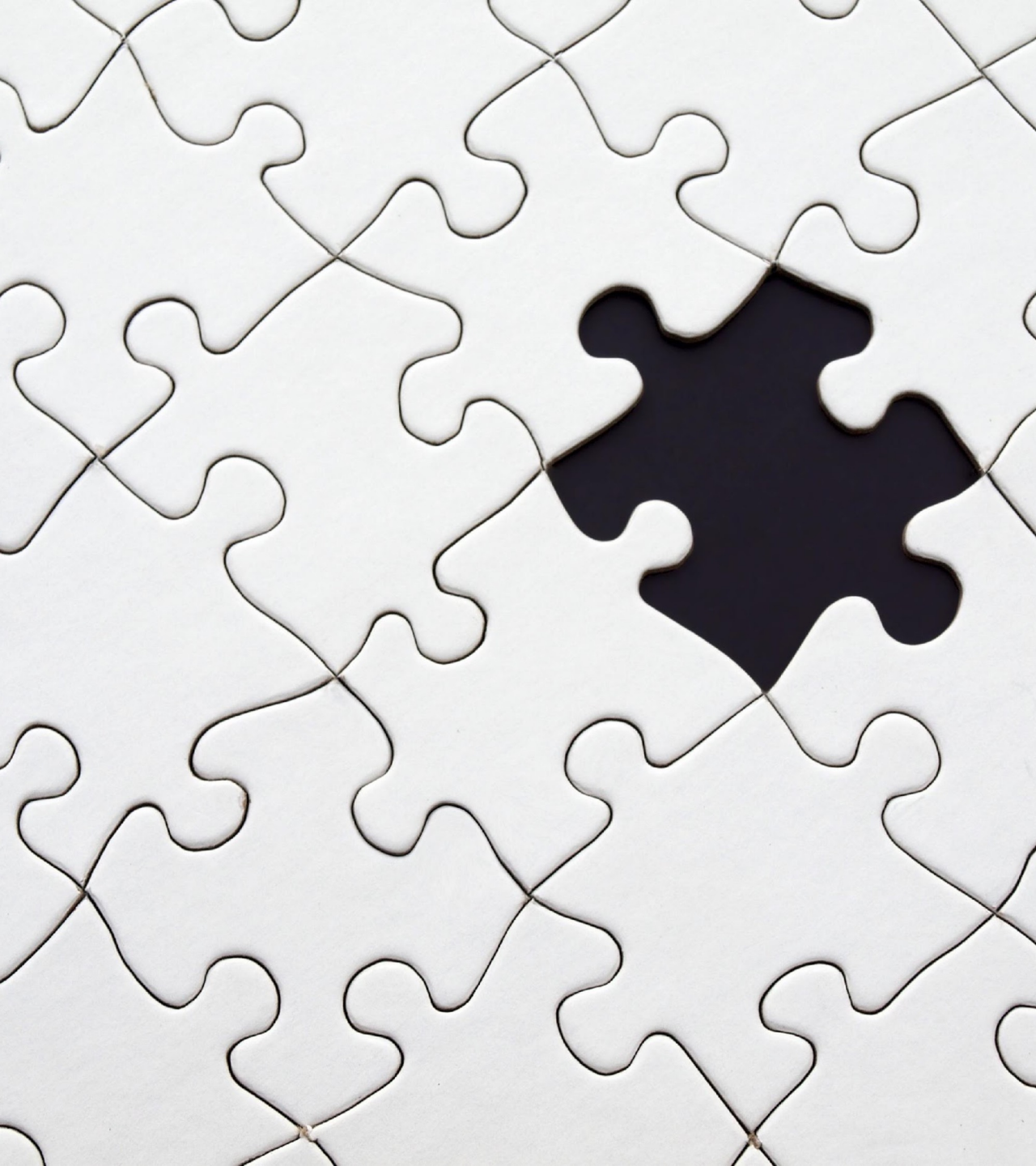


Innovation

Cristina A. Rodriguez-Acosta, Inter-regional Advisor,
PMCDU, DPIDG, UN DESA



The Importance of an Innovation/Experimental Mindset

“As a small country with big ambitions, we are challenging the old assumptions and obstacles which have held us back for too long, and working and innovating our way forward into a new era.”

