

Spreading Innovation – A guide and dialogue tool

Published On: 03 April 2017

Organisation: The National Centre for Public Sector Innovation (i.d. Center for Offentlig Innovation (COI))

Country: Denmark

Level of government: Central government

Sector: General public services

Type: Communication, Methods

Launched in: 2016

Overall development time: 12 month(s)

Link to the innovation's website

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Description

The guide is a model to easier translate, adapt and to facilitate the spread of public innovation. It is a step-by-step guide for public sector workplaces to better work together and to reuse each other's innovations. The guides outlines the steps one has to take in a diffusion process, explains the actions the individual players must perform, and provides a series of dialog tools available that can support cooperation on translating and adapting innovation to a new context. The model provides an overview of the process that can contribute to better planning and can lead to a higher success by recalling acts that would otherwise have been forgotten. The guide thus reduces complexity and makes it more manageable for public sector workplaces to work systematically with the spread of innovation.

The guide has been developed through several iterations of testing with practitioners from different areas of the public sector. Public sector employees were actively engaged in developing the dialogue tools, by providing their experience and testing prototypes. Furthermore, we had: Field studies in 11 municipalities Advisory board with members from research and practice in public and nongovernmental organisations Tests sessions with leaders and employees from all over the public sector and NGOs

Why the innovation was developed

- There are many good innovative solutions around in the public sector. But some of the solutions are not anchored adequately within the whole organisation, and they are not systematically sought spread to other public sector workplaces. The guide aims to support that solutions are spread. Because when we reuse other people's solutions, we can save costs, skip the blind alleys off and get faster to the effect. And when we share our own solutions with others, we can use the experience of others, to make our own solution even better. The process of actively spreading innovation to new, local conditions may involve a series of translations, reinventions and recontextualization. It often requires changes to both the innovation itself and the system it must be included in. Diffusion of Innovation thus becomes a complex action. The guide supports these complexities there can be between municipal, regional and state workplaces.
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Objectives

Develop staff capacity, Enhance transparency, Improve access, Improve effectiveness, Improve efficiency, Improve service quality

Main beneficiaries

Government bodies, Government staff

Results

Results not available yet

- indicators show improved efficiency and effectiveness but the results are not yet available

Development

Design

The idea came from employees at The National Centre for Public Sector Innovation. We could see that there where a willingness and a desire to spread innovation but there was no actual help or tools to do so – other than the usual conferences and case articles. The idea builds on existing knowledge and experiences, as the employees come from different parts of the public sector and have experience with working with public sector innovation. The idea is based on insight from behavioral economic studies and experiences from different innovation units. Design time: 7 month(s)

Testing

- The guide has been developed through several iterations of testing the overall phases and framework as well as the specific tools with practitioners from different areas of the public sector. Additionally, we conducted: a. Field studies b. A literature review c. Several iterations of testing in various areas of the public sector and with nongovernmental organisations that produce welfare innovation d. Advisory board with experts from practice and research.

Testing time: 2 month(s)

Implementation

Tools used:

- The guide incl. the dialogue tools can be downloaded from coi.dk/spredningsguiden and are thus freely available for any interested party to use. When the guide was launched there was significant communication about the new guide aimed at local politicians, public managers and practitioners. We also took part in several conferences and workshops and we are still presenting the guide all over the country.

Resources used:

Implementation time: 1 month(s)

Diffusion

- COI continues to do field work on the implementation process and closely follows two teams that are actively using the dialogue tools and thus continue to gather knowledge on the diffusion process and on the value of the dialogue tools in this process.

Diffusion time: 2 month(s)

Challenges and solutions

- The field studies where performed within welfare technology in a municipal context. We knew that we had to test the guide on other parts of the public sector to make the guide more robust. It was a challenge to get an overview of the field, and we therefore had to piece together knowledge from many other fields. Here we would like to refer to our literary review (in Danish), which explores the theoretical field.
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Partnerships

Resonans, Via Design, BGraphic, Cycling without Age, Ligeværd, and a great number of different organisations on all levels of government.

Academics and Research Bodies, Civil Society, Other Public Sector, Private sector

Private sector and academic/research boards provided theoretical knowledge on the diffusion of innovation and aided in designing the guide. Public sector employees were actively engaged in developing the dialogue tools, by providing their experience and testing prototypes. The partnerships occasioned: Field studies in 11 municipalities Collaboration with private sector consultancies and designers An advisory board with members from research and practice in public and nongovernmental organisations Tests sessions with leaders and employees from all over the public sector and NGOs

Lessons Learned

Lessons Learned

- We are in the beginning of a longitudinal study with two groups of practitioners from all levels of government that are using the guide.
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Conditions for success

- There needs to be a common language to talk about diffusion of innovation across the public sector. A national unit also supports in creating this common language. Diffusion of innovation needs to be on the agenda strategically

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