Innovation Facets

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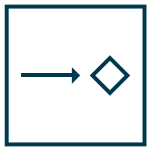
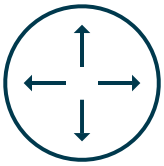


PROJECT

Try to position these examplatory projects on the innovation facets

AMPLIFY

Increase the impact of your projects within a facet

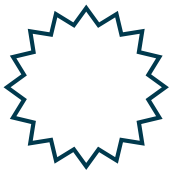


TRANSITION

Move projects from one innovation facet to another

PORTFOLIO CHECK

Assess and balance your innovation portfolio



WILD CARD SHOCK

Imagine how you would react to changing conditions

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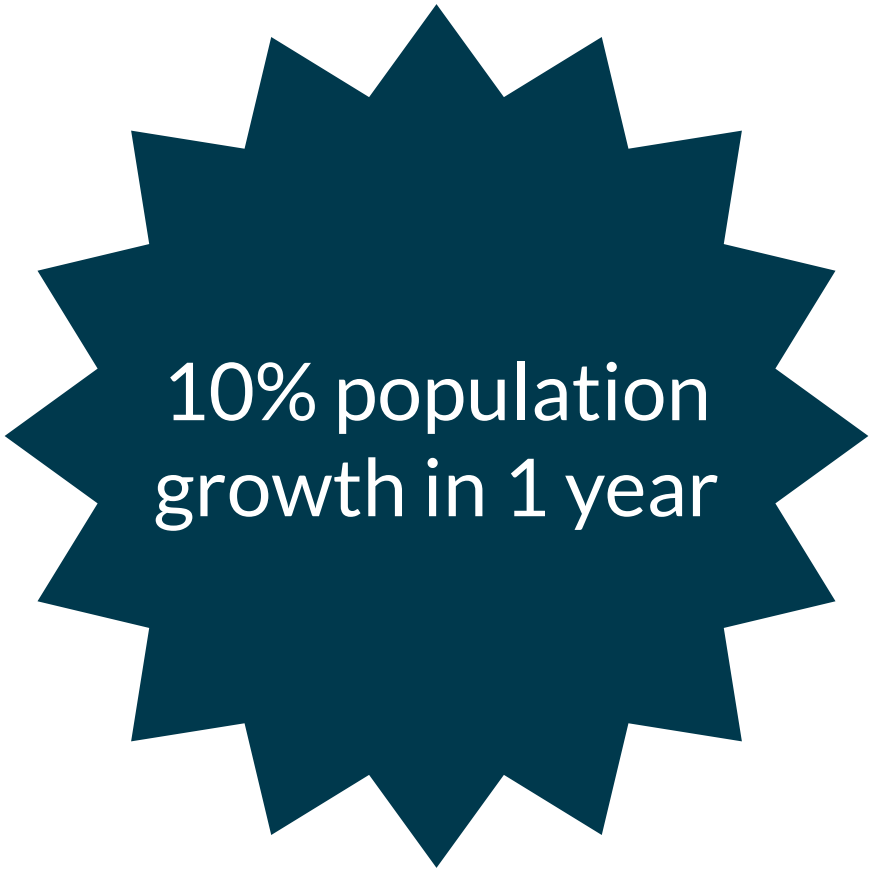
WILD CARD SHOCK



