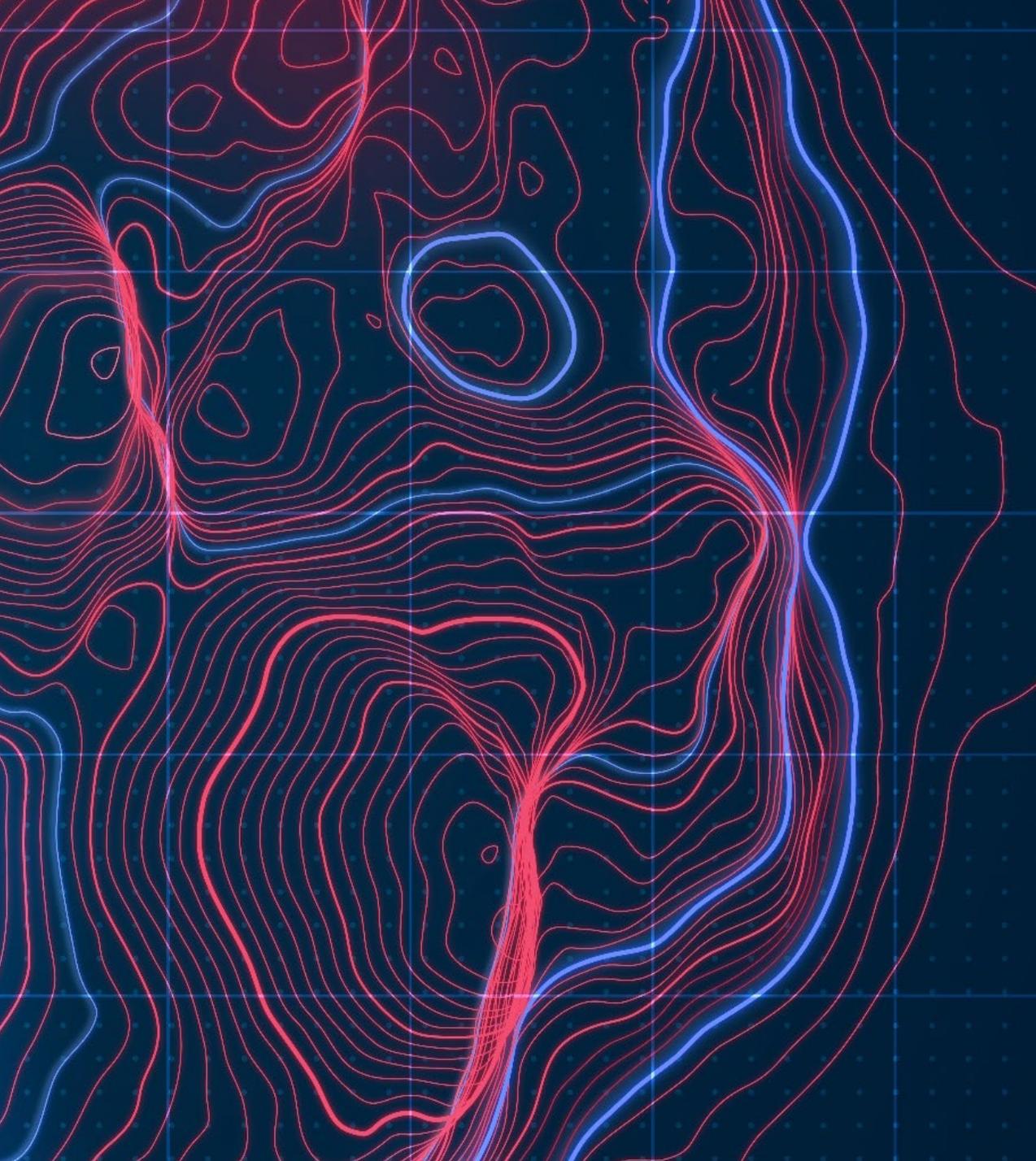


# Innovation portfolios & Anticipatory Innovation Governance

OECD Observatory of Public Sector Innovation



**ANGELA HANSON**

LEAD IN  
INNOVATION  
TOOLS AND  
METHODS

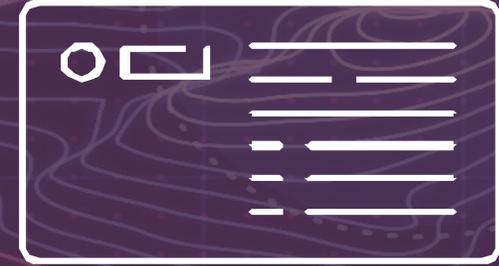
@civiccatalyst



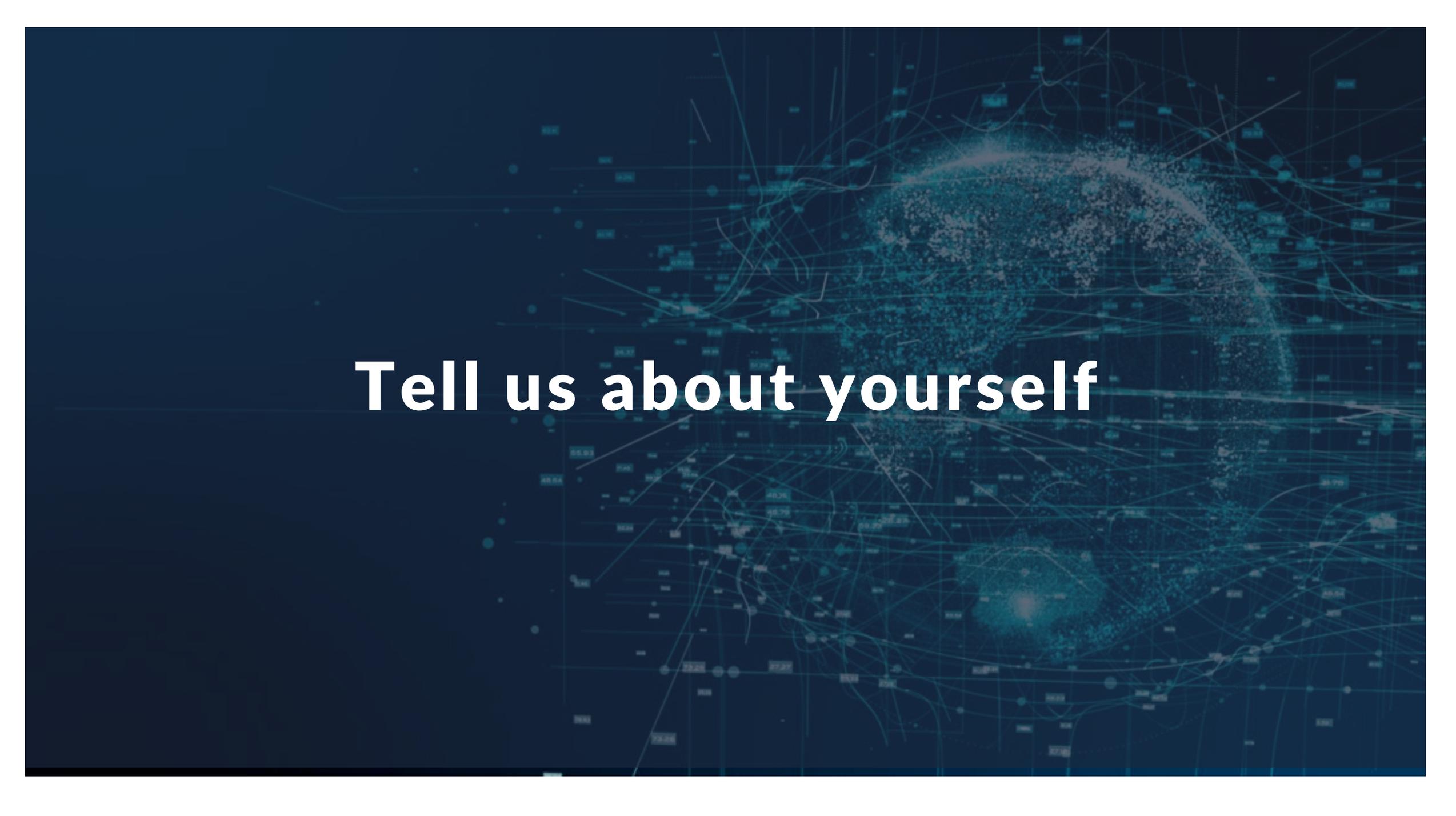
We will use  
virtual  
participation tools



We are recording



Slides shared  
afterward



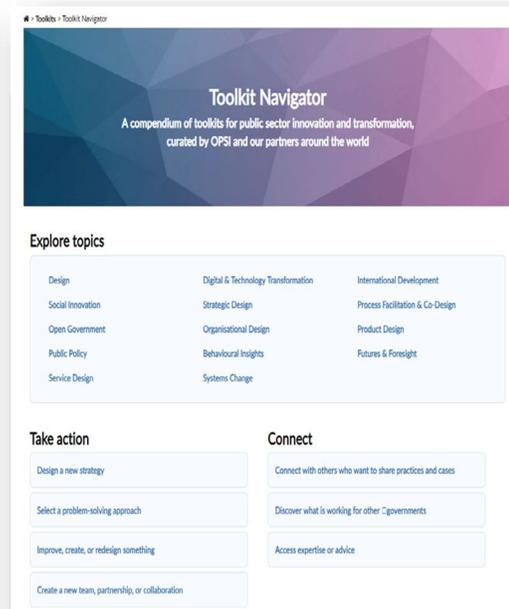
**Tell us about yourself**

# WHAT OPSI DOES

UNCOVERING  
WHAT IS NEXT



TURNING THE NEW INTO  
NORMAL



PROVIDING  
TRUSTED ADVICE



# Case Study Platform

<https://oe.cd/innovations>

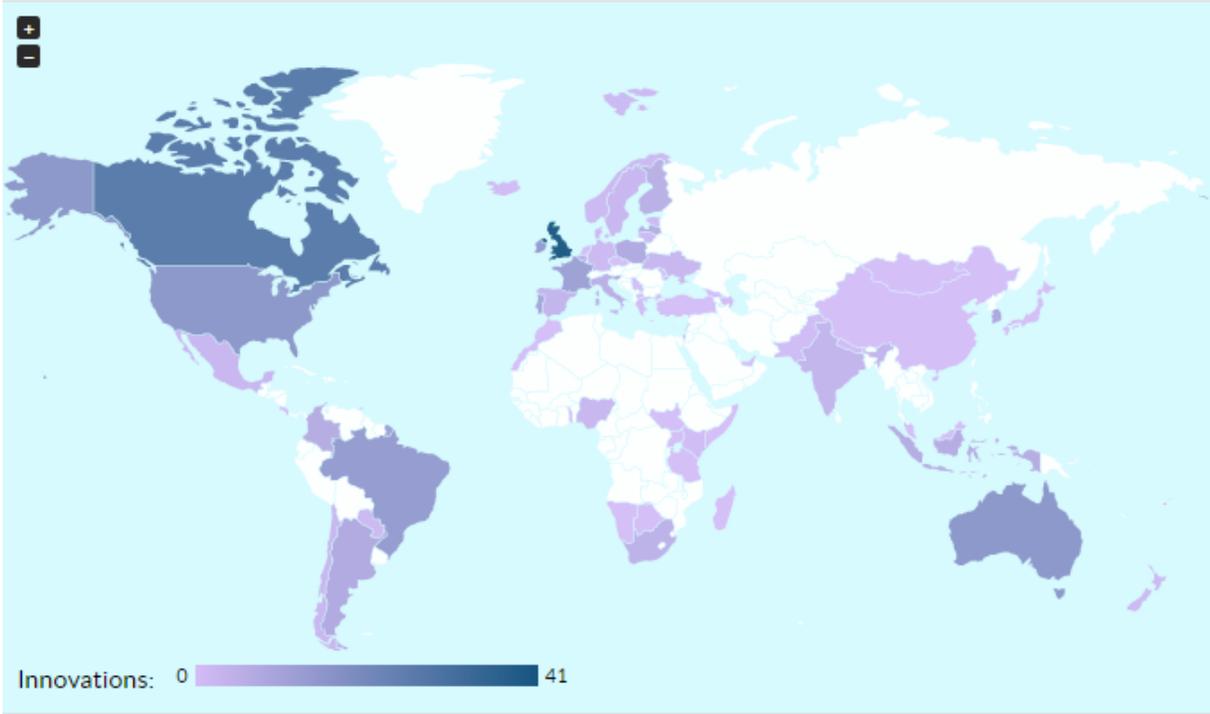
🏠 > OPSI Case Studies

Please enter a country name or keyword

Total cases: 341  
Search results: 341

**Filter innovations:**

- Countries
- Level of government
- Sector
- Year of launch
- Stage of innovation
- Recognition
- Innovation Tags



Innovations: 0  41

Cases found: 341  Sorted by:

An additional 395 case studies are available in the case study [archive](#).

