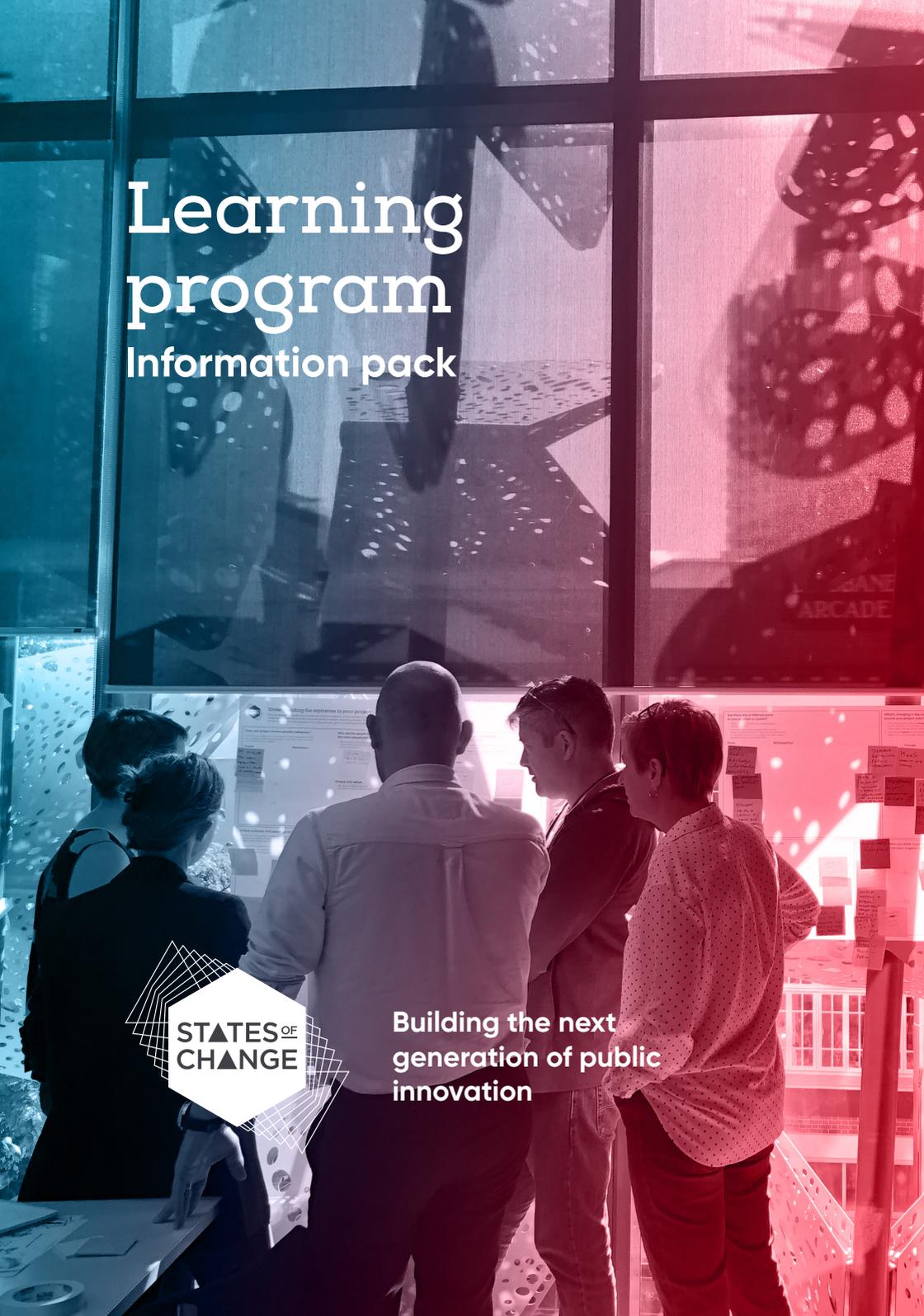


Learning program Information pack



STATES OF
CHANGE

Building the next
generation of public
innovation



2 What is the States of Change learning program?

2 Who is it for?

3 The program in detail

5 The learning program

7 Program session overviews

9 What the program isn't

11 What will the program do?

14 Who should take part?

15 What will you need to have in place?

17 What support can you expect?

19 When and where is it happening?

20 What can you expect from your investment?

21 How to apply

21 Any other questions?

22 About us

Table of contents



“This program has given me a lot more confidence about being a public servant.”

