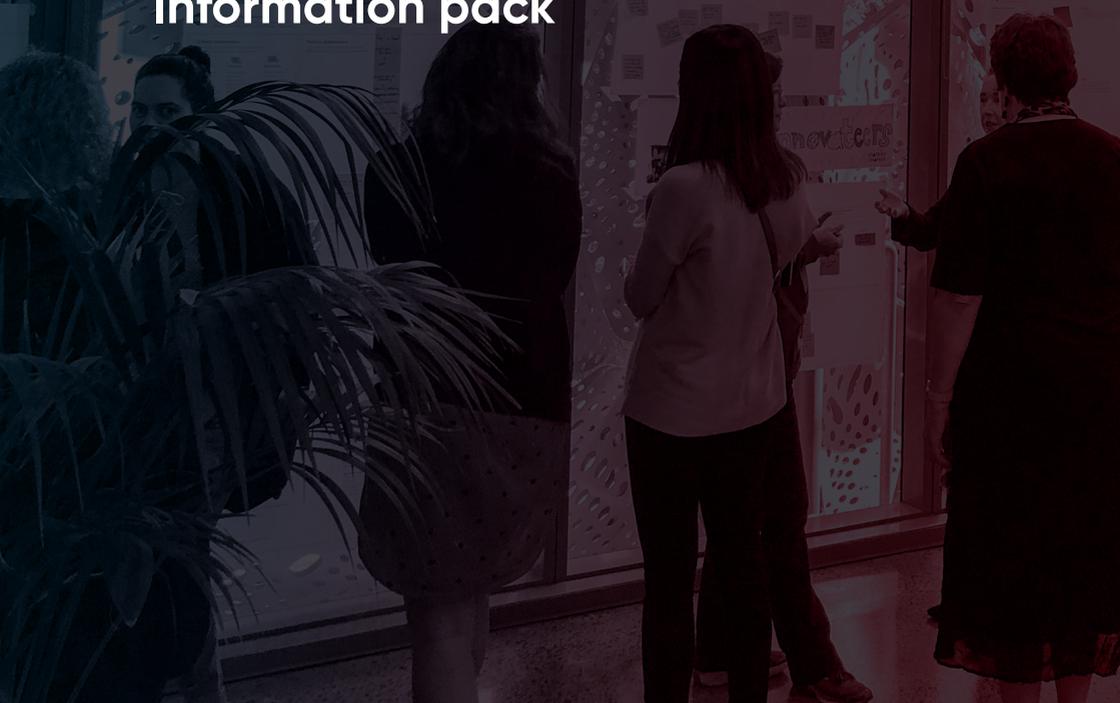




Building the next  
generation of public  
innovation

# Learning programme Information pack





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“This programme has given me a lot more confidence about being a public servant.”

States of Change participant

## Introducing the States of Change learning programme

**This learning programme is a practice-led experience that embeds innovation capability and helps civil 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.

## The programme in the UK

Since 2017 we have run learning programmes with various government partners in Australia, Canada and Colombia. We're excited to now launch our first learning programme in the UK. With practical expertise in bringing new ways of working into government, together they will guide civil servants throughout the programme.

## Who the programme is for

The programme is designed to support teams of civil servants who are eager to challenge 'business as usual' ways of working and ambitious to learn new approaches to government problem-solving. Departments who are ready to try new ways of working can also put a team together to explore, through projects, what it takes to put innovation into practice.

## The learning programme in detail

**The programme draws upon a global network of government practitioners who support teams to experiment with new ways of seeing, thinking and acting.**

