



Seminar for Top Level Managers

April 2019

WHAT OPSI DOES

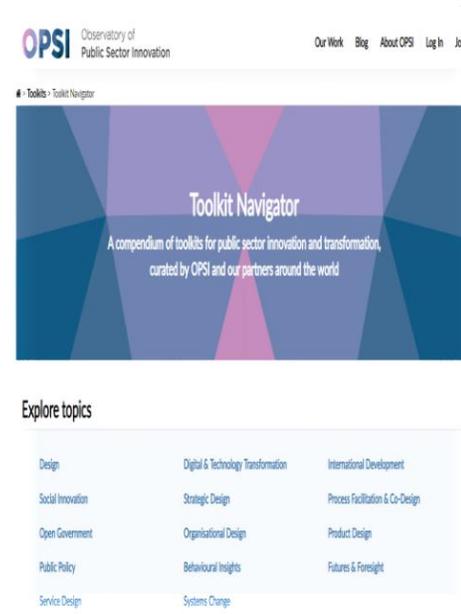
PROVIDING TRUSTED
ADVICE



UNCOVERING
WHAT IS NEXT



TURNING THE NEW INTO NORMAL



Innovation

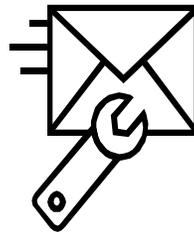
What is Innovation?

Innovation does not have a specific definition – you know it when you see it, but others may disagree. What innovation means to you and what it looks like in your context may be very different to those of others.



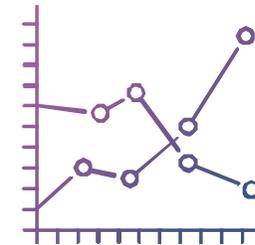
Novelty

Innovation introduces new approach



Implementation

Innovations are more than an idea, they involve doing



Impact

Innovations are things that make a difference, though it may not be easy to measure

WHY DO WE NEED CHANGE?

SYSTEMS ARE NOT FAILING; THEY ARE WORKING FOR THE AIMS THEY WERE DESIGNED...
IT IS THE AIMS THAT HAVE CHANGED

01

END OF KNOWN KNOWNS

Uncertainty is on the rise and not everything can be evidenced (in time)

02

COMPLEXITY

Problems are becoming increasingly complex, while our solutions remain reductionist

03

PROXIMATE FAILURE, DISTANT IMPACT

Increasingly today's interventions – and failures – will have long-term effects

04

OPEN FUTURES

There is a need for reflection in action: fuzzy fronts and open ends

05

CONTEXTUAL VARIANCE

Most problems are contextual and akin to the system they derive from. Toolkit fatigue – not all processes can be described in linear actions

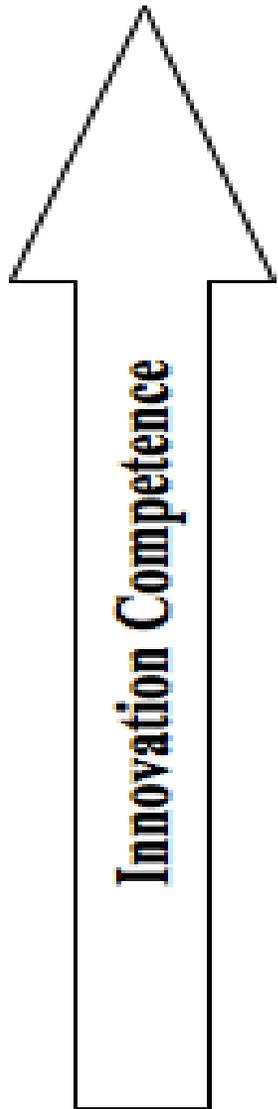
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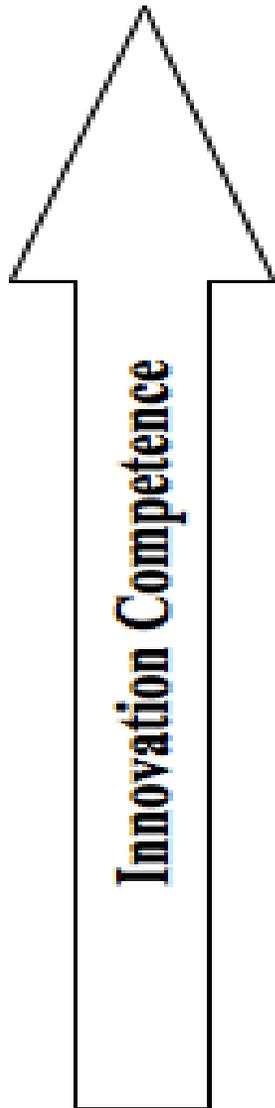
NEW AIMS

The way we live our lives has changed and so have our expectations of government and public services



Does your organisation have the proper
commitment to innovation?





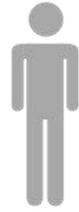
<p>Unicorns</p> <p>Mythical Don't Exist</p>	<p>Stars (at Risk)</p> <p>Free Agents Canada</p>	<p>World Class Innovators</p> <p>GDS - UK</p>
<p>Accidental Innovators</p> <p>Brazil Regional Post Office</p>	<p>Fit for Purpose</p> <p>Estonian Digital Services</p>	<p>Potential Stars</p> <p>Veteran Affairs Innovation Specialists - USA</p>
<p>Not Innovating Very Much</p> <p>Rare</p>	<p>Thinking about Innovation</p> <p>Department of Human Services - Australia</p>	<p>Bewildered</p> <p>Government-wide Innovation Movements</p>





Is the amount of innovation occurring in the
public sector sufficient?

