








|  STAGE |  SPECIALIST SKILLS REQUIRED |  EXAMPLE ACTIVITIES |  RISK LEVEL AND HANDLING |  FINANCE REQUIRED |  KINDS OF EVIDENCE GENERATED |  GOAL |
|--|--|---|--|---|--|--|
| Exploring opportunities and challenges 1 | Research and analysis for exploratory work | <ul style="list-style-type: none"> Horizon scanning Evidence scanning Ethnography and insight generation Systems mapping Foresight Complaints and consumer research | <ul style="list-style-type: none"> Low risk of failure, but clear decisions should be taken about how to act on insights. LOW | <ul style="list-style-type: none"> Grants LOW | Insights derived from formal research and informal knowledge gathering | A well understood and clearly defined problem or opportunity |
| Generating ideas 2 | Ideation and facilitation of creative thinking | <ul style="list-style-type: none"> Creativity methods Design tools Crowdsourcing Open innovation Awards and rewards Challenge prizes | <ul style="list-style-type: none"> High failure rate should be an explicit expectation Visible senior leadership essential HIGH | <ul style="list-style-type: none"> Usually grants, occasionally convertible LOW | A clear account of change or likely causation, supported - but not overly constrained - by evidence | An idea or set of ideas to develop and test |
| Developing and testing 3 | Mix of design and implementation skills | <ul style="list-style-type: none"> Rapid prototyping Service, product and process design Co-design User-design Light-touch evaluation Cost-benefit modelling Randomised control trials | <ul style="list-style-type: none"> High failure rate should be an explicit expectation Visible senior leadership essential HIGH | <ul style="list-style-type: none"> Grants, convertible grants/loans MEDIUM | A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users | Demonstration that the idea works, or evidence to support a reworking of the idea |
| Making the case 4 | Business development and evaluation | <ul style="list-style-type: none"> Market sizing, development and testing Business case analysis Identifying cashable savings | <ul style="list-style-type: none"> Prepare to adapt approach, based on evaluation results and user feedback MEDIUM | <ul style="list-style-type: none"> Grant funding or funding out of investment MEDIUM | A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users | Clarity about what warrants implementation and funding |
| Delivering and implementing 5 | Strong leadership, management, implementation skills | <ul style="list-style-type: none"> Policy design Programme design Business modelling Organisational design | <ul style="list-style-type: none"> Prepare for some adaptation to implementation MEDIUM | <ul style="list-style-type: none"> Programme funds, equity, loans, grants HIGH | A robust and detailed case developed through formal evaluation and evidence gathering - use of a control group to isolate impact | An implemented and sustainable innovation |
| Growing, scaling and spreading 6 | Strong leadership, management, implementation skills | <ul style="list-style-type: none"> Business or organisational growth Franchising Licensing Legislation Spreading ideas Transferring practice | <ul style="list-style-type: none"> Fidelity assessments may be important Strong capacity needed to ensure transfer of practice MEDIUM | <ul style="list-style-type: none"> Equity, loans, payment by results, social impact bonds HIGH | Evidence derived from evaluations in multiple sites, and independently run randomised control trials | Innovation or impact at scale |
| Changing systems 7 | Strong leadership and management, and identification and training of new leaders and teams | <ul style="list-style-type: none"> Building networks Calibrating markets Changing behaviour Changing laws and regulations Understanding interaction of technologies | <ul style="list-style-type: none"> Map potential unintended effects VARIED | <ul style="list-style-type: none"> Multiple financial systems requiring potential rewiring Possible outcome-based funding HIGH | New definitions of and measures for efficiency and impact are created | A transformation in the way we do things |