

Programme information



**Building the next
generation of public
innovation**

2019



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Are you thinking “there must be a better way of doing this?”

What is the States of Change learning programme?

The States of Change learning programme is a practice-led experience that embeds innovation capability and helps public servants become better problem solvers.

Over six months, teams take part in the programme alongside their day jobs and learn how to take an experimental approach to problem solving. This involves exploring problems from new perspectives, and then testing and iterating possible solutions in order to quickly learn what works and what doesn't. Importantly, participants also learn how to help create the right conditions for innovation to happen.

Throughout, teams work on real-life projects from their departments that they bring to the programme. This ensures a bias towards practical action and 'learning by doing', taking teams on a learning journey where they go from testing out new approaches to applying them in practice.

Who is it for?

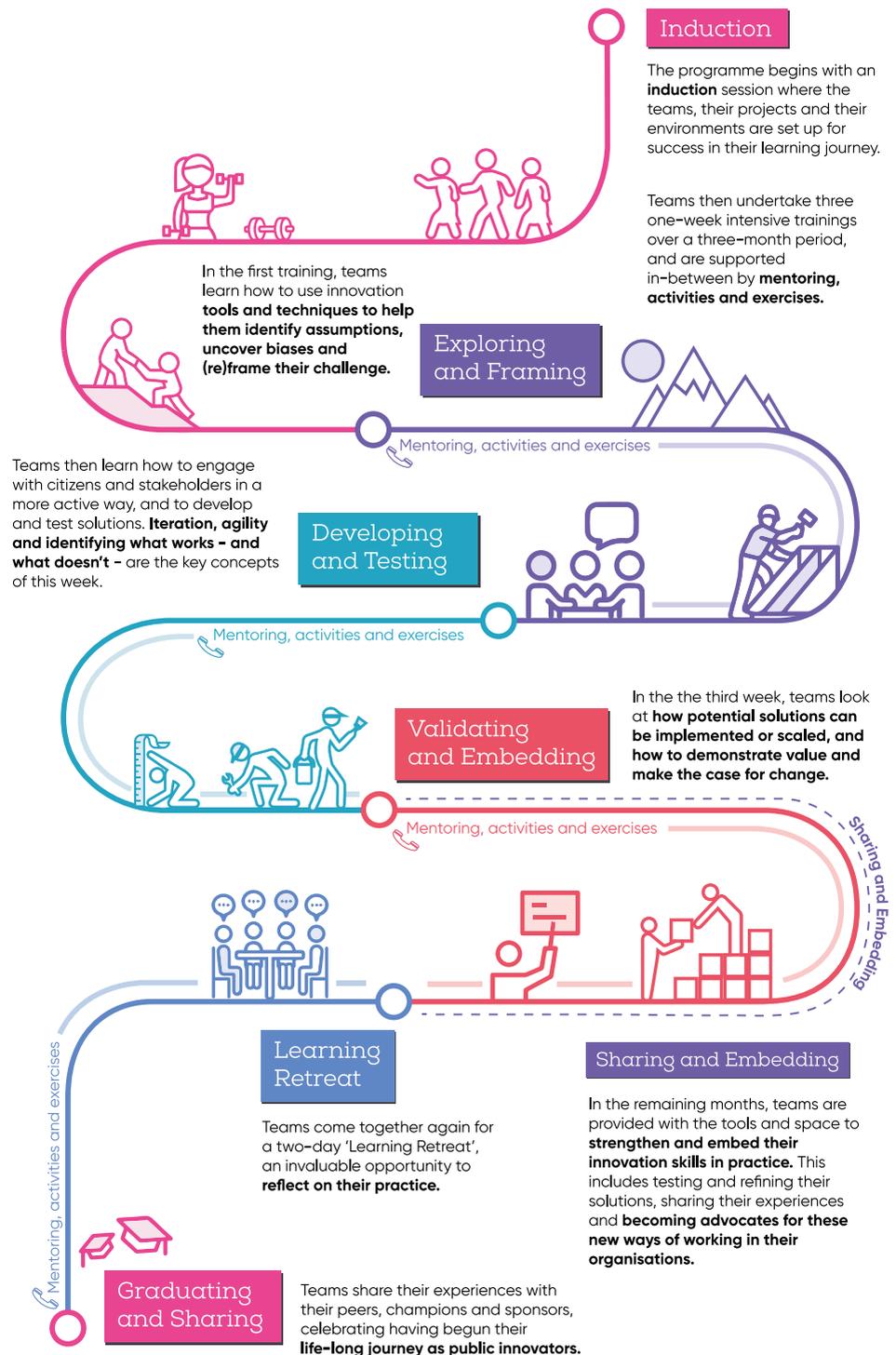
The programme has been designed for **teams of public servants who are eager to challenge 'business as usual' ways of working and ambitious to learn new approaches to government problem-solving.** It is also for their departments, who are ready to try new ways of working and see what it takes to put innovation into practice.

