Changing Mindsets in Public Service

October 2019

Ulaanbaatar, Mongolia

Innovation in public service

Defining Innovation

- Innovation has been defined as **doing different things, doing things differently, or as a combination of both**.

- The OECD's necessary characteristics of public sector innovation:
  - **Novelty**: Innovation must contain an element of newness
  - **Implementation**: it must be implemented and not just theoretical
  - **Impact**: it must aim at providing better results

| Idea | Recognition | Implementation |

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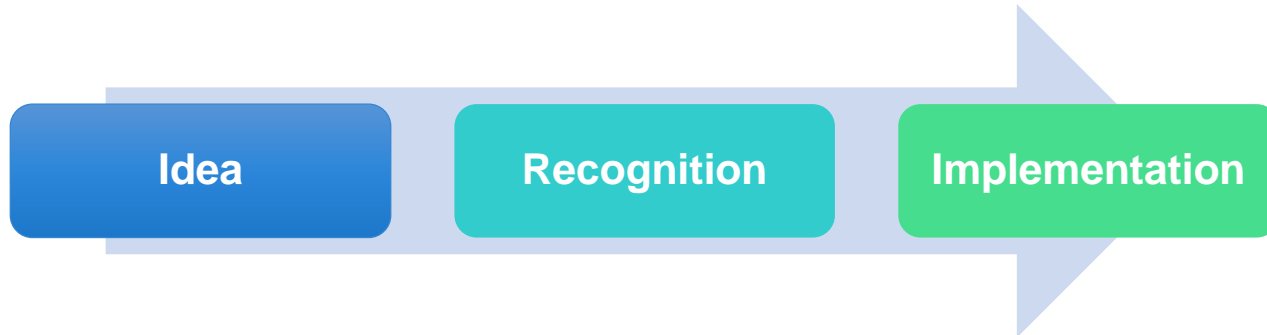
Innovation is a set of waves

- While many people believe innovation to be like a large wave of change, generally this is not true.

- Most often we do not have 'big waves' in innovation.

- A series of mutually supporting activities ensure that innovative thinking is transformed into an innovative culture, which delivers innovations (products, services, actions, processes, etc.).
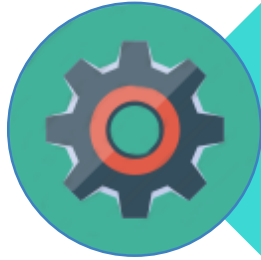
Innovation as a Method

- We believe that innovation is best understood as **a way of doing things** in an organization rather than as a set of products of that organization.

- Because it is a method the following variables are critical:
  - The type of leadership;
  - The capacity of the organization to learn from inside and outside;
  - The mentality of the people involved;
  - The capacity of the organization.

