

The background features a soft gradient from light purple to light blue. Several colorful circles are scattered across the page: a small orange circle in the top right, a dark blue circle below it, a large orange circle partially overlapping a purple circle on the right side, a medium-sized pink circle in the lower center, and a large yellow circle in the bottom left corner.

nesta

Creating the conditions for innovation in government

Brenton Caffin
Wellington 24 October 2019

Innovation in a public policy context
Creating the conditions for innovation
The role of leadership
50 shades of failure
Discussion



Source: AFP

What does innovation in government
look like around the world...

we have built a digital society and so can you

Named 'the most advanced digital society in the world' by [Wired](#), ingenious Estonians are pathfinders, who have built an efficient, secure and transparent ecosystem that saves time and money. e-Estonia invites you to follow the digital journey.

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Inferring Jakarta Commuting Statistics from Twitter

by Pulse Lab Jakarta May 30, 2017



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Behavioural Insights and Public Policy

Institutions applying BI to public policy around the world



Institutions inside government

Institutions outside government

Multi-national organisations



Canada's Free Agents | Agents libres du Canada

981 Tweets



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Canada's Free Agents | Agents libres du Canada

@FreeAgentLibre Follows you

Public Servants free to use their skills across the #GC and beyond – #GCagents – Des fonctionnaires libres d'utiliser leurs compétences au sein du #GC et plus

📍 Canada ca.linkedin.com/company/freeag... 📅 Joined May 2017

106 Following 2,733 Followers

Red de Innovadores Públicos

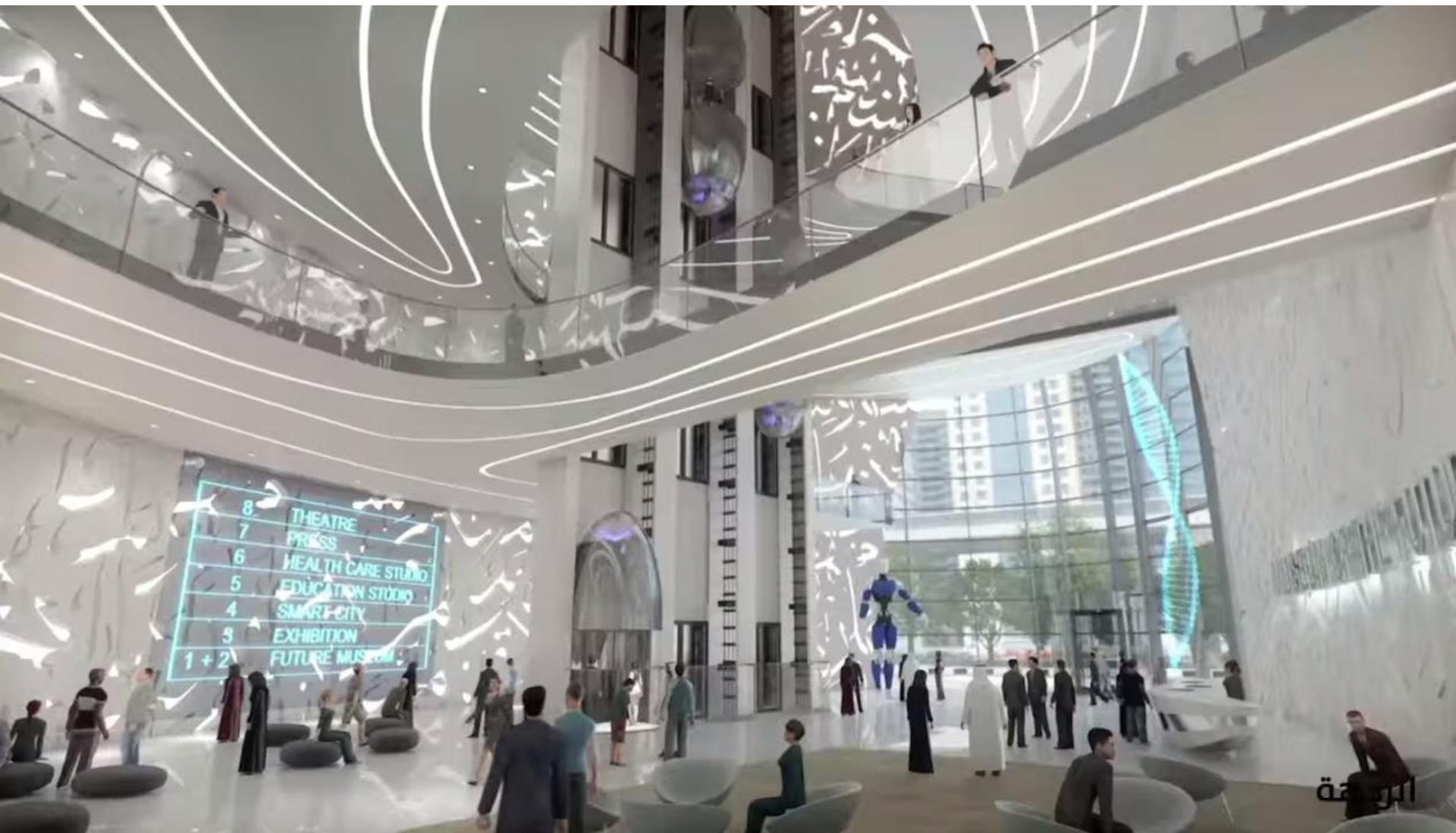
¿Te gustaría mejorar el Estado y transformar los servicios públicos? Encuéntrate y colabora con una red de personas, a través de herramientas y soluciones de innovación pública.