The learning programme in detail

The learning programme is led by experienced government practitioners and designed to create safe spaces for teams to try out new ways of thinking, doing and working.

Over the six months, up to 10 teams of 3-5 people work on real world challenges that are directly relevant to their job. These projects become the focus for learning from practice, helping teams to develop their skills in real scenarios with the guidance of the programme's faculty.

As well as learning new innovation approaches, teams receive guidance on how to create the appropriate conditions and enabling environment for innovation, and how to manage projects within bureaucratic and political contexts to create space for innovation.



Programme session overviews

Below are more detailed overviews of the face-to-face sessions that teams take part in. Over the whole six months, teams are **supported by mentors, set exercises, field work, reflection prompts and are encouraged to participate in peer-learning activities**, all to rehearse their new skills in-practice.

Induction

(4 days)

During this session teams are introduced to the programme, given a crash course in team design and the tools and skills to explore their challenge through six different perspectives: people, systems, facts, futures, solutions and problems. They learn how to set up and shape their authorising environment, while getting to know their cohort who they will learn with across the next six months.

Exploring and Framing

(5 days)

The aim of the week is to push teams to open up the way they perceive and think about their challenge. Teams learn how to use a set of innovation tools and techniques to help them identify assumptions, uncover biases, and (re)

frame their challenge. They explore it through different lenses: by looking from a systems perspective to understand the bigger picture; by exploring uncertainty through foresight techniques; and by investigating how those most affected by the challenge experience it.

Developing and Testing

(5 days)

Iteration, agility and identifying what works – and what doesn't – are the key concepts of the Developing and Testing stage. Teams learn how to develop solutions with and for citizens using new techniques and tools, and learn how to improve these possible solutions through an iterative process. Teams are encouraged to develop an action oriented mindset by building prototypes and seeing how these help them to identify assumptions, and learn what works and what doesn't.

Validating and Embedding

(5 days)

The aim of this week is to add rigour to testing suggested solutions, to evaluate whether they can be implemented or scaled and to demonstrate their value and legitimacy. Teams learn how evidence and testing results can be used to justify decision making, and how to measure impact to make a compelling case. Teams develop their advocacy and storytelling

skills to prepare their organisation for change, and learn ways to spread and embed innovation methods and tools across their organisation.

Learning Retreat

(2 days)

Teams are taken out of their usual environment to pause, reflect and consider their role in the broader transformation of the public sector. Exercises stimulate teams to reflect on their personal journey and experiences. The retreat also provides the time to strengthen relationships and build their cross-jurisdictional support network.

Graduating and Sharing

(1 day)

At the conclusion of the programme, teams take part in an event where they present their experiences to their peers, their innovation champions and sponsors, share their reflections and celebrate having begun their life-long learning journey as public innovators.



“This is the first programme I have done which is not afraid to push boundaries and encourage us to do the same.”

**States of Change participant,
Victoria State Government**

What the programme isn't

Light touch

This programme is designed to stretch your thinking and comfort zone, and equip you with the skills and attitudes for effective public problem solving. It goes beyond teaching you a single innovation method and instead provides you with the tools to approach your work and environment in a fundamentally different way. This is a rigorous and fast-paced training programme and you will need to be **out of the office at face-to-face training for up to 21 days over six months.**

You'll be practising new techniques and approaches in the training space, but the real learning happens when you are back in your office. It's here that you'll be putting innovation into practice and making decisions on your project. For this to be meaningful **we require that teams are working on their project on average 2-3 days a week.** Remember that you'll be working on real-world challenges, so the time spent on the programme will have a direct benefit to your departmental priorities.