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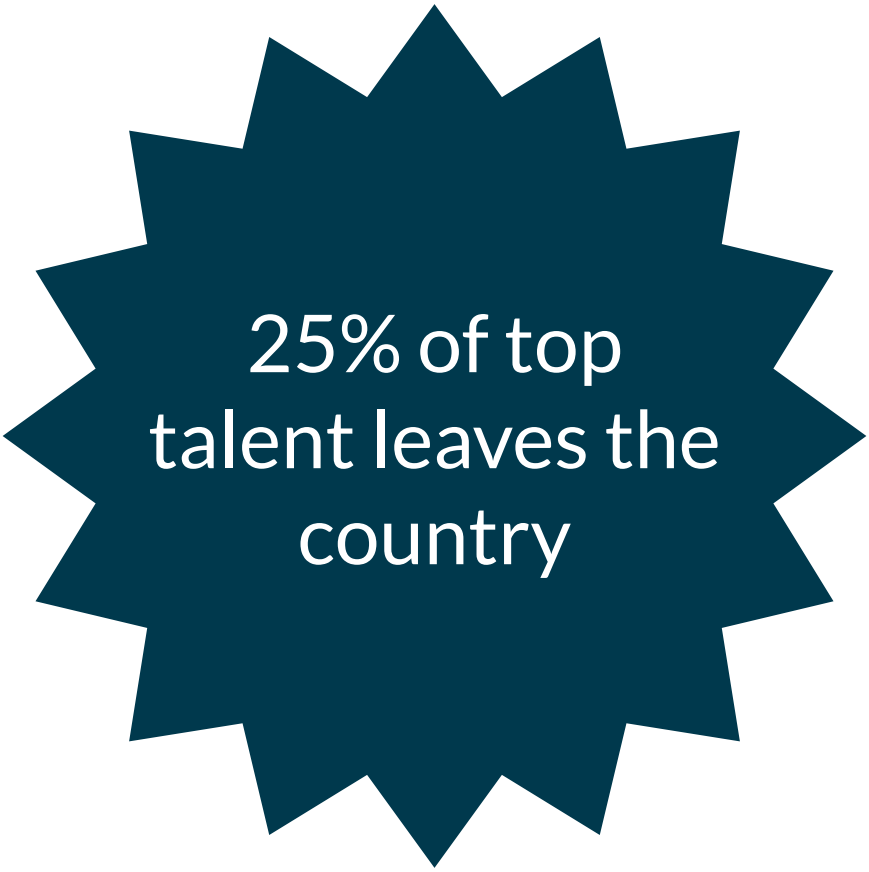

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PORTFOLIO CHECK

What led to the current activity portfolio?

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PORTFOLIO CHECK

Is someone stewarding this overall portfolio? Is that needed?

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PORTFOLIO CHECK

Are there strategies and policies supporting each facet? What are they?

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PORTFOLIO CHECK

Opposed facets (anticipatory-enhancement) and (mission-adaptive) are supported very differently. How are these activities kept separate?

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PORTFOLIO CHECK

Is the balance of the portfolio supportive of the organisational remit or purpose?

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PORTFOLIO CHECK

Is the current balance indicative of a temporary or long-term trend?

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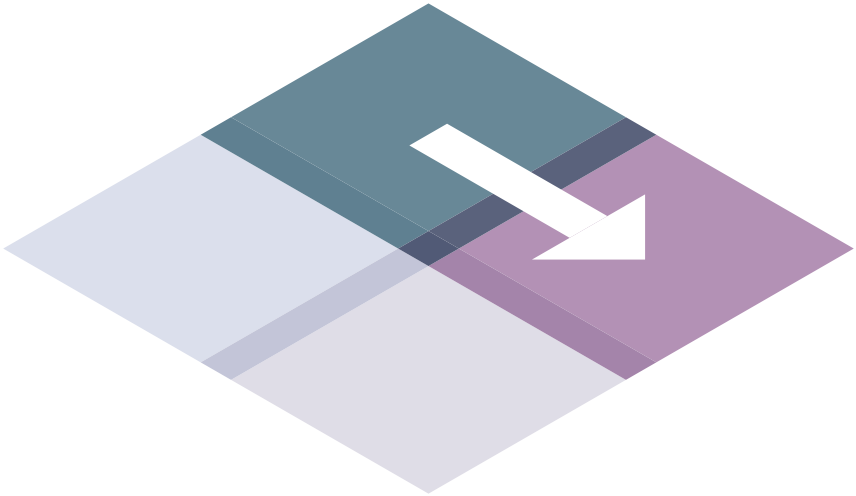
TRANSITION