innovadores
públicos

en números

MIEMBROS DE LA RED

6.600



الوقت

Source: Museum of the Future, Dubai

Explainer: What the Ministry of Possibilities, the world's first, will do in the UAE

Explainer: What the Ministry of Possibilities, the world's first, will do in the UAE

Ministry to launch proactive services, spot talent, update structure, improve systems

Published: April 23, 2019 16:17 Last updated: April 24, 2019 08:23

Gulf News





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Experimentation direction for Deputy Heads - December 2016

Context

This document reinforces the Government's commitment to devote a fixed percentage of program funds to experimenting with new approaches and measuring impact to instill a culture of measurement, evaluation and innovation in program and policy design and delivery. It provides context and directions for Deputy Heads on how to implement this commitment.

Never too late to innovate

Prime Minister's Office and Motiva join forces to promote culture of experimentation

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Promoting piloting and experimenting is one of the key

Current issues

Prime Minister's Office and Motiva join forces to promote culture of experimentation

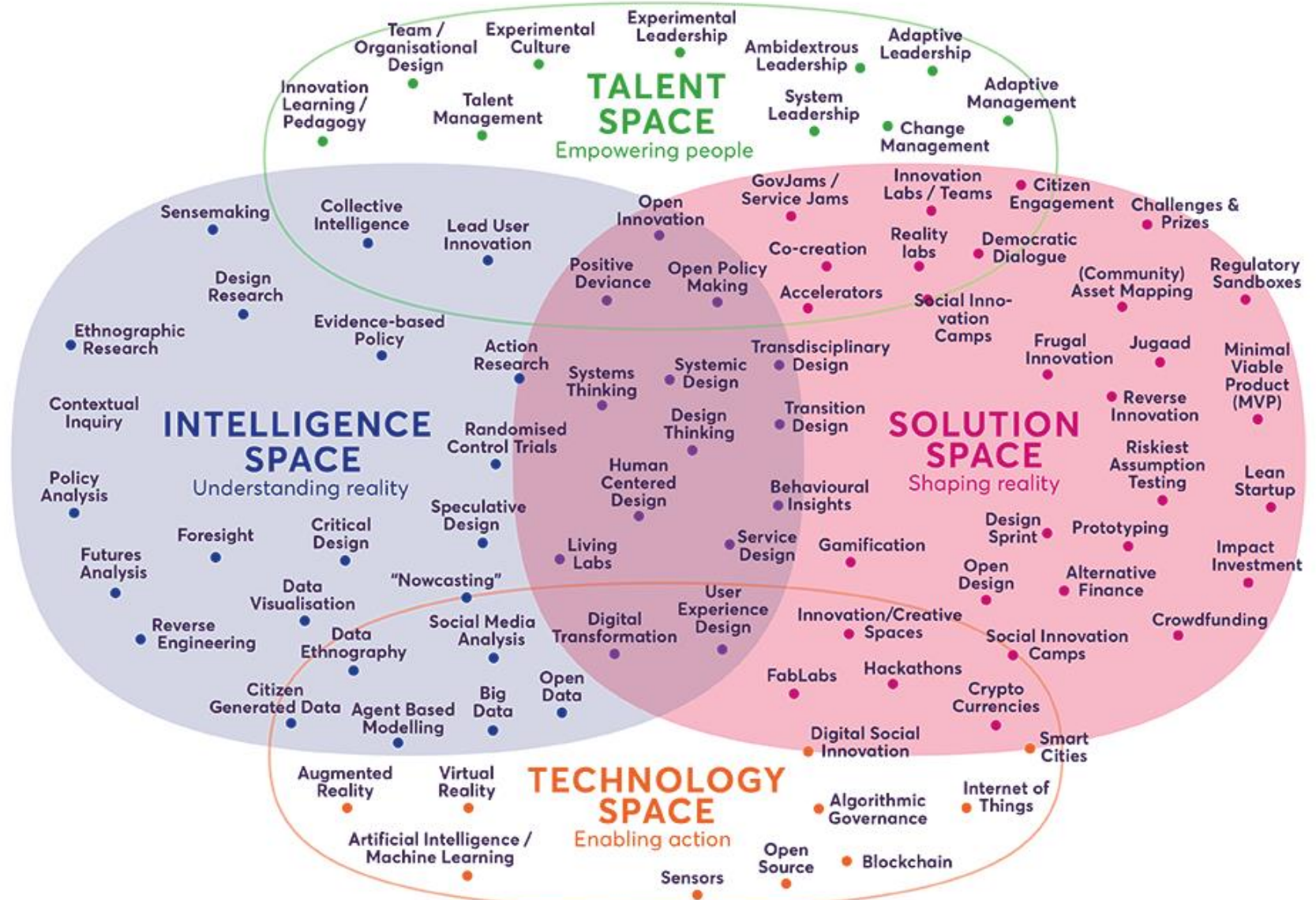
PRESS RELEASE © 8.11.2017 15.02



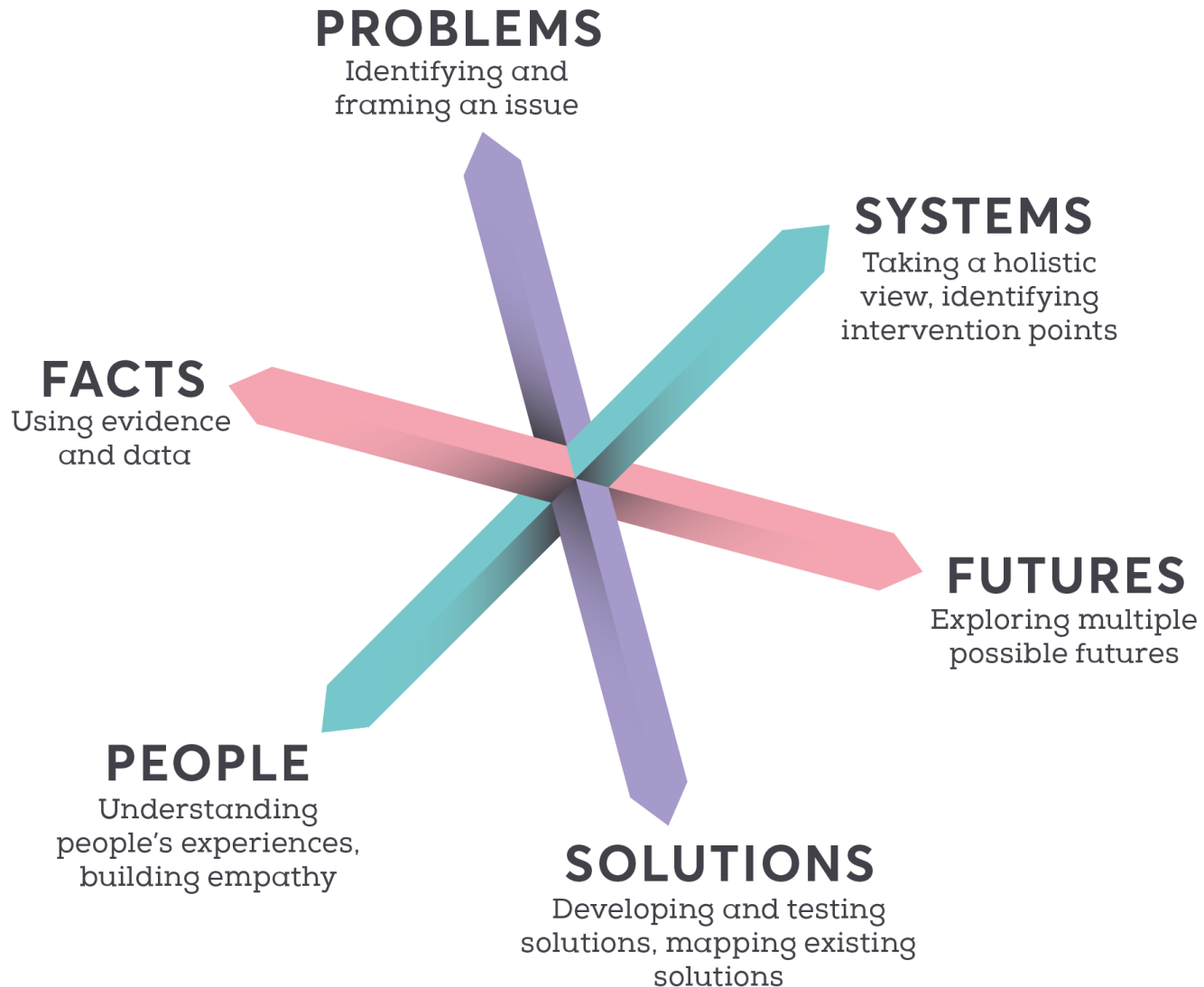
Policy Lab
Co-creating
policy with the
people affected

So how do we make this happen?