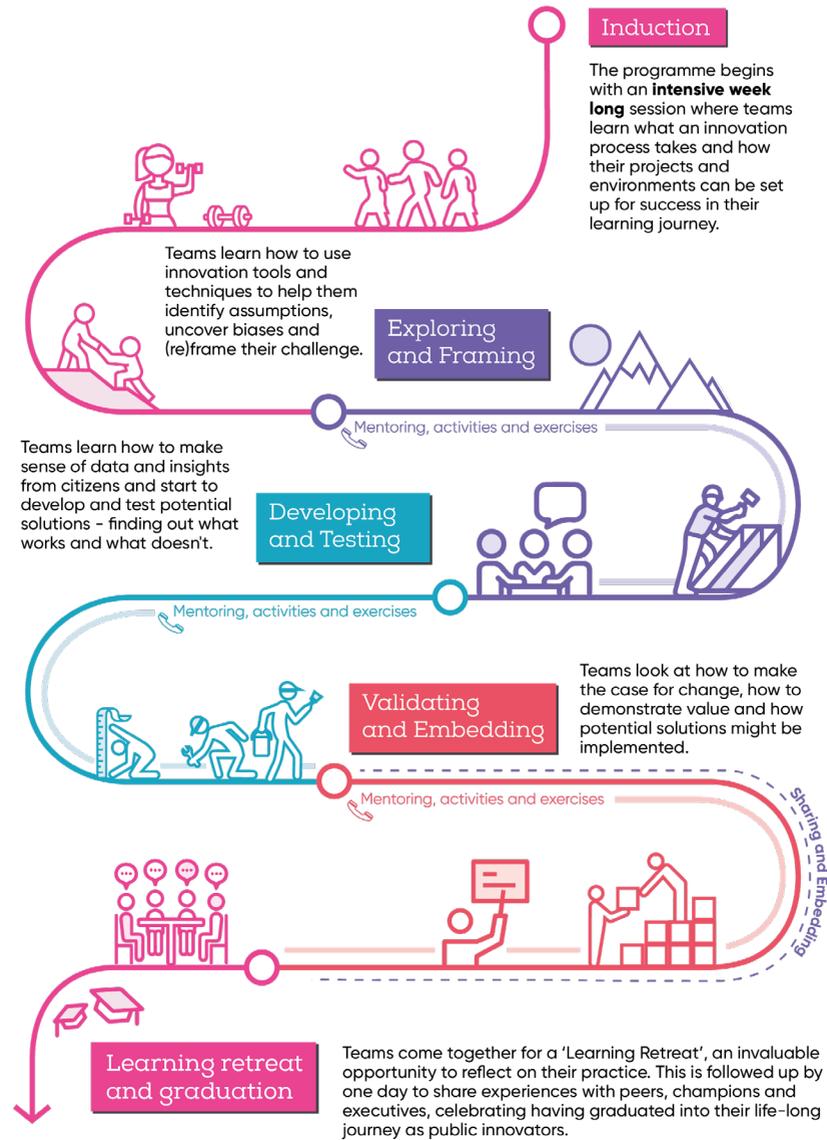
Over the six-month programme, teams of 4-5 people work on their own real world challenges with the support of key faculty and facilitated training. Working together in a cohort of 8-10 teams, the projects become the vehicle for learning and participants are supported to develop new skills in a safe peer learning environment. This in-project learning is central to the programme's success. As well as learning about new innovation approaches, teams also receive guidance on how to create the appropriate conditions for innovation to thrive and learn from first hand experiences on how to manage projects within bureaucratic and political contexts.



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

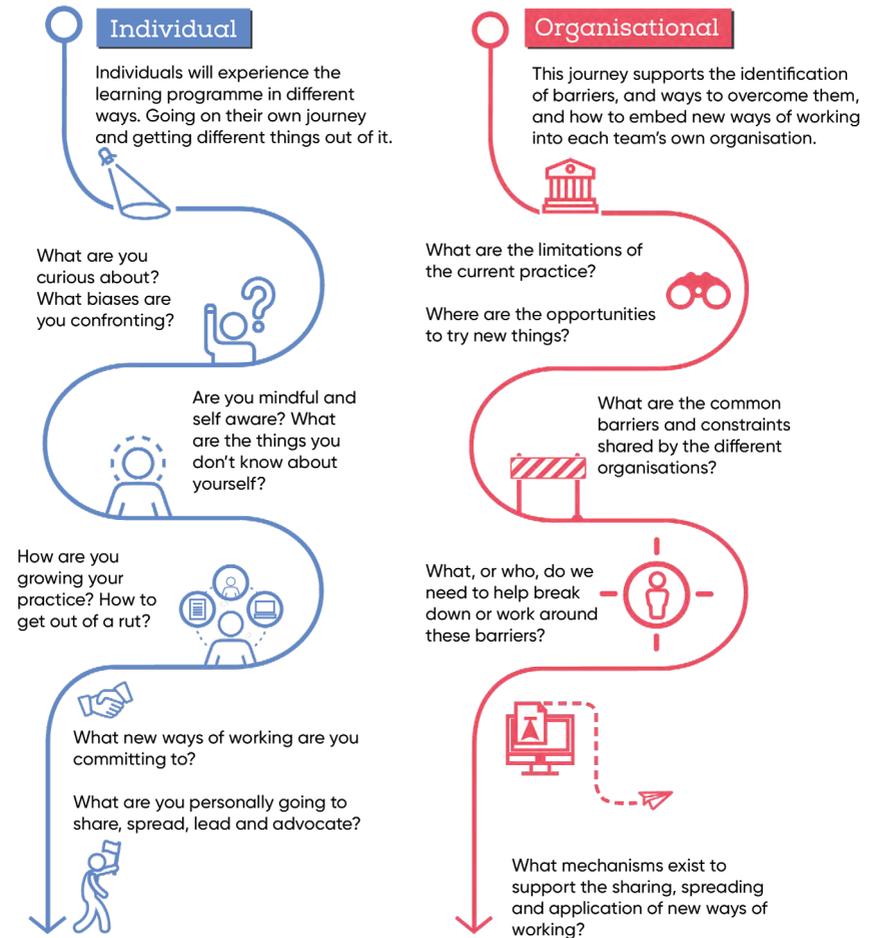
**States of Change participant,  
Victoria State Government**