Mission Innovation to Anticipatory Innovation



Explore newly created capabilities and how this might affect social values

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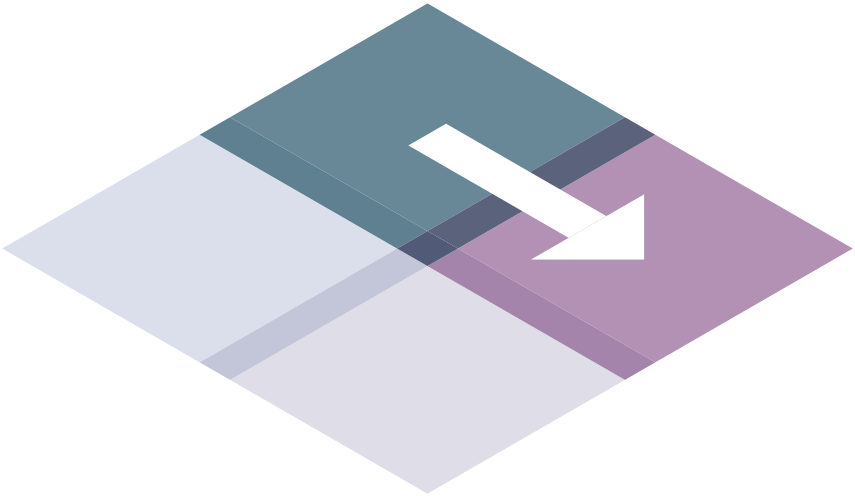
TRANSITION

Mission Innovation
to
Anticipatory Innovation



Question what will happen if the mission is achieved, including wider effects in other areas

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TRANSITION

Anticipatory Innovation
to
Mission-oriented Innovation

Explore or define new goals based on shifting social values

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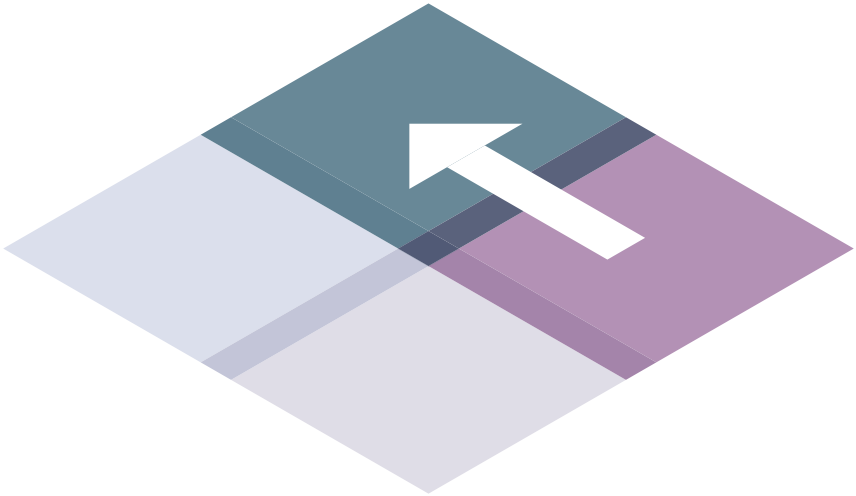
TRANSITION

Anticipatory Innovation to Mission-oriented Innovation



Shift from what might be possible to what is desired, and invest accordingly

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TRANSITION

Adaptive Innovation to Mission-oriented Innovation

Define a mission goal based on citizen and user demand

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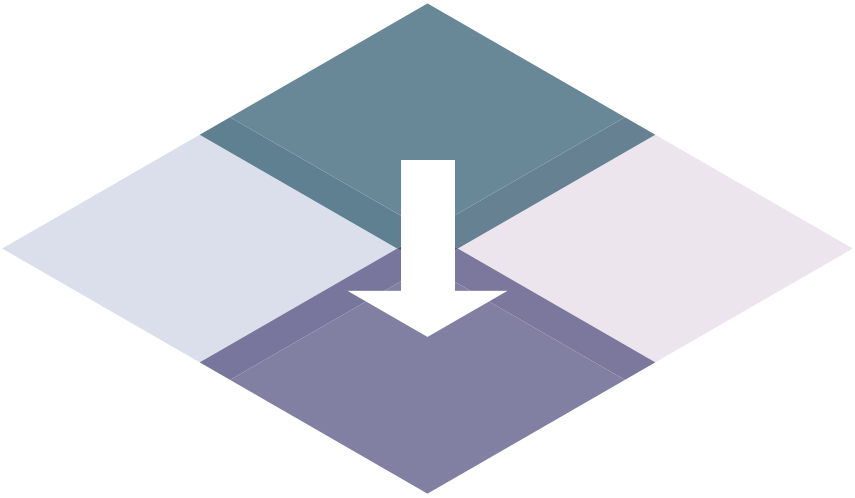
TRANSITION