States of Change participant

What is the States of Change learning program?

This learning program is a practice-led experience that embeds innovation capability and helps public servants become better problem solvers.

Over six months, teams take part in the program alongside their day jobs and learn how to take an experimental approach to problem solving. This involves exploring problems from new perspectives, and then testing and iterating possible solutions in order to quickly learn what works and what doesn't. Importantly, participants also learn how to help create the right conditions for innovation to happen.

Throughout, teams work on real-life projects from their departments that they bring to the program. This ensures a bias towards practical action and 'learning by doing', taking teams on a learning journey where they go from testing out new approaches to applying them in practice.

Who is it for?

The program has been designed for **teams of public servants who are eager to challenge 'business as usual' ways of working and ambitious to learn new approaches to government problem-solving.** It is also for their departments, who are ready to try new ways of working and see what it takes to put innovation into practice.

The learning program in detail

The program is led by experienced government practitioners and designed to create space for teams to try out new ways of thinking, doing and working.

Over the six months, up to 10 teams of 4-5 people work on their real world challenges that are directly relevant to their job. These projects become the focus for learning from practice, helping teams to develop their skills in real scenarios with the support of the program's faculty.

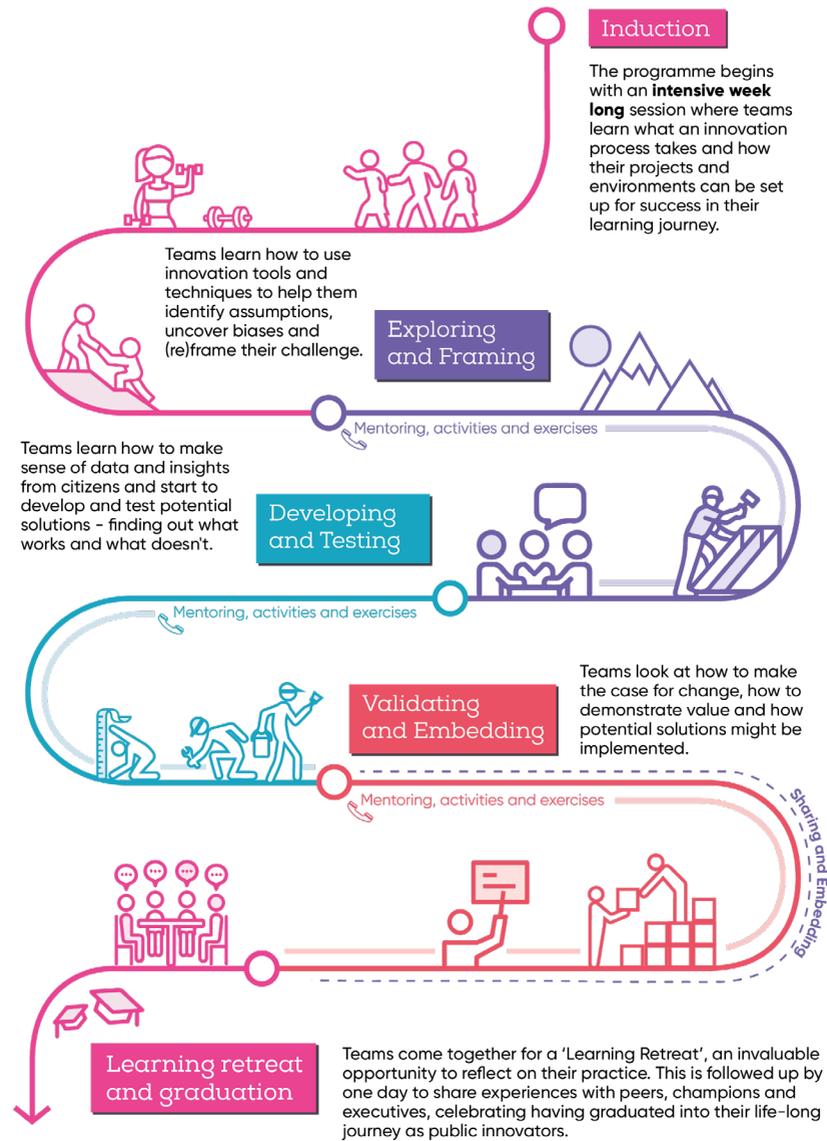
As well as learning new innovation approaches, teams receive guidance on how to create the appropriate conditions and enabling environment for innovation, and how to manage projects within bureaucratic and political contexts to create opportunities for innovation.