# The learning journeys



The programme journey on the left shows the activities teams take part in, and what skills will be developed.

Participants also go through two other journeys simultaneously: an individual leadership journey and an organisational journey. These are woven into the learning process, and the visuals below demonstrate some of the takeaways and questions these two journeys draw out.



## Programme session overviews

### Induction

(5 days)

Teams are immersed into the programme from day one, and in this first week the faculty deliver a rapid version of the entire programme. From here, teams are more in tune with how they can set up their projects and conditions for success. They are given a crash course in the key tools and skills needed in order for them to fully understand their challenge and its context.

### Exploring and Framing

(5 days)

The aim of this second week of training is to push the teams to explore how 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, and by investigating how those most affected by the challenge experience it.

### Developing and Testing

(4 days)

During this next phase teams learn how to make sense of data they have gathered from citizens and stakeholders to identify opportunities for testing new possible solutions and 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

(4 days)

Following on from the previous session, this phase encourages teams to consider more deeply how evidence can be used to help justify decision making, and how they can measure impact to make a more compelling case. Here, teams develop the advocacy and storytelling skills needed to prepare their organisation for change and learn how they can begin to spread tools and embed innovation approaches across their organisation.

### Learning Retreat and Graduation

(3 days)

Reflection is a key part of the programme and during the retreat teams are given time 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, and which new ways of working they will continue to model and be an advocate for.

Following the learning retreat, on the final day of the programme teams present their experiences to their peers, their champions and executives, sharing their reflections and celebrating their graduation into a life-long learning journey as public innovators.

## What's expected from you

This programme goes beyond teaching a single innovation method, and instead provides teams with the tools to approach their work and environment in a fundamentally different way. This is a rigorous and fast-paced learning programme, and teams will need to be focused and committed to each and every phase. Teams coming on the programme should be prepared to be **out of the office and at face-to-face training for up to 21 days over the six-month duration.**

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

"It pushes you outside your comfort zone, but that's all part of the learning. You can't feel comfortable all the time otherwise it becomes too familiar, and this is about finding new ways to do things."

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

## Who should take part?

The programme is open to teams from any local, regional or central government agency across the United Kingdom. Your team can already be working together, or a new team brought together specifically for the programme.

We also welcome cross-agency or cross-sector teams, though they 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 approaches, 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?