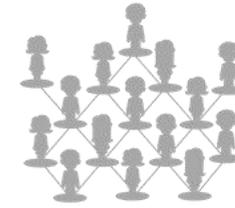
The determinants of innovation activity



Individual



Organisation



System

Reason for innovation

Motivation to Innovate

Problem Identification

Clarity about Innovation

Possibility for innovation

Opportunity to Innovate

Ideas Generated

Proposals Developed

Parity of Innovation

Capability for innovation

Ability to Innovate

Project Implementation

Suitability for Innovation

Experience of innovation

Learning from Innovation

Evaluation

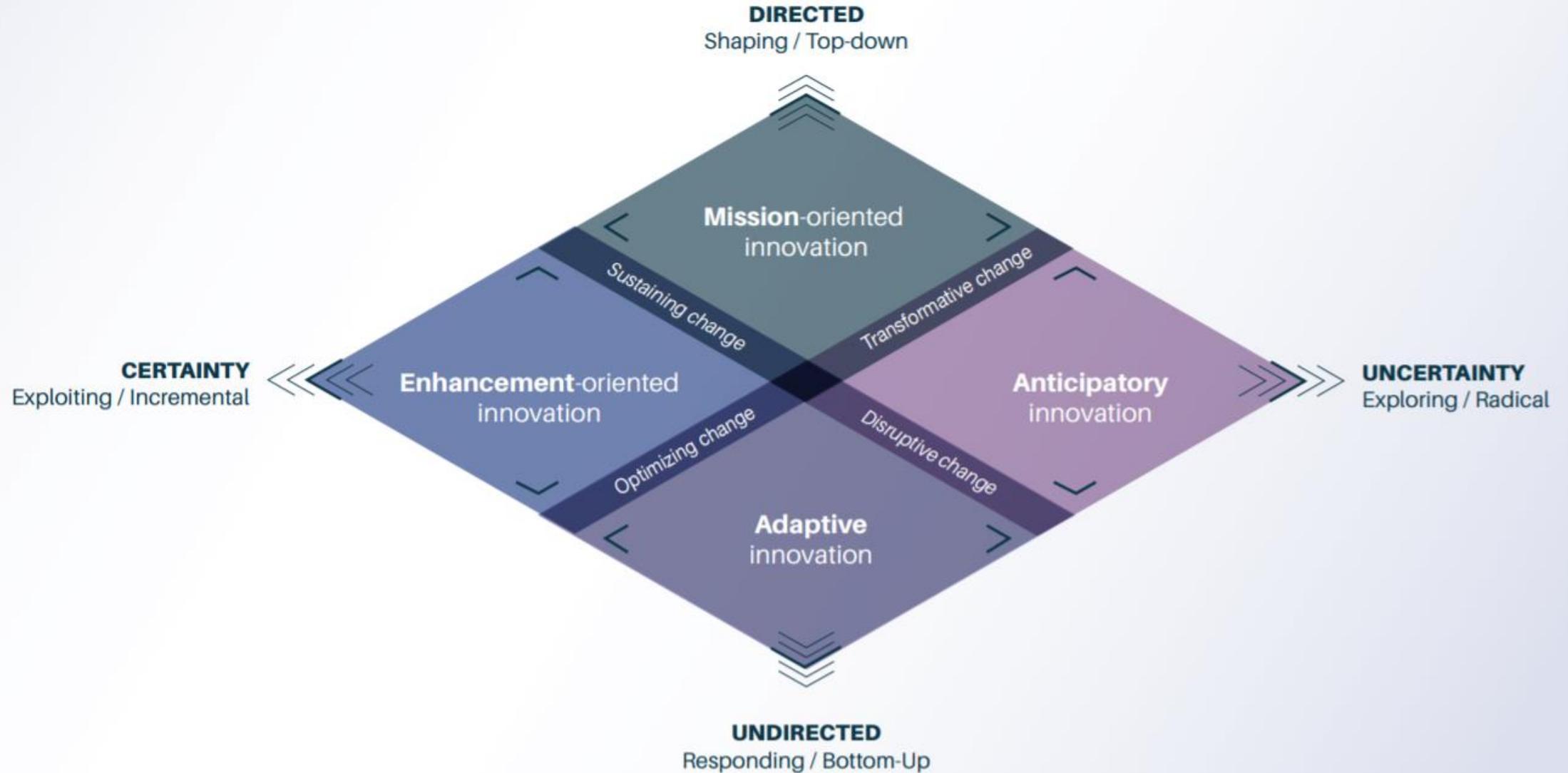
Lessons diffused

Normality around Innovation

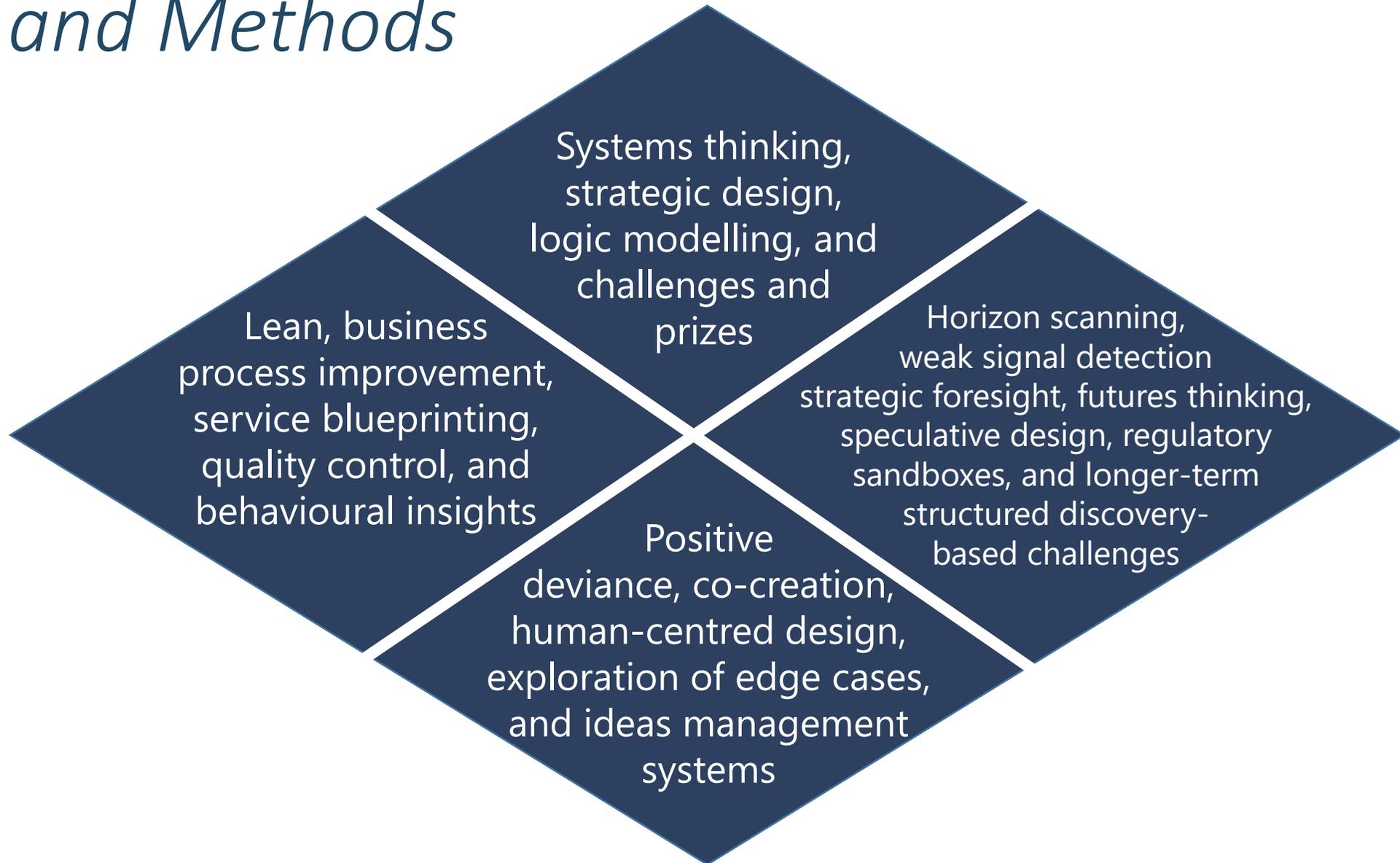


Does your current innovation strategy match
your context?

Innovation is multifaceted



Tools and Methods



<https://trends.oecd-opsi.org/>

EMBRACING INNOVATION IN GOVERNMENT

Global Trends 2019

FEBRUARY 2019



TRENDS.OECD-OPSI.ORG



Public Service Leadership and Capability

OECD Recommendation, 2019

01

VALUES-DRIVEN CULTURE AND LEADERSHIP

01 Define the **values** of the public service and promote values-based decision making.



02 Build **leadership capability** in the public service.



03 Ensure an **inclusive and safe** public service that reflects the diversity of society.



04 Build a **proactive and innovative** public service that takes a long-term perspective in policy design and services.



02

SKILLED AND EFFECTIVE PUBLIC SERVANTS

05 Continuously **identify skills** and competencies needed to transform political vision into services which deliver value.



06 **Attract and retain** employees with the skills and competencies required from the labour market.



07 Recruit, select and promote candidates through **transparent, open and merit-based** processes.



08 Develop the necessary skills and competencies by **creating a learning culture** and environment in the public service.