“This is the first program I have done which is not afraid to push boundaries and encourage us to do the same.”

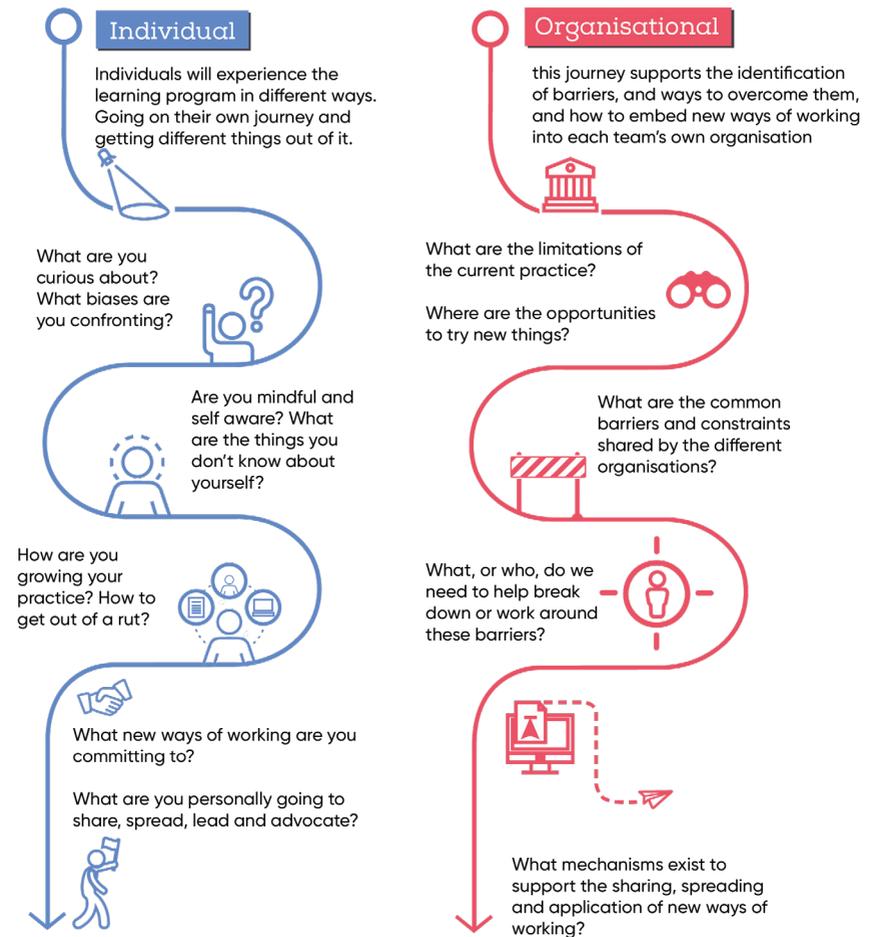
**States of Change participant,
Victoria State Government**

The learning program



The program journey on the left shows the activities teams take part in, and what skills will be developed.

