



# Putting innovation into practice



**Building the next  
generation of public  
innovation**

2019



## States of Change: a learning collective

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.**

By developing and delivering practical learning programmes that support governments to build their innovation capabilities and cultures, we are also helping to strengthen the community of practice around public innovation.

### Why now?

Many public sector training and education programmes fall short of equipping public officials with 'innovation craft' - the practical skills, mindsets and culture that enable innovation to thrive. States of Change focuses on working closely with its participants on practice-led, collaborative learning to help governments create real change from within.

"The States of Change programme has emerged at a critical time for governments around the world. As the issues we need to address become more complex, we need to invest in our public service..."

**Chad Hartnell,**  
Director of Operations,  
Impact & Innovation Unit  
Canadian Federal Government

# Learning by doing

**The States of Change learning programme champions a bias towards action by focusing on learning by doing and solving problems together.**

“Doing” is at the heart of the innovation process; by working on live projects together, participants experience the effects of their decisions. Reflecting on these experiences, teams can more easily identify effective and less effective patterns to inform future actions and practice.

In order to increase the power of the learning experience, we believe that participants should work on live projects and challenges. Therefore, the programme takes a **project-based format** where teams select a real government project to work on throughout. **This allows participants to directly experience the dynamics of making decisions and to enables them to manage these differently in the future.**

The delivery of the programme is supported by a faculty of international innovation practitioners who help ground participants with their extensive hands-on experience.

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

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



Learn from  
expert  
innovation  
practitioners  
how to explore,  
test and deliver  
better responses  
to the challenges  
we face.

# Approach to learning

The development and design of the programme is underpinned by rigorous learning principles in order to make the learning meaningful and effective.

## WHAT WE SEE

- Public challenges are increasingly becoming more complex
- Governments are ill-equipped to tackle these challenges effectively
- Governments are struggling to embed innovation approaches in their daily practice, at scale

## WE NEED TO

- Equip innovation teams with competencies that enable them to solve public problems more effectively and create the space for change
- Focus on changing mindsets and behaviours to change the default at an organisational level
- Consider innovation skills as 'complex skills' and design our capacity building accordingly

## OUR APPROACH

- Champion a bias towards action, focusing on learning by doing and solving problems together
- Directly link learning with practice and actual challenges to increase relevancy and provide rich learning experiences
- Consider learning as an ongoing process to master a craft with the support of a global community of practice

## OUR PRINCIPLES

- Focus on problem solving
- Embed learning in practice
- Define actionable learning outcomes
- Prioritise learning by doing – and reflection on doing
- Provide safety and support
- Take the team as the unit of learning
- Learn with peers and from experts
- Enable continuous learning and sharing
- Promote ownership of learning

