



Learning Prospectus

Introduction

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Hello.

We are States of Change.

We help you learn and learn fast. We create the conditions that accelerate your understanding of what works and what doesn't.

We don't sell pre-packaged solutions; your context is your domain. Instead, we guide you - with programs, research and tools - as you develop and test your responses to our era's greatest crises.



What we do

Grow institutional capacity

We design and run training programs and learning experiences to support you to work more experimentally, more effectively, more ambitiously.

Guide modern leadership

We coach, mentor and advise on effective, open leadership to navigate radical change in the 21st century. We draw on our collective experience from inside and out of large institutions to walk with you on your journey.

Develop next practice

We bring people with various experiences and expertise together to explore the future of government practice. We raise the bar for how organisations serve people through our collaborative research.

Make teams innovative

We find the untapped potential in your organisation, develop their skills and align their talents with a clear strategy and sustainable business model.

What we do

“It is the learning experience of a lifetime that enables a new way of thinking.”

- States of Change program participant

“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, Public Innovation Team, Department of National Planning, Colombia,

“I have twice been involved in the States of Change program - as both a team member and as executive sponsor. The real standout for me was the competency framework for public innovation and experimentation. I often reach for my now dog-eared toolbox compendium - if I feel stuck on a complex project, challenged by difficult stakeholders, or when I need a fresh idea, a structured template or tool, or just some inspiration. States of Change was a career catalyser for me, inspiring further studies in public administration and revealing there is plenty of opportunity to be creative as a public servant. The experience helped shape my approach to public purpose leadership and if I were in charge it would be mandatory for every public servant!”

- Gillian Gardiner, Executive Director, Queensland Government

Introduction

Our previous collaborators

We have helped over 22 government departments globally, and 5 international organisations, to grow their skills and put innovation into practice.

**Laboratorio
de Gobierno**

Laboratorio de Gobierno, Chile



Victoria State Government, Australia



UN Women, Europe & Central Asia



Department of National Planning, Colombia



LAB-X, Portugal.



Civic Challenge, Switzerland



Impact and Innovation Unit, Canada

Programs

Our learning programs

The States of Change learning programs build on our extensive experience of designing and delivering innovation learning initiatives and training programs in the public sector.

Every program has a bias towards action, meaning participants work on real-life projects throughout and focus not only on innovation methods, but also on the behaviours and cultures that enable innovation in government – what we call innovation craft.

All our programs can be custom delivered to fit your organisation's context.

“The tools that I've learnt and the different ways of approaching policy work that I've been able to explore through States of Change have meant that I'm really reinvigorated about being in the public service.”

- States of Change participant

Programs

Our learning programs

1

Foundations of Innovation Practice

An introductory program for people curious about new ways of working.

2

Advancing your Innovation Practice

An intermediate program for people ready to learn the craft of innovation, not just the science of it.

3

Deepening your Innovation Practice

An intensive, custom program to embed innovation practice into the DNA of your organisation.

4

Leading through Uncertainty

Space for executives to reflect and learn together about the new challenges of leadership.

Programs

Foundations of Innovation Practice

The **Foundations** program will introduce you to a range of innovation approaches and disciplines. We'll explore an integrated approach to applying new skills and mindsets needed to navigate complex public problems.

Over two days in person or six-weeks online, you'll be exposed to a variety of new approaches and given an opportunity to apply these to your own work. You'll leave the course with more tools in your belt and more options for responding to uncertainty. After all if all you have is a hammer, everything looks like a nail.



This program is for people who are curious about new ways of working and who are curious about how different innovation practices fit together to make change.

Programs

Foundations of Innovation Practice

Module 1

Introduction to the key mindsets and capabilities

To begin, participants learn the components of effective innovation teams and what competencies and attitudes are needed. Drawing on international best practice we share some exercises and tactics to introduce to your teams to support collaboration and trust.

Module 2

Introduction to the six principles - people and systems

The six principles is a framework that helps you navigate the often messy world of innovation methods. We'll share some exercises on how to generate insights by zooming in and out between different levels - starting with people's experience to a big picture view.

Module 3

Introduction to the six principles - facts and futures

To help you make better decisions about the challenge space you're working in, we'll show you how to toggle between "what is" by using data and evidence and "what could become" by imagining multiple possible futures.

Programs

Foundations of Innovation Practice

Module 4

Introduction to the six principles - problems and solutions

To finish with the six principles we explore how to develop solutions through a process of framing, finding and testing across both the problem and solution space. Here the key is to see both spaces co-evolving.

Module 5

Leadership and the conditions for change

Innovation efforts don't happen in a vacuum. The conditions to try, test and fail quickly are important for experimentation. In this module we cover how to build coalitions of support, demonstrate value of innovation efforts and set up your environment for success.