Participants also go through two other journeys simultaneously: an individual leadership journey and an organisational journey. These are woven into the learning process, and the visuals below demonstrate some of the more implicit takeaways and questions these two journeys draw out.



Program session overviews

Induction

(5 days)

During this session, teams are introduced to an innovation process by doing a rapid version of the entire program in a week. Teams will understand how to set up their projects and environments for success, and be given a crash course in the tools and skills needed to explore their challenge space.

Exploring and Framing

(5 days)

The aim of this week is to push teams to open up the way they perceive and think about their challenge. Teams learn how to use a set of innovation tools and techniques to help them identify assumptions, uncover biases and (re)frame their challenge. They explore it through different lenses: by looking from a systems perspective to understand the bigger picture, and by investigating how those most affected by the challenge experience it.

Developing and Testing

(4 days)

Teams learn how to make sense of data they have gathered from citizens and stakeholders, to identify opportunities for testing new possible solutions and to improve these possible solutions through an iterative process. Teams are encouraged to develop an action oriented mindset by building prototypes,

and seeing how these help them to identify assumptions and learn what works and what doesn't.

Validating and Embedding

(4 days)

Teams learn how evidence and testing results can be used to help justify decision making, and how to measure impact to make a compelling case. Teams develop their advocacy and storytelling skills to prepare their organisation for change and learn ways to spread tools and embed innovation approaches across their organisation.

Learning Retreat

(2 days)

Teams are given time to pause, reflect and consider their role in the broader transformation of the public sector. Exercises stimulate teams to reflect on their personal journey and experiences, and what new ways of working they will continue to model and advocate for.

Graduating and Sharing

(1 day)

In the final day of the program teams present their experiences to their peers, their champions and executives, sharing their reflections and celebrating their graduation into a life-long learning journey as public innovators.

What the program isn't

Light touch

This program goes beyond teaching a single innovation method, and instead provides teams with the tools to approach their work and environment in a fundamentally different way. This is a rigorous and fast-paced learning program and teams will need to be **out of the office at face-to-face training for up to 21 days over eight months.**

Teams will practise new techniques and approaches in the training space, but the real learning happens when they are back in the office. It's here that they'll be putting innovation into practice and making decisions on their project. For this to be meaningful **we require that teams are working on their project on average 2-3 days a week.** Remember that the projects are real-world challenges, so the time spent on the program will have a direct benefit to departmental priorities.

“It pushes you outside your comfort zone, but that’s all part of the learning. You can’t feel comfortable all the time otherwise it becomes too familiar, and this is about finding new ways to do things.”