---

**GovTech Lab Lithuania** Lithuania 

 Submitted by:  
**Markas Mongirdas**

Challenges and Awards

Citizen Engagement

To promote technological innovation in the public sector, we have created a GovTech Lab - the first of its kind in Lithuania.

The GovTech Lab addresses the weakness of a slow procurement process in the public sector by orchestrating a Challenge Series, a process that constantly scours public sector institutions for challenges and connects them to solutions in the tech community, in a way that is dynamic and

# Embracing Innovation in Government

GLOBAL TRENDS 2020

396 cases from  
Call for  
Innovations

683 innovations considered  
from 91 countries

287 cases from  
extensive  
research

[2020trends.oecd-opsi.org](http://2020trends.oecd-opsi.org)

Report	Status
1. Innovative Responses to the COVID-19 Crisis	Published (1 July)
2. Seamless Government	Published (17 September)
3. Focusing on the Overlooked	Undergoing Editing - To be published ~15 October
4. Balancing Big Brother versus Protective Parent	Drafting - To be published ~29 October
5. Upskilling and Investing in People	Drafting - To be published 18 November

# Toolkit Navigator

A compendium of toolkits for public sector innovation and transformation,  
curated by OPSI and our partners around the world

## Explore topics

[Design](#)

[Social Innovation](#)

[Open Government](#)

[Public Policy](#)

[Service Design](#)

[Digital & Technology Transformation](#)

[Strategic Design](#)

[Organisational Design](#)

[Behavioural Insights](#)

[Systems Change](#)

[International Development](#)

[Process Facilitation & Co-Design](#)

[Product Design](#)

[Futures & Foresight](#)

## Take action

[Design a new strategy](#)

[Select a problem-solving approach](#)

[Improve, create, or redesign something](#)

[Create a new team, partnership, or collaboration](#)

## Connect

[Connect with others who want to share practices and cases](#)

[Discover what is working for other  governments](#)

[Access expertise or advice](#)

# THE OECD DECLARATION ON PUBLIC SECTOR INNOVATION



**1.**  
**Embrace** and **enhance**  
innovation within the  
public sector



**2.**  
**Encourage** and **equip**  
all public sector  
servants to innovate



**3.**  
**Cultivate** new  
partnerships and  
**involve** different voices



**4.**  
**Support** exploration,  
iteration and testing



**5.**  
**Diffuse** lessons and  
**share** practices

<https://oe.cd/innovationdeclaration>

It is new to the context

**WHAT IS  
PUBLIC  
SECTOR  
INNOVATION?**

It is implemented in  
the real world

It has impact on  
public value

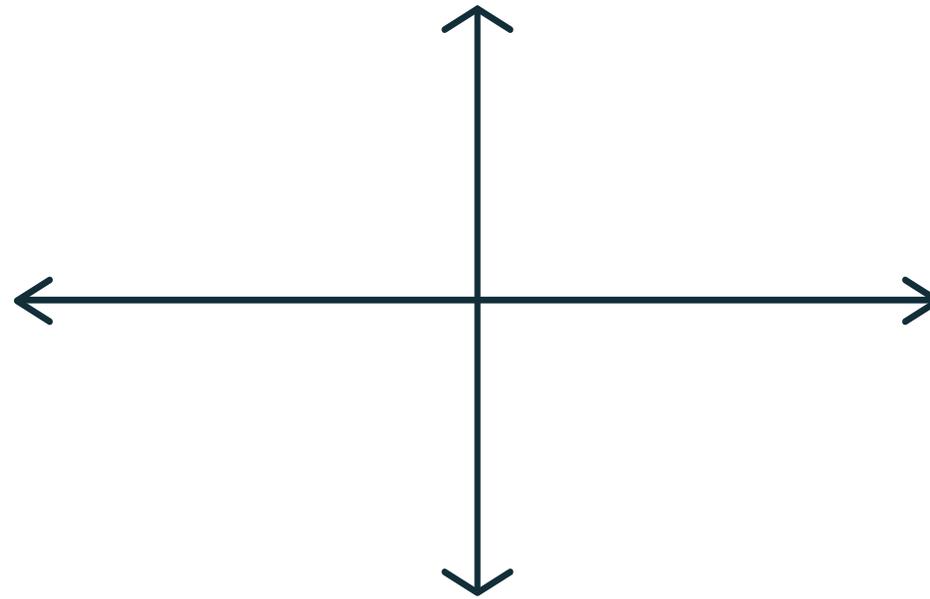


# INNOVATION AND ITS FACETS

# WHICH QUESTION DRIVES YOUR WORK?

“How might we achieve **X**?”

“How might we do **X**  
better?”



“How might  
emerging  
possibilities  
fundamentally  
change what **X**  
could or should be?”

“How might our evolved situation  
change how we do **X**?”

# How might we achieve X?

- **Align activities inside of an organization towards a common over-arching goal**
- **Generate external interest and investment in goals**
- **Drive systemic change beyond any incentives involved**

# How might we do X better?

- **Cost reduction and operational efficiency**
- **Increased reach of programs and services**
- **Reliability and optimization of products and services**



## **How might emerging possibilities fundamentally change what X could or should be?**

- **Pick up on weak signals and engage with them before a new course is locked-in**
- **Explore emergent issues that might shape future priorities and future commitments**
- **Test assumptions and explore radically different possibilities with lead users/citizens**



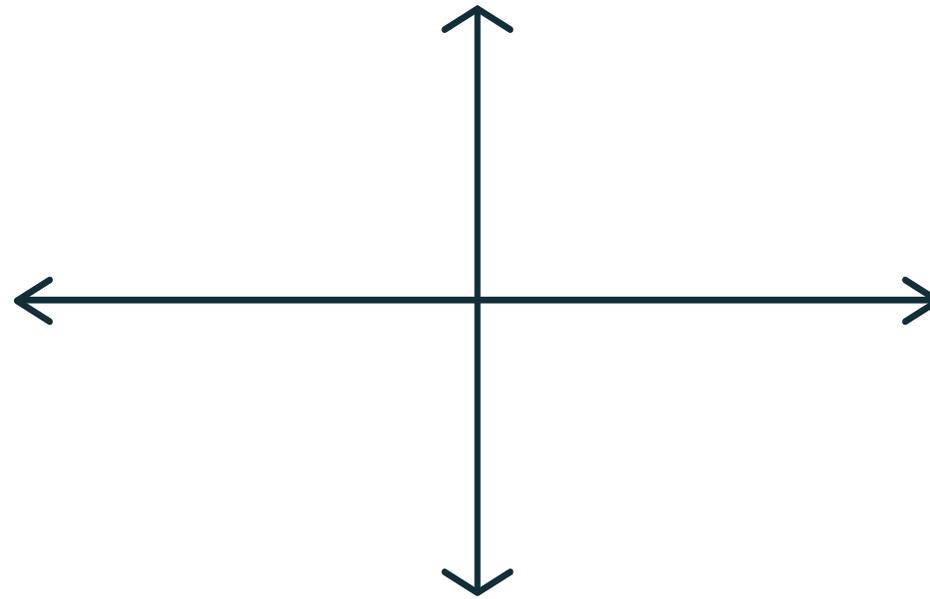
# **How might our evolved situation change how we do X?**

- **Develop a diverse range of choices to solve emergent challenges**
- **Enable those close to the problems/service users to create solutions that make sense for their circumstances**
- **Take advantage of newly available possibilities unknown to the organisation**

# WHICH QUESTION DRIVES YOUR WORK?

“How might we achieve **X**?”

“How might we do **X**  
better?”



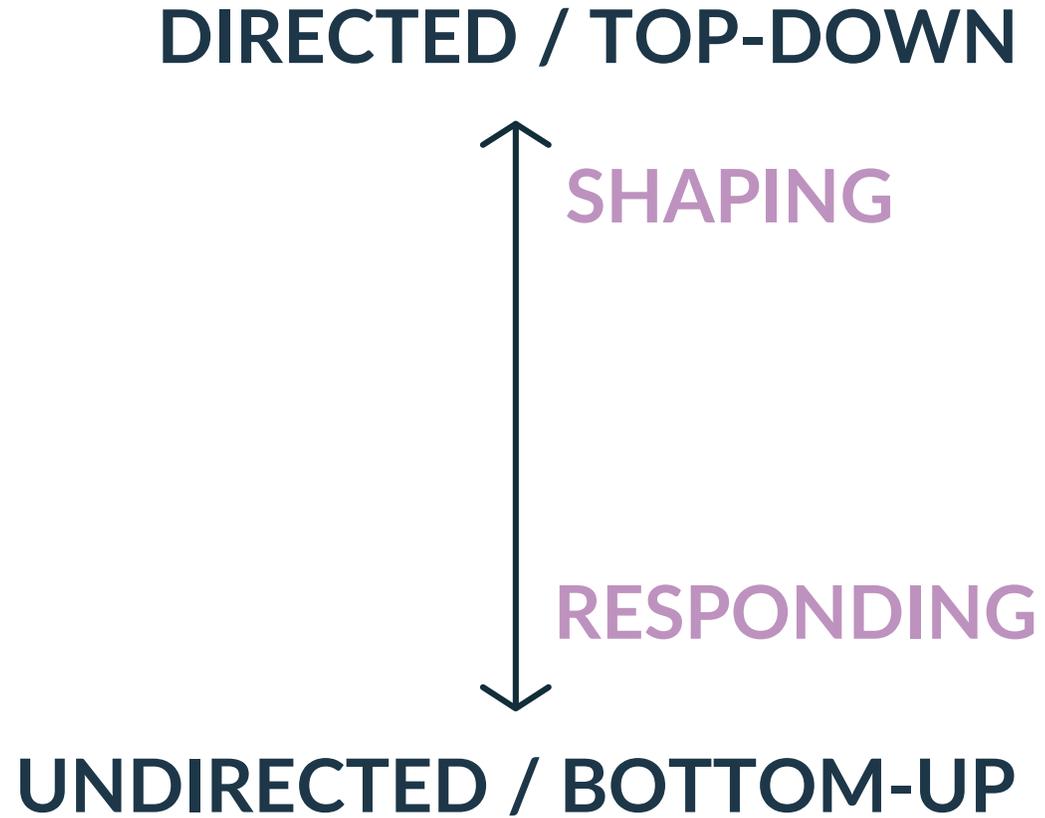
“How might  
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could or should be?”

“How might our evolved situation  
change how we do **X**?”