09 Assess, reward and recognise **performance, talent and initiative**.



03

RESPONSIVE AND ADAPTIVE PUBLIC EMPLOYMENT SYSTEMS

10 Clarify **institutional responsibilities** for people management.



11 Develop a **long-term, strategic and systematic approach** to people management based on evidence and inclusive planning.



12 Set the necessary conditions for internal and external **workforce mobility and adaptability** to match skills with demand.



13 Determine and offer transparent **employment terms and conditions** that match the functions of the position.



14 Ensure that employees can **contribute** to the improvement of public service delivery and engaged as partners in public service issues.





Role of leaders: drive performance and innovation in the public workforce





SIX CORE SKILLS AREAS FOR PUBLIC SECTOR INNOVATION

- Challenging the usual way of doing things
- Working with unusual/ different partners
- Building alliances for change

Insurgency



Storytelling



- Using narratives to explain 'the journey'
- Including 'user stories' to outline benefits
- Progressing the story as situations change



Iteration

- Rapid and incremental development
- Developing and refining prototypes
- Experimentation and testing



Data literacy

- Basing decisions on data and evidence
- Building systems that collect the right data
- Communicating data effectively



User centred

- Policies and services solve user needs
- Considering users at every stage
- Users that say: "I would do that again"

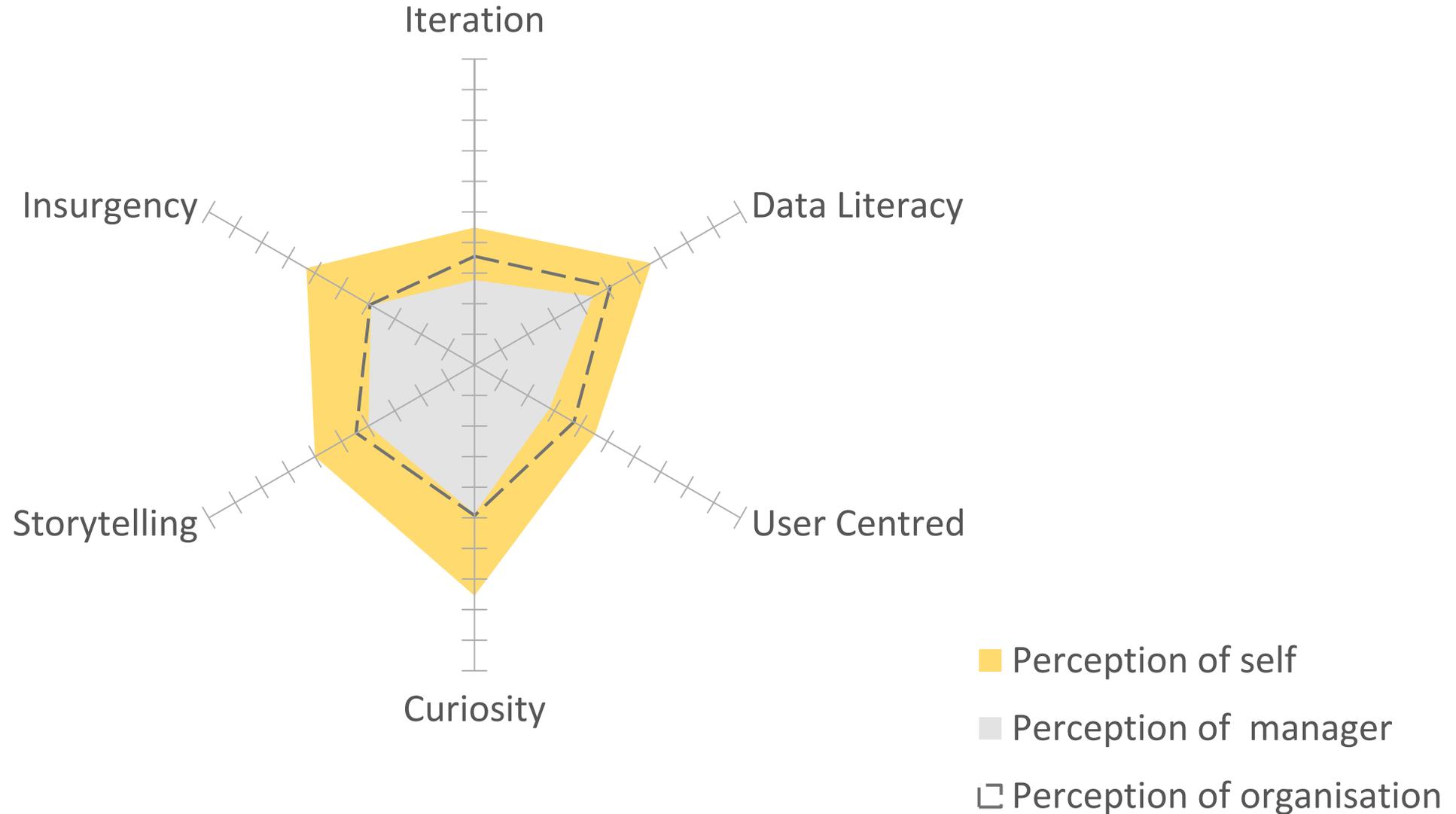


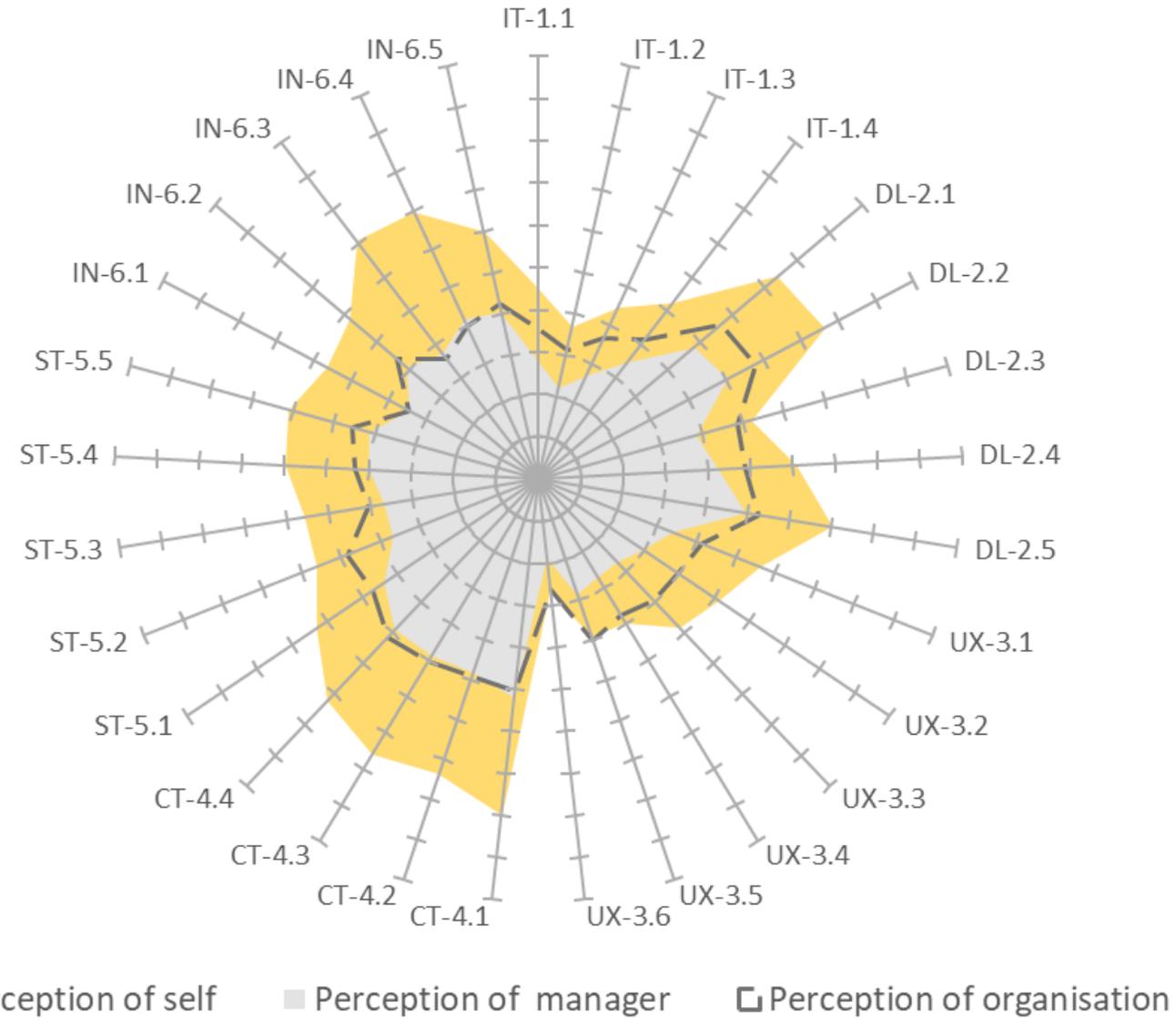
Curiosity

- Identifying new ideas, ways of working
- Adapting approaches used elsewhere
- Reframing problems and perspectives

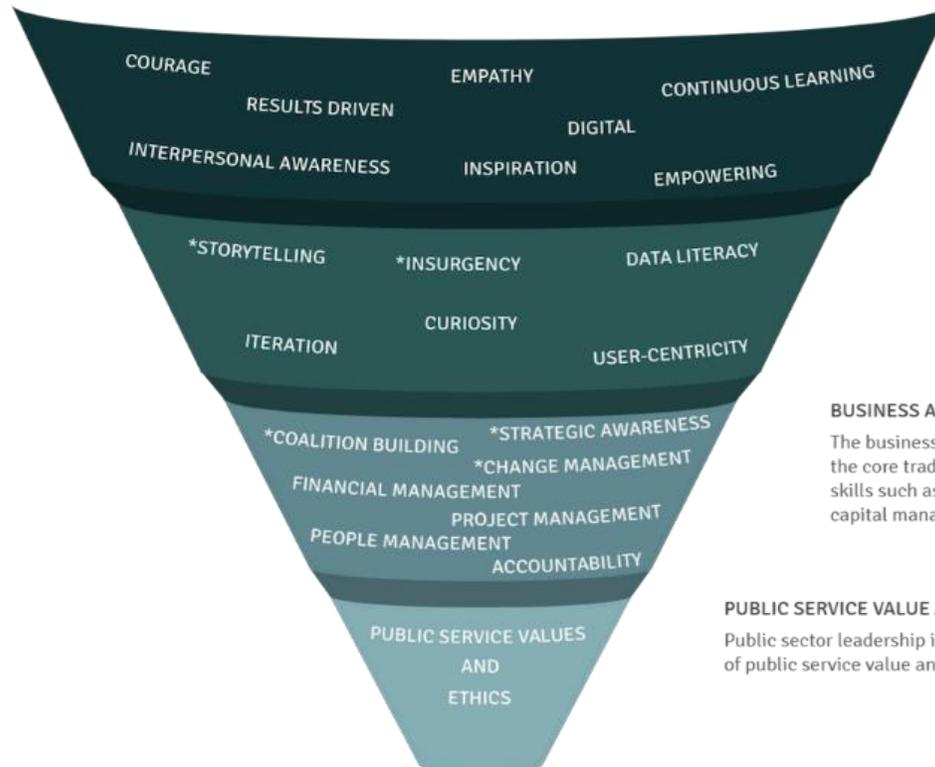


Innovation skills in Brazil's public service





Innovation Leadership Framework



MINDSETS

Not simply how a leader relates to others, but also reflect on how they lead and affect others. Leaders must have empathy for public servants, the people of their country, and their leadership.

INNOVATION SKILLS

Leaders must have an understanding of innovation methods, mindsets, and strategies to properly lead, support, and embrace new and different solutions.

BUSINESS ACCUMEN

The business acumen skills are those which are the core traditional organisational leadership skills such as financial management, human capital management, and accountability.