Mission-oriented Innovation
to
Adaptive Innovation



Re-use or exploit a new process, system, or capacity created by a mission

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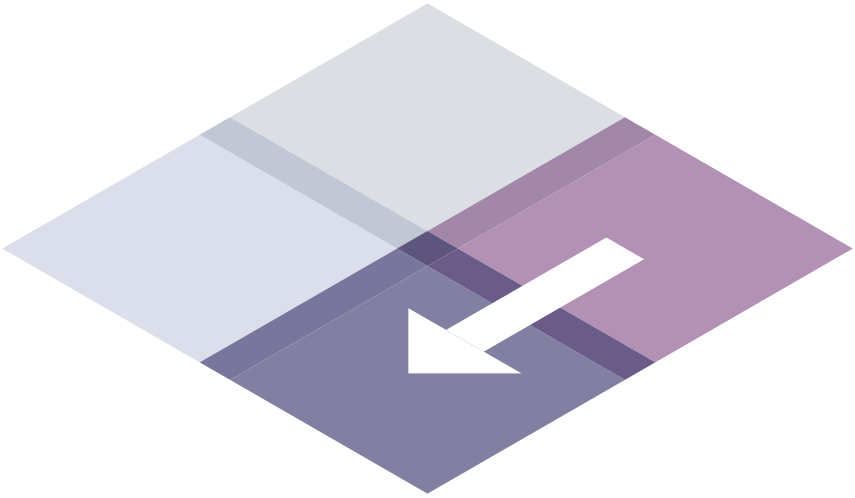
TRANSITION

Anticipatory Innovation
to
Adaptive Innovation



Create room for testing weak and strong signals with a wider audience of citizens and users

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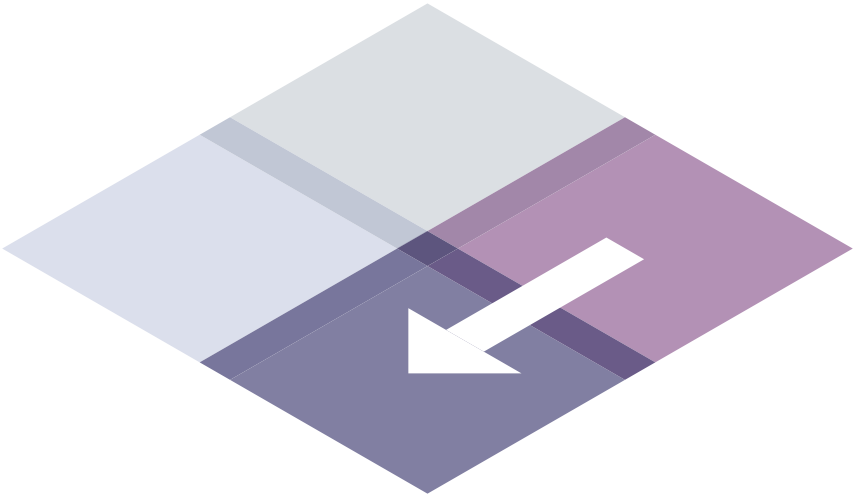
TRANSITION

Anticipatory Innovation
to
Adaptive Innovation



Commit to a vision of the future and start testing it with citizens and users

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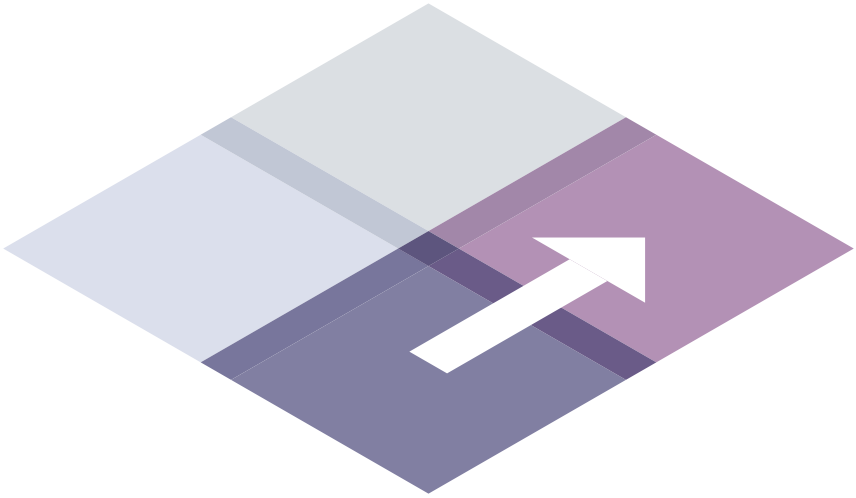
Adaptive Innovation
to
Anticipatory Innovation