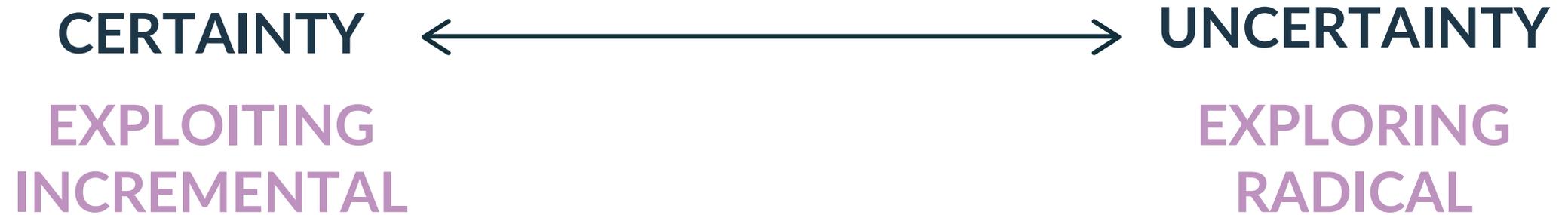


**ACTIVITY 1:**  
**What drives your work?**

# PUBLIC SECTOR INNOVATION DIMENSIONS



# PUBLIC SECTOR INNOVATION DIMENSIONS



# PUBLIC SECTOR INNOVATION DIMENSIONS

ENHANCING  
SYSTEMS AND SERVICES

REPLACING / ELIMINATING / SUBVERTING  
SYSTEMS AND SERVICES

**CERTAINTY**

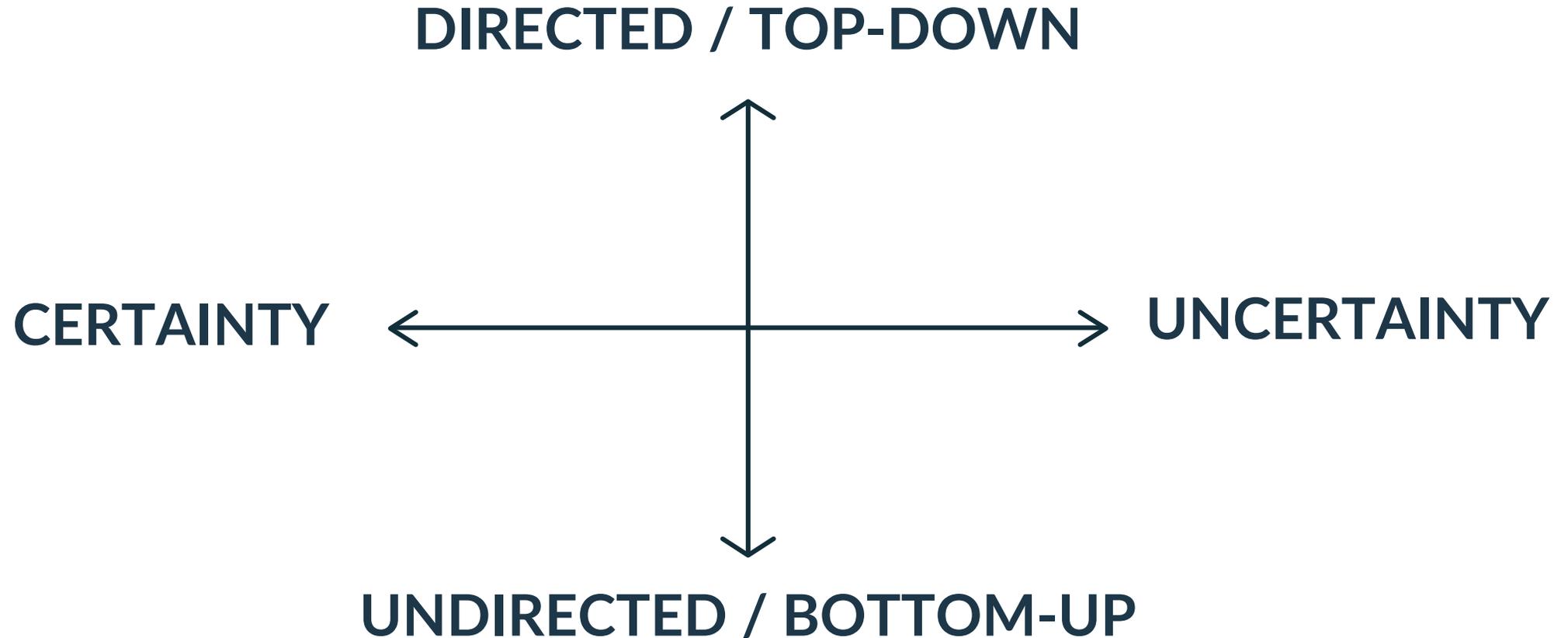


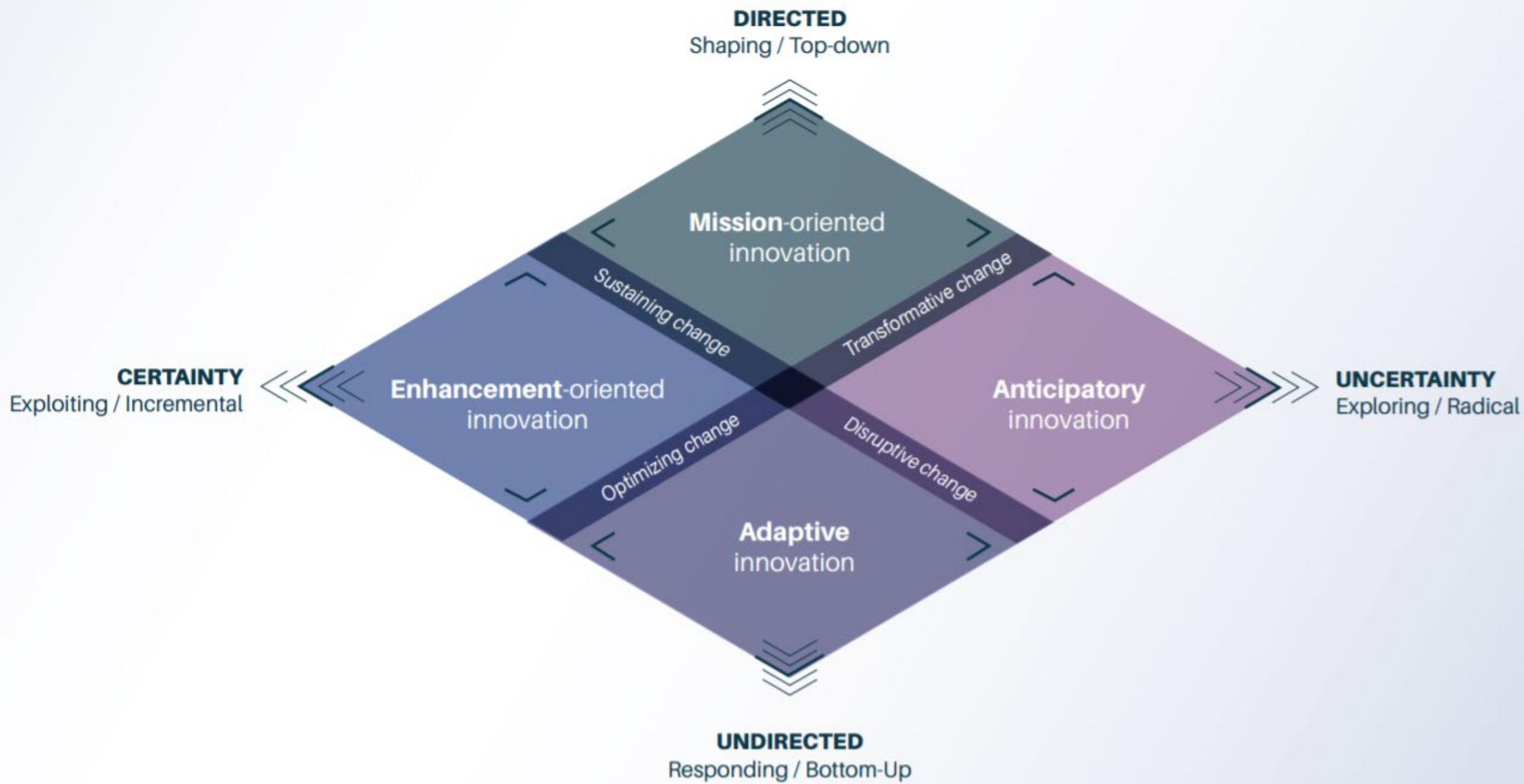
**UNCERTAINTY**

EXPLOITING  
INCREMENTAL

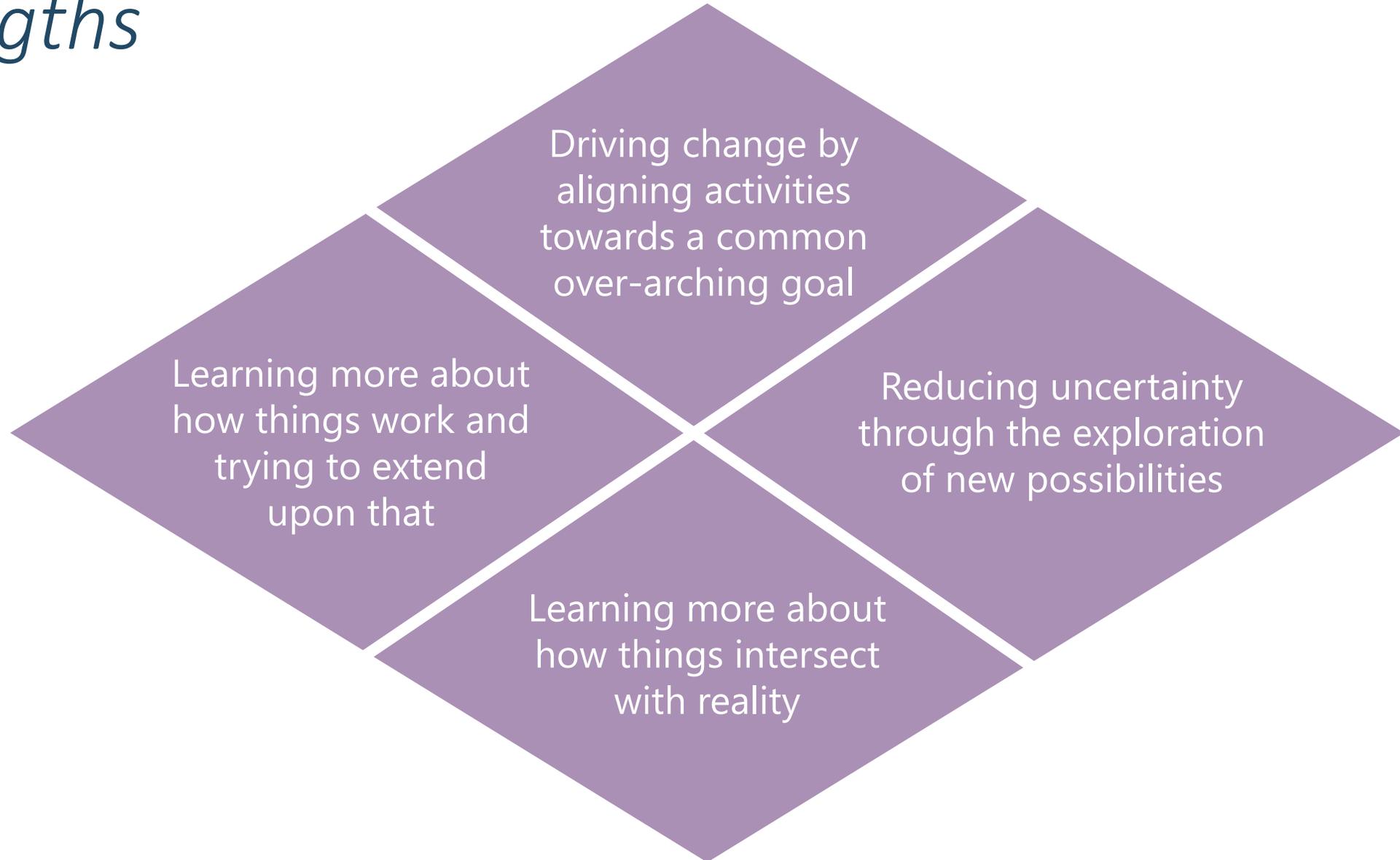
EXPLORING  
RADICAL

# PUBLIC SECTOR INNOVATION DIMENSIONS

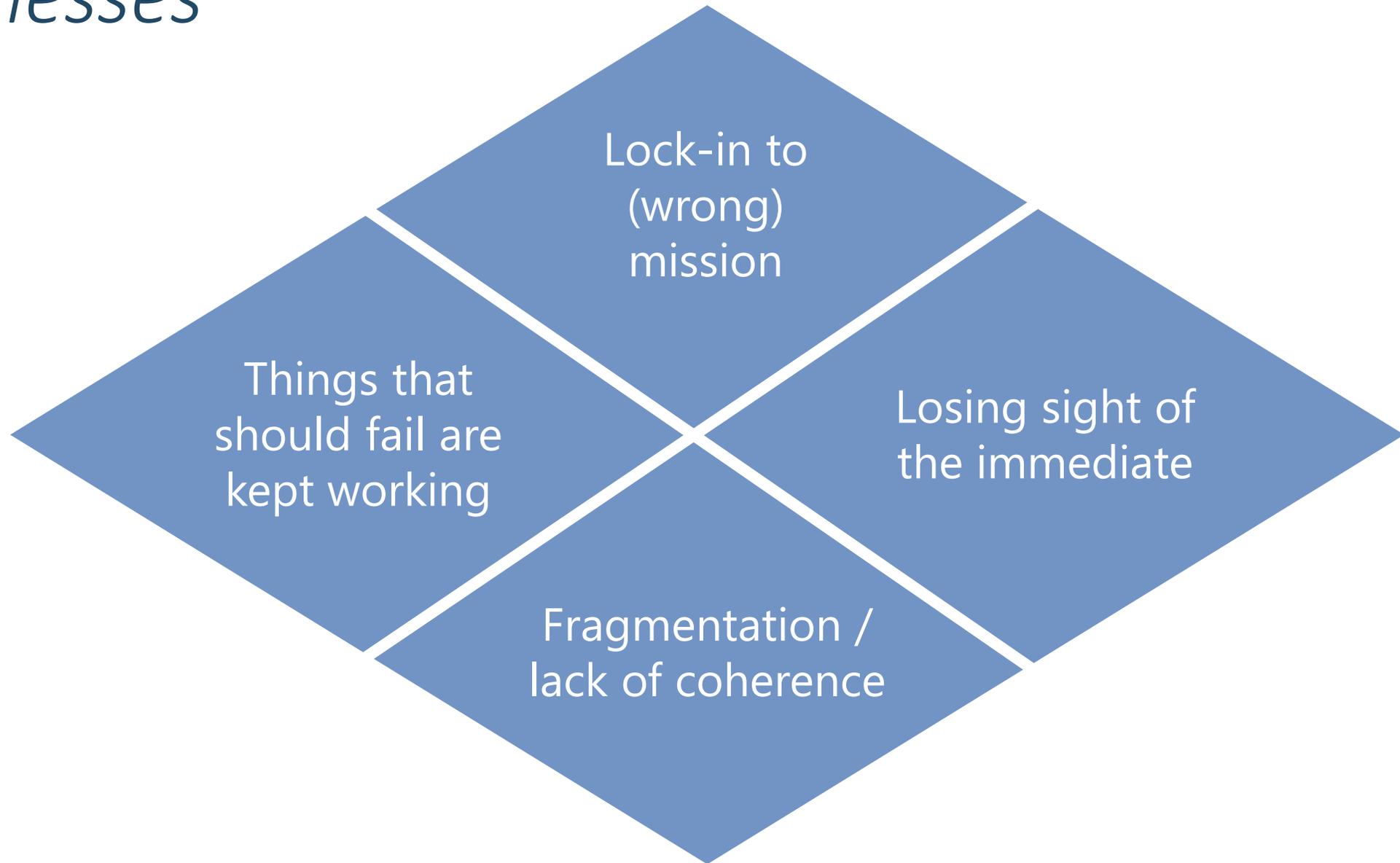




# Strengths



# Weaknesses



***DIFFERENT TOOLS  
FOR DIFFERENT  
PURPOSES***

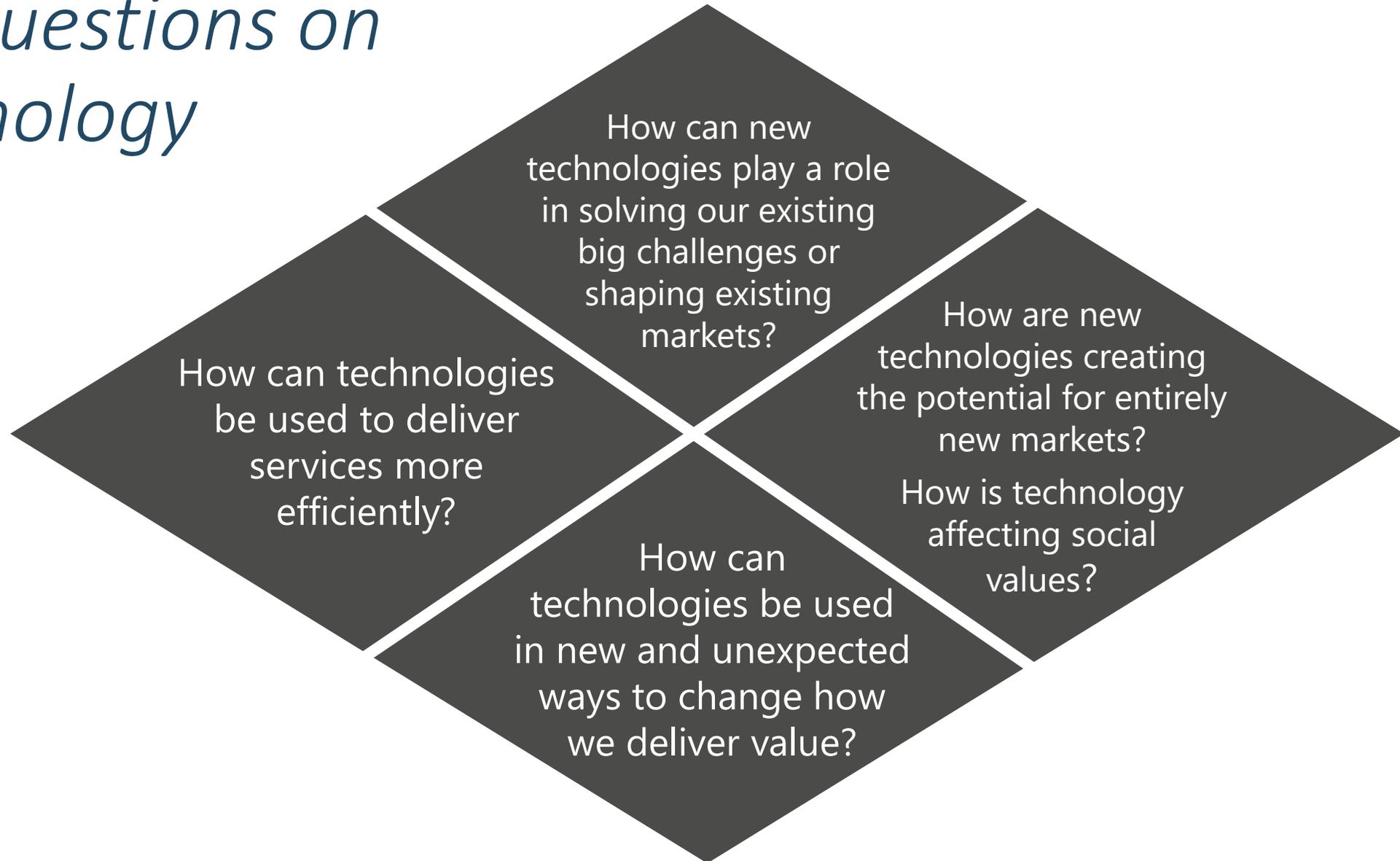
**Systems thinking,  
strategic design,  
open innovation, and  
challenges and prizes**