**States of Change participant,
Victoria State Government**



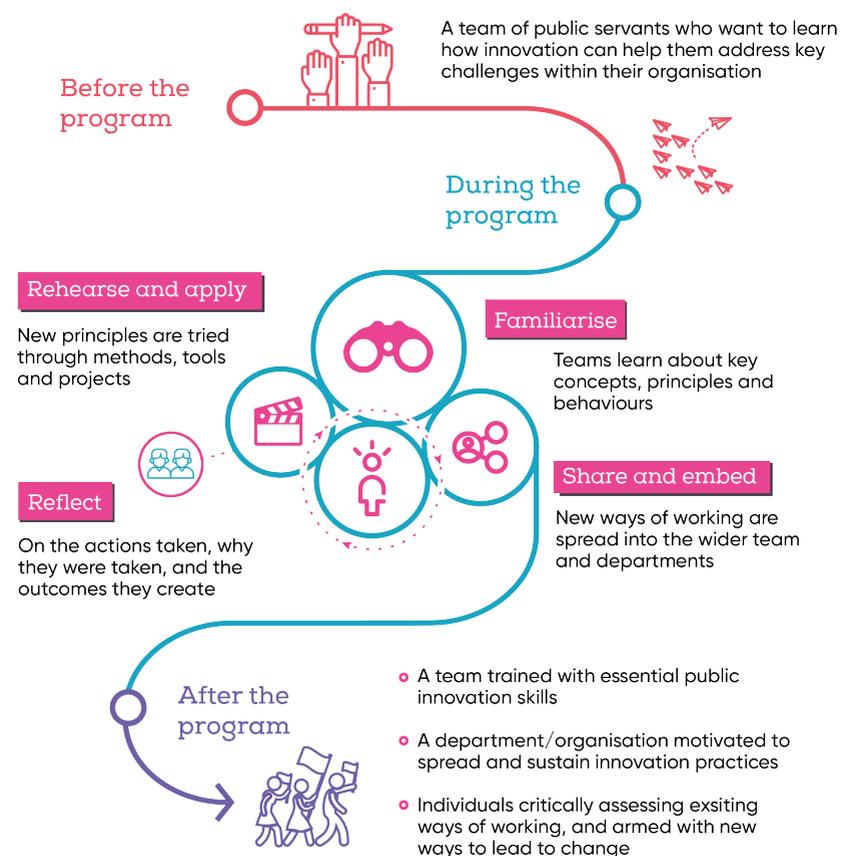
What will the program do?

The combination of training, peer learning, focused teamwork and mentoring on a real-world project will help develop more effective ways of working, improving participants' ability to develop and deliver outcomes in a new way.

By being part of the program, teams will learn more effective ways of working including:

- ◆ recognising how biases and assumptions impact their work and identifying ways to challenge this
- ◆ taking a range of different perspectives to unpick challenges in new way
- ◆ learning new methods to engage and work with citizens
- ◆ gathering data from citizens about the nature of the challenge
- ◆ developing, testing and iterating opportunities to learn what works and what doesn't
- ◆ building new team rhythms to create spaces to try new things
- ◆ applying innovation tools and techniques to their everyday work
- ◆ practically influencing and leveraging support for new ways of working
- ◆ effectively communicating insights, ideas and ambitions with other stakeholders
- ◆ managing projects within bureaucratic and political contexts to create space for innovation

A core outcome of the learning program is strengthening the culture around innovation practice, and at the end of their journey **teams will leave as advocates and insurgents for new ways of working within their departments** and across the public sector.



“I’m asking better questions now. I always come back to ‘what are we missing?’”

**States of Change participant,
Victoria State Government**



Who should take part?

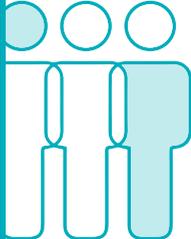
The program is open to teams from any City, State or Federal government agency across Australia and New Zealand. Your team can already be working together, or a new team brought together specifically for the program.

It might also be cross-agency, cross-jurisdiction or cross-sector, though teams should be willing to co-locate as a project team for the duration of the program to maximise social learning. The most important thing is that you all have curiosity, commitment and enthusiasm for the learning process.

Are you:

- 
- ◆ inspired by new possibilities?
 - ◆ curious about new ways of working and solving problems?
 - ◆ restless with business as usual?
 - ◆ motivated to be a change agent in the public sector?
 - ◆ open to learning new approaches, with a team and across a cohort?
 - ◆ ready to persevere to get things done?

Does your team:

- 
- ◆ have a diverse range of experiences, skill-sets and expertise?
 - ◆ reflect on their current practice and think about how they can improve things?
 - ◆ enjoy engaging with users and citizens, or has an interest in doing so?

What will you need to have in place?

A project to learn with

To ensure that the learning on the program doesn't remain theoretical, it is grounded in a project. This project serves as the space for teams to practice applying new ways of working and thinking.

This project needs to be a real government project, a real priority for the team, unit and department. We're looking for a project that is relevant, with a challenge and problem that is going to enable learning - while also delivering outcomes.