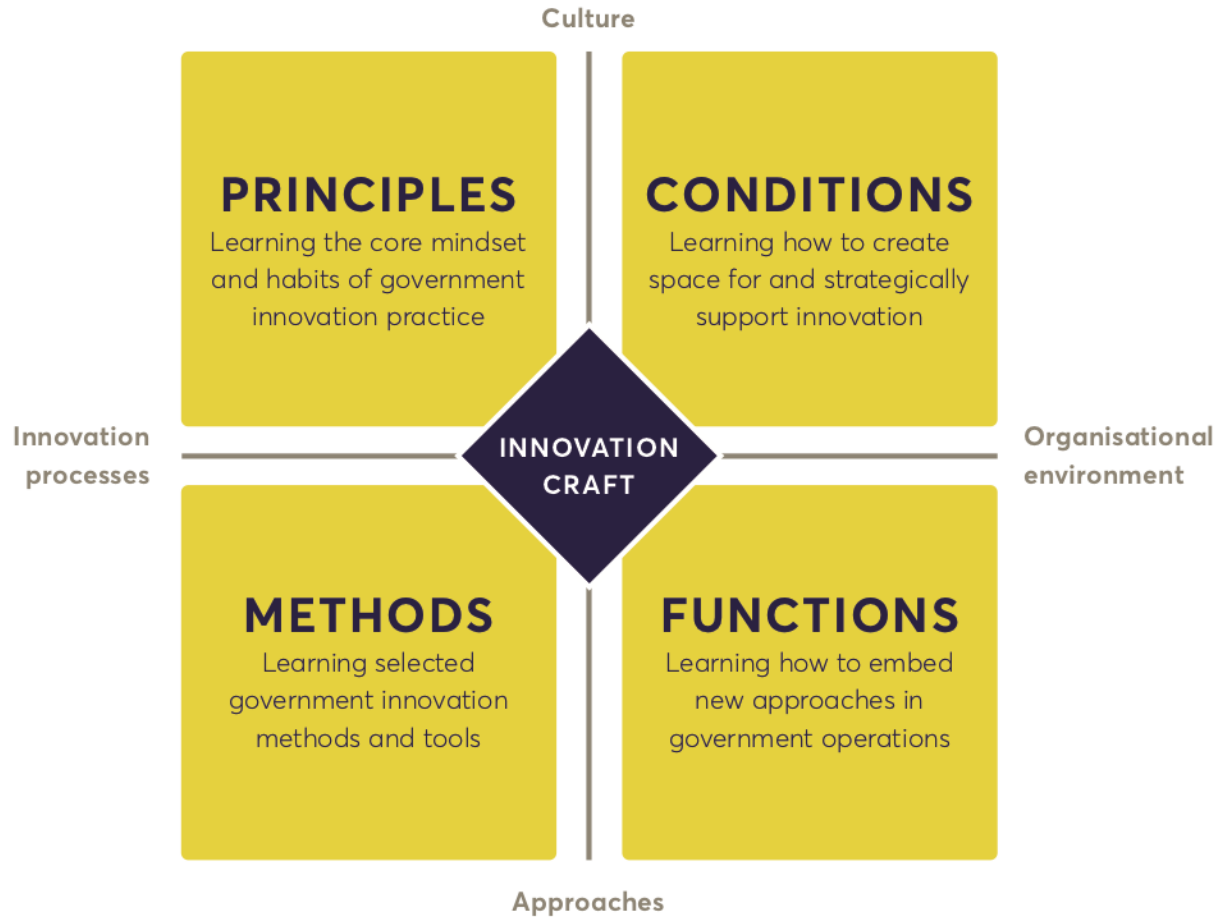
Landscape of innovation approaches



Six principles to explore the unobvious



Creating space for innovation craft



Rehearsing new practices

TRADITIONAL PLANNING	PRINCIPLES OF EXPERIMENTAL CULTURE	EXPERIMENTAL PRACTICE
<p>PREDICTABLE Outcomes are predictable and result from careful (process) execution</p>	<p>Outcomes</p>	<p>UNPREDICTABLE Outcomes are not predictable and result from trial-and-error</p>
<p>"WE KNOW" Using existing knowledge/methods to achieve desired outcomes</p>	<p>Attitude</p>	<p>"WE DON'T KNOW (FOR SURE)" Testing and seeing what works, or tapping into other sources of knowledge (citizens / partners)</p>
<p>A SPECIFIC FUTURE Planning is done for creating a specific future</p>	<p>Planning</p>	<p>MULTIPLE FUTURES Planning is done for multiple possible futures</p>
<p>REARVIEW-MIRROR Decisions are based on historical facts and past successes</p>	<p>Decision basis</p>	<p>FUTURE-ORIENTED Decisions are open-ended and based on indications from experiments</p>
<p>PROBLEM Citizens are seen as a problem to be solved or the cause of the problem</p>	<p>Citizens</p>	<p>POTENTIAL Citizens are a source of insight and potential for transformative action</p>
<p>HIGHLIGHT AND VALIDATE Knowledge is used to make generalizable assumptions on societal problems at scale at a point-in-time</p>	<p>Purpose of knowledge</p>	<p>UNDERSTAND AND GENERATE Knowledge is used to capture human experience/social complexity and test assumptions in real-time over time</p>
<p>PRESCRIPTIVE Policy documents that describe or prescribe a predefined course of action</p>	<p>Tools</p>	<p>EXPLORATIVE Innovation tools that enable creative thinking, collaboration and learning</p>
<p>INSIDE THE OFFICE Try to figure out from behind a desk what course of action to take</p>	<p>Location</p>	<p>OUTSIDE THE OFFICE Engage with users and stakeholders to figure out what course of action to take</p>
<p>CAMOUFLAGED Uncertainty and risks are camouflaged via detailed plans or sometimes even a deal-breaker</p>	<p>Uncertainty and risk</p>	<p>ACKNOWLEDGED Uncertainty and risks are coped with and minimised via trial--and-error approach</p>
<p>AVOIDED Failure is seen as something to avoid</p>	<p>Failure</p>	<p>EMBRACED Failure is accepted as part of iterative learning and improving</p>

Building new competencies



Public sector innovators combine key attitudes and skills to successfully drive innovation in government and solve public problems





The role of leadership

Public policy

A design problem?