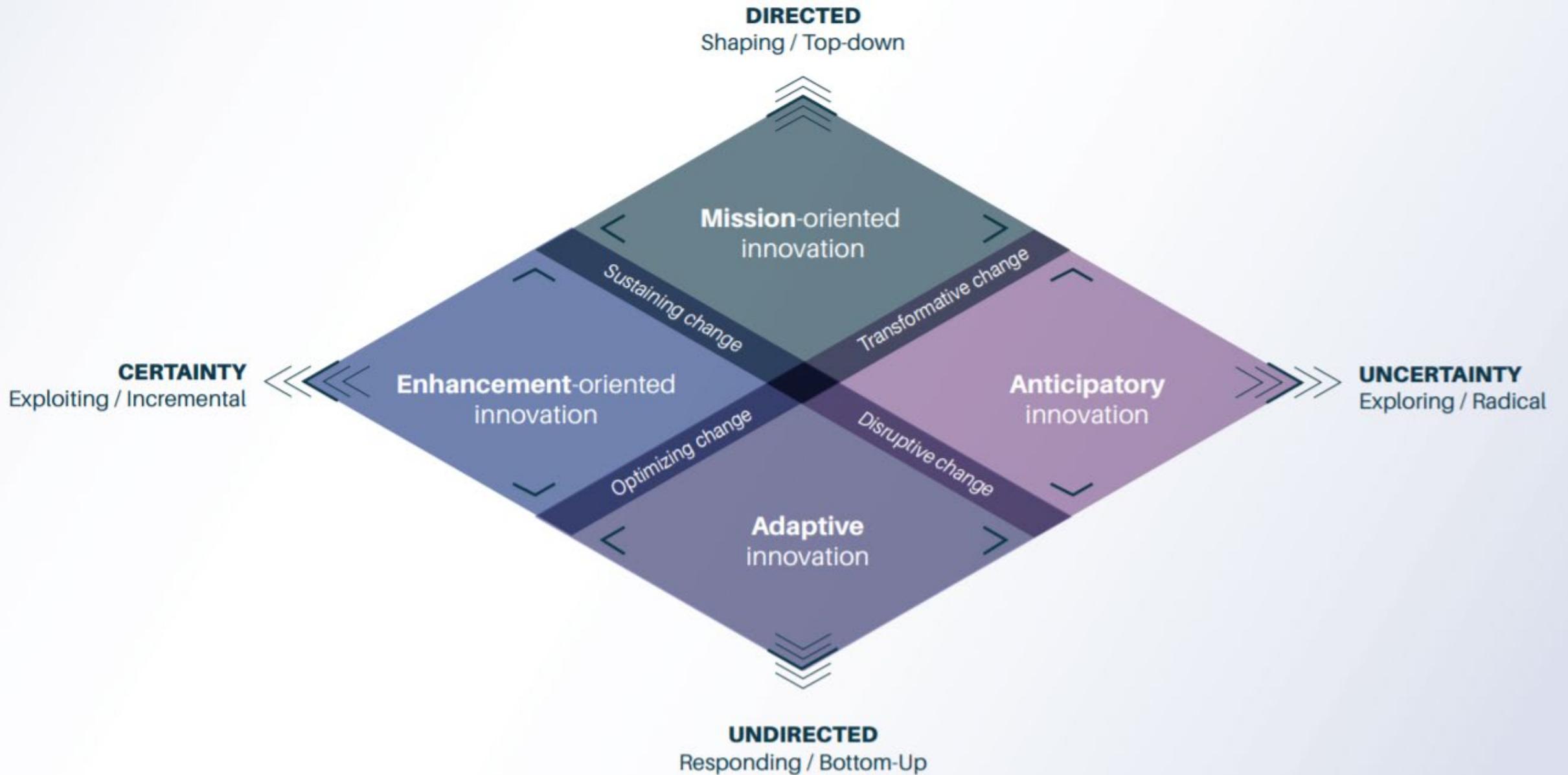
**Lean, business  
process  
management, quality  
control, and  
behavioural insights**

**Horizon scanning,  
strategic foresight,  
futures thinking,  
speculative design,  
regulatory sandboxes**

**Positive deviance,  
design, participatory  
or co-design, co-  
creation, open idea  
management systems**

# Key questions on Technology







**WHAT ARE OUR INNOVATION  
SYSTEMS PRODUCING?**



## **ACTIVITY 2:**

**What is the purpose and  
underlying intent of innovation  
PROJECTS?**

## Future of Work Values Exploration

As part of the Robotic Process Automation Preparedness Plan, the Advanced Research Projects Agency will conduct small-scale experiments in different agencies to test staff perception and acceptance of automation among different types of work.