# The programme design

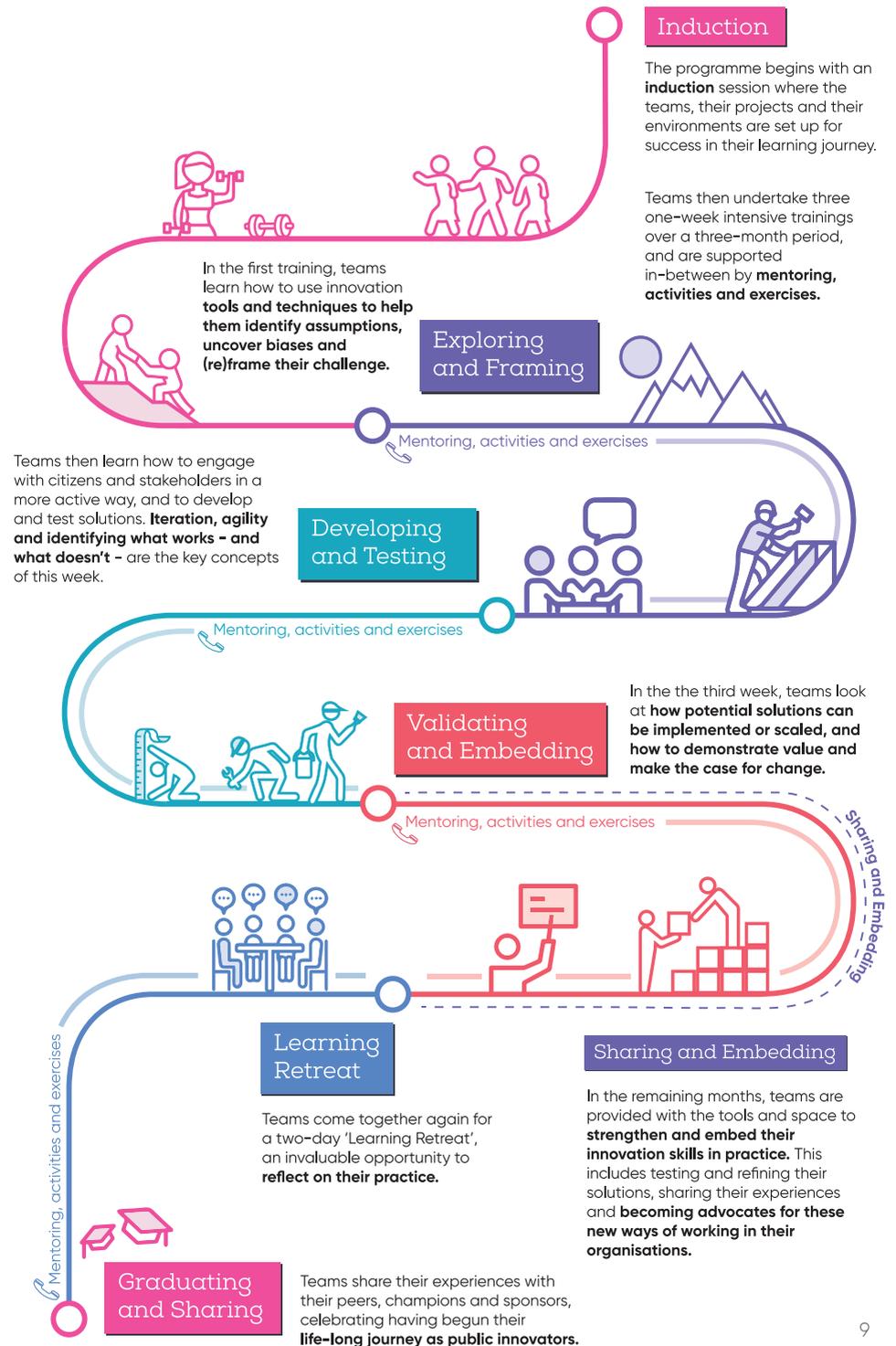
The learning programme is led by experienced practitioners and designed to create safe spaces for teams to try out new ways of thinking, doing and working.

Running over six months with up to 10 public sector teams, the programme help teams apply practical innovation tools to their existing government projects, and to adopt new habits and ways of working.

It features intensive face-to-face training sessions where participants are allowed the space and time to learn from each other in a safe and neutral space, away from the office. Additionally, teams receive in-practice learning and support including mentoring, peer-to-peer learning and webinars from the global faculty.

This States of Change learning programme is running across Australia and New Zealand, giving teams a unique opportunity to build a regional network of change agents across jurisdictions.

The overall aim is for teams to graduate from the programme as advocates and insurgents for new ways of working within their departments and across the public sector.



# Learning from global practitioners

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

As facilitators, mentors, subject matter experts and contributors they give support and guidance (e.g. on how to use specific tools or get buy-in from senior leaders), challenge teams and learners by taking them outside their comfort zone and inspire action by sharing their own 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  
Executive Director of Global Partnerships  
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.



**Brenton Caffin**  
Executive Director of  
Global Partnerships  
Nesta, UK

A strategic thinker and doer who helps people and organisations get better at innovating for the common good.



**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

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

A recognised expert in systems change, how to address complex problems and organise public and social innovation.

# Current programmes



## Victoria State Government Department of Premier and Cabinet

We're working with the Victorian State government to run a nine-month learning programme with 10 departmental teams. The teams are working on real-life challenges connected to their job roles to enable in-practice learning, along with intensive training and mentoring from experienced innovation practitioners. Each project tackles a persistent challenge that requires a shift in the approach of how governments operate. To achieve this, we go beyond innovation methods to focus on the behaviours and cultures that enable innovation in government.