“How can you make sensible policy or strategy in a nondeterministic, evolutionary, highly complex world, that is, a world where the most desirable outcomes are unknown but there may be many possible acceptable outcomes, where change is characterized by both path dependence and unpredictability, and where there are many diverse components, interactions, and feedback among components and multiple dimensions to each problem? This is the design problem with respect to public policy.”

Carlsson (2004:36)

Alternative governance models

	LEGACY: Traditional public administration	CURRENT: New Public Management	FUTURE: Networked governance
Context	Stable	Competitive	Continuously changing
Population	Homogeneous	Atomized	Diverse
Needs/problems	Straightforward, defined by professionals	Wants, expressed through the market	Complex, volatile and prone to risk
Strategy	State and producer centred	Market and customer centred	Shaped by civil society
Governance through actors	Hierarchies Public servants	Markets Purchasers and providers Clients and contractors	Networks and partnerships Civic leadership
Key concepts	Public goods	Public choice	Public value

Source: Adapted after Jean Hartley (2005)

Challenge #1: Empathic data

“To employees long accustomed to being told to be rational and objective, these methods can seem rather subjective and personal. Businesses want to understand their customers, of course, but design thinking approaches to connecting with customers can feel too close, uncomfortably emotive, sometimes overwhelmingly affecting.”

Austin, R. & Bason, C. (2018) The Right Way to Lead Design Thinking. HBR

Challenge #2: Iteration

“Design methods ask employees not to race to the finish line, not to converge on an answer as quickly as possible, and instead to widen the set of options—to go sideways for a while rather than forward. This can be difficult for people schooled in the need for efficiency, the importance of cost savings, the value of being lean, and so on. It can feel like “spinning wheels” because it kind of is.”

Austin, R. & Bason, C. (2018) The Right Way to Lead Design Thinking.
HBR

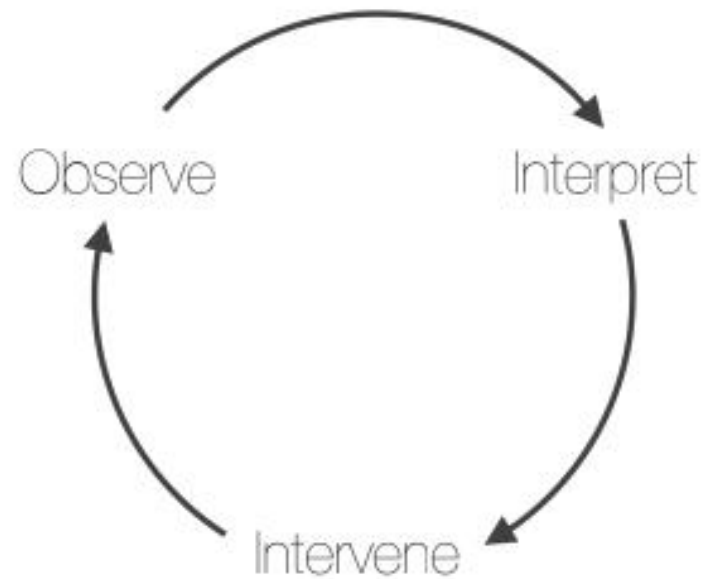
Challenge #3: Learning to fail forward

“If that were not enough, design approaches also call on employees to often experience something that they have historically tried to avoid: failure. The aspects of these methods that involve iterative prototyping and testing work best when they produce lots of negative results, outcomes that show you what does not work. But piling up seemingly unsuccessful outcomes does not feel good to most people.”