## The Green New Deal

A comprehensive policy and investment package will redirect energy investments into green alternatives and create new incentives for research and development in the energy sector to reach the goal of being carbon-neutral within 15 years.

## Business Licensing Automation Implementation

Following a business process optimisation analysis, the regulatory affairs department will implement additional digital process automation projects to reduce the internal licence processing time to 30 minutes on average.

## New Social Media Incubator Lab

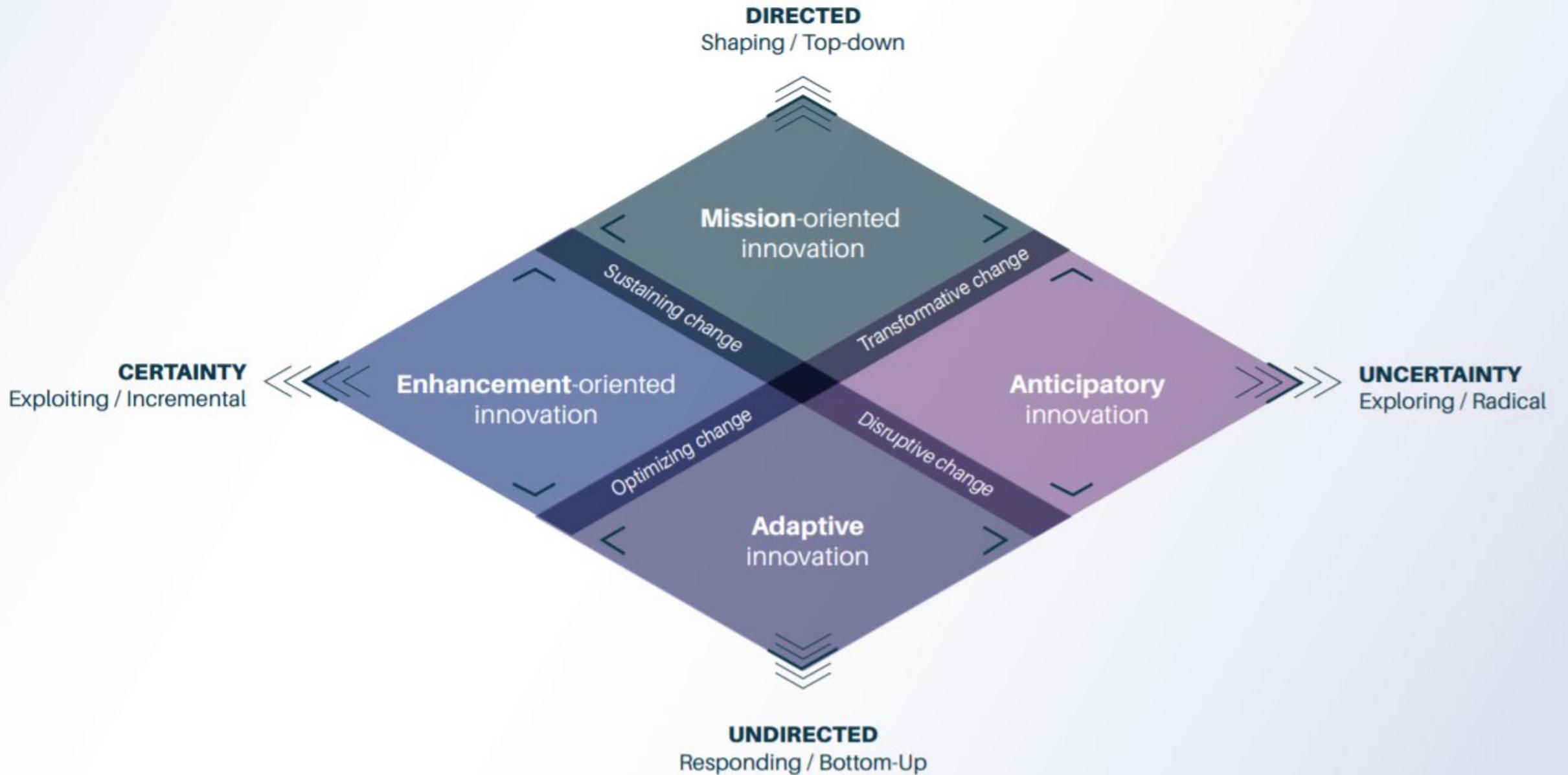
A cross-disciplinary team from Communications, Central Services, and Social Affairs, in conjunction with the University Media Lab, will explore and test new developments in social media ecosystem to identify potential use cases for government and partners.

## AI Procurement for Diversity

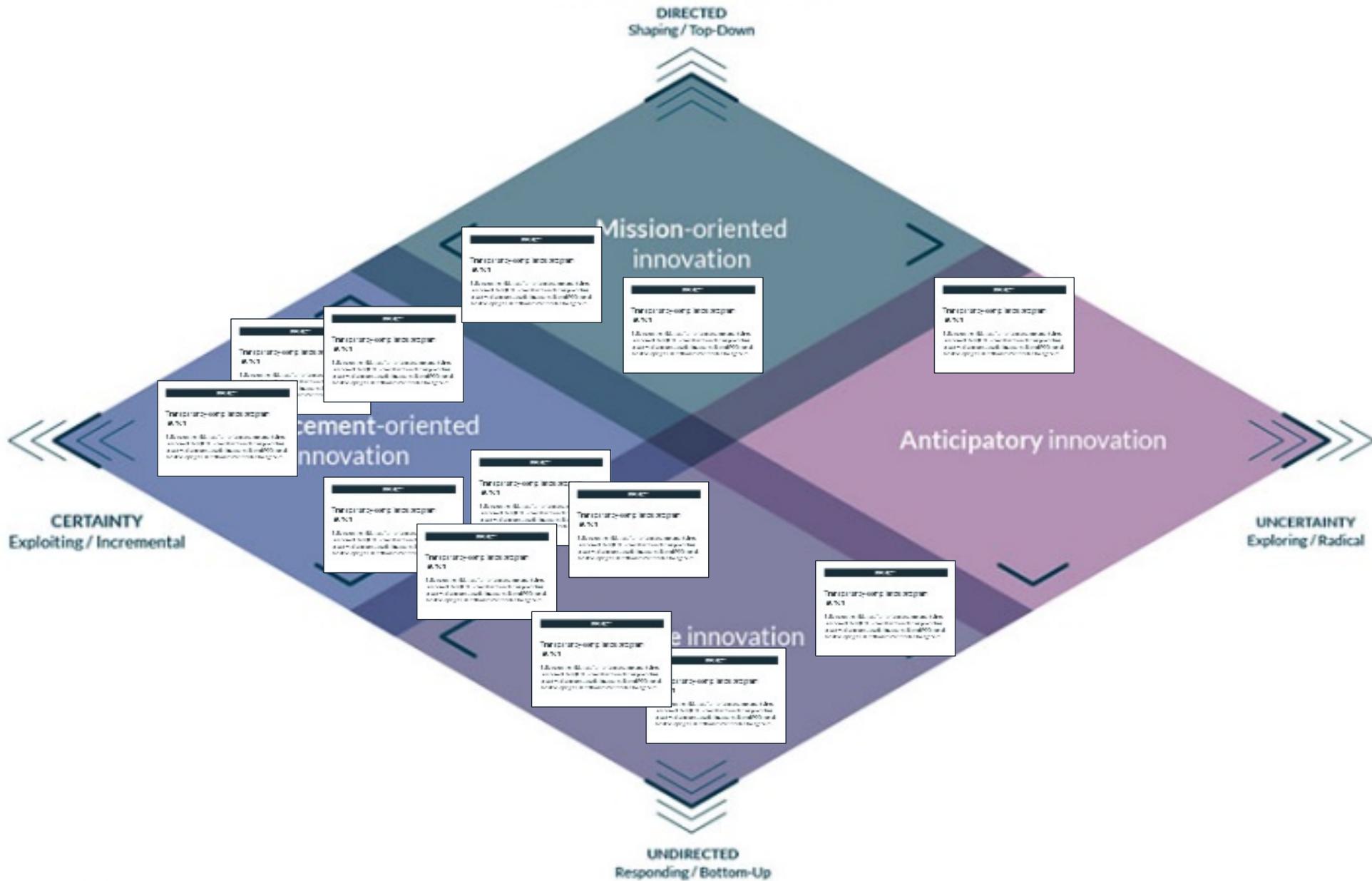
The Internal Analytics Team will research the feasibility of machine-learning algorithms to speed up identification of new opportunities throughout the procurement process to increase bid frequency by Immigrant-Owned-Businesses (IOBs) as part of the Diverse Startup Action Plan.



