

Advanced class: Building Cultural Change

Experiment clinic: Peer coaching of experiment designs

Role of the Region in rooting foresight, co-creation & experimentation as part of the practices & approaches (of the public sector)

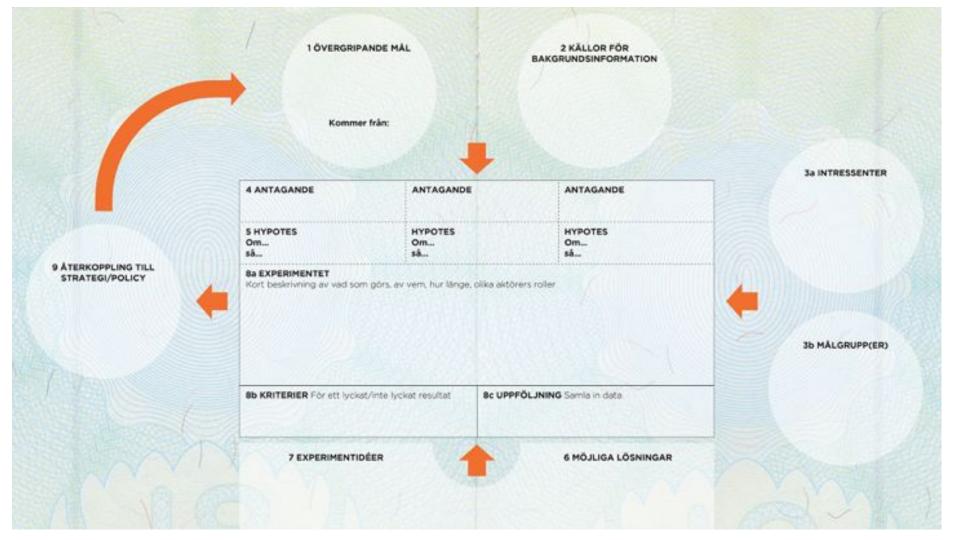


Experiment clinic:

Peer coaching experiment designs

Thoughts from the previous session?





Recap: what to take into consideration when initiating experimentation in government?

- 1. Connect to policy aims or strategic objectives. If you want to make big impact, you usually need a link between experiment and a strategy, agenda paper, or a vision.
- Limit your scope. Limited scope for an experiment is usually better than a broad one.
- 3. Co-Design your objectives, evidence-base and ideas. Bringing a broad stakeholder group on board will create co-ownership for the experiment. This reduces complexity and increases probabilities for finding ways for utilizing the results.

Testing is not natural science which tells us the truth, but more politics in its real sense: they are vehicles of discussion on our shared goals, ways to get there and the decisions we need to make.



Recap: what to take into consideration when initiating experimentation in government?

- **4. First explore, then freeze.** Innovative new practices are found by bravely exploring the unknown. However, patience and rigid methods are needed for finding out if new solutions and policies work!
- **5. Embrace failure.** You will fail only if you don't learn. So remember to learn.
- **6. Consider ethics.** Remember to consider how randomization and the experiment itself affects participants.



What could be the role of the Region in rooting foresight, co-creation and experimentation as part of the practices & approaches of actors?



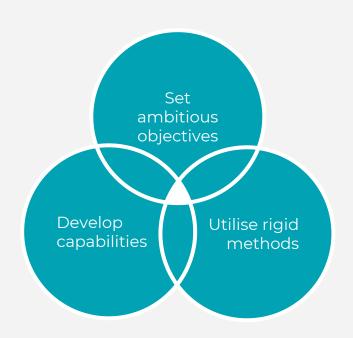
What are the ways our region can influence?

What are the ways Region could influence that

- a) there is actual experimentation
- b) experimentation culture develops?

Think of

- modifying something you are already doing
- completely new ways

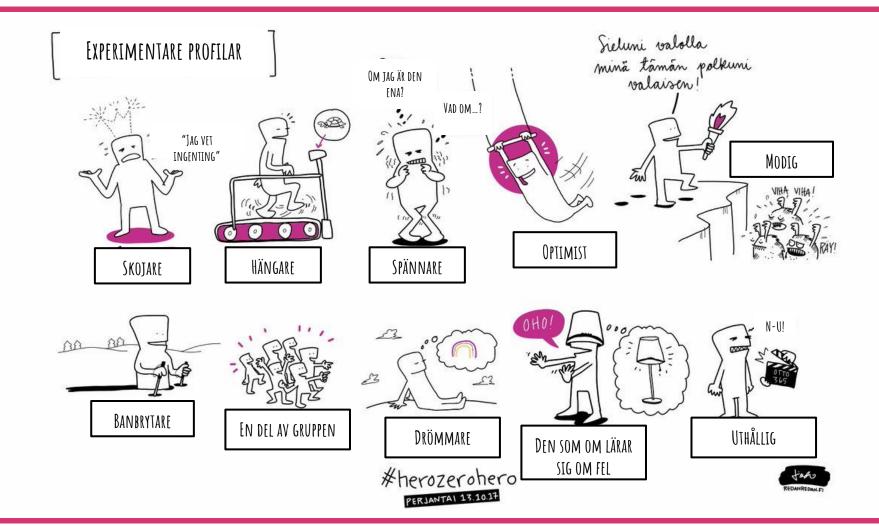




What are the strengths of my organisation as an influencer to progress the use of foresight, co-creation and experimentation in the region?

What are our weak points?





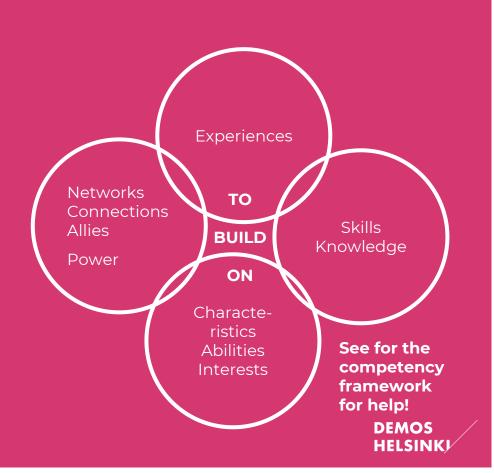
ME AS A CHANGE AGENT

Divide a paper into four, and then in half = 8 squares

What are my strengths as a regional developer?

What are my capacities and resources I can build on to promote foresight, strategic thinking and/or experimentation?

What are my weaknesses?



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

CORE SKILLS KEY ATTITUDES Agile

Responding to

EXPERIMENTING &

PUBLIC PROBLEM SOLVING

Empathetic

others' experiences

and frames of

reference

Outcomes-

focused

Strong commitment

to real world

effects

changing environments with flexibility

Actionoriented

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

Future Acumen

Connecting long-term vision with short-term achievable tasks

Prototyping & Iterating

Testing ideas and systematically improving

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 technologica developments and use their potential

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

LEADING CHANGE

Resilient

The persever-

ance to deal

with resistance

Imaginative

envisionina new

possible futures

Mobilising resources and legitimacy to make change happen

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

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ACCELERATING

LEARNING

Exploring and iterating

new ideas to inform and

validate solutions

WORK TOGETHER First to the other one of you, then the other:

Turn it around: what is a strength in a weakness?

Turn it around: What is weakness in a strength?



ME AS A CHANGE AGENT

What is personally holding me back to do what I see should be done?

What do I need to overcome that?