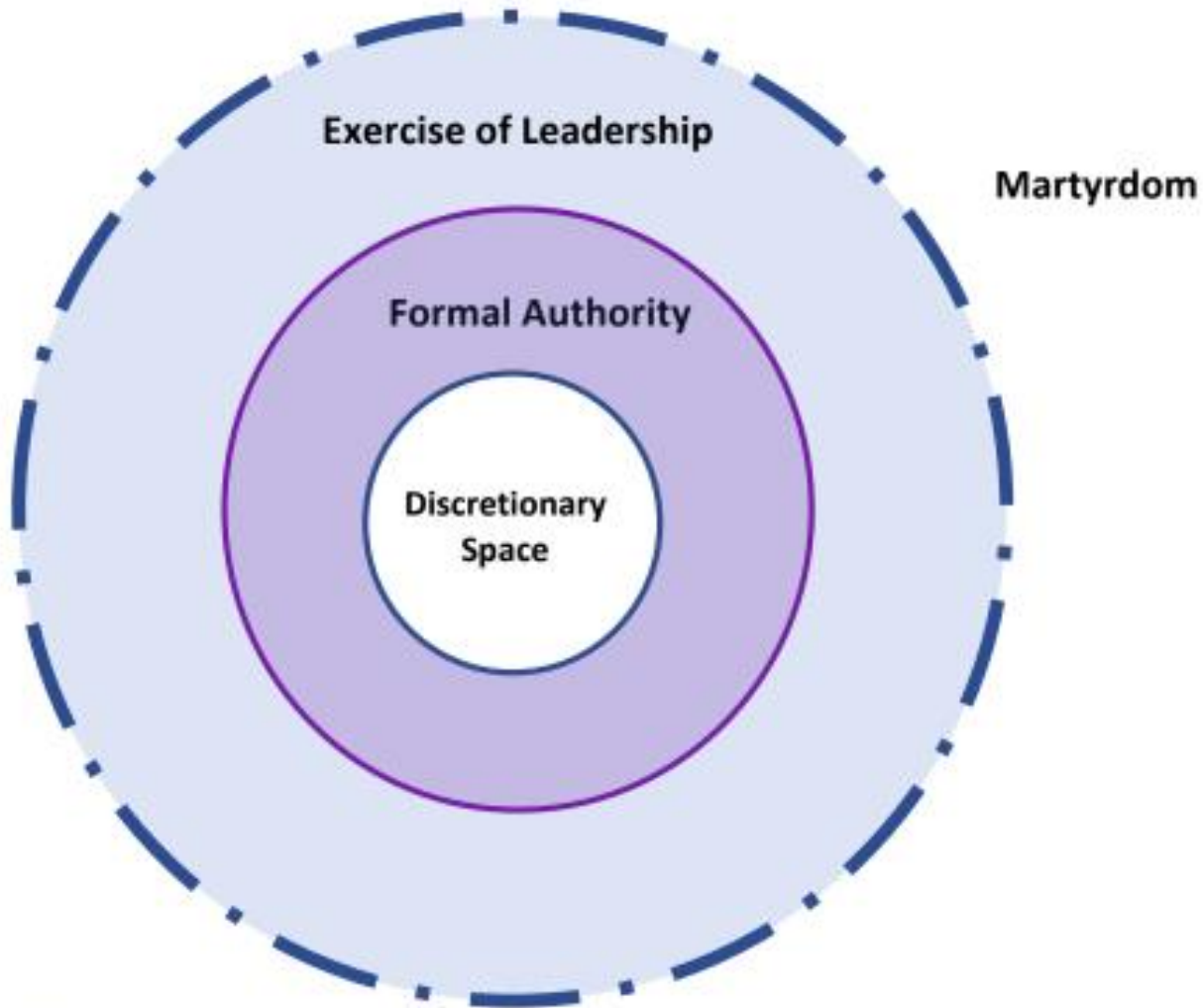
Austin, R. & Bason, C. (2018) The Right Way to Lead Design Thinking. HBR

