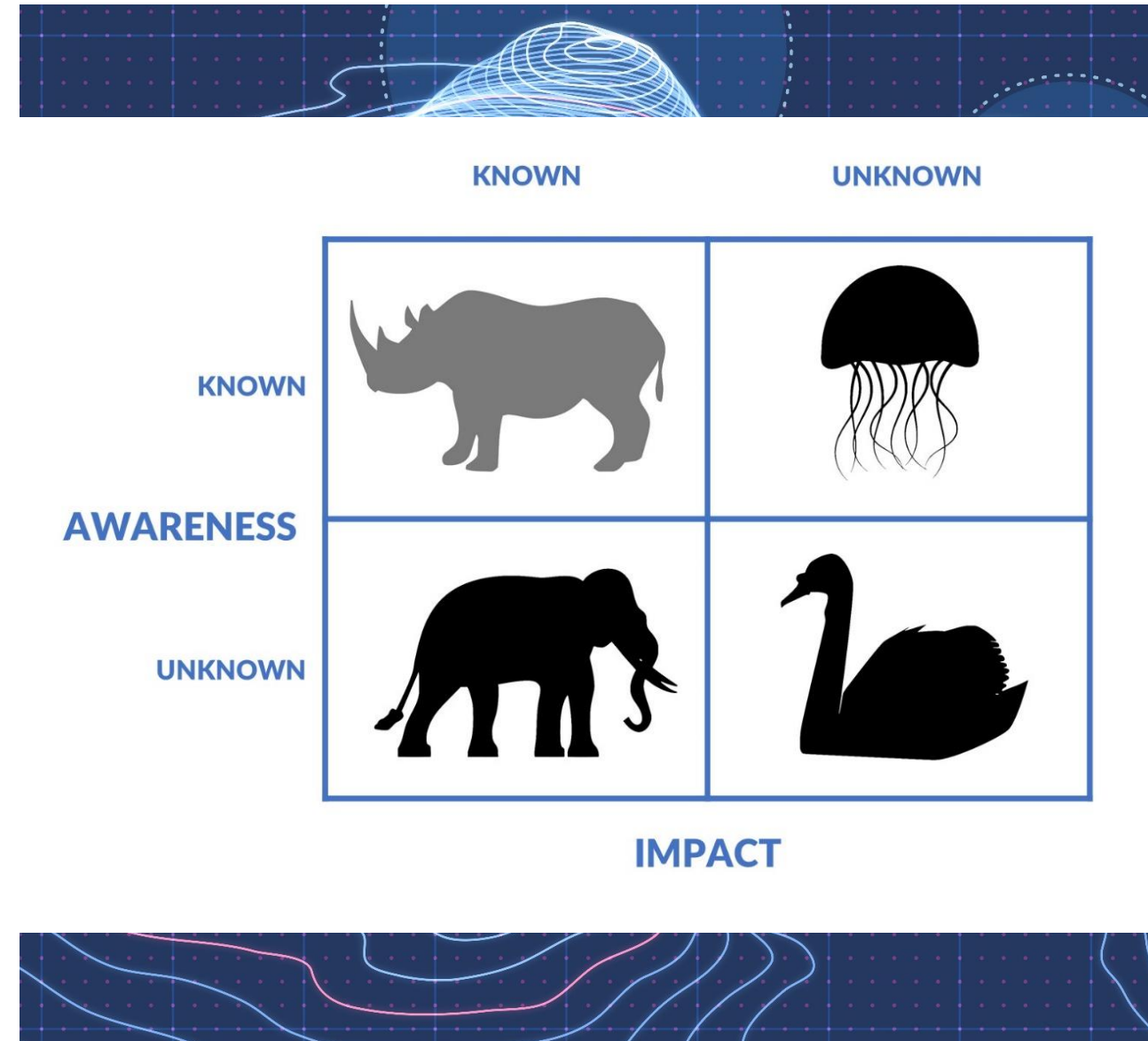
Unknown knowns exemplifying how small changes within complex systems can lead to large impacts, such as increased life expectancy or human migration. Usually meant to describe ‘normal’ phenomena that becomes abnormal or post-normal due to positive feedback that accelerates change.

Grey rhino

The term “grey rhino” refers to highly likely, high impact events (known knowns). The term for obvious events that people largely ignore, such as a global pandemic like covid-19

Black elephant

Having a “black elephant in the room” is a metaphor for events that either no one can see or they chooses to ignore (known unknowns). They can be widely predicted by experts, but once occurring they are likely to be framed as black swans.