Hon. Philip Davis, PM, The Bahamas

February 26, 2025

2024-2025 Mid-Year Budget Statement

Presented to the Hon. House of Assembly



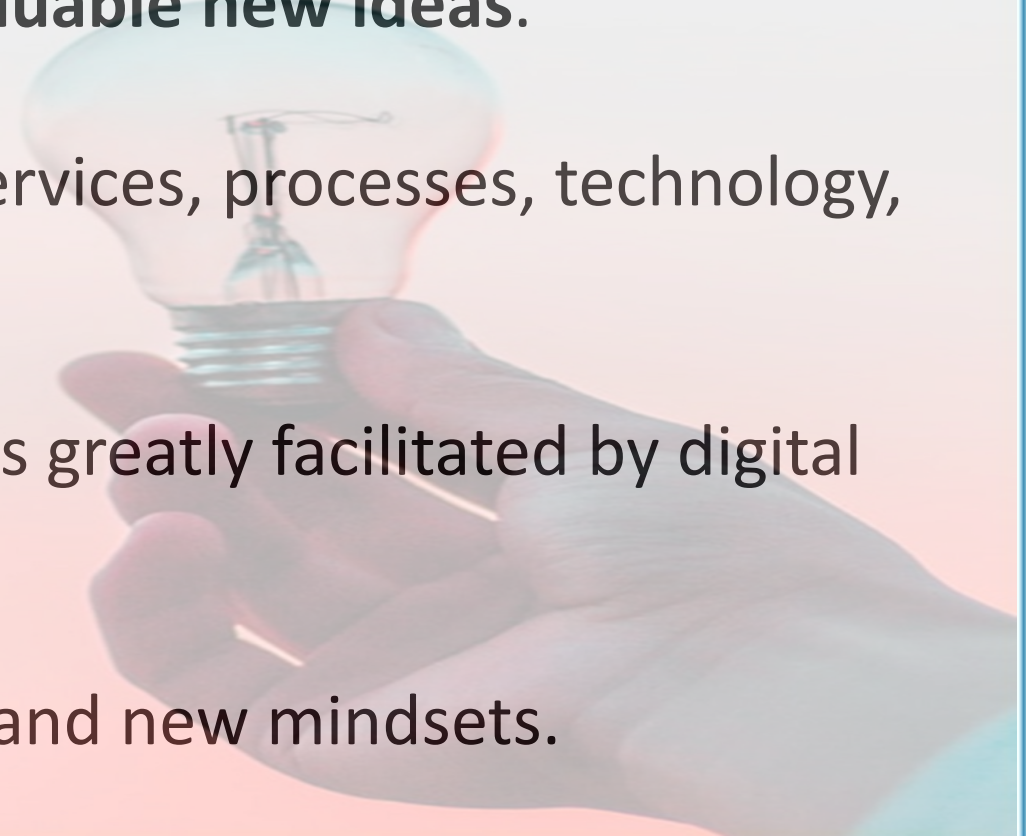
What is Innovation?

The generation and implementation of **valuable new ideas**.

Innovation can be directed to products, services, processes, technology, strategy and entire models of operation.

Today innovation in many different areas is greatly facilitated by digital technologies.

Digital transformation requires new skills and new mindsets.





What is an Innovation/Experimental Mindset?

Institutional Effectiveness

Innovative/ Problem-solving Experimental Mindset

BELIEFS: Human capacities are not fixed; it is possible to continuously improve through efforts and learning

ATTITUDES: Is a risk-taker, eager to experiment, problem-solver, creative, resilient, driven and motivated to achieve excellence, thinking outside of the box

COMPETENCIES: An experimental problem-solving/experimental mindset is characterized by **strategic problem-solving** to develop and break down problem scenarios to ensure solutions that can be presented in a stepwise approach towards the achievement of a target; **creativity** to actively seek to improve programmes or services, offering new and different options to solve problems and meet client/citizen needs **and innovation** to value the improvement of process and new solutions in work situations, while perceiving different and novel ways to deal with public challenges and opportunities.

An Innovation mindset is based on a methodology that thrives with ...