Are you ready to be pushed outside your comfort zone?



What will the programme do?

Teams and projects that have been through the programme will emerge in a very different place to when they entered. **The combination of training, peer learning, focused teamwork and mentoring on a real-world project will help develop more effective ways of working**, improving participants' ability to develop and deliver outcomes in a new way.

By being part of this programme, teams will learn more effective ways of working including:

- ◆ recognising how bias and assumptions impact their work and identifying ways to challenge this
- ◆ taking a range of different perspectives to unpick challenges in new ways
- ◆ learning new methods to engage and work with citizens
- ◆ developing, testing and iterating potential solutions to learn what works and what doesn't
- ◆ building new team rhythms to create safe spaces to try new things
- ◆ applying innovation tools and techniques to their everyday work
- ◆ practically influencing and leveraging support for new ways of working
- ◆ effectively communicating insights, ideas and ambitions with other stakeholders
- ◆ creating the appropriate conditions and environments for innovation
- ◆ managing projects within bureaucratic and political contexts to create space for innovation

A core outcome of the learning programme is the culture that will have been strengthened around innovation practice, and at the end of their journey **teams will leave as advocates and insurgents for new ways of working within their departments** and across the public sector.

Before the programme



A team of public servants who want to learn how innovation can help them address key challenges within their organisation

After the programme



- ◆ A team trained with essential public innovation skills
- ◆ A department/organisation motivated to spread and sustain innovation practices

Do you feel things can be done differently? In a better way?



Who should take part?

The programme is open to teams from any City, State or Federal government agency across Australia and New Zealand. Your team can be already working together, or a new team brought together specifically for the programme.

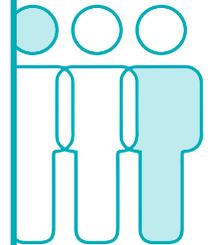
It might also be cross-agency, cross-jurisdiction or cross-sector, though teams should be willing to co-locate as a project team for the duration of the programme to maximise social learning. The most important thing is that you all have curiosity, commitment and enthusiasm for the learning process.

Are you:

- ◆ inspired by new possibilities?
- ◆ curious about new ways of working and solving problems?
- ◆ restless with business as usual?
- ◆ motivated to be a change agent in the public sector?
- ◆ open to learning new ways, with a team and across a cohort?
- ◆ ready to persevere to get things done?

Does your team:

- ◆ have a diverse range of experiences, skill-sets and expertise?
- ◆ reflect on their current practice and think about how they can improve things?
- ◆ enjoy engaging with users and citizens, or has an interest in doing so?



What will you need to have in place?

A project to learn with

To ensure that the learning on the programme doesn't remain theoretical, it is grounded in a project. This project serves as the space for you to practice applying new ways of working and thinking.

This project needs to be a real government project, a real priority for your team, unit and department. We're looking for a project that is relevant, with a challenge and problem that is going to enable learning, while also delivering outcomes.

The projects should have the following characteristics:

- ❑ **Be centered around people** - projects that improve the way that the public sector delivers its mandate to citizens and delivers better value to them.
- ❑ **Challenge business as usual** - projects that have the potential to challenge the way that things are currently done and demonstrate its value.
- ❑ **A bias towards action** - Remember the programme runs across six months and some project outcomes need to be possible within this time.

