

Minimum Viable Implementation Concept

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Organisation: MindLab

Country: Denmark

Level of government: Central government

Sector: General public services

Type: Methods, Organisational Design, Public Service

Launched in: 2016

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Description

Based on an identified issue with a discrete part of a legislation. A team composed from different offices within a ministry and the relevant agency sets out on a 10 day intense project to solve the issue. MindLab facilitates and orchestrates the project. the process involves a kick-off meeting where management outlines the issue at hand and the core assumptions on the issue. From here the process involves fieldwork, analysis of insights, ideation, conceptualisation, prototyping, testing and finishes off with a stage gate presentation in front of management with a focus on learnings, scaling possibilities, effect of implementation of the validated concepts

Going from a complex issue to implementable solutions in just 10 working days is only doable because it is an intense and iterative process. This along with the limited time span makes it unique in speed, intensity and its iterative nature. Before it was the norm to pay external consultants to do an analysis of an issue which was expensive, lengthy and only the conclusions were carried further. With the Innovaiton the civil servants get a deep internalised understanding of the mechanisms that are the causes and consequences of the issue at hand.

Why the innovation was developed

- The innovation initiated because of wish to develop more user orientated solutions plus the recognition that the general speed of public processes are slow at times.
 - A heightened focus on the actual return on investment of civil servants working hours and a general desire to develop the way work is conducted in the public sector.
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Objectives

Develop staff capacity, Enhance public trust, Improve effectiveness, Improve efficiency, Improve user satisfaction

Main beneficiaries

Civil Society, Government bodies, Government staff

Results

Efficiency

- Intense collaboration between offices have proven very efficient. Along with the very quick responses from management if something needed to be cleared.
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Effectiveness

- Initial estimations show a very high precision in hitting the target end-user with the solutions generated, but results are still too immature to say for sure.
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Service quality

Responsiveness:

- The time to market have been cut by a huge margin, but with no clear baseline a qualitative evaluation is impossible.

Development

Design

The initial design was developed by MindLab, a cross governmental innovation unit. It was developed on the basis of our experiences with policy development processes and with inspiration from design thinking, the start-up community and especially lean start-up

Testing

- Testing has been through "live testing", using a real issue facing an agency and working with 8 civil servants.
 - The test was closely monitored and adjustments were made continuously along the way. In that way we did both testing and implementation at once. So far we have concluded 2 runs of the 10 day process and have another 2 in the calendar.
 - We have conducted the runs of the innovation in iterative runs of test, feedback adjustment. So all involved parties from civil servants, management and citizens have been involved in developing and adjusting the innovation.
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Implementation

Tools used:

- A lot of meetings have been carried out and the experiences from the first runs have fed into the next and so forth. Keeping the involved parties in the loop of the level of maturity of the concept.

Resources used:

- MindLab resources so far circa 500 working hours in Development and execution of 2 runs the agencies use circa 300 hours / run.
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Diffusion

- We are communicating our experiences to the other ministries both formally and informally and soon also to other international policy innovation labs. We hope that this summit will help us spread this method internationally.
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Challenges and solutions

- The organisations maturity towards new ways of working and thinking projects has been one challenge the 2 runs we have completed have generated.
- The process has further provided highly detailed input to what could be further investigated and sketches for adjustments to current legislation.

Lessons Learned

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- The power of the experiment how short and intense projects can prove effective how courage to change pays off how the culture of an organisation can be changed by changing the way of work.
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Conditions for success

- Buy-in and courage from management Buy-in and courage from the civil servants an understanding the intense projects can prove efficient and effective.
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