Innovativeness

Mindset

Innovation

Methodology

Innovations

Results

The Characteristics of Innovative Cultures

- So, when we attempt to foster innovation we would be well advised to remember that innovative cultures:
  - **Exhibit very high levels of trust;**
  - **Exhibit very high levels of diversity;**
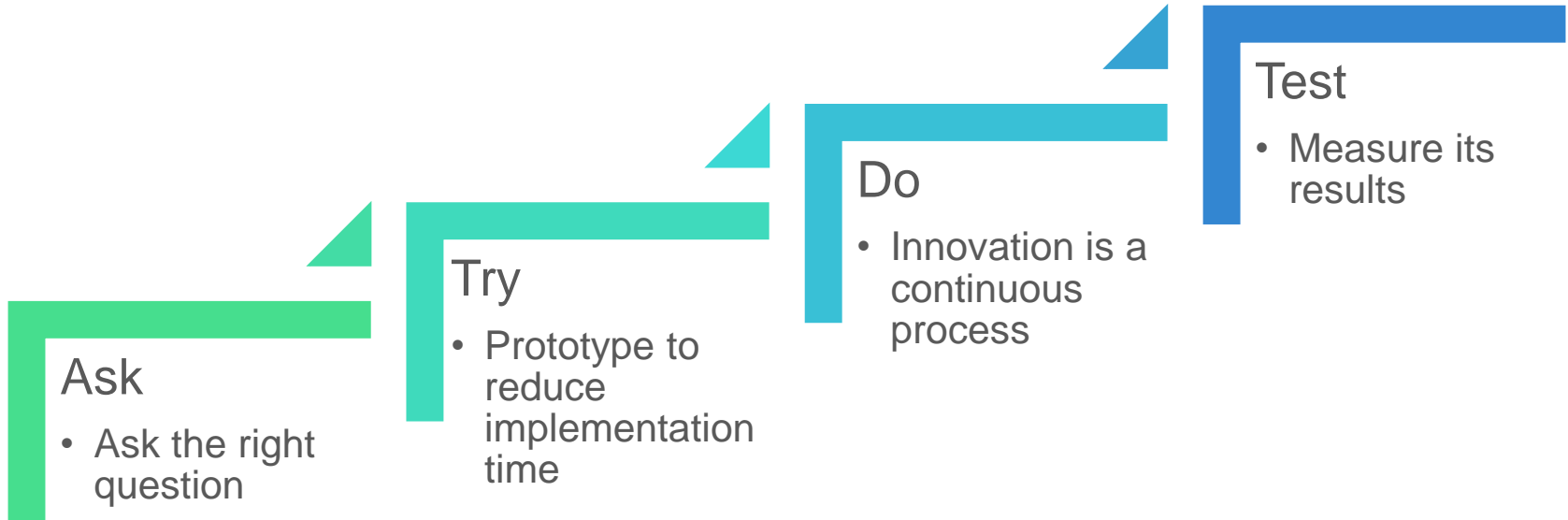 - **Encourage risk and understand failure.**

Approaches to Innovation

Organizational Environments	The fundamental variables in these models refer to the capacity of the public sector to create the 'right' organizational design and foster the 'right' organizational culture that will maximize the chance of innovations developing.
Innovation as Infection	Innovation is likened to a beneficial virus and organizations are depicted as naturally resilient to change.
Intrapreneurship	Relies on the existing but underutilized networks of innovators who are already extant in bureaucratic structures.
Adaptive systems	These models rely on the development of a new narrative integrating in the public service's decision-making process the increasing number of stakeholders.

Implementing Innovation

Ask
- Ask the right question

Try
- Prototype to reduce implementation time

Do
- Innovation is a continuous process

Test
- Measure its results

The culture of change

Adaptive Governance

- **To increase the likelihood of success we need:**
  - **The support of innovation**, guided by **overarching governance principles** for **resolving conflicts** and **facilitating coordination** in institutionally fragmented settings.
  - We should not underestimate the importance of cooperative approaches to innovation.

The Context & the Stakeholders

- **Understand the context:**
  - understand that **finding ways to achieve multiple efficiencies will be essential**
  - **recognize the value of going on a systems-learning journey** (which agencies do you need to learn from)
  - **encourage participation in the design by the stakeholders** (their point of view is critical to get the design 'right')

Innovator's Tip:

Understand the system in which you are operating so that you can tailor your solutions to the stakeholders needs.

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Supporting your Team

- **Develop and Support your Team:**
  - In many change initiatives internal resistance is very challenging.
  - Internally established groups can intimidate, undermine and generally undercut your team
  - One of the key roles for transformational leaders is their capacity to **support, mentor**, **help and continue to build team esteem as the change gets set in motion.** Disrupting the status quo is never easy - it's critical to monitor internal burnout and disillusionment, and to be there for your team. This demonstrates your personal commitment to your team & the change.

Innovator's Tip:

As a leader in a change initiative your most important job is to support your team

Fast Approval

- **Winning Hearts and Minds:**
    - The approval to make the changes in record time will came only as a direct result of government being convinced change is positive.

Innovator's Tip:

Align your change initiative with the needs and asks of government

Staying the course

- **Maintaining change is critical:**
  - No large scale change is unchallenged
    - *Internal resistance*
    - *External resistance*
  - Always **maintain a positive attitude in your staff** when the are frustrated by resistance
  - Use **champions to mitigate resistance**
  - Work closely with a **broad base coalition of supporters**

Innovator's Tip:

Expect resistance both during and after the change initiative. Mitigate its effects through a broad based coalition

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Thanks!

Any questions?