Permission to learn

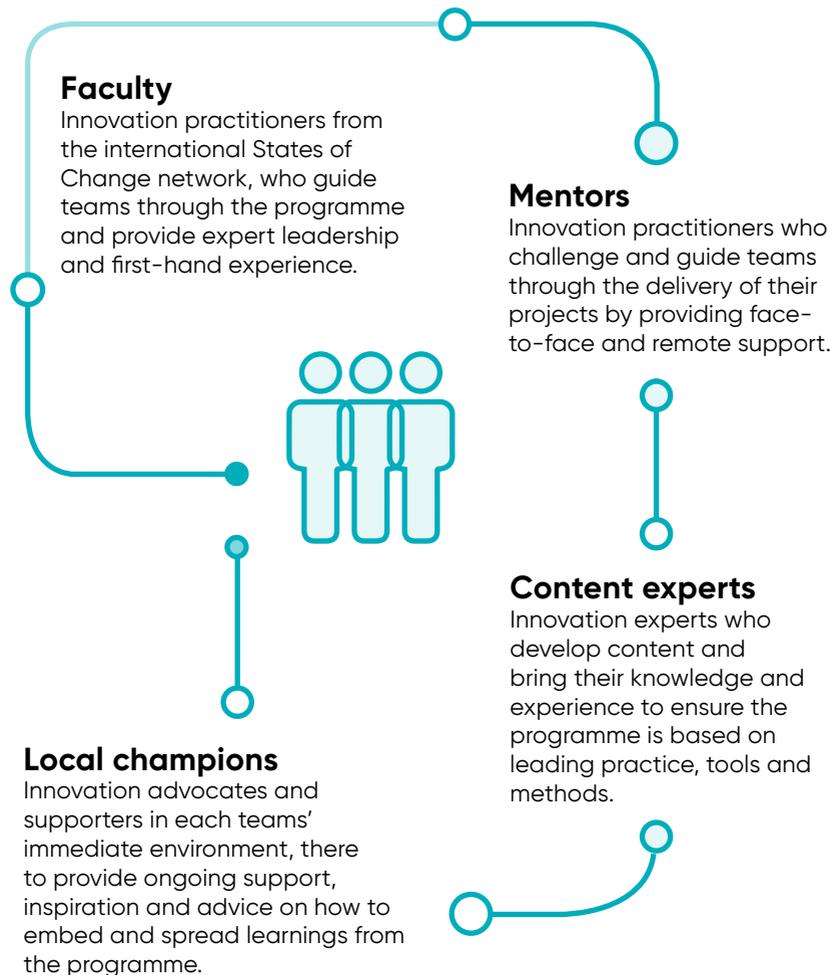
For innovation projects to succeed, they need the right enabling conditions. For innovation teams to learn, they need time, space and support across the whole programme. Teams need to have consistent support both at the leadership and peer level as they move their projects forward.

Teams will need to have executive sponsorship for their participation, someone who:

- ◆ is an owner of the project area
- ◆ is supportive and aware of the innovation agenda within their jurisdiction
- ◆ will create and hold strategic space for teams to experiment and take risks (and fail!)
- ◆ will endorse and enable the commitment (time and resources) required from the team

What support can you expect?

Across the programme teams are supported by a mix of global and local experts, all there to challenge, inspire and guide the teams to their full potential.



Learn from expert innovation practitioners how to explore, test and deliver better responses to the challenges we face.

When and where is it happening?

As a cross-jurisdictional programme, teams will be drawn from a range of locations across Australia and New Zealand.

You have the opportunity to build a new network and connect with change agents across the region. Bringing like-minded individuals and teams together, **you'll learn new ways of working, thinking and tackling problems.**

The face-to-face training will rotate across cities to ensure that each team is exposed to a variety of contexts and actors.

Application and selection	January - February 2019
Induction	Monday 1st April – Thursday 4th April 2019 Melbourne
Exploring and framing	Monday 6th May – Friday 10th May 2019 Sydney
Developing and testing	Monday 17th June – Friday 21st June 2019 Brisbane
Validating and embedding	Monday 29th July - Friday 2nd August 2019 Location: TBD
Learning Retreat	Thursday 12th September - Friday 13th September 2019 Location: TBD
Graduating and sharing	Friday 11th October 2019 Melbourne

What can you expect from your investment?