The projects should have the following characteristics:

- ❑ **Be centered around people** - projects that improve the way that the public sector delivers its mandate to citizens and creates better value for them
- ❑ **Challenge business as usual** - projects that have the potential to challenge the way that things are currently done and demonstrate this value
- ❑ **A bias towards action** - Remember that the programme runs across six months, and some project outcomes need to be possible within this time

Permission to learn

For innovation projects to succeed, they need the right enabling conditions. For innovation teams to learn, they need time, space and support across the whole program. Teams need to have consistent support both at the leadership and peer level as they move their projects forward.

Teams will need to have executive sponsorship for their participation, someone who:

- ◆ is an owner of the project area
- ◆ is supportive and aware of the innovation agenda within their jurisdiction
- ◆ will create and hold strategic space for teams to experiment and take risks (and fail!)
- ◆ will endorse and enable the commitment (time and resources) required from the team

What support can you expect?

Across the program, teams are supported by a mix of global and local experts, all there to challenge, inspire and guide the teams to their full potential.

States of Change draws on the world's best innovation practitioners and experts to form an international faculty. This faculty brings extensive practical experience that helps teams navigate challenges based on first-hand experience.

"If all innovation needed was good ideas, we'd have them already. The fact is doing innovation in the public sector can be tough. What we've built with States of Change is a group of people who can support each other to make real change happen."

Brenton Caffin
States of Change faculty
Nesta, UK

Just a few of our faculty members...



Chelsea Mauldin
Executive Director
Public Policy Lab, USA

Who for more than a decade has partnered with government organisations to innovate for the common good.



Ryan Hubbard
Founder
Hinterland Innovation

Who blends rigour and heart to design learning programs, strategy and policy for social change.



Marco Steinberg
Director
Showcone & Haystack,
Finland

Who works with leaders and governments to transform themselves to meet 21st century challenges.



Milica Begovic Radojevic
Knowledge and Innovation Senior Manager
UNDP, Turkey

Who is bringing innovation into development, one experiment at a time.



Anna Birney
Director
School of System Change, UK

Who provides practical experiences to equip people and organisations with cutting edge tools for deeper thinking and inquiry.



Joeri van den Steenhoven
Director
YINK, The Netherlands

Who is a recognised expert in systems change, addressing complex problems and organising for public and social innovation.

When and where is it happening?

As a cross-jurisdictional programme, teams will be drawn from a range of locations across Australia and New Zealand.

Teams will have the opportunity to build a new network across the region to **learn new ways of working, thinking and tackling problems.**

The face-to-face training will rotate across cities to ensure that each team is exposed to a variety of contexts and actors.

The locations will be determined once the cohort has been selected. Teams should be prepared to travel to New Zealand.

Application & selection	Application deadline: Friday 6th September 2019 Teams notified by: mid/late September 2019
Induction	21st - 25th October 2019 Melbourne
Exploring & framing	18th - 22nd November 2019 Location: TBD
Developing & testing	10th - 13th February 2020 Location: TBD
Validating & embedding	30th March - 2nd April 2020 Location: TBD
Retreat & graduation	13th - 15th May Location: TBD

What can you expect from your investment?

By the department investing in the program, both the teams and organisation will receive a unique opportunity to draw on leading international practice to experiment with new ways of working that can be integrated back into your department.