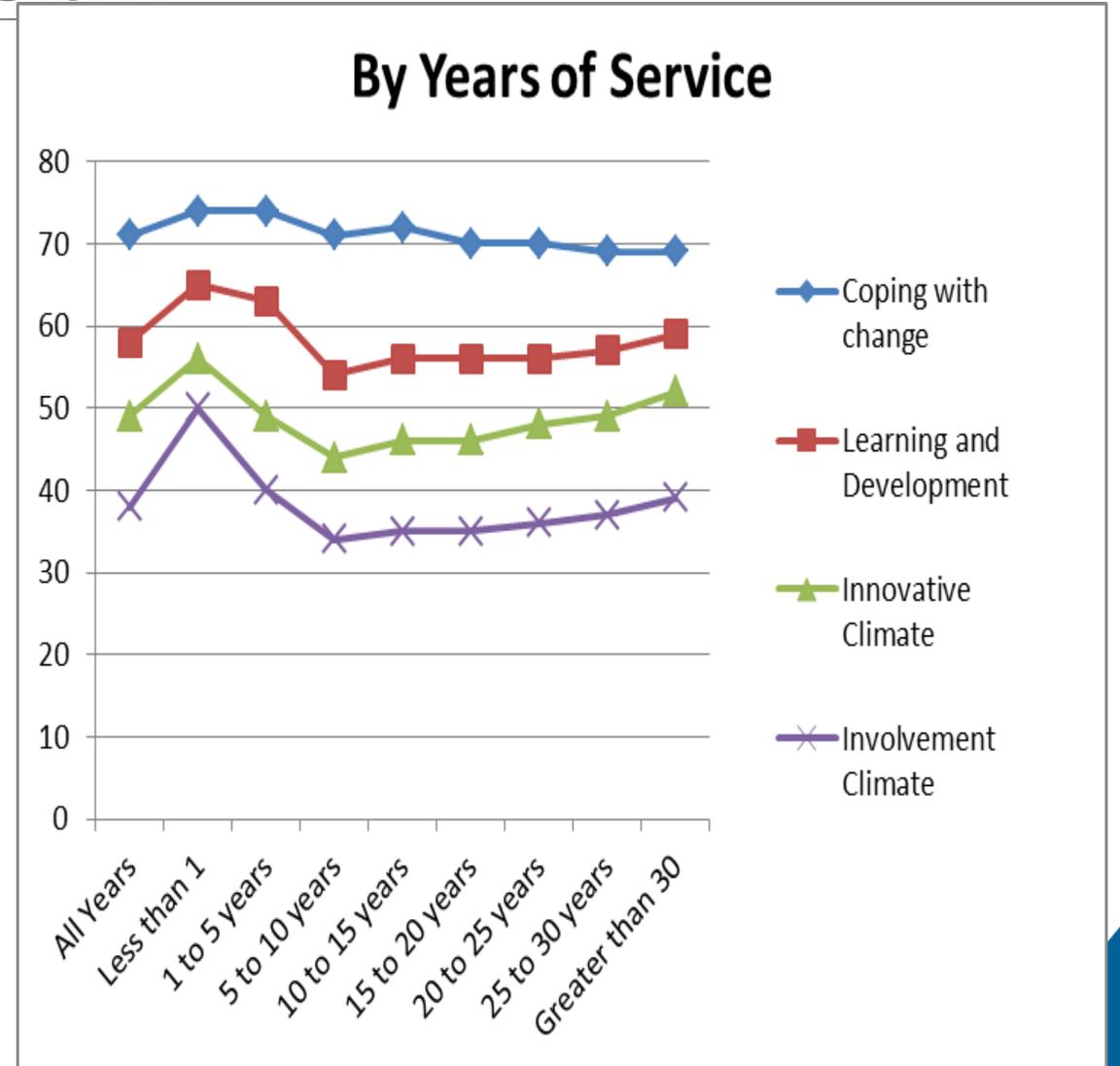
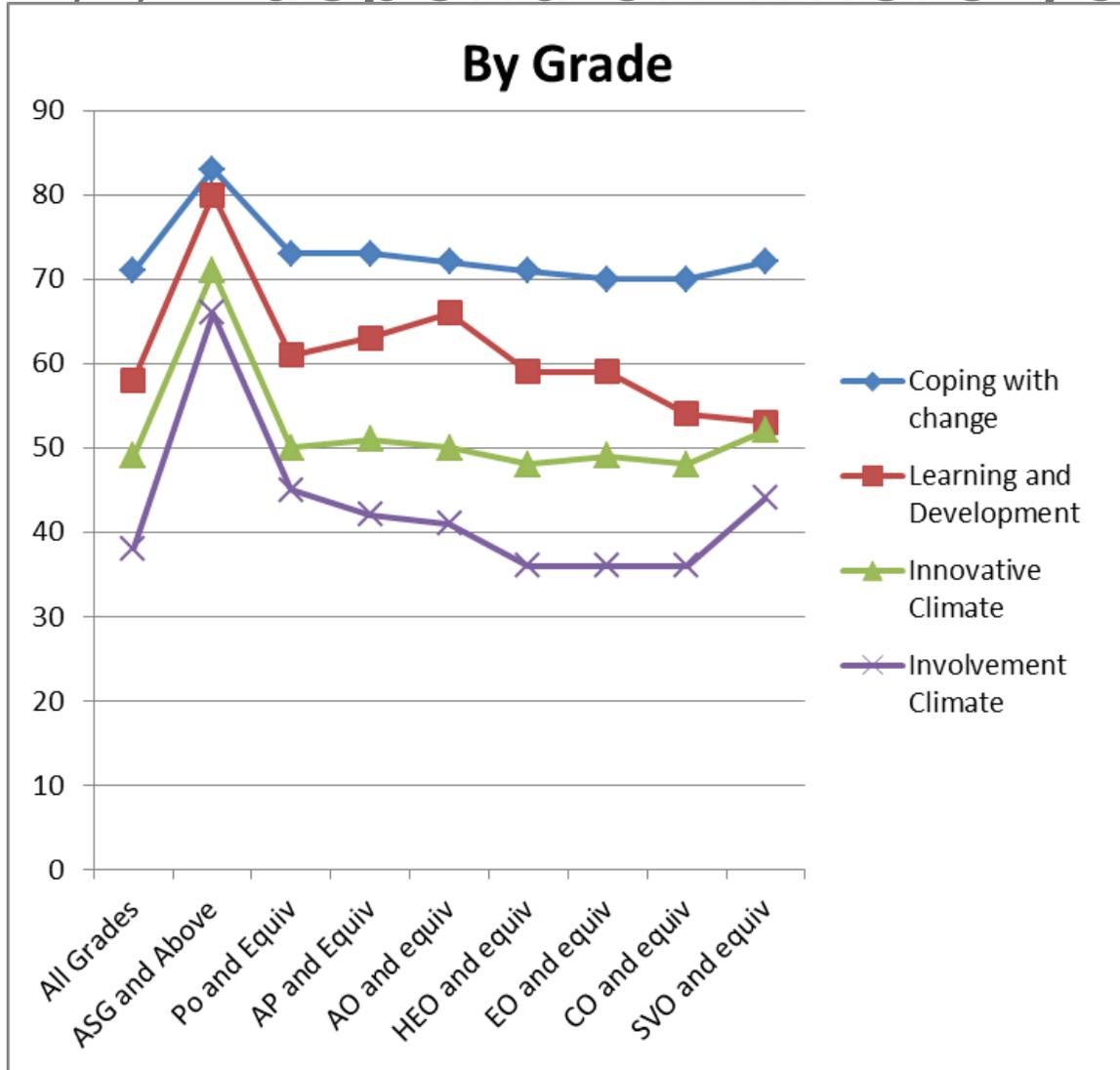
PUBLIC SERVICE VALUE AND ETHICS

Public sector leadership is built on a foundation of public service value and ethical behaviour.





Reality check: Perceptions of innovation depend on where you sit...



Activity: How can you start supporting innovation

01

Based on this discussion, take 5 minutes by yourself and write down some ideas that you could start implementing tomorrow to be a better innovative leader.

02

Get in groups of 5 and for the next 20 minutes, share ideas that you all had in your group

03

Share out – Choose a representative and pick 1 idea that the group really likes and thinks is innovative, explain it to the group.



THANK YOU

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oe.cd/pem

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Daniel Gerson

Kevin Richman

OECD Participation was made possible with the support of the European Commission's Structural Reform Support Service.



Persona Activity – How to make the workforce more innovative



Thomas The Minister

“ I have to balance innovation with political risk ”

*Education: Masters of Business Administration
Experience in Public Sector: 20 years in politics*

Thomas tries to lead the organisation by empowering his employees, but also keeps his most important and highest risk initiatives more centralised. Thomas has a clear agenda and sometimes gets frustrated with the organisation not executing his vision and agenda, as well as how rigid the system is.



AMO Model	“As Is” (Current State)	
	Strengths	Weakness
Ability To Innovate		
Motivation To Innovation		
Opportunity To Innovation		



THANK YOU

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Kevin Richman

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Backup Slides

In Summary

1

A changing world means governments must consider changing what they do and how they do it. Innovation will not always be the answer, nor will it always be a good option, but increasingly it must be one of the options open to government.

2

This requires a systemic response. The public sector needs to consider the fundamental determinants of whether and how innovation occurs. Innovation must move from a sporadic, ad hoc and reactive activity, to a deliberate, consistent and reliable resource.

3

Governments need to recognise the multifaceted nature of innovation, and appreciate that different facets can contribute to different types of solutions. Governments also need to take a portfolio approach to innovation, to ensure that it has choices in how it responds.