**GOVERNMENTS HAVE AN INNOVATION  
PORTFOLIO WHETHER IT IS  
INTENTIONAL OR NOT**



# INNOVATION FACETS



# SWEDEN



# WHAT IS GOOD INNOVATION PORTFOLIO MANAGEMENT?

INITIAL ANALYSIS



**SENSEMAKING**



**STEWARDSHIP**



**SUPPORTIVE  
STRUCTURES**



**DIFFERENT  
PURPOSES**



**SYNERGIES**



**RESOURCING**



**MONITORING**



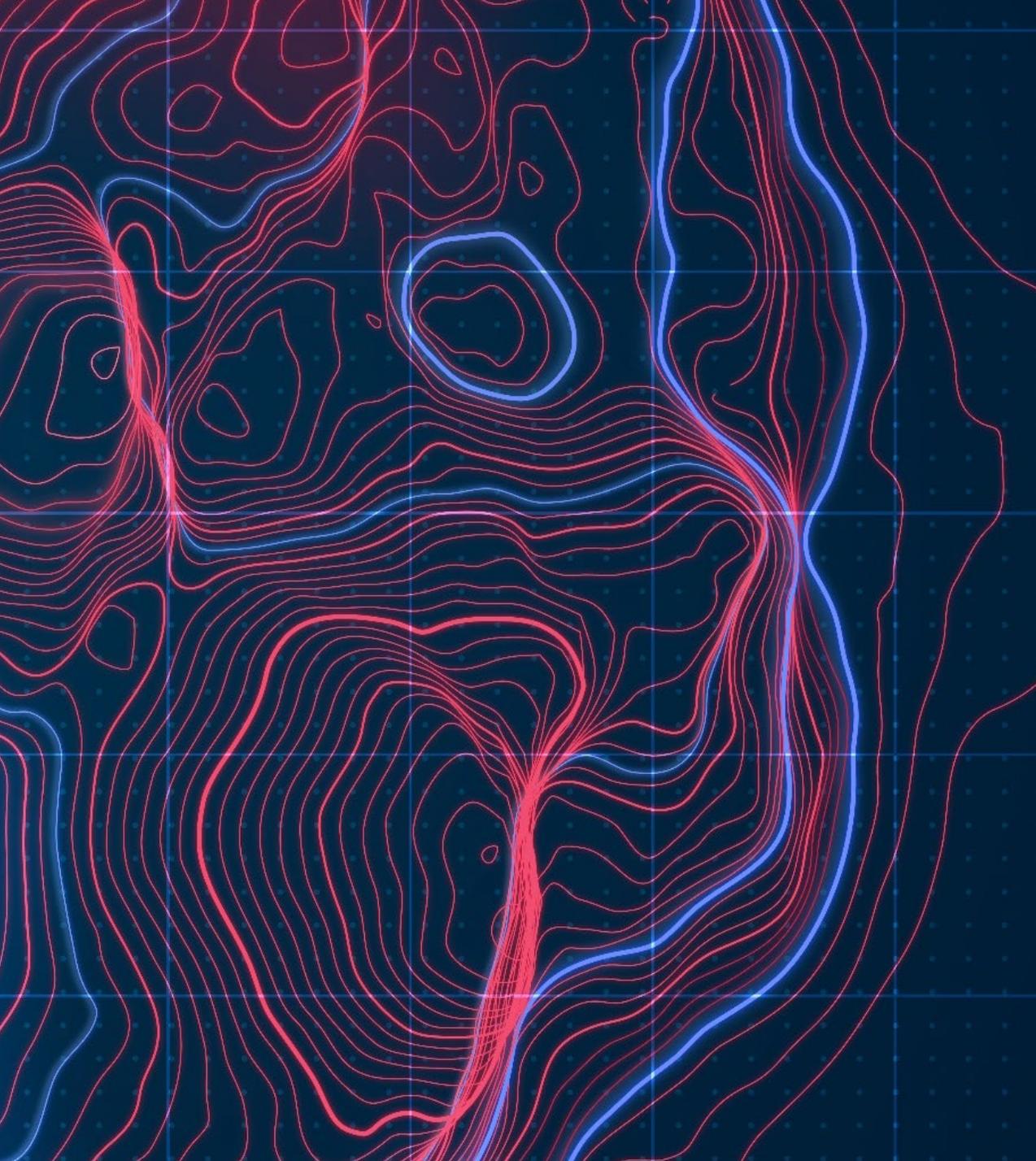
**EVALUATION**



**LEARNING**



**COMMUNICATION**



## PIRET TÕNURIST

PROJECT MANAGER,  
SYSTEMS THINKING  
AND ANTICIPATORY  
INNOVATION  
GOVERNANCE

@piret.tonurist

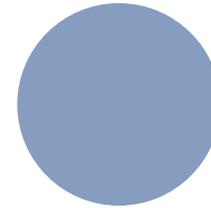
# Anticipatory Innovation Governance

A multi-year project involving Sweden and international peers

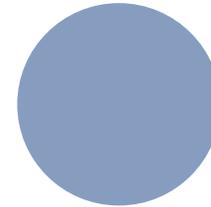
# NEED FOR A NEW APPROACH TO GOVERNANCE

1. We need for a different approach to policy making.

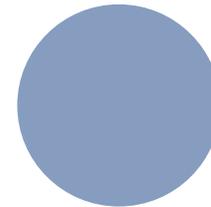
2. Existing practices are not enough to prepare for what the future might bring.



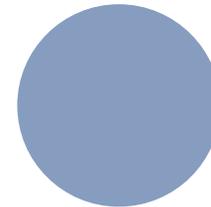
Policy problems today are characterized by diversity, complexity and uncertainty (outcomes are unknown and risks impossible are incalculable)



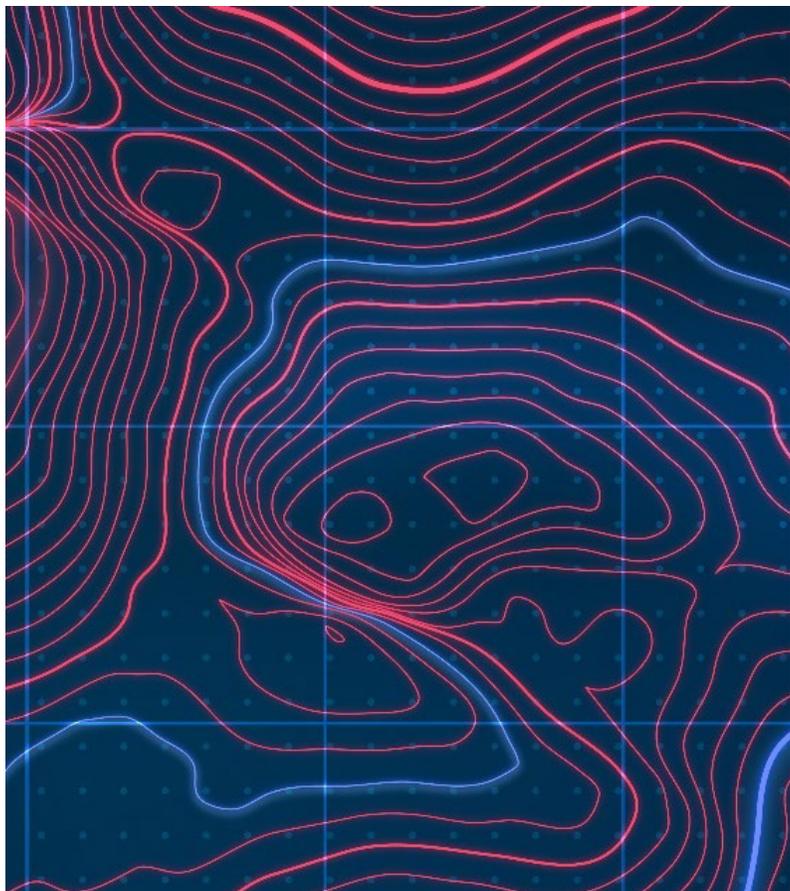
Quickly evolving and uncertain problems need a different approach to problem solving, policy design and capacity to learn



Strategic foresight methods are designed to imagine possible futures, not to ensure that any particular future results from the process



Resilience is good, but can be too accommodating, allowing missed opportunities for transformation and inspire overconfidence in prepared or engineered solutions



Seeing is not always believing.

Believing does not always lead to action.

---

# REACTIVE GOVERNMENT

- *Position of 'wait and see'*
- *'End-of-pipe' solutions that often fail to anticipate or address long-term systemic implications*

# PROACTIVE GOVERNMENT

- *Government as an active shaper*
- *Anticipating various futures and actively exploring options in practise.*

# THE CHALLENGE OF AMBIDEXTERITY

Can you do **exploitation** and **exploration** at the same time?



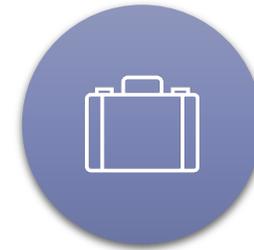
## Strategic intent

Current activities invariably have bigger financial portfolios, thus, in organisational terms they outweigh new, smaller radical projects.



## User focus

Feedback from current users and customers can steer organisations away from radically new products and services as they usually (at least initially) under perform established products and services.



## Resistance to change

Especially to radically new innovations inside organisations if they are directly in conflict with established practises. Usually innovations that create totally new areas of engagement are more easily adopted.

# FUTURE CHALLENGES

---

Future challenges do not have to be technological; albeit they may be mitigated through technological means.



## CLIMATE CHANGE

The imminence threat of climate change is known for some time; yet, different regions experience it differently and the future effects are hard to ascertain



## CHANGING DEMOGRAPHICS

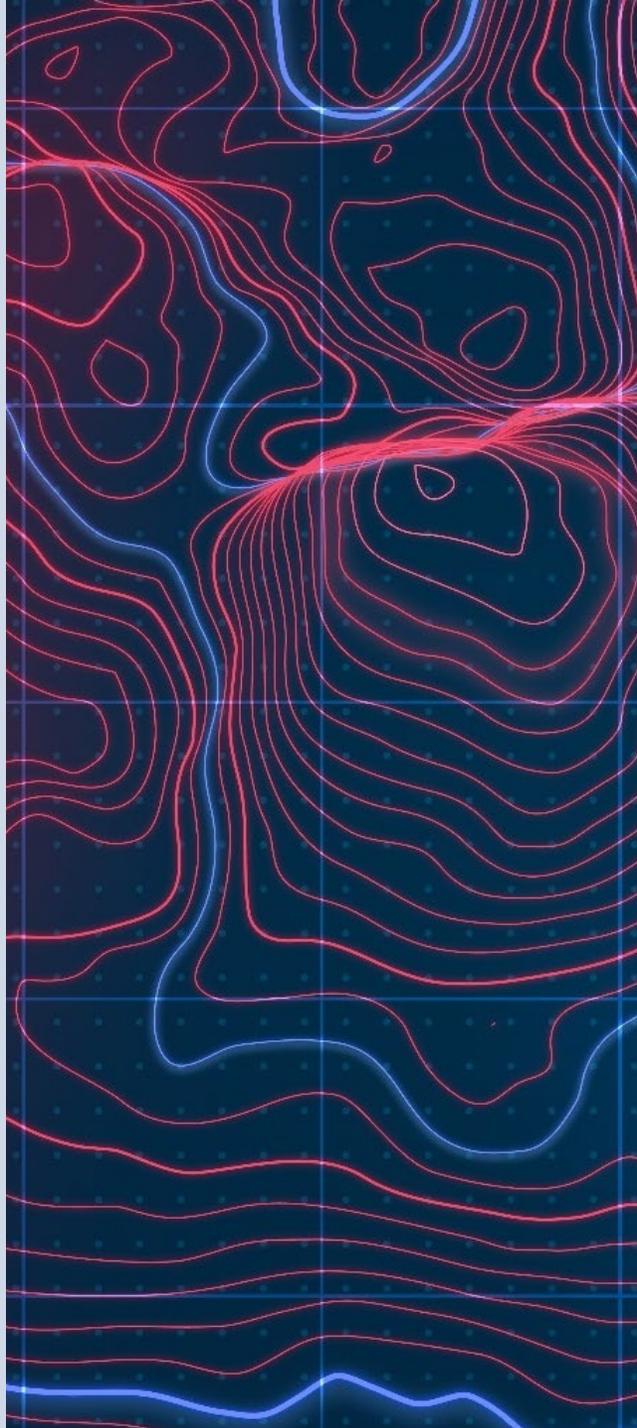
Changing societies will create new and various challenges for living environments, social services and functioning of society in its entirety.



## FUTURE OF WORK

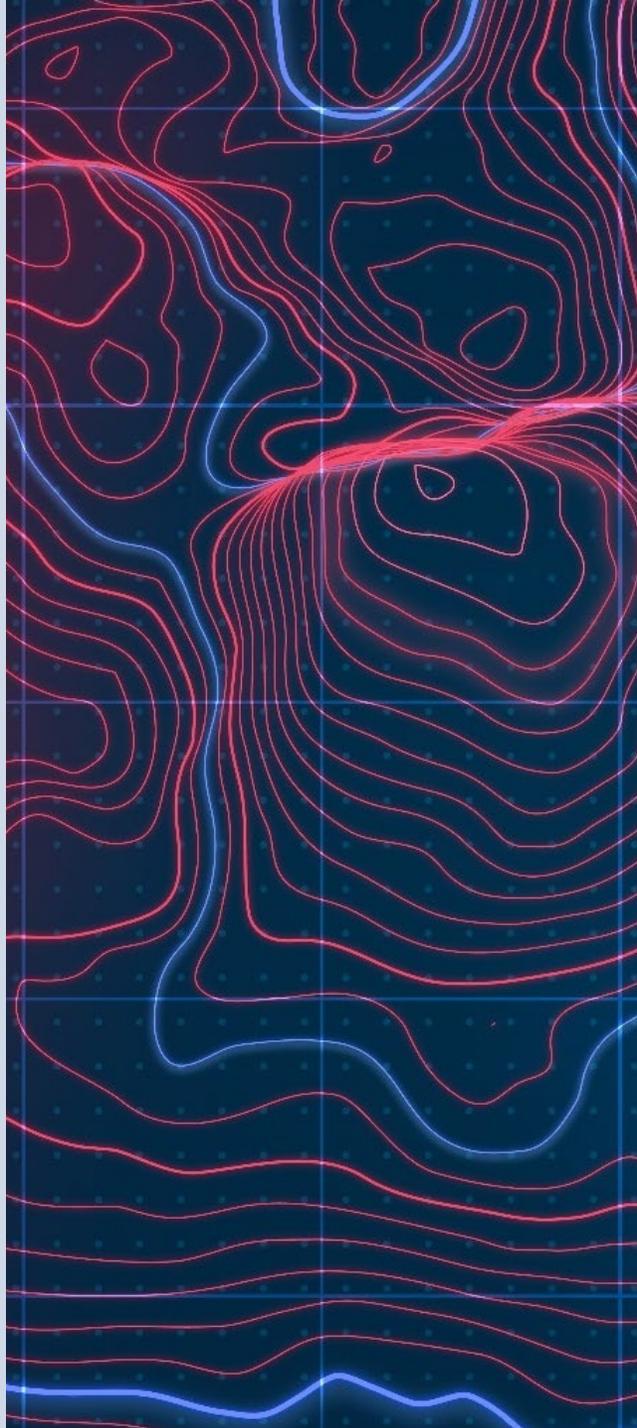
While the cases of transformative changes may be technological in nature, their effects can be very human (what type of capacities and education people will need in an automated work environment)