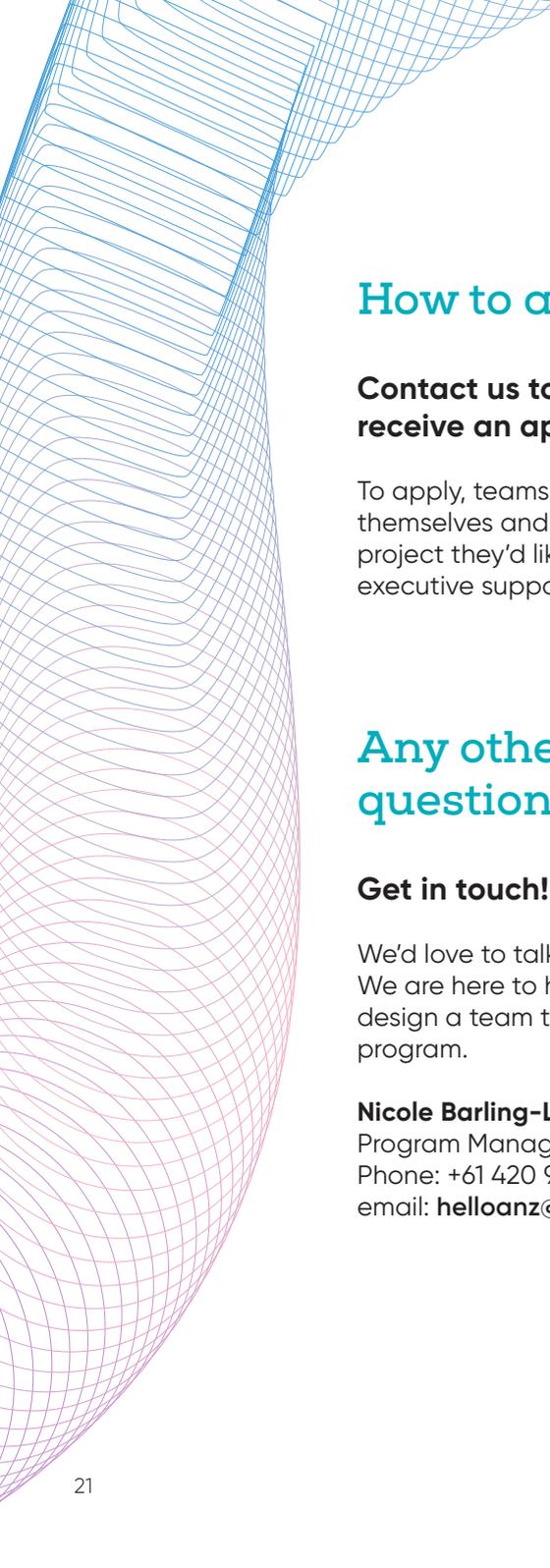
As a team working on real-world challenges, the time spent on the program will have a direct benefit to departmental priorities. The team will emerge connected to a growing local and international community of practice to further their development.

More concretely, teams will receive;

- ◆ 21 days of face-to-face training as a cohort across eight months
- ◆ Access to an international network of government practitioners
- ◆ Access to local innovation community practitioners and events
- ◆ All programme materials including toolkits, worksheets and reflection tools
- ◆ Access to webinars and resources from international faculty

The total investment for participation is \$85,000 AUD + GST **per team of 4-5 people.**

As the location of the face-to-face training moves around jurisdictions, teams and departments are responsible for meeting their own costs for any travel and accommodation related to their participation.



How to apply

Contact us to register your interest and receive an application pack.

To apply, teams will need to tell us a bit about themselves and their motivations, explain the project they'd like to work on and demonstrate executive support.

Any other questions?

Get in touch!

We'd love to talk to you about your application. We are here to help you shape your project and design a team to set you up for success in the program.