Module 6

Experimental practice and what it means for policy

To wrap up our six weeks together we'll recap on everything we've discussed, share some tailored examples of innovation in government from around the world and have a conversation about what you can do to continue your own practice after this program.

Programs

Foundations of Innovation Practice

Delivery: In-person or online. We use Miro and Zoom for our online sessions.

In-person structure: 2 days equivalent (can also be spread over three days in a ½, 1, ½ day format)

Online structure: Six weeks. This course covers six modules, one module per week. Each weekly module includes a three-hour online session and one extra hour of preparation and reflection.

Typical group size: 20 - 25. Individuals and small teams are warmly welcomed to join.

“The hands-on training, guided by some of the best global public innovation experts and design thinkers, has been a powerful experience. My old ways of thinking have been shaken up, making room for a curious mindset and new skills to tackle complex government issues.”

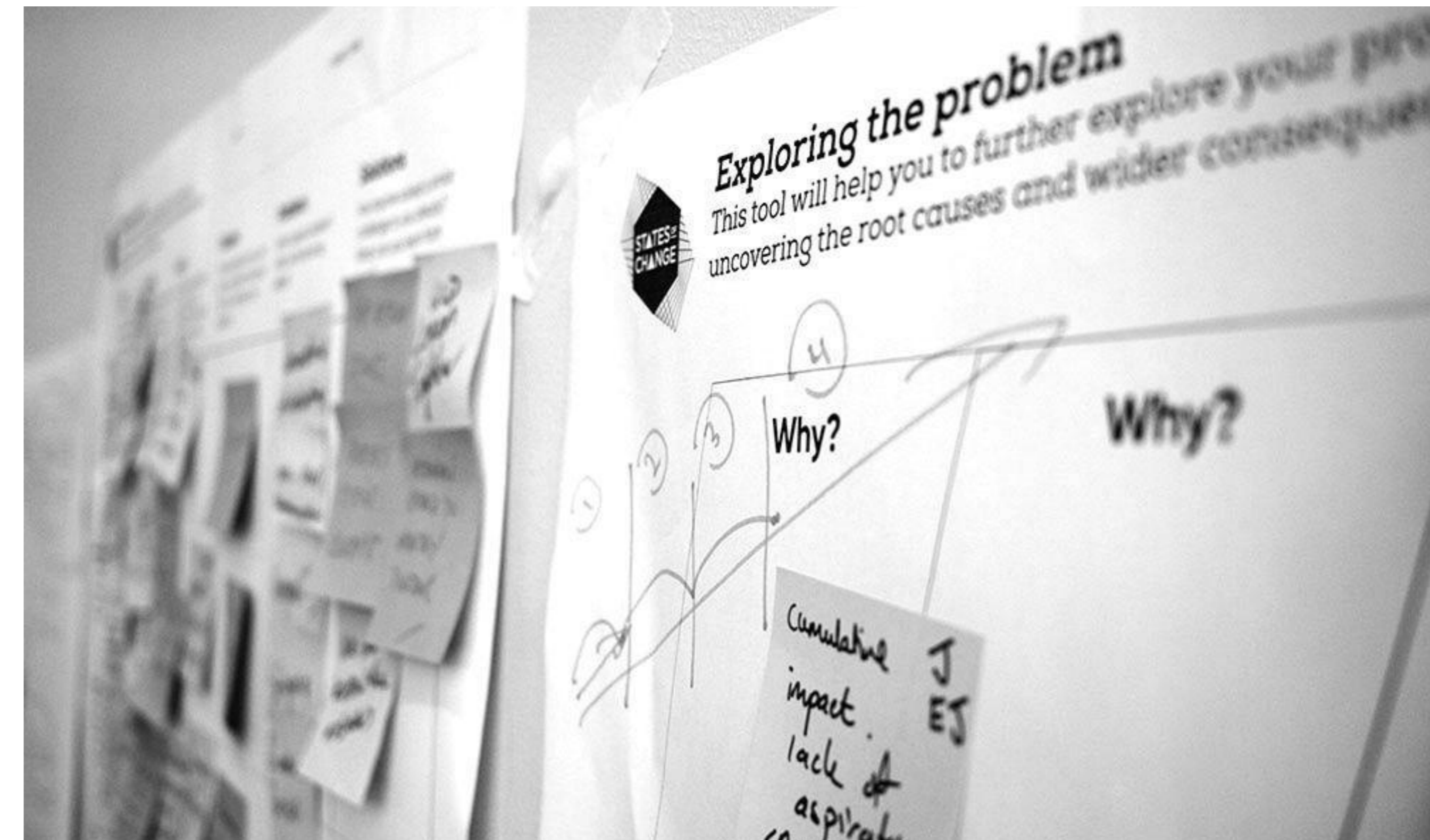
- Louise Dobel. Queensland State Government

Programs

Advancing your Innovation Practice

The **Advanced** course works with a small cohort of experienced practitioners to stretch capacity and build a network of peer support.