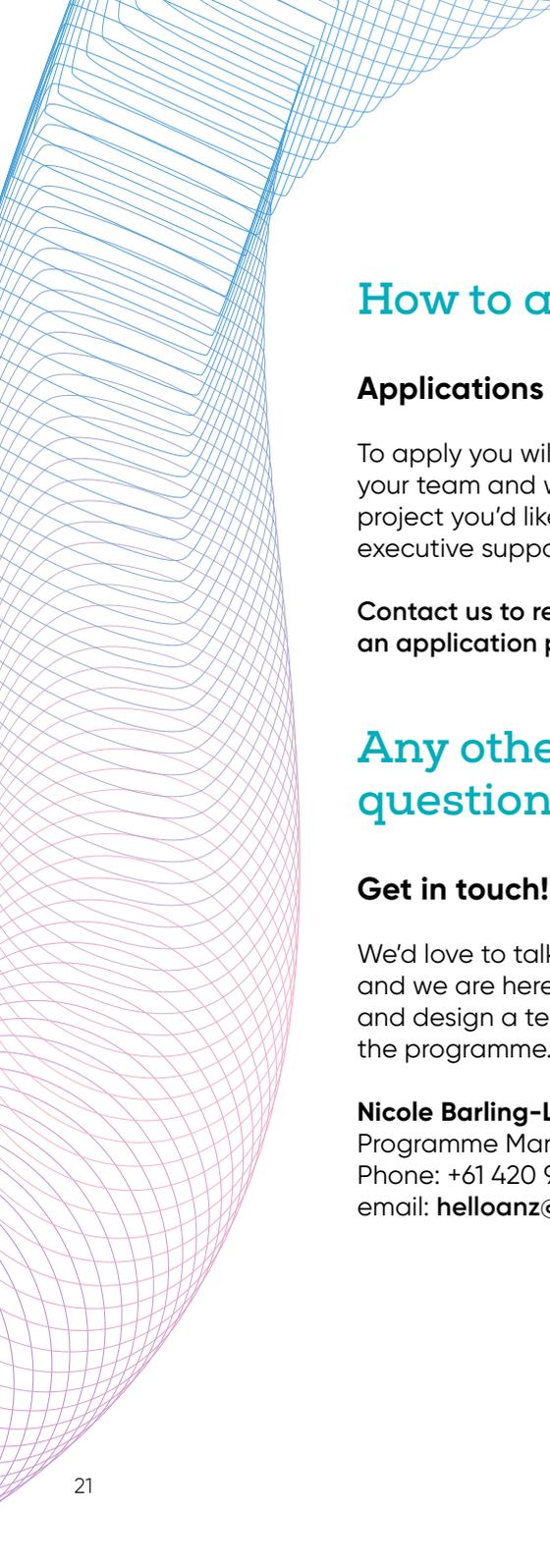
By your department investing in the programme you, your team and your organisation will receive a unique opportunity to draw on leading international practice to experiment with new ways of working that can be integrated back into your department. **As a team you will be working on real-world challenges, so the time spent on the programme will have a direct benefit to your departmental priorities.** And your team will emerge connected to a growing local and international community of practice to further your development.

More concretely, teams will receive;

- ◆ 21 days of face-to-face training as a cohort across six months
- ◆ Up to six team mentoring sessions
- ◆ Access to an international network of government practitioners
- ◆ Access to local innovation community practitioners and events
- ◆ All programme materials including toolkits, worksheets and reflection tools
- ◆ Access to monthly webinars from international faculty

The total investment for participation is \$75,000 AUD +GST **per team of 3-5 people.**

As the location of the face-to-face training moves around jurisdictions, teams and departments are responsible for meeting their own costs for any travel and accommodation related to their participation.



How to apply?

Applications open in January 2019!

To apply you will need to tell us a bit about your team and what motivates you, explain the project you'd like to work on and demonstrate executive support for your participation.

Contact us to register your interest and receive an application pack.

Any other questions?

Get in touch!

We'd love to talk to you about your application, and we are here to help you shape your project and design a team to set you up for success in the programme.