Tracking Trends

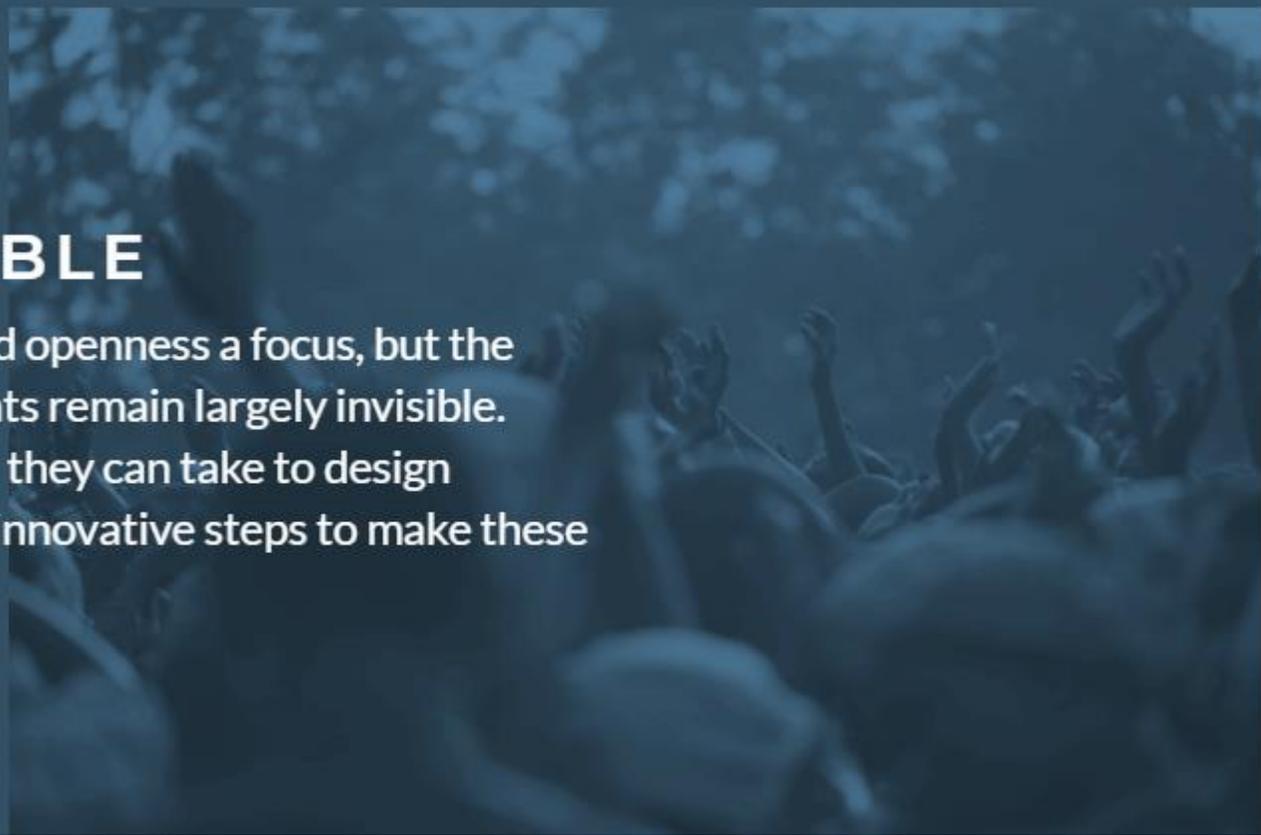


Project seeks to:

- Surface new ideas and approaches
- Allow us to see and prepare for what's next
- Facilitate building a network of innovators
- Embed and duplicate successes
- Reduce the impact of failure
- Speed up the process of innovation

TREND 1: INVISIBLE TO VISIBLE

Governments in recent years have made transparency and openness a focus, but the insights, perspectives and opinions of citizens and residents remain largely invisible. Governments may also struggle to see the different paths they can take to design successful policies and services. Governments are taking innovative steps to make these invisible factors visible.



BEHAVIORAL INSIGHTS AND GAMIFICATION

**Carrot Rewards
Canada**



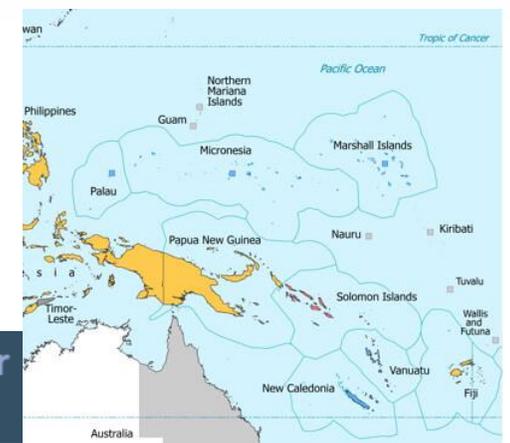
IMMERSIVE TECHNOLOGY

**Finding Places
Hamburg, Germany**



CITIZEN SCIENCE

**Zika Mozzie Seeker
Queensland, Australia**



TREND 2: OPENING DOORS

The complexity of government has traditionally limited participation and minimised public value for underserved populations. But new technologies, open data, and the emergence of new business models have created space for governments to explore new opportunities that open doors to the public value of government.



CIRCULAR ECONOMY AS CURRENCY



Recyclables as Transportation Fare
Surabaya, Indonesia

THE PLATFORM ECONOMY

Sharing Economy for Government Spaces

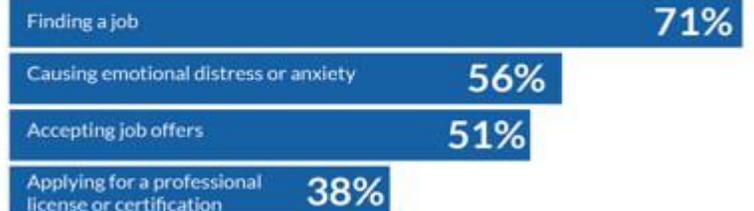
Amsterdam, Netherlands



ACCESS TO JUSTICE

Clear My Record
California, US

CHALLENGES THAT CRIMINAL RECORDS
HAVE POSED FOR CLEAR MY RECORD USERS



TREND 3: MACHINE-READABLE WORLD

Our world is being translated into bits and bytes that can be read by machines and fed into algorithms. Governments are innovating to reconceive the way policy and legislation is created by making them machine-readable. They have also begun to digitise human characteristics, senses, and surroundings to deliver innovative services and interventions.



LAW AS CODE



Better Rules
New Zealand

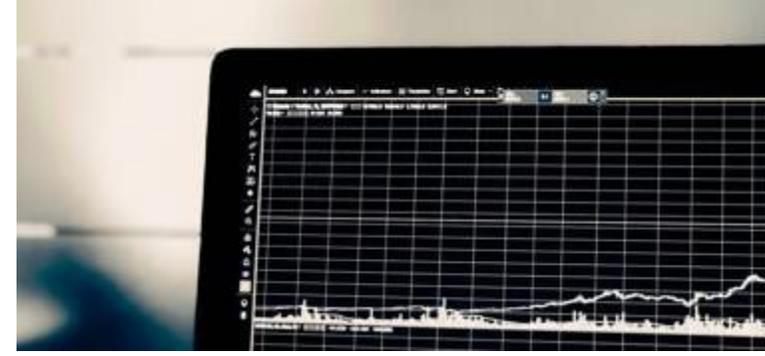
DIGITISING HUMAN CHARACTERISTICS AND SURROUNDINGS