Over 10 weeks you'll reflect on your practice and be encouraged to try new approaches. We'll explore the new challenges of innovation and work together to chart new territory now the blueprint has well and truly been thrown away. During the program you'll be supported by experienced facilitators who bring rigour and conceptual clarity to your hard-earned practical experience.



This program is for people with familiarity in innovation methods who are looking to refine their skills in leading and landing innovation efforts in complex environments.

Programs

Advancing your Innovation Practice

Module 1

Orientation

Your peer group are your biggest supporters in this program. We'll spend some time getting to know everyone. Then we'll dive into our different experiences of what it means when we say navigating ambiguity, managing uncertainty or leading without answers.

Module 2

Teams

How do you work in teams? Who do you work with best? How do we respond to diversity of thought and experience? In this module we'll look at ways of working, muscle memory and rituals to support you and your teams' practice.

Module 3

Sensing

Experimental, iterative, creative ways of working are the ideal, but how does it work in practice? Where do we begin and what do we need to pay attention to in our work and environments so we can respond more effectively?

Programs

Advancing your Innovation Practice

Module 4

Acting

A little less conversation please. How do we move from planning and sensing into doing and acting? How can you start intervening and learning from feedback loops in a more integrated way?

Module 5

Conditions

None of this work happens in a bubble. What coalitions do you need to be in place? How can you influence these? What are some more effective ways of demonstrating value and telling stories of success in your environment?

Programs

Advancing your Innovation Practice

Delivery: 10 weeks. Online. We will use Miro and Zoom for our online sessions.

Structure: This course covers five modules, one module per fortnight.

Each module includes a 2.5 hour online clinic, a group coaching session with your facilitators, and 90 minutes of preparation and reflection.

Typical group size: 15-20 people.

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

- Victoria State Government official

Programs

Deepening your Innovation Practice

In this highly **customisable course** you will be guided through a six-month team-based learning program. Teams collaborate on real-life policy challenges from their own work and are closely coached and supported to embed their new innovation practices back into the organisation.

This program is for teams who are motivated to learn new ways of approaching policy work as well as unlearning habits and behaviours that are no longer needed.



Programs

Deepening your Innovation Practice

During this program teams will learn experientially to explore how they perceive and think about their project challenge. Drawing on a set of innovation tools and techniques they will identify assumptions, uncover biases and (re)frame the problem. Teams will be supported to include stakeholders and citizens more meaningfully through the whole innovation effort.

Teams will be encouraged to develop an action-oriented mindset by building prototypes. This will help them to identify assumptions early and reduce time and financial risk.

The teams will develop advocacy and storytelling skills needed to prepare their organisation for change and will learn how to spread tools and embed innovation approaches across their organisation.

Regular reflection is part of the program, individually and as a team they are given time to pause, reflect and consider their role in broader transformations. Teams will present their learning experiences to peers and executives. By sharing their action-based reflections teams will play an important role in embedding the new ways of working into day to day practice.

Programs

Deepening your Innovation Practice

Delivery: Six months. In person/online/hybrid options available. We will use Miro and Zoom for our online sessions.

Structure: This course is a bespoke six-month program designed for up to ten teams of 3-5 people. Ideally, a minimum group size of three teams.

“The States of Change (SoC) program has emerged at a critical time for governments around the world. The SoC program offers a first class approach testing how to upskill the public service.”

- Chad Hartnell, Director of Operations, Impact & Innovation Unit, Canada

Programs

Testimonials

“I would recommend the program, it takes energy and commitment. And you need a recognition that it’s really, really hard. But if you are prepared to give the time and energy, you’ll be surprised at the outcomes.”

- States of Change participant

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

- States of Change participant

“The States of Change team were able to share their experience and steward the initial steps of our new lab. Drawing on their first-hand experience and, then, assimilating and adapting those lessons to our own context was invaluable to avoid us getting mesmerized by the staggering amount of challenges we encountered in our first months.”

- Bruno Monteiro, LabX Portugal

Programs

Leading through Uncertainty

If you want to go quickly, go alone. If you want to go far, go together. Well, we have to go far — quickly.