Nicole Barling-Luke

Programme Manager

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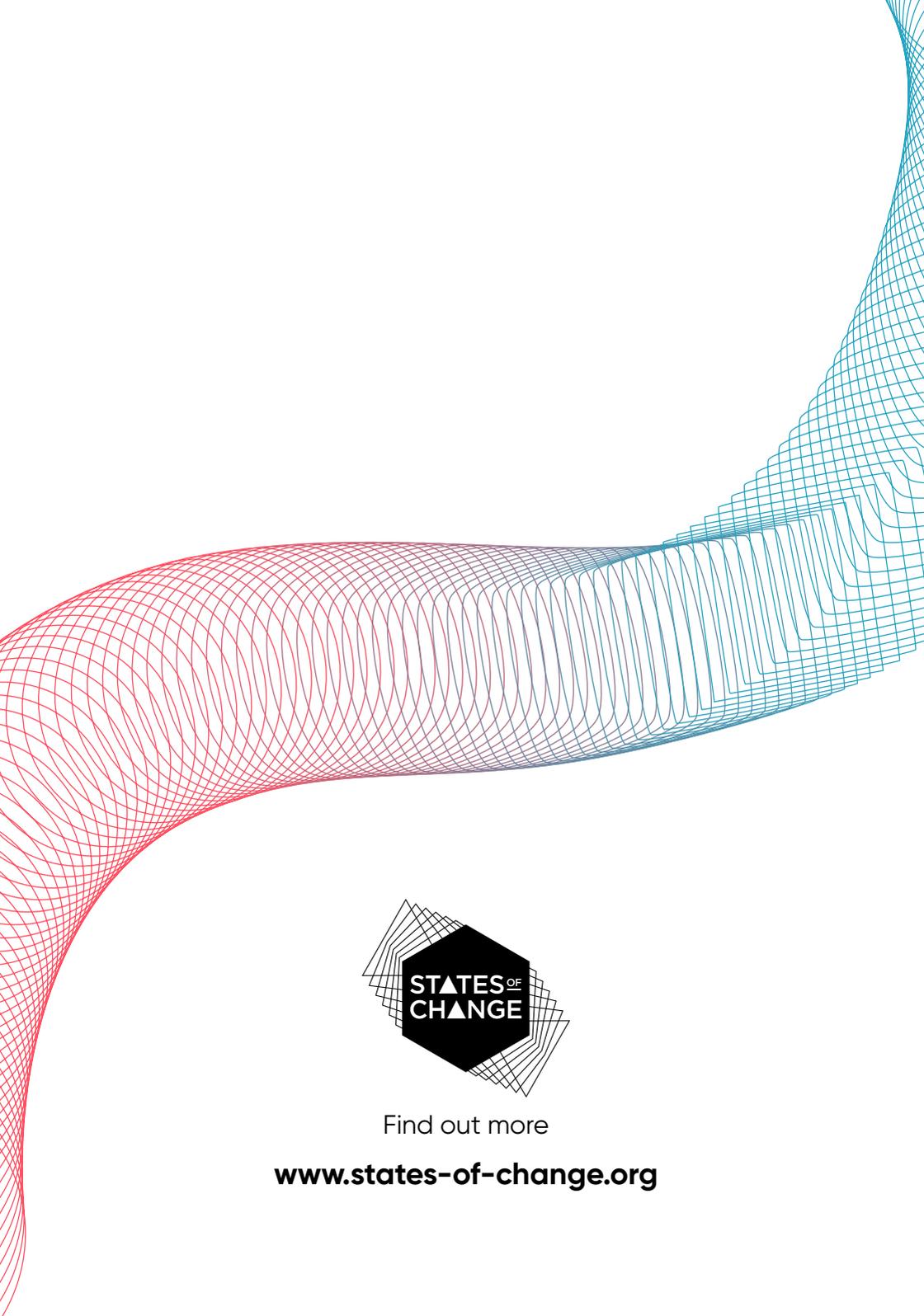
About us

States of Change brings together the world's leading public innovation practitioners and experts. Together, we're working to enhance the quality, coherence and reach of public innovation learning, and to ultimately improve lives for citizens across the world.

We want to build the capability and culture of governments to practically deal with the complex problems they face, and to strengthen the community of practice around public innovation. One way we're doing this is by developing and delivering practical learning programmes that support governments to build their innovation capabilities and cultures.

To find out more visit:

www.states-of-change.org



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