Machine Learning for Land-mapping Queensland, Australia

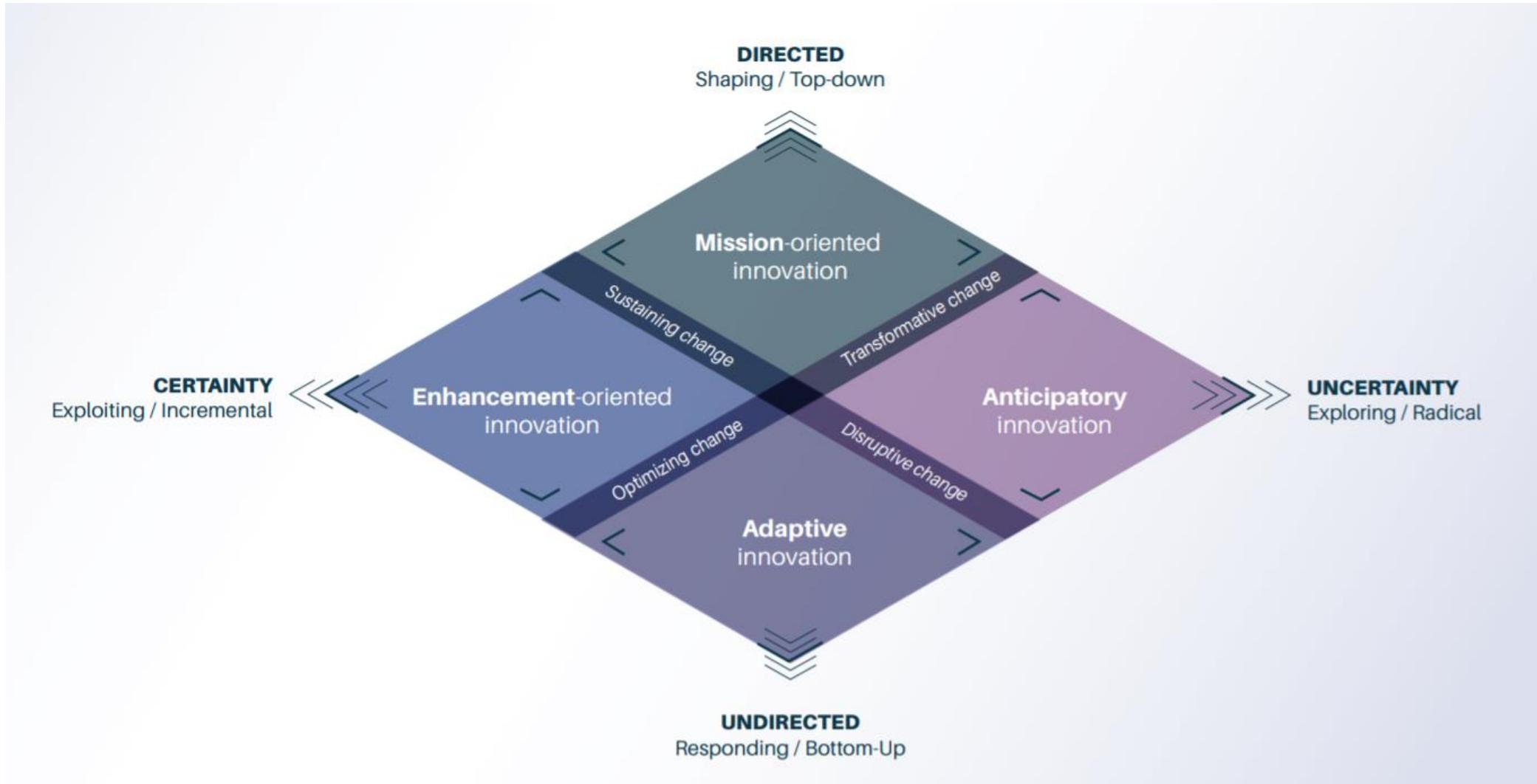


EMERGING TECHNOLOGIES

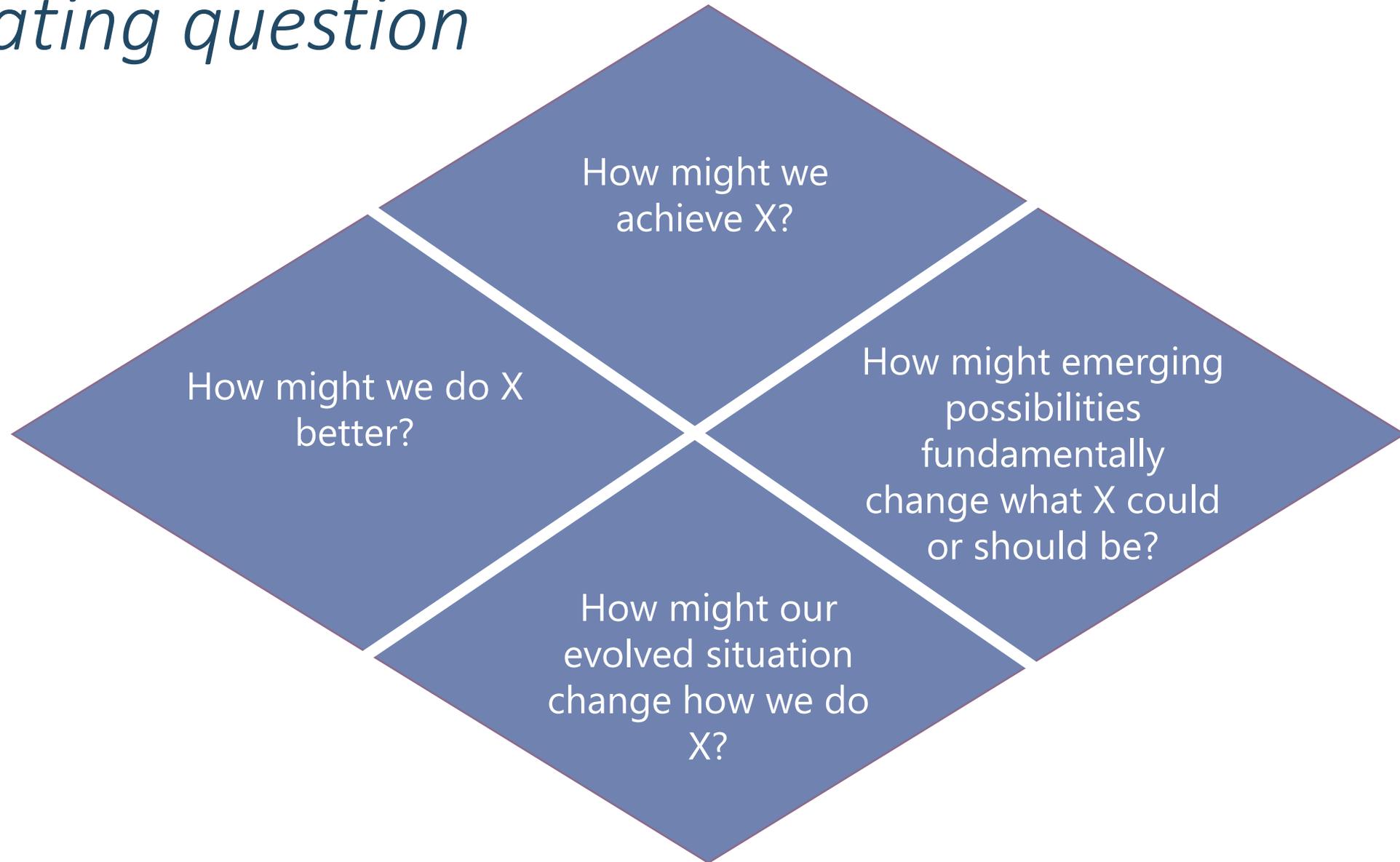
Counterfeit Medicine Detection Using Blockchain and AI Mongolia