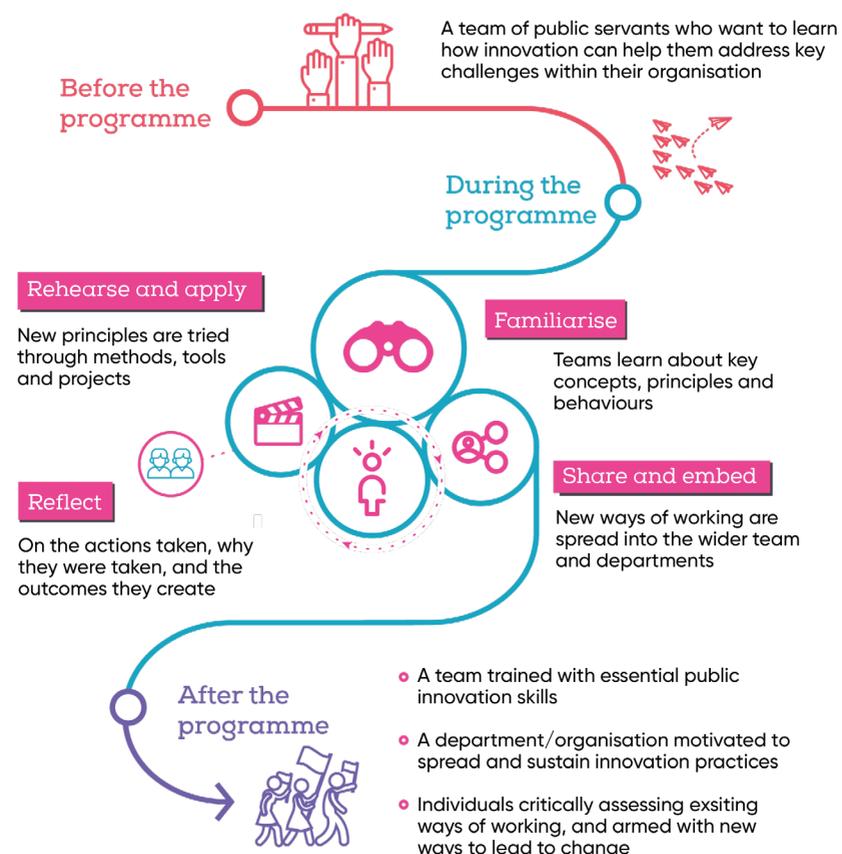
## What the programme will do

**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 the programme, teams will learn more effective ways of working, including:

- ◆ recognising how biases 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
- ◆ gathering data from citizens about the nature of the challenge
- ◆ developing, testing and iterating opportunities to learn what works and what doesn't
- ◆ building new team rhythms to create 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
- ◆ managing projects within bureaucratic and political contexts to create space for innovation

A core outcome of the learning programme is strengthening the culture around innovation practice, and at the end of their journey **teams will leave as advocates and agents for change and help drive new ways of working within their departments** and across the public sector.



## What you will need to have in place

### A project to learn with

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

This project needs to be representative of a real government challenge and a priority for the team and department. We're looking for projects that can enable learning while also delivering outcomes.

Ideal projects have the following characteristics:

- ❑ **They are people centred** - they improve the way that the public sector delivers its mandate to citizens and creates better value for them
- ❑ **They challenge business as usual** - they have the potential to challenge the way that things are currently done and demonstrate this value
- ❑ **They have a bias towards action** - remember that 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 you can expect

The UK States of Change learning programme will convene a mix of global and local experts to support, guide and inspire teams throughout the duration of the programme.

Drawing on some of the world's best innovation practitioners, States of Change brings together experts to form an international faculty who engage with teams as they progress through the programme. Bringing extensive first hand and practical experiences, our faculty help teams to navigate their project challenges and ensure that the reality and complexity of working in the public sector remains central.

"If all innovation needed was good ideas, we'd have them already. The fact is, doing innovation in the public sector can be tough. What we've built with States of Change is a group of people who can support each other to make real change happen."

**Brenton Caffin**  
States of Change faculty  
Nesta, UK

## Just a few of our faculty members...



**Brenton Caffin**  
Executive Director,  
Global Innovation  
Partnerships  
Nesta



**Andrea Siodmok**  
Senior Civil Servant  
Cabinet Office  
responsible for  
Policy Lab



**Geoff Mulgan**  
Chief Executive Officer  
Nesta



**Christian Bason**  
Chief Executive Officer  
Danish Design Centre



**Cat Drew**  
Chief Design Officer  
Design Council



**Dominic Campbell**  
Director  
FutureGov



**Stephanie Wade**  
Lead of Innovation Teams  
Bloomberg Philanthropies



**Cassie Robinson**  
Head of Digital Fund  
The National Lottery  
Community Fund



**Jesper Christiansen**  
Head of Strategy  
and Development  
Nesta

## When and where the programme is happening

### Teams will be drawn from a range of locations and agencies across the United Kingdom.

Working alongside each other, teams have the opportunity to build a new peer network across the UK to **learn new ways of working, thinking and tackling problems together.**

The face-to-face training run by the faculty will rotate across different cities to ensure that each team is exposed to a variety of contexts and actors. Locations are determined once the cohort has been selected, and dates will be confirmed with the teams taking part.