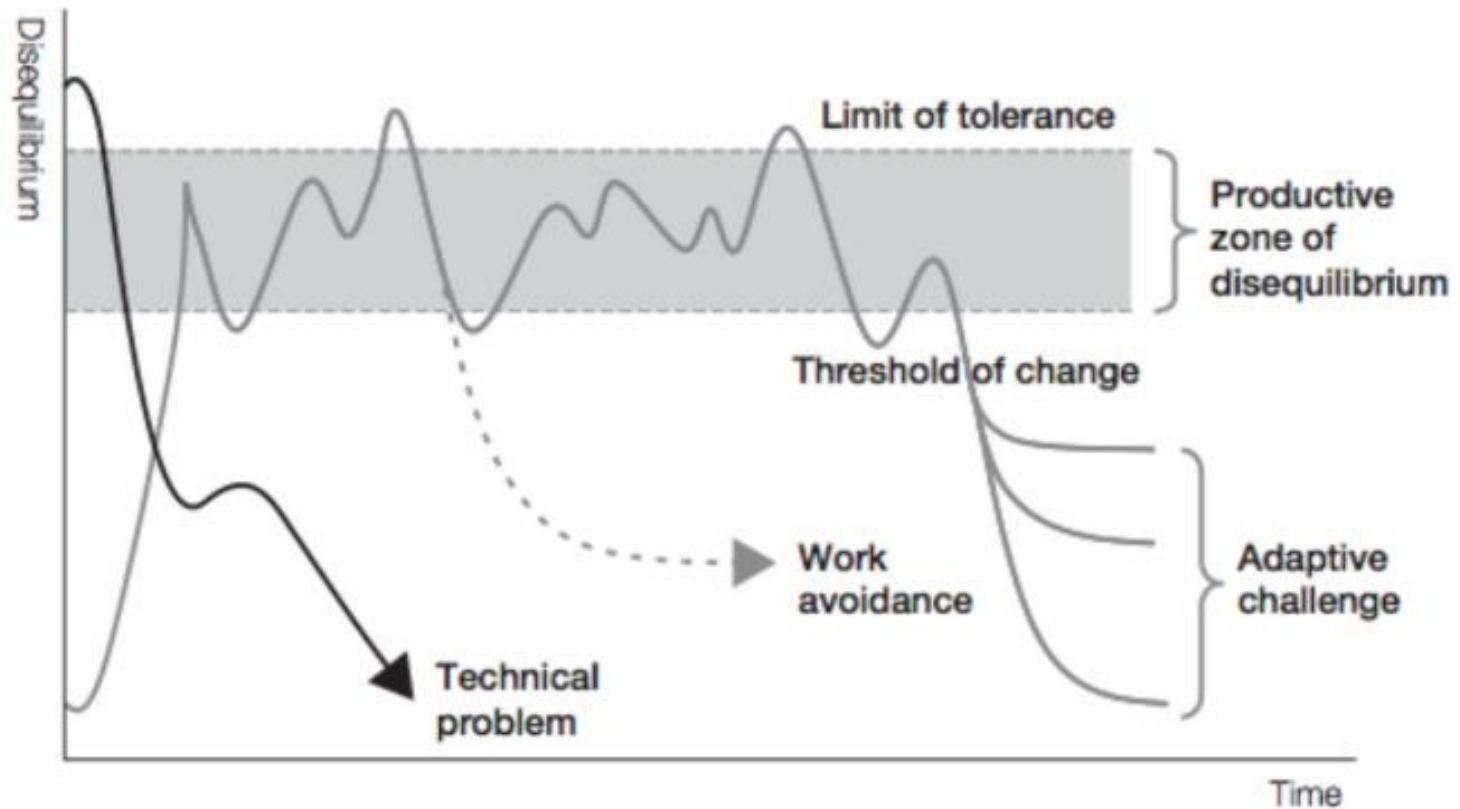


Traditional leadership



Adaptive leadership





Ways to create space for innovation

- **Phantom rules and procedures**
 - Agree on the Goal, Keep Asking Why it Can't Be Done
- **Unwritten rules and procedures**
 - Map and Codify Old Habits, and Discuss their Value
- **Excuses**
 - Raise the Heat, Increase the Pressure, and Challenge
- **Discretionary deficits**
 - Reduce the Heat, Relieve the Pressure, and Be Supportive

50 shades of failure

When have you
experienced failure?

What caused
the failure



Would you consider
it a **GOOD** or **BAD**
failure?