Recent years have taught us to expect the unexpected. The impact of the pandemic forced us to change our scripts, to abandon strategies and rapidly develop new ones, and to hold our teams and families through the uncertainty of it all. It was exhausting. And yet, there were glimpses of new potential. Our latent ability to improvise, to experiment and, yes, to innovate, was brought to the fore and many of the reasons for not doing so had lost their potency.

While the pandemic may be over, leading teams and institutions through multiple overlapping crises, also known as the polycrisis, is likely to be the new normal for the foreseeable future.

To support one another through these times, we have created an **executive learning set** on ‘Leading through Uncertainty’.

This set is centred on peer learning, with expert facilitation and guidance, where we focus on deep, reflective conversations on how to lead and innovate through these uncertain times.

Programs

Leading through Uncertainty

The exact nature of the learning set will be determined by what participants bring into the room.

We expect to cover some of the following themes:

- Team recruitment
- Working in hybrid environments
- Motivation in uncertain times
- Financing change
- Creating psychological safety
- Building portfolios of experiments
- Demonstrating the value of experimentation
- Navigating uncertainty with elected officials

The structure:

The executive learning set will run for six months.

Each month includes:

- One group meet-up (three hours)
- An individual 1:1 coaching call (one hour)

Outside of these contact times, we will be available to answer any questions you may have via email or phone. We will also provide relevant resources customised for individuals and a Teams/Slack channel for communication and sharing across the group.

Programs

Leading through Uncertainty

Places in the learning set are limited to a small group only. It's designed for executives who are leading innovation, strategic policy or change initiatives within their organisation.

We will curate each set to ensure the right level of participants are grouped together to enable effective collaborative problem solving.



Testimonials

“Brenton prepared and delivered six training sessions and team coaching sessions [...] for 30 colleagues across 13 experiments from all offices in Europe and Central Asia. Participants loved his training style and provided very positive feedback.”

- Blerta Cela, Deputy Regional Director, UN Women
Europe and Central Asia

“I'm very critical. I have found this programme hard, very hard. I have come to respect and admire my 'teaching team'. Each session you respect me by listening to my needs [...], you stand in front of me and with apparent ease of a master practitioner tell me the method, the practice and a gazillion examples. I can't tell you how impressed I am. You make us clap our successes. I clap yours.”

- Tim Tether, States of Change participant 2019

Programs

Get in touch

Speak to Brenton if you have any questions on any of the courses, would like to express interest in joining one of the learning sets, or would like a custom quote.

brenton@states-of-change.org



About

About States of Change

Our purpose

Facing multiple, urgent, overlapping challenges, both organisations and governments need to be experimental, participatory and agile. Our mission is to support pioneering individuals and forward thinking institutions quickly learn how to make that happen, one step at a time.

Why this matters

There is no single answer to climate change, social justice or inequality, there's an infinite number of them. We need collective learning on a scale never seen

before to understand what works, where, for who and why. That's what we do. We help you to learn, and learn fast; because in an age of uncertainty it's the fastest learners who will flourish.

How we work

People understand their own context better than anyone. So we don't have ready-made solutions to your problems. We are your guides. We use experimentation, practice and reflection to create an environment that accelerates your understanding of what works for you and what doesn't.

About

States of Change

States of Change was initiated by the UK's Innovation Foundation Nesta to help governments become better problem solvers. We are now an independent not-for-profit with the same mission, headquartered in Australia but operating around the world.

We are a core team and a global collective of accomplished multi-disciplinary fellows who have been doing this innovation work for years.



About

Lead Facilitator

Brenton Caffin

Brenton is the Co-Founder of States of Change and is dedicated to helping governments around the world to build the next generation of public innovation. Over the last decade, Brenton has taught, coached and advised executives and their teams from over twenty countries in governments, multilateral and development agencies such as the UN, and international NGOs.

Brenton was Executive Director of Global Innovation Partnerships at the UK's innovation foundation, Nesta, from 2013-2020 and founding CEO of The Australian Centre for Social Innovation. He has also held several executive positions within Australian governments.



About

Fellows

States of Change draws upon 50 of the world's best public innovation practitioners and experts. Our Fellows help teams and organisations to navigate real-world challenges based on their extensive practical experience.

As facilitators, mentors, subject matter experts and contributors the States of Change Fellows will challenge learners and inspire action by sharing their own experiences.



Alex Ryan
Synthetikos



Andrea Cooper
RMIT



Geoff Mulgan
UCL



Christian Bason
Transition Collective



Bas Leurs
UNDP



Cat Drew
Design Council



Ryan Hubbard
Hinterland Studio



Marco Steinberg
Snowcone & Haystack



Beth Novek
GovLab

Accelerate your learning

Contact us if you have any questions, would like a custom quote, or are interested in applying for one of our programs.

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Thanks!