



2021  
**Prospectus**

# 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.



Introduction

## 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.

Introduction

## What we do

*"It is the learning experience of a lifetime that enables a new way of thinking."*

- States of Change participant 2019

*"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,

*"In the space of a few days, the States of Change team were able to transform a 5 day in person workshop into a fully online format. Although the participants were not familiar at all with innovation approaches, the facilitators made them feel comfortable and created a fantastic learning process that was dynamic, fun and serious."*

- Anja Wyden Guelpa, Director, Civic Challenge, Switzerland

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*



**DNP** Departamento  
Nacional  
de Planeación

*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 2018

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 six-weeks, 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:** Six weeks. Online. We use Miro and Zoom for our online sessions.

**Structure:** 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.

**Class 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

## Get in touch

Check the **website** for course dates or speak to our Head of Learning, Nicole if you would like to discuss upcoming programs or a customised version for your organisation.

[nicole@states-of-change.org](mailto:nicole@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 based 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

## Facilitators

**Brenton Caffin:** Brenton is the Executive Director 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 remains a Nesta Fellow. He has also held several executive positions within Australian governments.



About

## Facilitators

**Nicole Barling-Luke:** Nicole is the Head of Learning at States of Change. She has spent over 7 years working to create inclusive and engaging learning environments. Initially at the Australia and New Zealand School of Government before joining the States of Change team via Nesta in London. As a manager, designer and facilitator of learning programs Nicole has worked with numerous government departments across the world, as well as international institutions such as the UNDP. Nicole holds an honours degree in Anthropology and is currently completing a Masters of Design Futures at RMIT.



About  
**Fellows**

States of Change draws upon over 35 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**  
MaRs Solutions Lab



**Andrea Cooper**  
Catapult



**Geoff Mulgan**  
UCL



**Sam Hannah-Rankin**  
Victorian Government



**Bas Leurs**  
UNDP



**Cat Drew**  
Design Council



**Keren Perla**  
Alberta Co-Lab



**Marco Steinberg**  
Snowcone & Haystack



**Beth Novek**  
GovLab



Thanks!