# Interactive Question

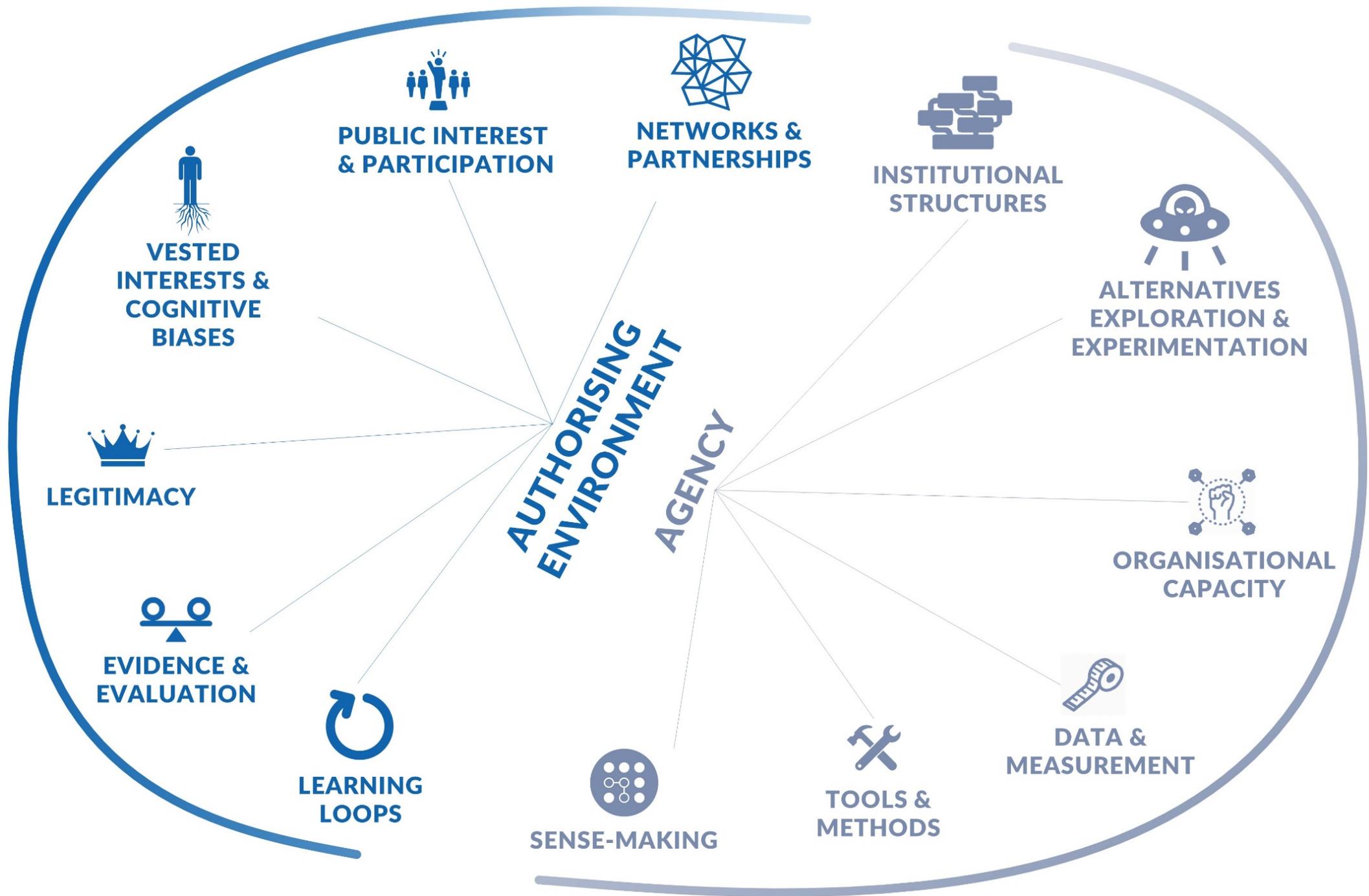


How well positioned is Sweden to anticipate and proactively shape how future shocks affect us?

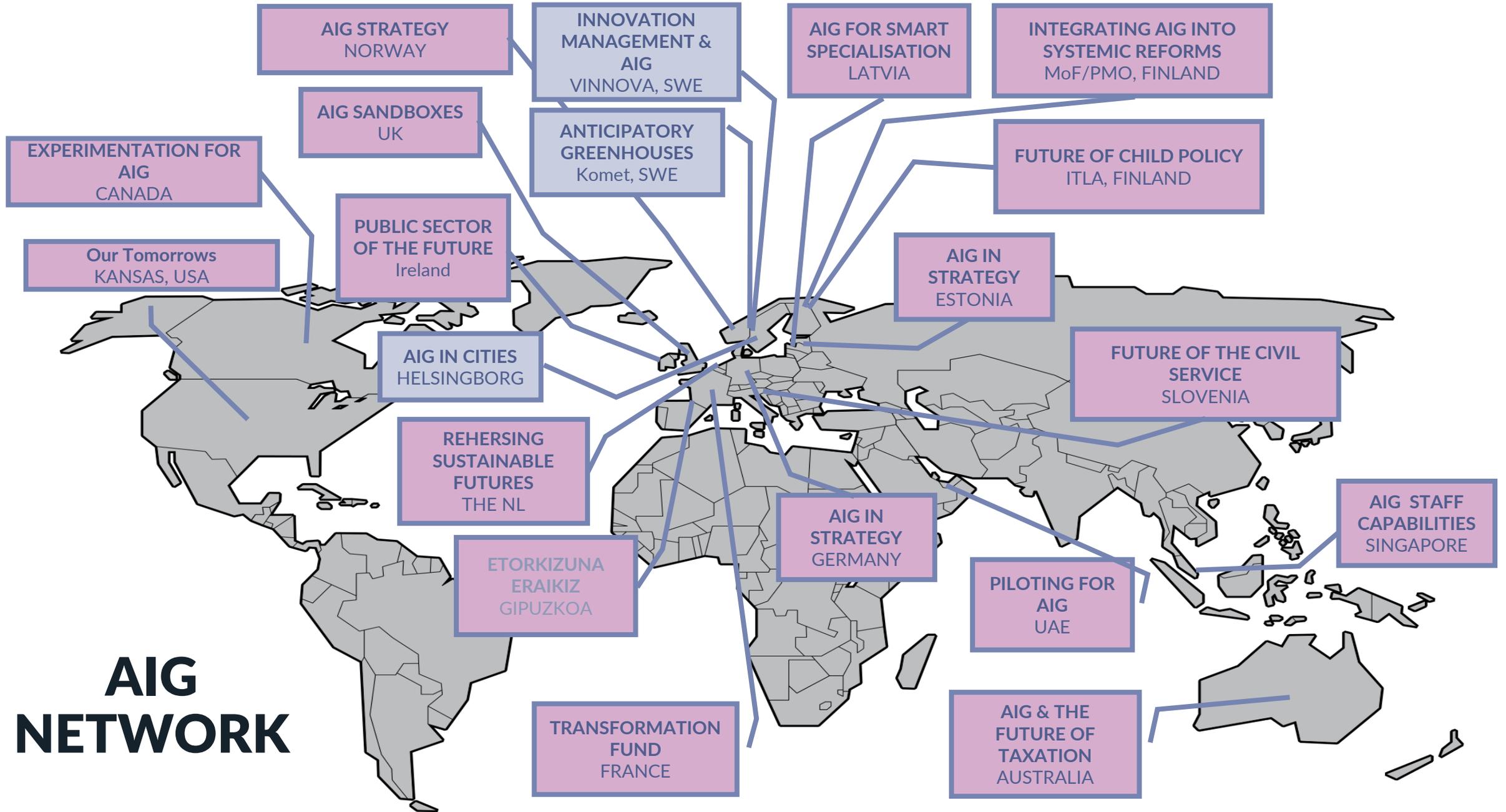
# Interactive Question



Which trends,  
globally or locally,  
are likely to affect  
us the most in the  
next few years?



# AIG NETWORK



# Anticipatory Innovation Governance *Starter Kit*

*17 November 2020*

- As part of Government After Shock global virtual event
- Prototyping a starter kit for governments
- In conjunction with LabX Portugal and international peers

## *How to participate*

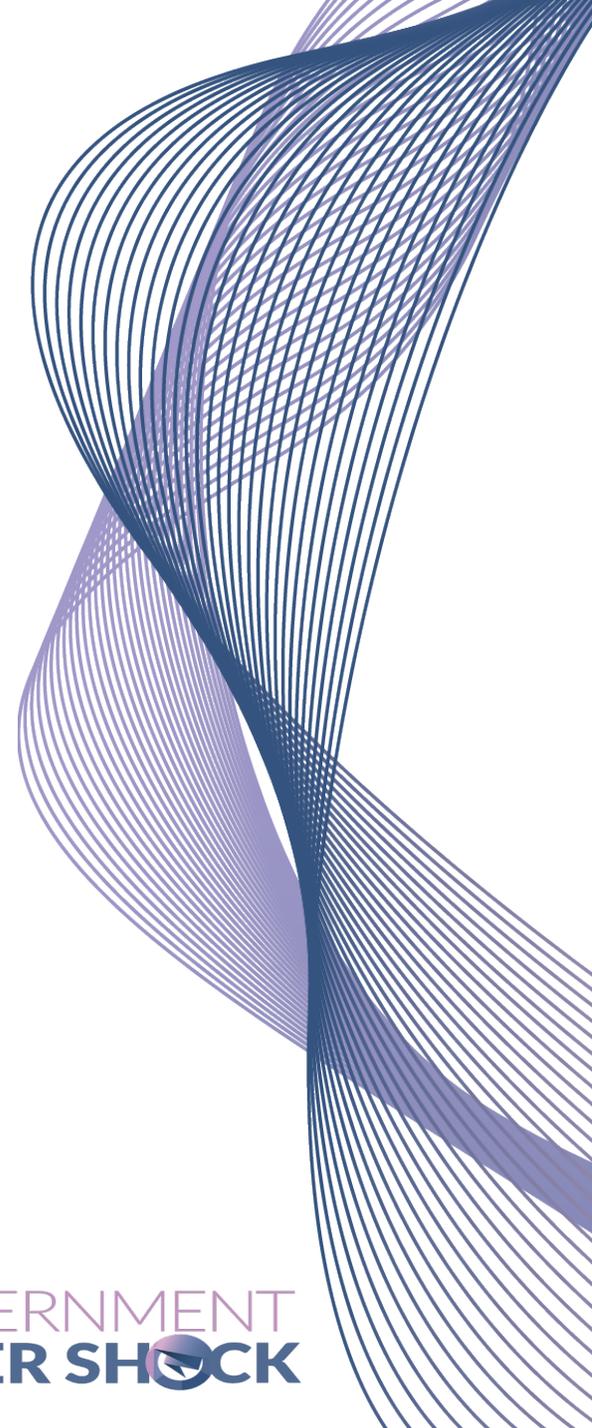
- Save the date
- Visit [oe.cd/AIGkit](https://oe.cd/AIGkit) for updates
- Email: [opsi@oecd.org](mailto:opsi@oecd.org) to join the event