"What this programme shows is that if you get together with like-minded individuals that want to make a difference, you can. And that's inspiring - it's motivating."

**Rob Patrick**  
Senior Programme Officer  
Department of Premier and Cabinet, Victoria State Government

"[participating in] States of Change has really reinvigorated me about being in the public service. I can see how the things that I enjoy doing - like talking to people, and trying things out, and evaluating things - are a core part of what this job actually means."



States of Change participant  
Victoria State Government



## Canadian Federal Government Impact & Innovation Unit

In Canada, we are working with a cross-government group of 18 policy entrepreneurs with the mandate to challenge existing ways of working on persistent policy and structural challenges in Canada. As well as learning new approaches, participants receive coaching and support on creating an enabling environment for innovation, managing a portfolio of innovation projects and how to make change happen within bureaucratic and political contexts.

“Governments around the world are awakening to the realisation that what worked well in the past may not serve them well moving forward. The pressure is mounting for public institutions and models of governance to become 21st century.”

### Marco Steinberg

States of Change Faculty member, working with  
Canadian States of Change programme  
Director, Snowcone & Haystack, Finland

“The States of Change programme has emerged at a critical time for governments around the world. As the issues we need to address become more complex, we need to invest in our public service, and particularly in the skill sets required to address these issues. The Canadian cohort of public servants has benefited greatly, particularly by providing the right level of engagement to inspire and allow them to grow in their understanding and use of innovation approaches and methods through project-based initiatives.”

### Chad Hartnell,

Director of Operations,  
Impact & Innovation Unit  
Canadian Federal Government

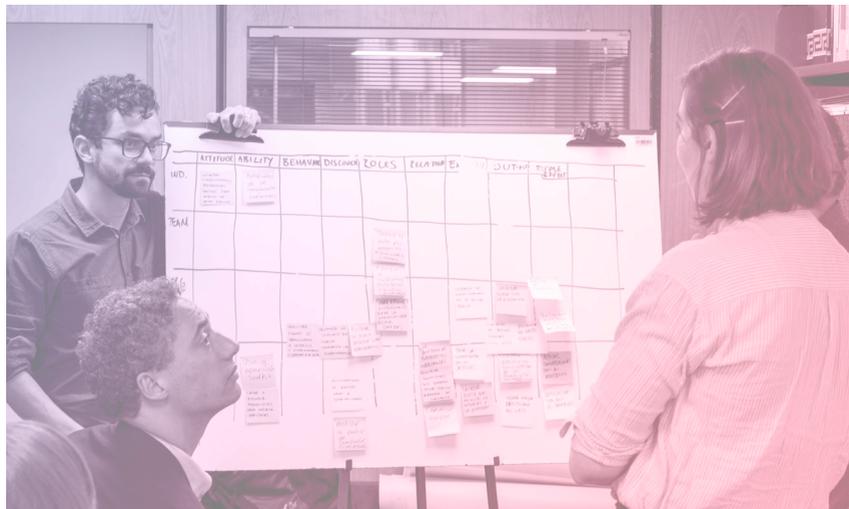




**DNP** Departamento  
Nacional  
de Planeación

## Colombian National Government Public Innovation Team, Department of National Planning

Our capacity building programme with the Colombian government was a six-month partnership funded by the Newton Fund aimed to build innovation capacities and skills. With a particular focus on individual learning and reflection and systemic change, the programme built participants' capabilities to enable, drive and embed innovation approaches in their projects and policies in order to create a culture of innovation in the Colombian public sector.



“It has empowered us in the eyes of the top leaders of our organisation, and it has strengthened our competencies, our skills and attitudes for public innovation in ways that we could never have previously imagined.”

**Javier Guillot**

Lead, Public Innovation Team,  
Department of National Planning  
Colombian National Government

# Be the change

Get in touch now to find out more about States of Change in Australia and New Zealand.

[helloanz@states-of-change.org](mailto:helloanz@states-of-change.org)



Find out more

[www.states-of-change.org](http://www.states-of-change.org)