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

10% population growth in 1 year
Political regime change
Severe austerity
Key actor drops out
New technology makes over half of government services irrelevant.
WILD CARD SHOCK

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25% of top talent leaves the country
WILD CARD SHOCK

New technology creates extreme wealth over 2 years
WILD CARD SHOCK

A widespread natural disaster takes political priority
WILD CARD SHOCK

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A scandal leads to tighter standards and compliance mechanisms
WILD CARD SHOCK

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What led to the current activity portfolio?
Is someone stewarding this overall portfolio? Is that needed?
PORTFOLIO CHECK

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Are there strategies and policies supporting each facet? What are they?
Opposed facets (anticipatory-enhancement) and (mission-adaptive) are supported very differently. How are these activities kept separate?
Is the balance of the portfolio supportive of the organisational remit or purpose?
PORTFOLIO CHECK

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Is the current balance indicative of a temporary or long-term trend?
Explore newly created capabilities and how this might affect social values
Question what will happen if the mission is achieved, including wider effects in other areas
Explore or define new goals based on shifting social values

**TRANSITION**

Anticipatory Innovation to Mission-oriented Innovation
TRANSITION

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Shift from what might be possible to what is desired, and invest accordingly
Define a mission goal based on citizen and user demand
TRANSITION

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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
TRANSITION

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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
TRANSITION
Anticipatory Innovation to Adaptive Innovation

Commit to a vision of the future and start testing it with citizens and users
Detect and shift new practices in terms of future disruptive potential
Engage with weak signals detected by line staff
TRANSITION
Search for enhanced solutions from different areas to use toward a new goal
TRANSITION

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Leverage newly-achieved efficiencies towards a broad societal goal
TRANSITION
Enhancement-oriented Innovation to Mission-oriented Innovation

Shift focus from process to outcome
TRANSITION

Mission-oriented Innovation to Enhancement-oriented Innovation

Stabilise and refine newly created processes, capabilities, and partnerships
TRANSITION

Enhancement-oriented Innovation to Anticipatory Innovation

Radically challenge the status quo
Test whether your existing systems are resilient to radical shifts
TRANSITION

Adaptive Innovation to Enhancement-oriented Innovation

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

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Establish mechanisms for testing and adoption of new ideas or approaches to existing practices
Shift focus from established processes to real-world experiences and interactions
Research outside of known areas of expertise and comfort zones for new ideas and insights
TRANSITION

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Create your own card
Develop a story or narrative that will resonate with those involved
Build political commitment and pressure to mobilise actors
Develop more tangible objectives
AMPLIFY
Mission-oriented Innovation

Develop new platforms, processes, and protocols supporting the new goal
Develop an ecosystem to achieve parts of the mission that government cannot control
Invest in systemic-thinking competencies
AMPLIFY

Anticipatory Innovation

Create your own card
Create spaces for continuous challenge and questioning
Give explicit freedom to explore the unimaginable
Support exploratory experimentation, basic research, and make bold bets on uncertain projects
Build mechanisms for boundary-spanning cross-sector partnerships
Challenge fundamentals: destroy the sense of permanence and perfection
Create/encourage a practice of challenging what is fundamentally working well now
AMPLIFY
Adaptive Innovation

Create your own card
Signal where, when, and how deviation from the status quo is permissible
Develop feedback loops with citizens
Diffuse new types of practices via mentor-apprentice learning
Support practices that require accountability but eliminate scrutiny and early-stage validation at scale
Clarify the level of allowable time and risk for bottom-up projects
Allow or create pockets of slack resources that can be dedicated to discovery
Invest in intrapreneural competencies
AMPLIFY
Enhancement-oriented Innovation

Create your own card
Create mechanisms for best practice sharing
Invest in knowledge management systems and quantitative feedback loops
Maintain staff consistency, reinforce relationships, and reduce turnover
AMPLIFY
Enhancement-oriented Innovation

Clearly define expectations for return-on-investment (ROI)
AMPLIFY
Enhancement-oriented Innovation

Define performance targets and loosen permissions
Build organisation-wide performance data systems and communication channels
Empower line staff to make additional improvements in their areas of existing responsibility
Invest in competencies that support process optimisation