Nicole Barling-Luke

Program Manager

Phone: +61 420 927 707

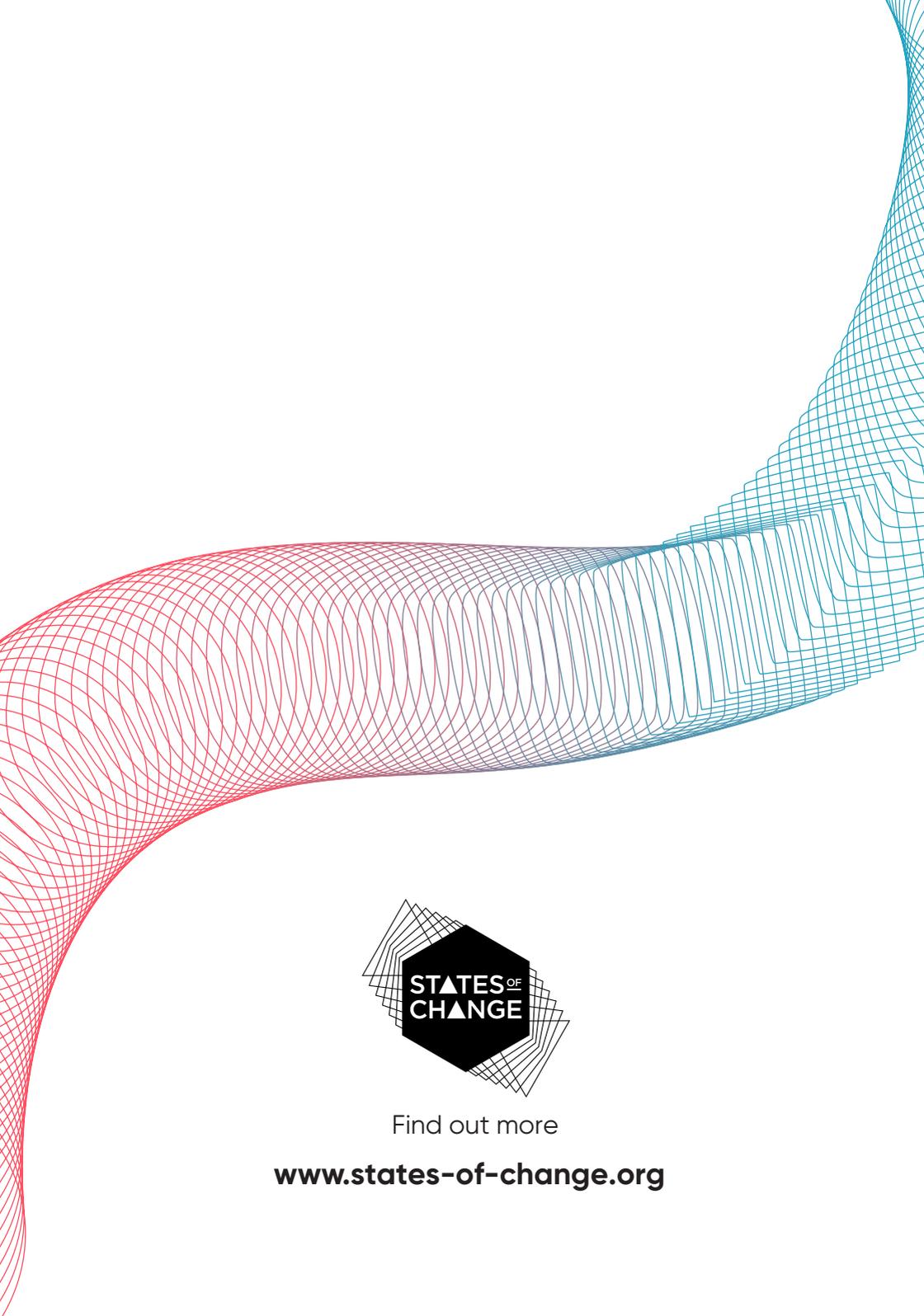
email: helloanz@states-of-change.org

About us

States of Change brings together the world's leading public innovation practitioners and experts. Together, we're working to enhance the quality, coherence and reach of public innovation learning, and to ultimately improve lives for citizens across the world.

We want to build the capability and culture of governments to practically deal with the complex problems they face, and to strengthen the community of practice around public innovation. One way we're doing this is by developing and delivering practical learning programs that support governments to build their innovation capabilities and cultures.

**To find out more visit:
www.states-of-change.org**



Find out more

www.states-of-change.org