Teamwork



Meeting the users, yourself



Co-creation



Prototyping solutions



Failing frequently,
learning & moving on



Challenges to an Innovative Mindset

- Resistance to Change
- Aversion to Failure
- Challenges to adopting user-centric approaches
- Working collaboratively in a multidisciplinary approach
- Thinking outside the box



Challenges to (not) Adopting User Friendly Approaches



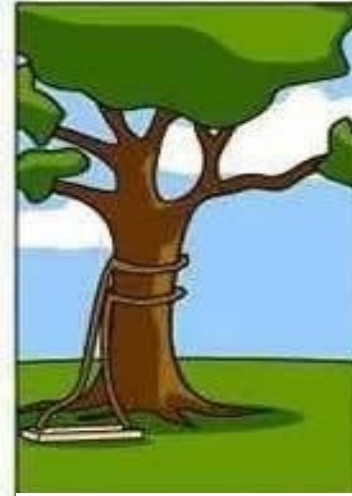
What the user requested



What the team leader understood



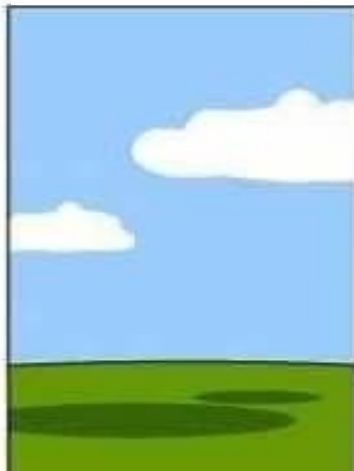
What the system analyst designed



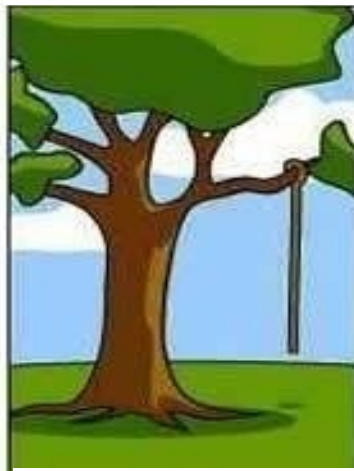
The view of the programmer



Recommendation of the external consultant



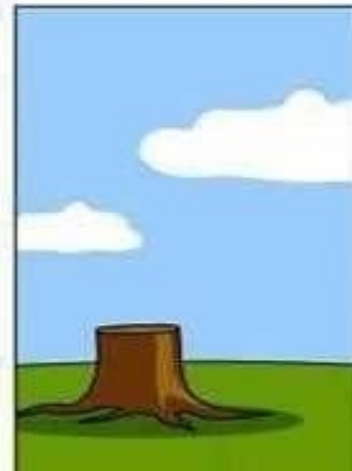
Project documentation



Implementation process



The project's budget

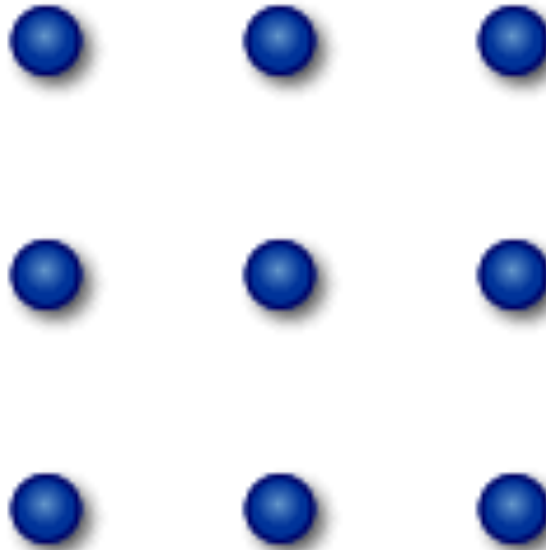


The operational support



What the user really needed

Resistance to Change/Thinking outside the box



HOW TO RECOGNISE?