Detect and shift new practices in terms of future disruptive potential

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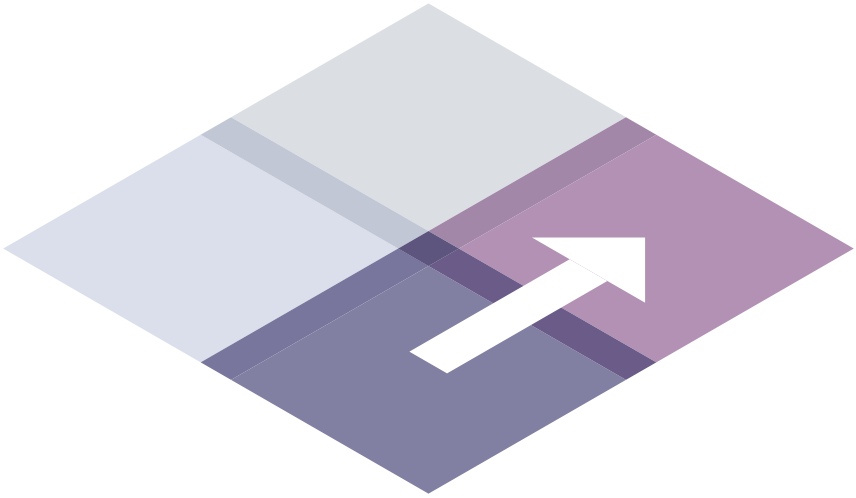
to
Anticipatory Innovation



Engage with weak signals detected by line staff

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TRANSITION

Enhancement-oriented Innovation
to
Mission-oriented Innovation

Search for enhanced solutions from different areas to use toward a new goal

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Enhancement-oriented Innovation
to
Mission-oriented Innovation

Leverage newly-achieved efficiencies towards a broad societal goal

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Enhancement-oriented Innovation
to
Mission-oriented Innovation

Shift focus from process
to outcome

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Mission-oriented Innovation
to
Enhancement-oriented Innovation

Stabilise and refine newly created processes, capabilities, and partnerships

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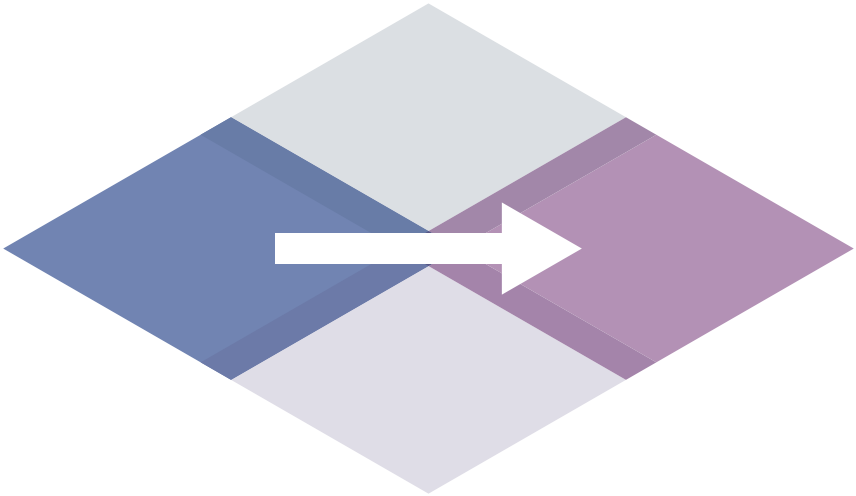
Enhancement-oriented Innovation
to
Anticipatory Innovation