REACTIVE GOVERNMENT

- *Position of 'wait and see'*
- *'End-of-pipe' solutions that often fail to anticipate or address long-term systemic implications*

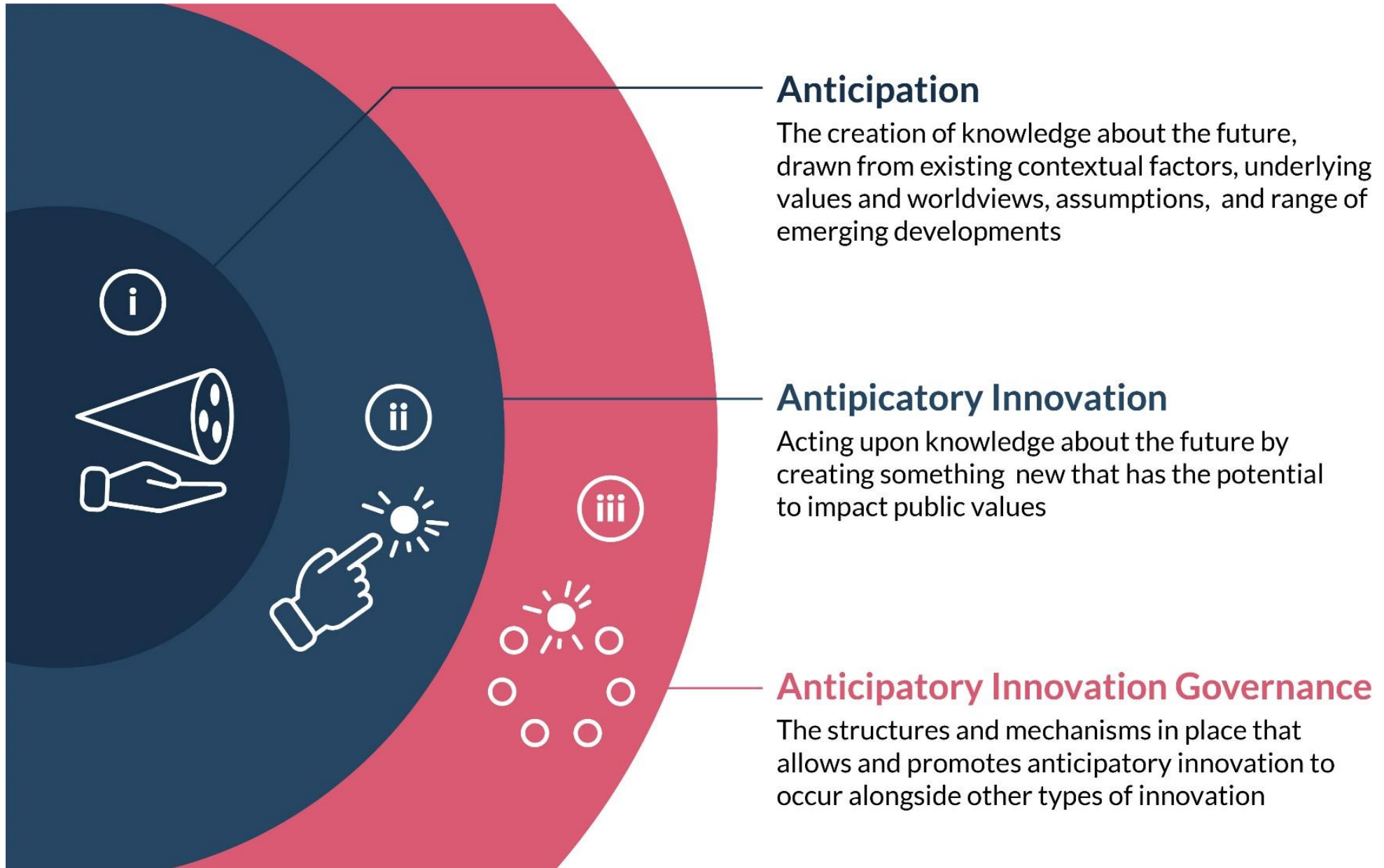
PROACTIVE GOVERNMENT

- *Government as an active shaper*
- *Anticipating various futures and actively exploring options in practise.*

Innovation ecosystem

In SAls and SAls role in the broader PSI
ecosystem

Example: anticipation





OPSI

Our role is to...



Analyze global trends in PSI and normalize new practices

Do research in innovation capacities, skills, ecosystems, evaluation etc. and advise public sector organization across the world.

Do demonstration projects with public sector innovation bodies from which other countries can learn from.

The background of the slide is a dark blue field with a faint, light blue grid. Overlaid on this grid are numerous thin, wavy lines in red and blue, resembling topographic contour lines or a complex data visualization. The lines are more densely packed in some areas and more spread out in others, creating a sense of depth and movement.

Thank you!