- GIVES UP AT FIRST SIGN OF FAILURE
- BLAMES OTHERS (OR TOOLS, ENVIRONMENT...) WHEN THINGS GO WRONG
- THREATENED BY AND JEALOUS OF THE SUCCESS OF OTHERS
- CHOOSES TO IGNORE CONSTRUCTIVE CRITICISM

ORIGINS (THEORY)

YOU DID GREAT... BECAUSE YOU ARE SPECIAL AND GIFTED
MESSAGE RECEIVED FROM INFLUENTIAL ADULTS WHEN YOUNG

TALENT & GENIUS

LIGHTBULB - SYNONYMOUS WITH INNOVATION: THE AH-HA MOMENT WHEN BRILLIANCE STRIKES A GENIUS INDIVIDUAL

I.E. T. EDISON
"THE SOLO INVENTOR..."

FIXED FACT SHEET

- FEARS - FAILURE, LOOKING DUMB
- LOVES - VALIDATION & PRAISE
- SUCCESS - PROVING YOU'RE SMART
- SEES ABILITY AS A 'GOD' GIVEN GIFT
- GOOD OUTCOMES ARE A CONFIRMATION OF OWN BRILLIANCE

EFFORT IS FOR THOSE WHO DON'T HAVE ABILITY.

FIXED M.S. LEADERS

CONSIDER SELVES AS 'GENIUS-WITH 1000 HELPERS'

"If you disagree with me, you're just not smart enough to understand"

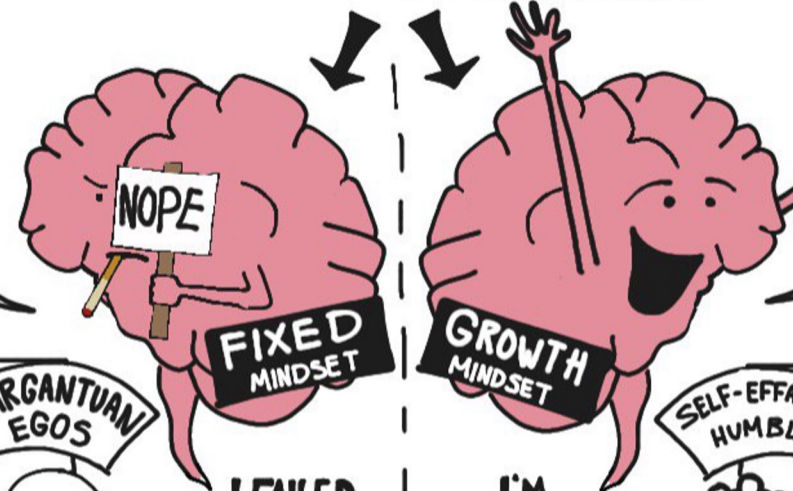
GARGANTUAN EGOS

EVERYTHING ELSE
LEGACY & SELF

MINDSET = SET OF ATTITUDES WHICH INFORM HOW YOU PERCEIVE, UNDERSTAND AND ACT IN SITUATIONS

FIRST OF ALL... EACH OF US CAN HAVE BOTH MINDSETS

THAT CAN APPEAR AT DIFFERENT TIMES, DEPENDING ON THE SITUATION AND OUR EMOTIONAL STATE



I FAILED THEREFORE I'M A FAILURE

I'M A WORK IN PROGRESS

GROWTH FACT SHEET

- FEARS - GIVING UP AND NOT LEARNING
- LOVES - CHALLENGES
- SUCCESS - SELF DEVELOPMENT
- SEES - POTENTIAL AS UNKNOWN
- GOOD OUTCOMES ARE THE RESULT OF HARD WORK AND EFFORT

GROWTH M.S. LEADERS

- PASSION: TO GET THINGS DONE
- NURTURES EMPLOYEES
- NEVER STOPS TRYING TO BECOME QUALIFIED FOR JOB
- VALUE INPUT FROM OTHERS (EVEN CRITICISM)

INTELLIGENCE CAN BE DEVELOPED!

SELF-EFFACING HUMBLE

[WE THINK] NOT GROUP THINK

HOW TO RECOGNISE?