Radically challenge the status quo

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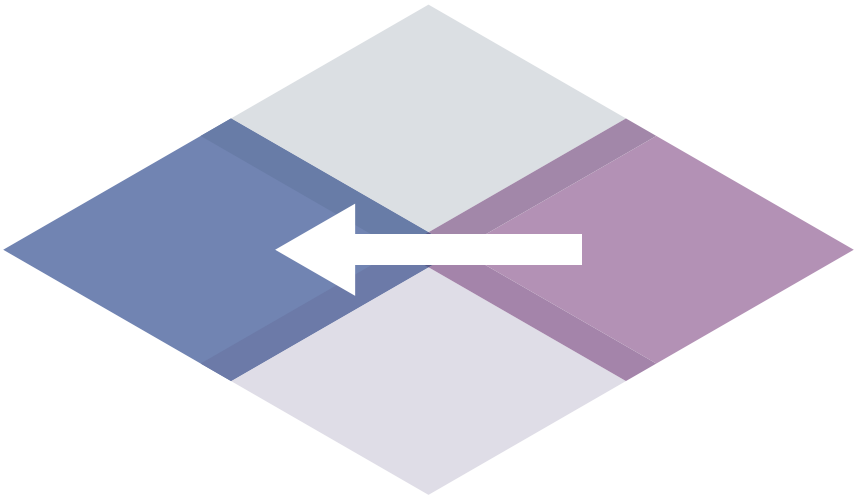
Anticipatory Innovation
to
Enhancement-oriented Innovation



Test whether your existing systems are resilient to radical shifts

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TRANSITION

Adaptive Innovation
to
Enhancement-oriented Innovation

Create ways for
the organisation to
learn from front line
interactions with citizens
and service users

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Adaptive Innovation
to
Enhancement-oriented Innovation

Establish mechanisms for testing and adoption of new ideas or approaches to existing practices

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Enhancement-oriented Innovation
to
Adaptive Innovation

Shift focus from established processes to real-world experiences and interactions

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TRANSITION

Enhancement-oriented Innovation
to
Adaptive Innovation

Research outside of known areas of expertise and comfort zones for new ideas and insights

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AMPLIFY

Mission-oriented Innovation

Create your own card

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Mission-oriented Innovation

Develop a story or narrative that will resonate with those involved

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Build political commitment and pressure to mobilise actors

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Mission-oriented Innovation

Develop more tangible objectives

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Develop new platforms, processes, and protocols supporting the new goal

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Mission-oriented Innovation

Develop an ecosystem to achieve parts of the mission that government cannot control

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Mission-oriented Innovation

Invest in systemic-thinking competencies

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AMPLIFY

Anticipatory Innovation

Create your own card

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Anticipatory Innovation

Create spaces for continuous challenge and questioning

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Anticipatory Innovation

Give explicit freedom
to explore the
unimaginable

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Anticipatory Innovation

Support exploratory experimentation, basic research, and make bold bets on uncertain projects

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Anticipatory Innovation

Build mechanisms for boundary-spanning cross-sector partnerships

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Anticipatory Innovation

Challenge fundamentals: destroy the sense of permanence and perfection

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Anticipatory Innovation

Create/encourage a practice of challenging what is fundamentally working well now

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Adaptive Innovation

Create your own card

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Adaptive Innovation

Signal where, when, and how deviation from the status quo is permissible

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Adaptive Innovation

Develop feedback loops with citizens

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Adaptive Innovation

Diffuse new types of practices via mentor-apprentice learning

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Adaptive Innovation

Support practices that require accountability but eliminate scrutiny and early-stage validation at scale

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Adaptive Innovation

Clarify the level of allowable time and risk for bottom-up projects

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Adaptive Innovation

Allow or create pockets of slack resources that can be dedicated to discovery

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Adaptive Innovation

Invest in intrapreneural competencies

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Enhancement-oriented Innovation

Create your own card

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Enhancement-oriented Innovation

Create mechanisms for best practice sharing

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Enhancement-oriented Innovation

Invest in knowledge management systems and quantitative feedback loops

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Enhancement-oriented Innovation

Maintain staff consistency, reinforce relationships, and reduce turnover

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Enhancement-oriented Innovation

Clearly define expectations for return-on-investment (ROI)

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Define performance targets and loosen permissions

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Enhancement-oriented Innovation

Build organisation-wide performance data systems and communication channels

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Enhancement-oriented Innovation

Empower line staff to make additional improvements in their areas of existing responsibility

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Enhancement-oriented Innovation

Invest in competencies that support process optimisation

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