Causes of failure

Inattention

Deviance

Process
complexity

Process
inadequacy

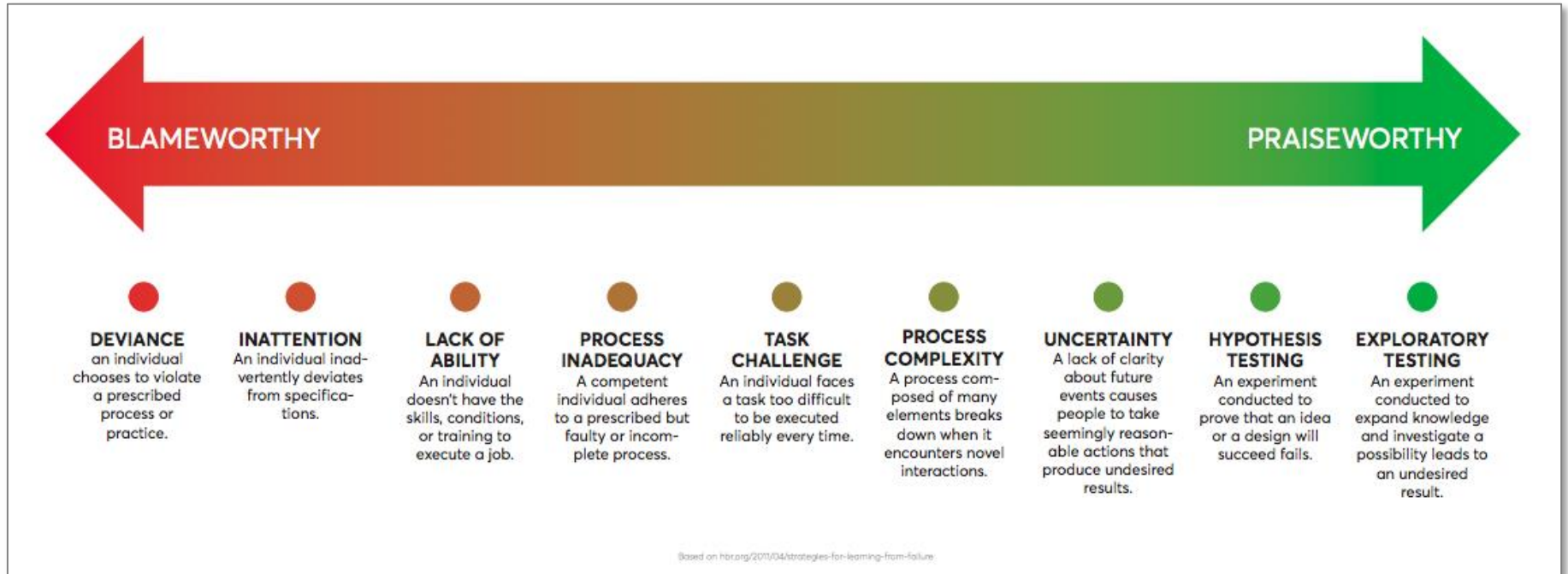
Uncertainty

Lack of
evidence

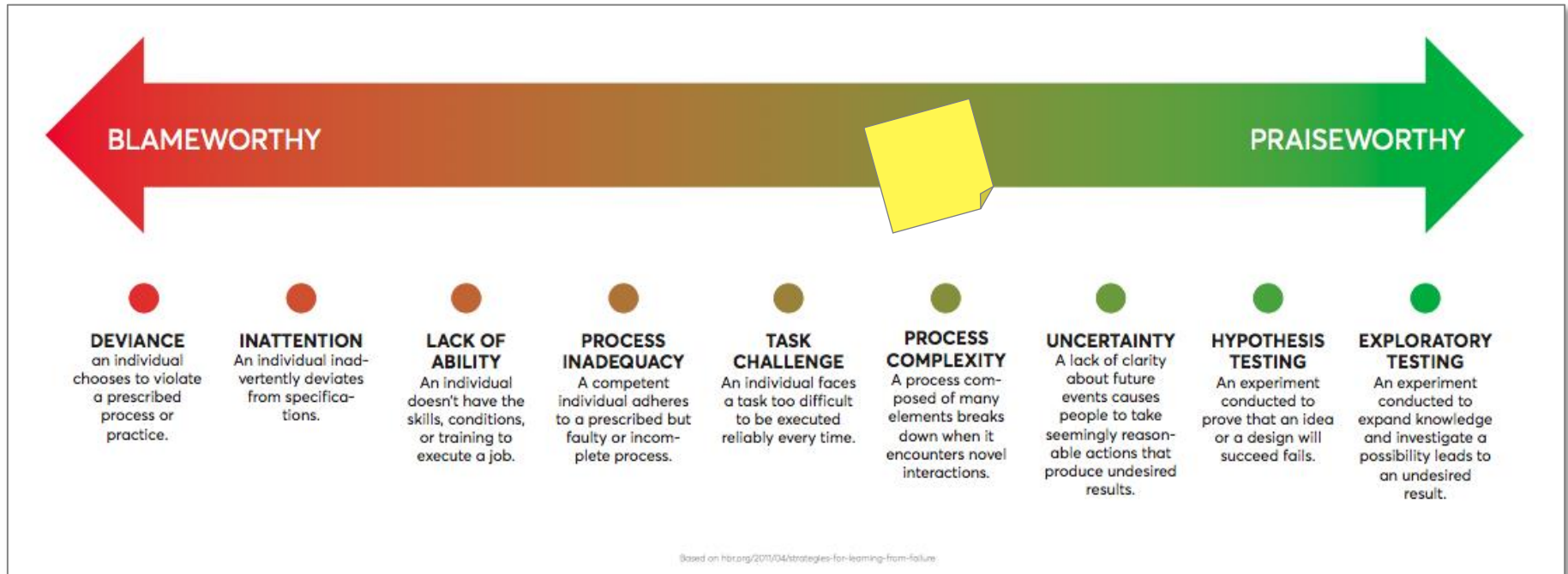
Lack of ability

Task challenge

Spectrum of failure



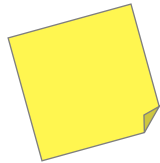
Where is your failure on this spectrum?



BAD FAILURE

What are its characteristics?

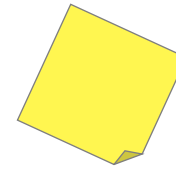
How to avoid or prevent it?

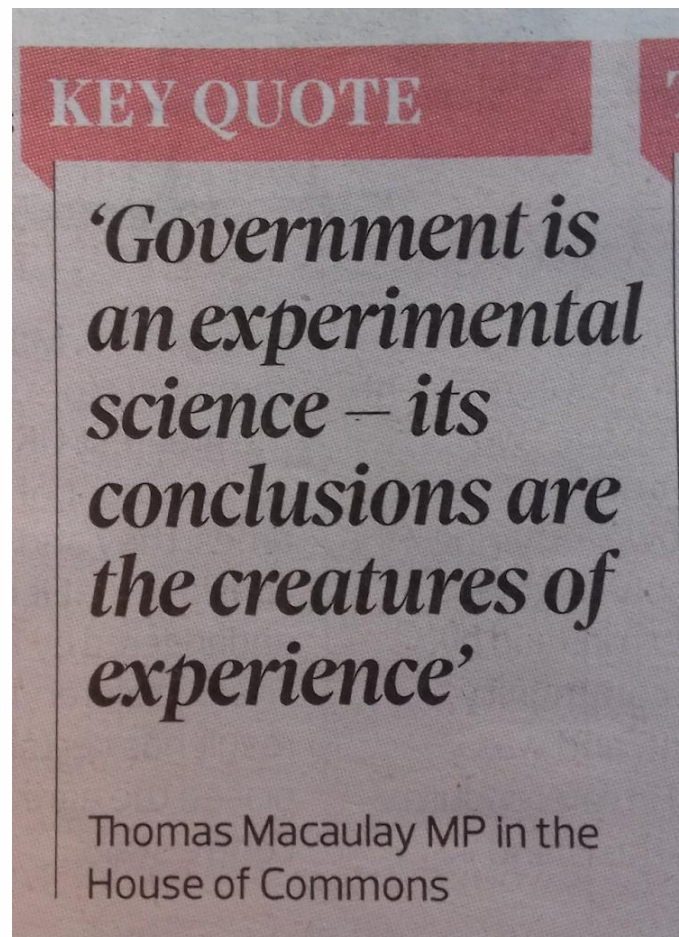


GOOD FAILURE

What are its characteristics?

How to learn from it?





Source: The Observer (1832)



“The country needs and unless I mistake its temper the country demands bold persistent experimentation. It is common sense to take a method and try it. If it fails admit it frankly and try another. But above all *try something.*”

— **Franklin D. Roosevelt**



Source: AFP

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Discussion