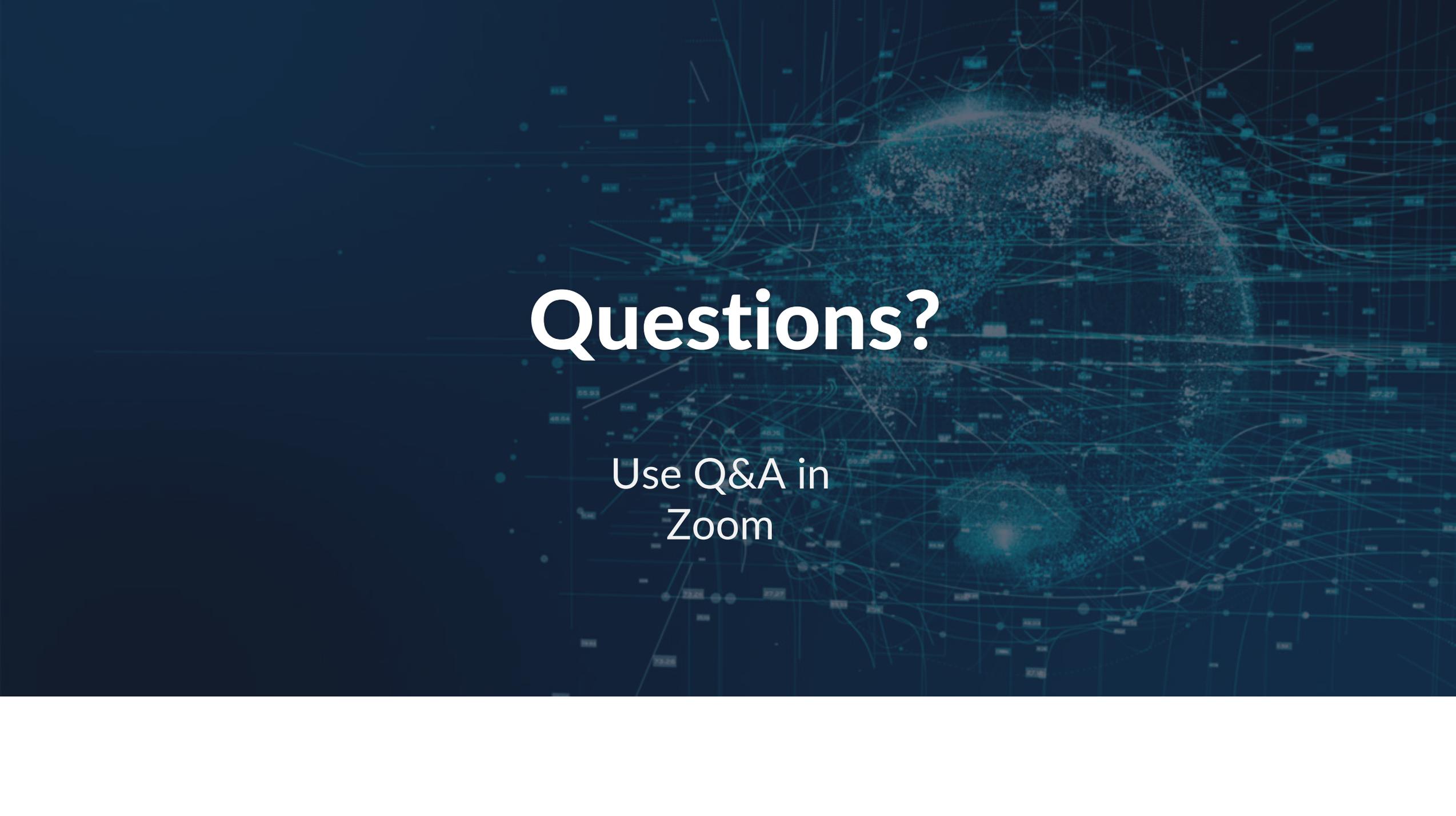
## *Support the conversation on social media*

- Leverage your social networks to build the conversation and expand the reach of these discussions

 #GovAfterShock @OPSIgov @OECDgov

GOVERNMENT  
AFTER SHOCK





# Questions?

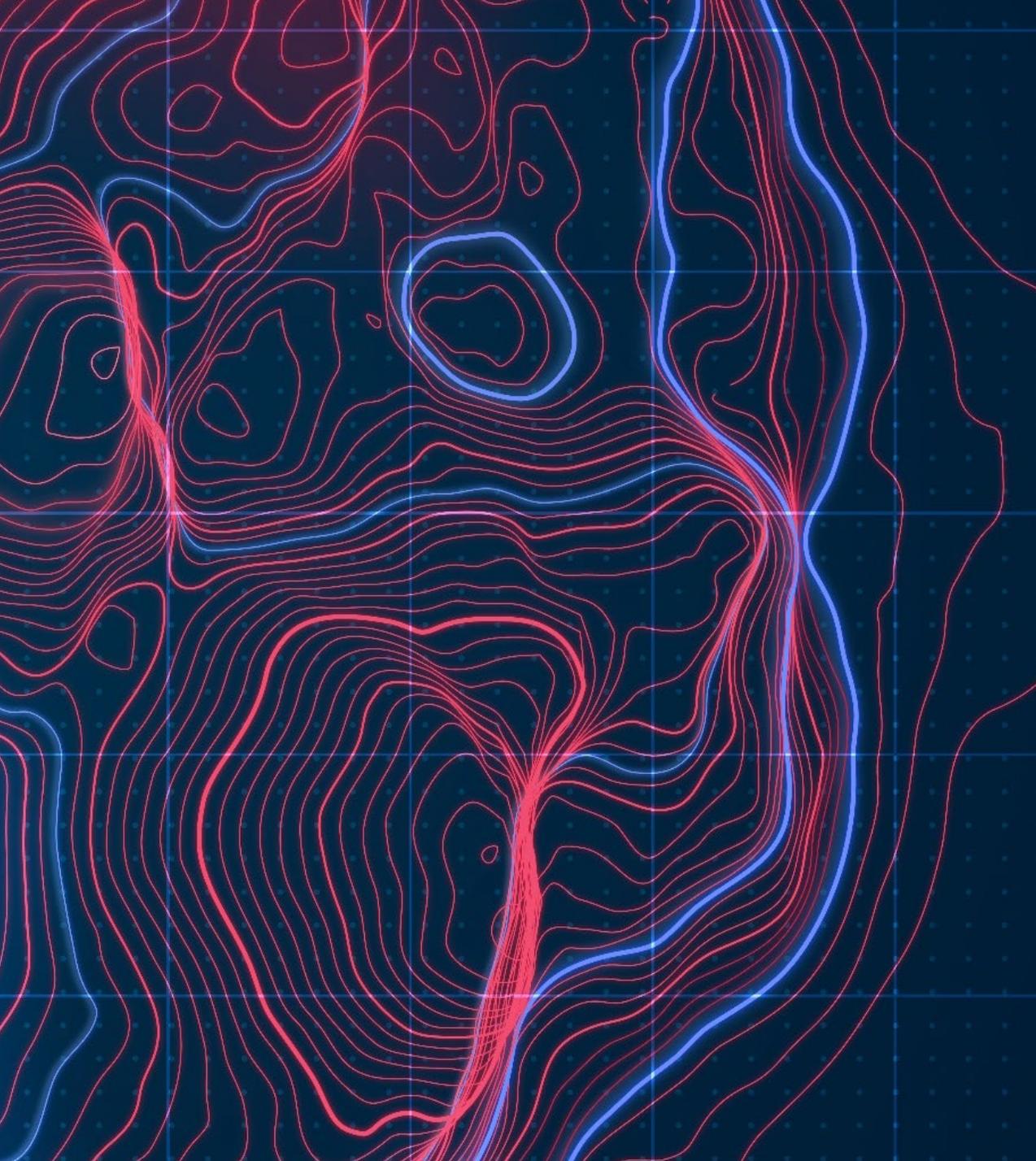
Use Q&A in  
Zoom



# Anticipatory Innovation in the City of Helsingborg



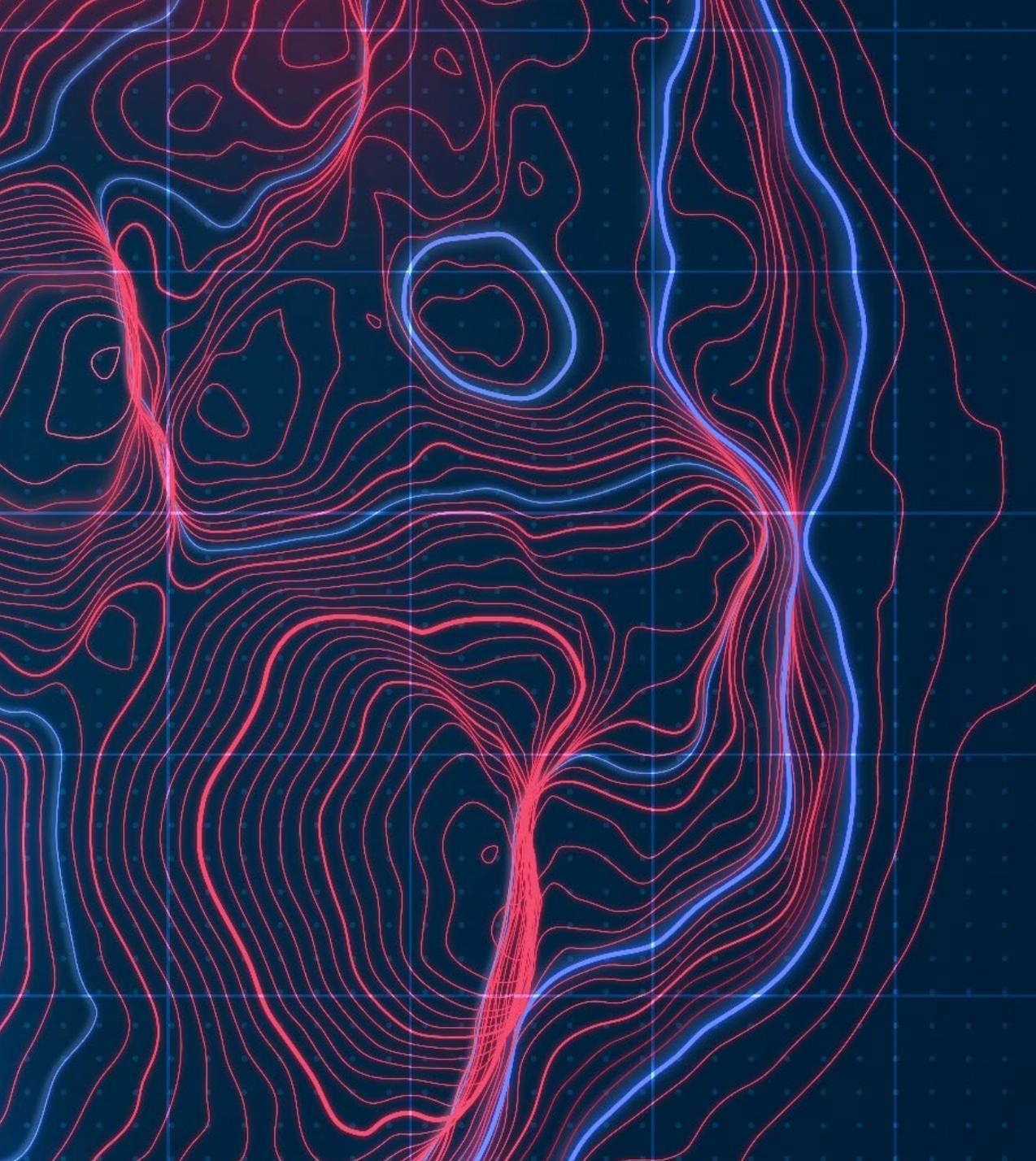
Add your question  
using Zoom Q&A  
at the bottom



**MICCO GRÖNHOLM**

HEAD OF FUTURE  
CITY OF HELSINGBORG

@miccogronholm



**ANGELA HANSON**

LEAD IN  
INNOVATION  
TOOLS AND  
METHODS

@civiccatalyst



# Panel Discussion



Add your question  
using Zoom Q&A  
at the bottom

# Panelists



**JONNY  
PAULSSON**

PROGRAMME  
DIRECTOR AND  
NATIONAL CONTACT  
PERSON FOR OPSI,  
VINNOVA



**JAKOB  
HELLMAN**

ACTING HEAD OF  
DEPARTMENT,  
INNOVATION  
MANAGEMENT  
DIVISION,  
VINNOVA



**MICCO  
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VINNOVA



**JAKOB  
HELLMAN**

ACTING HEAD OF  
DEPARTMENT,  
INNOVATION  
MANAGEMENT  
DIVISION,  
VINNOVA

# Thank You!



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