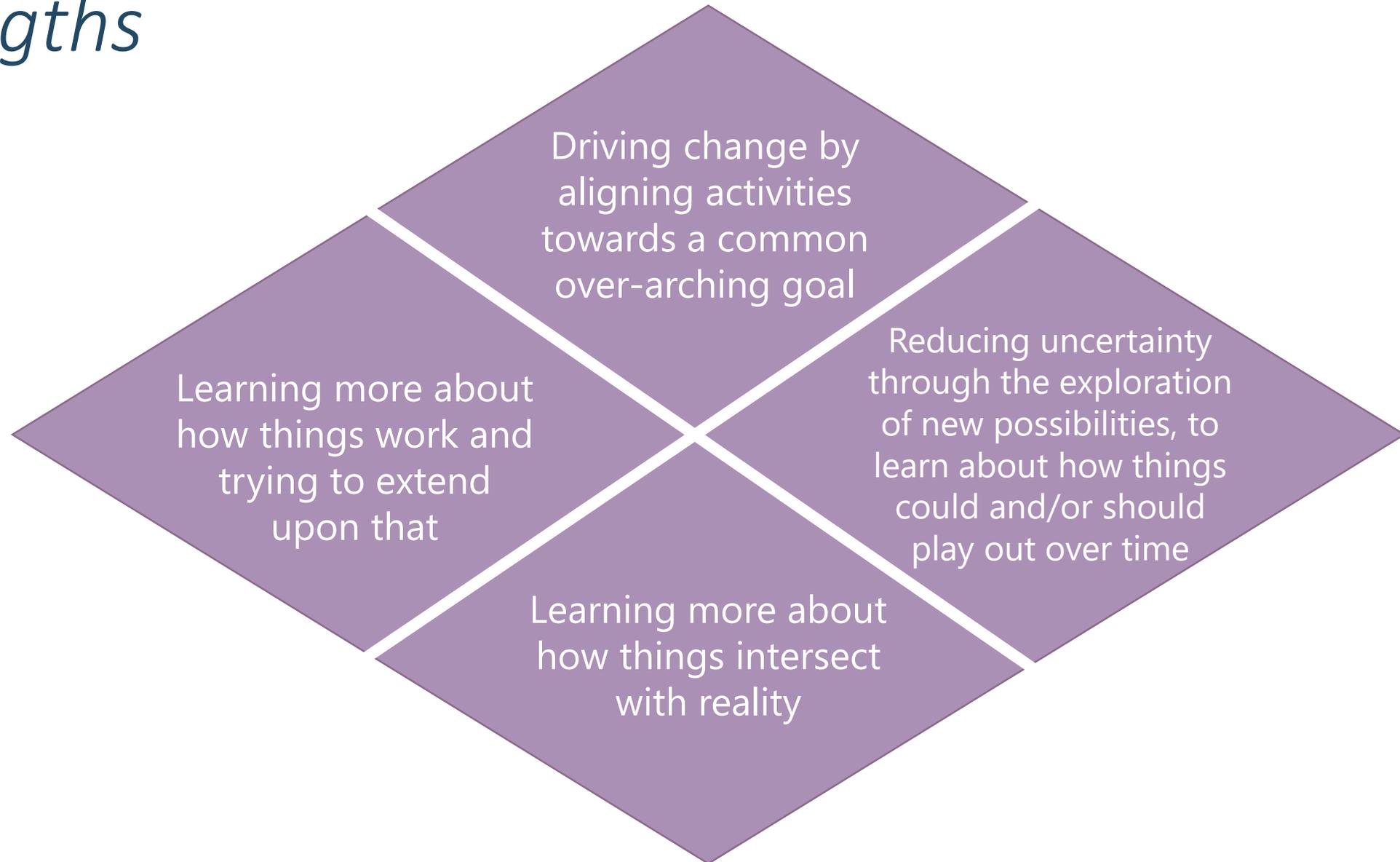
Understanding Public Sector Innovation



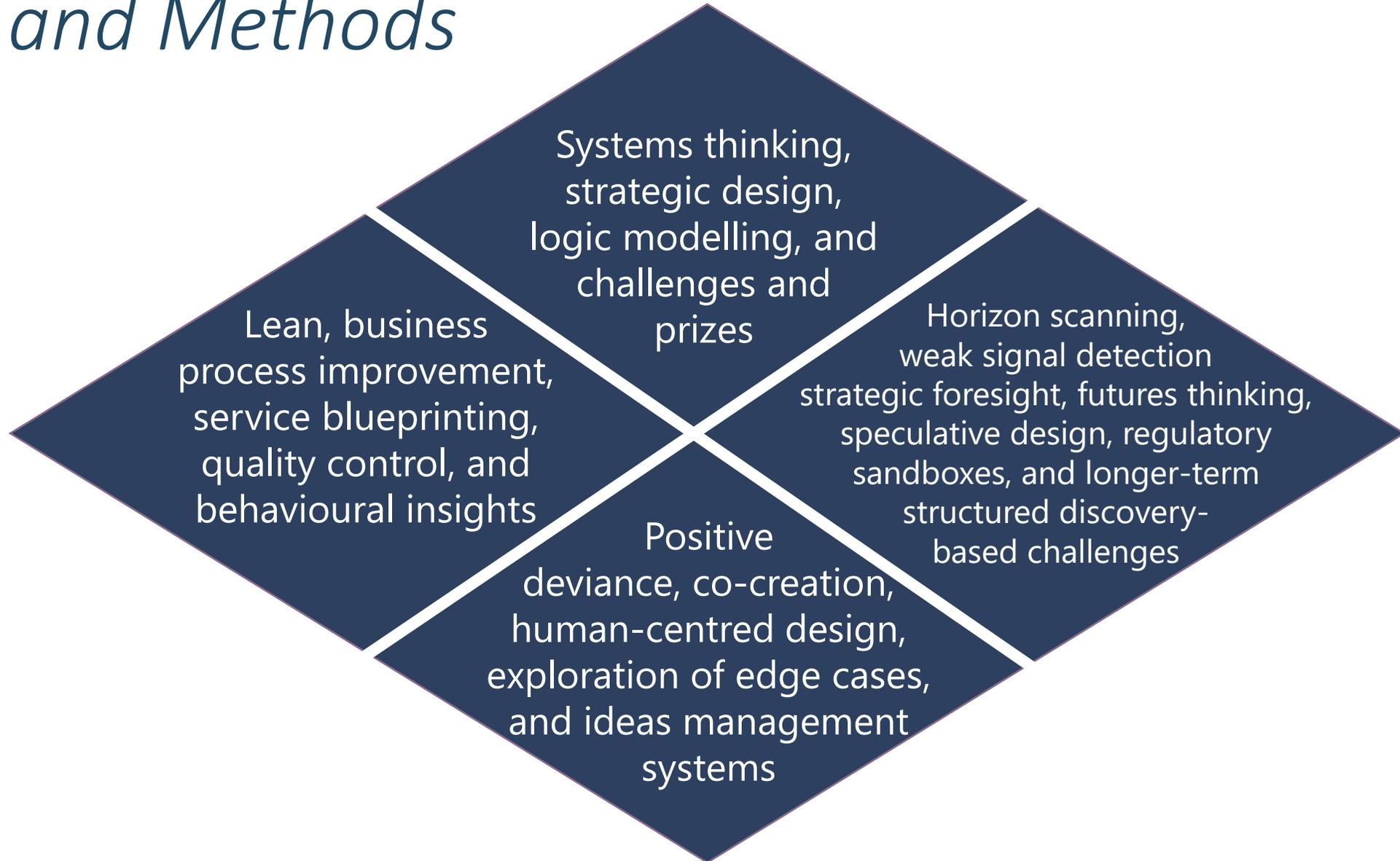
Activating question



Strengths



Tools and Methods



Toolkit Navigator Video

<https://www.youtube.com/watch?v=jJiuVsvbqik>