<b>Application &amp; selection</b>	<b>Application deadline: November 29, 2019</b>  Please <a href="#">express your interest in submitting a full application before November 15 via email or phone</a> (contact details on page 20). We'll then arrange a call with you to go through the process, and to help you shape your project and team.
<b>Induction</b>	<b>Late January, 2019</b> London
<b>Exploring &amp; framing</b>	<b>February 2020</b> Location: TBD
<b>Developing &amp; testing</b>	<b>April 2020</b> Location: TBD
<b>Validating &amp; embedding</b>	<b>May 2020</b> Location: TBD
<b>Retreat &amp; graduation</b>	<b>June 2020</b> Location: TBD

## What you can expect from your investment

The States of Change learning programme provides a unique opportunity to engage with leading international practitioners and participate in an immersive learning experience targeted at tackling real challenges. Together, teams can experiment with new ways of working that can be integrated back into their departments.

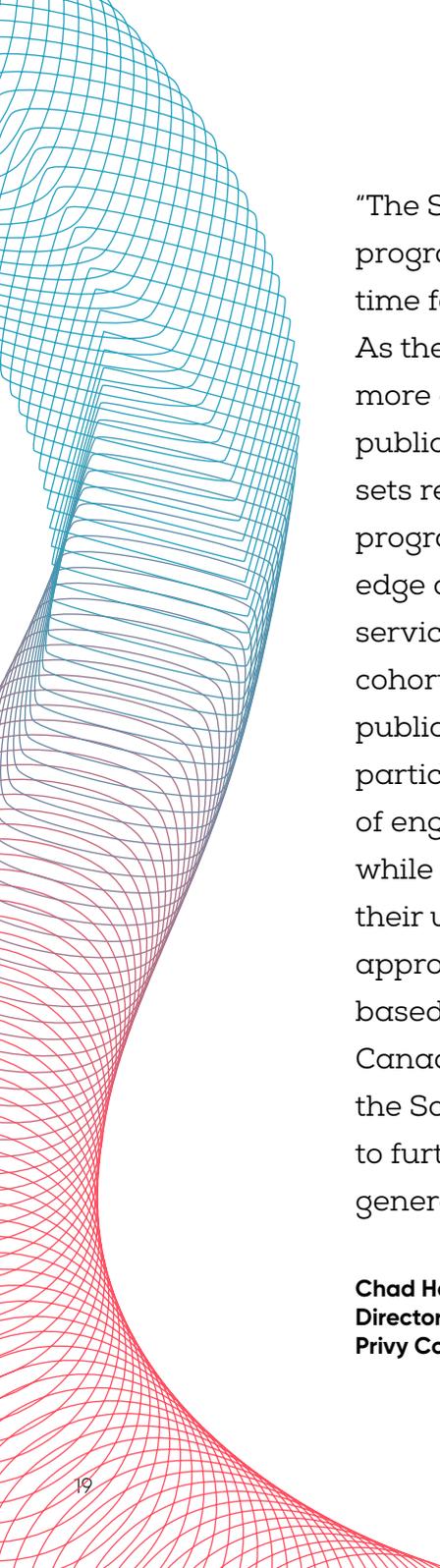
Teams are supported to work on their own challenges and so the **programme has a direct benefit to departmental priorities.** Participants are provided with an opportunity to immerse themselves in new methods and approaches and join a growing global network of programme alumni and community of practice where they can continue with their development.

More concretely, teams will receive:

- ◆ 21 days of face-to-face training as a cohort across six months
- ◆ 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 webinars and resources from international faculty

The total investment for participation is **£45k per team of 4-5 people.**

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



“The States of Change (SoC) learning programme has emerged at a critical time for governments around the world. As the issues we need to address become more complex, we need to invest in our public service, and particularly in the skill sets required to address these issues. The programme offers a dynamic, leading edge approach to upskilling the public service. In that context, the first Canadian cohort of approximately 20 working-level public servants benefited greatly from SoC, particularly by providing the right level of engagement to inspire and challenge, while allowing public servants to grow in their understanding and use of innovation approaches and methods through project-based initiatives. The Government of Canada has been extremely pleased with the SoC programme and looks forward to further building the ‘collective’ of next-generation public sector innovators.”

**Chad Hartnell**  
Director of Operations, Impact and Innovation Unit,  
Privy Council Office, Government of Canada

## How to apply

Please get in touch with us via phone or email to talk about the programme and express your interest in applying by November 15, 2019 at the latest. We know that it can take some time to get all the internal approvals required to take part, so we suggest getting in touch as early as possible. **The deadline for final applications is November 29.** Please contact:

**Rosamund Mosse**, Learning Experience Designer  
email: [uk@states-of-change.org](mailto:uk@states-of-change.org) phone: +44 (0)2074382632

We are here to help you shape your project and design a team to set you up for success in the application process and the programme itself. In the application, teams need to tell us a bit about themselves and their motivations for learning, explain the project they'd like to work on and demonstrate executive support.