- PERSEVERES IN THE FACE OF SETBACKS
- SEES EFFORT AS THE PATH TO MASTERY
- LEARNS FROM CONSTRUCTIVE CRITICISM
- FINDS LESSONS & INSPIRATION IN THE SUCCESS OF OTHERS

ORIGINS (THEORY)

YOU COULD DO BETTER WITH MORE PRACTICE
YOU DID GREAT BECAUSE YOU WORKED SO HARD

ATTITUDE & MINDSET

- CURIOSITY • EMPATHY • HUMILITY • COURAGE • AGILE • IMAGINATION • RESILIENCE • POSITIVITY • CAN-DO •

WHAT DOES THIS MEAN FOR PSI?

FAILURE

NEED TO CHANGE THE MEANING OF 'FAILURE' - IF SOMETHING IS LEARNT FROM IT, ITS MOVED KNOWLEDGE ON.

BLAMEWORTHY ↔ PRAISEWORTHY

I.E. AMY EDMONSON'S GOOD & BAD FAILURE

EXPERIMENTATION

"WE DON'T KNOW IF THIS WILL WORK... BUT WE KNOW HOW WE CAN FIND OUT!"

PEOPLE CAN ONLY DO THIS IF ABLE TO FAIL

LEADERSHIP & CULTURE

IF YOU ONLY HIRE FOR TALENT, PEOPLE ARE FORCED TO PROVE THIS TALENT AT ALL TIMES. THEY'LL:

- HIDE WEAKNESS
- AVOID RISK
- FEAR FAILURE

Everything is Fine

IF YOU REWARD & INCENTIVISE HARD WORK, PERSEVERANCE, GOOD QUESTIONS & PEOPLE TAKING INITIATIVE TO DO THINGS DIFFERENTLY - AND HIRE FOR - YOU MAY HAVE A BETTER PROBLEM SOLVING CULTURE

REFLECTION

PEOPLE ARE GENERALLY BAD AT ASSESSING THEIR OWN ABILITIES ALL NEED A SAFE SPACE TO REFLECT > TO IDENTIFY WHERE AND HOW TO IMPROVE/DO THINGS DIFFERENTLY.

THESE THINGS...



Key Features of the Growth Mindset

The view you adopt for yourself profoundly affects the way you lead your life.

The fixed mindset encompasses the belief that your qualities are fixed and this creates an urgency to prove yourself over and over.

People in a growth mindset thrive on challenges. They find success in doing learning and improving.

“Everyone is actually a mixture of fixed and growth mindsets, and that mixture continually evolves with experience. A “pure” growth mindset doesn’t exist, which we have to acknowledge in order to attain the benefits we seek.”

-Carol Dweck



The capability to innovate varies tremendously between countries

Governments around the world are using digital technologies to innovate how they operate, share information, make decisions, deliver services, engage and partner with others to solve policy challenges.

Many countries still face challenges to effectively leverage digital technologies and provide accessible, reliable, fast, personalized, secure and inclusive services to empower people in participatory ways.

Cross Sector collaboration: allows for partnerships in the design and implementation.

Public-Private innovation partnerships (PPIs) are increasingly used to innovate public services through new technology.

NB of partnership design (small and centralized, homogeneous vs large groups –dilemma bet more participatory and ability to make decisions)

NB high levels of TRUST among participants (Koen Verhoest et al, PAR 2024).



Five Main Principles for Innovation in Public Service Delivery

1. Access
2. Quality
3. Inclusion and Responsiveness
4. People-driven and personalized services
5. Transparency and accountability of service delivery

The innovation process is inherently risky, which requires commitment among partners and willingness to invest time and resources with no guarantee of a successful outcome (Brogaard, 2021 in Verhoest).



Six Key Steps in Designing a Roadmap for Innovation and Digital Transformation

1. A holistic approach
2. Systems thinking
3. A strategic framework
4. Stakeholder analysis
5. Strategy
6. Action



Enablers for promoting digital skills, innovation and changing mindsets

- Political commitment - **Leadership**
- Support a culture of transformational leadership, investing in HR and changing the mindset of the public sector that allows for continuing training.
- Systemic thinking and synergies that allow complementarity in training policies and their implementation.
- Organizational structures and processes that allow intersectoral, intergovernmental and interdepartmental coordination.
- **Appropriate funding.**
- Appropriate legislation/regulations that support training and promote innovation.
- Involvement and empowerment of all stakeholders.
- Monitoring, reporting and evaluation of processes.
- **Promote a skills-based approach to hiring and promotion.**