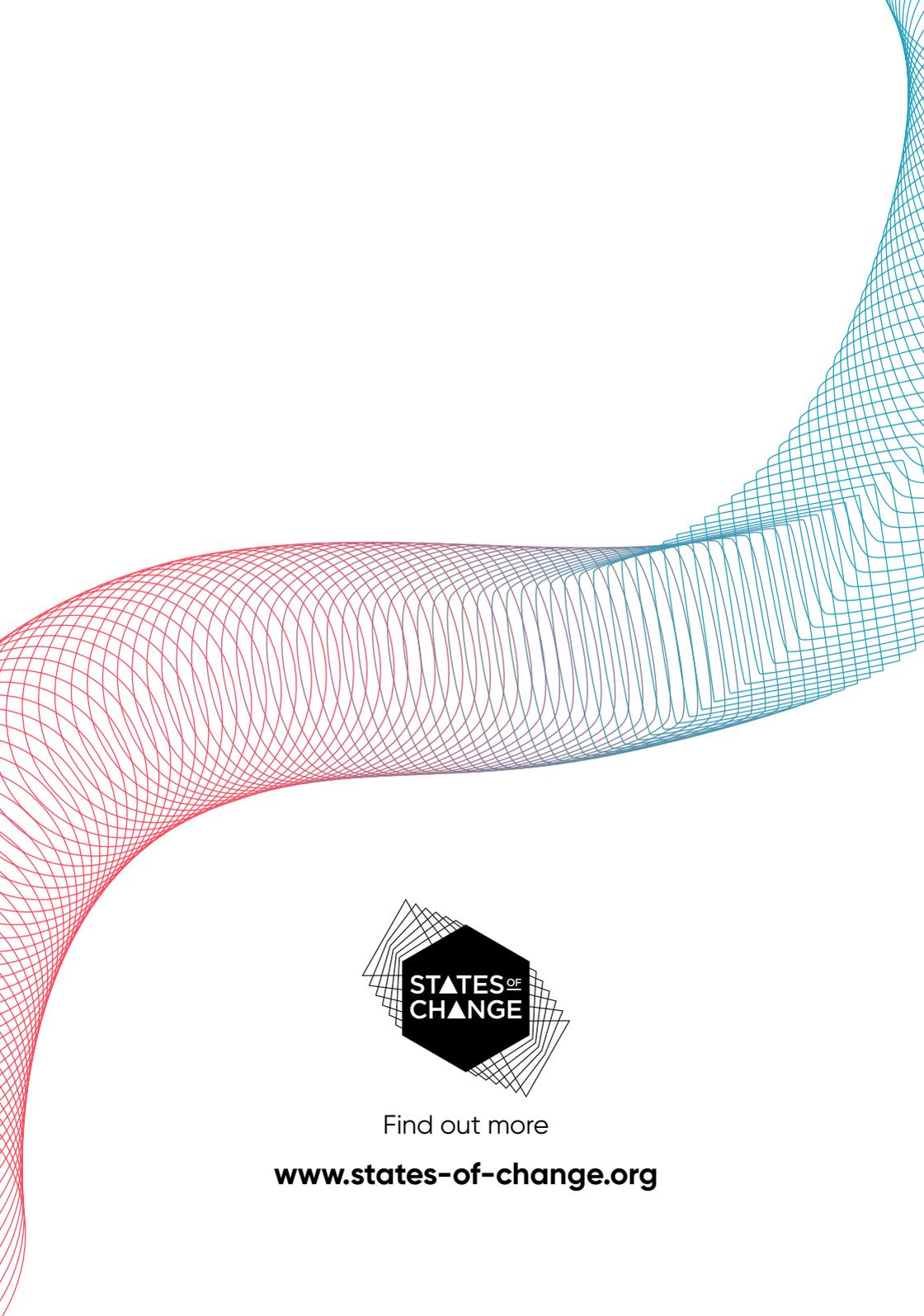
[Download the application pack](#)

## About States of Change

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](http://www.states-of-change.org)**



Find out more

[www.states-of-change.org](http://www.states-of-change.org)