



## **DEVELOPING AN EXPERIMENTAL MINDSET**

***Are we creating the public solutions and institutional capacity that can deal with the challenges we are facing?***

*Jesper Christiansen, PhD, Co-founder, States of Change*









Focus	Problem	Consequence	Towards...
<b>Policy and implementation</b>	Separating policy and implementation as two different tasks	Policies are developed by few people that are not involved in their implementation & adaptation	An experimental mindset to test assumptions & explore opportunities
<b>Theory of change</b>	Assuming that change is a product of a specific planned process	Policies fail to address causes of issues and create the intended outcomes	Outcomes-focused dynamic between policy and practice
<b>Developing solutions</b>	Prioritising pre-planned support of known solutions	We are not learning about how to deal with the wicked challenges of our time	Incentivizing iterative experimentation and learning about what's possible



# Experimental mindset

5 features...



~~IDEAS → SOLUTION~~

IDEAS → HYPOTHESIS

**#1: From ideas to hypotheses**





**PREDICTABLE**  
Intended outcomes result from careful analysis



**DISCOVERABLE**  
Intended outcomes result from trial-and-error

**"WE KNOW"**  
Developing & implementing policy behind your desk



**"WE DON'T KNOW (FOR SURE)"**  
Involving others & testing to see what works

**REARVIEW-MIRROR**  
Decisions are based on historical data



**FUTURE-ORIENTED**  
Decisions are based on indicators from experiments

**HIGHLIGHT AND VALIDATE**  
Generalizable assumptions at a point-in-time



**UNDERSTAND AND GENERATE**  
Capturing human experience over time

**PRESCRIPTIVE**  
Prescribing a predefined course of action



**EXPLORATIVE**  
Processes that allow for exploring new possibilities

**AVOIDED**  
Failure is something to be avoided



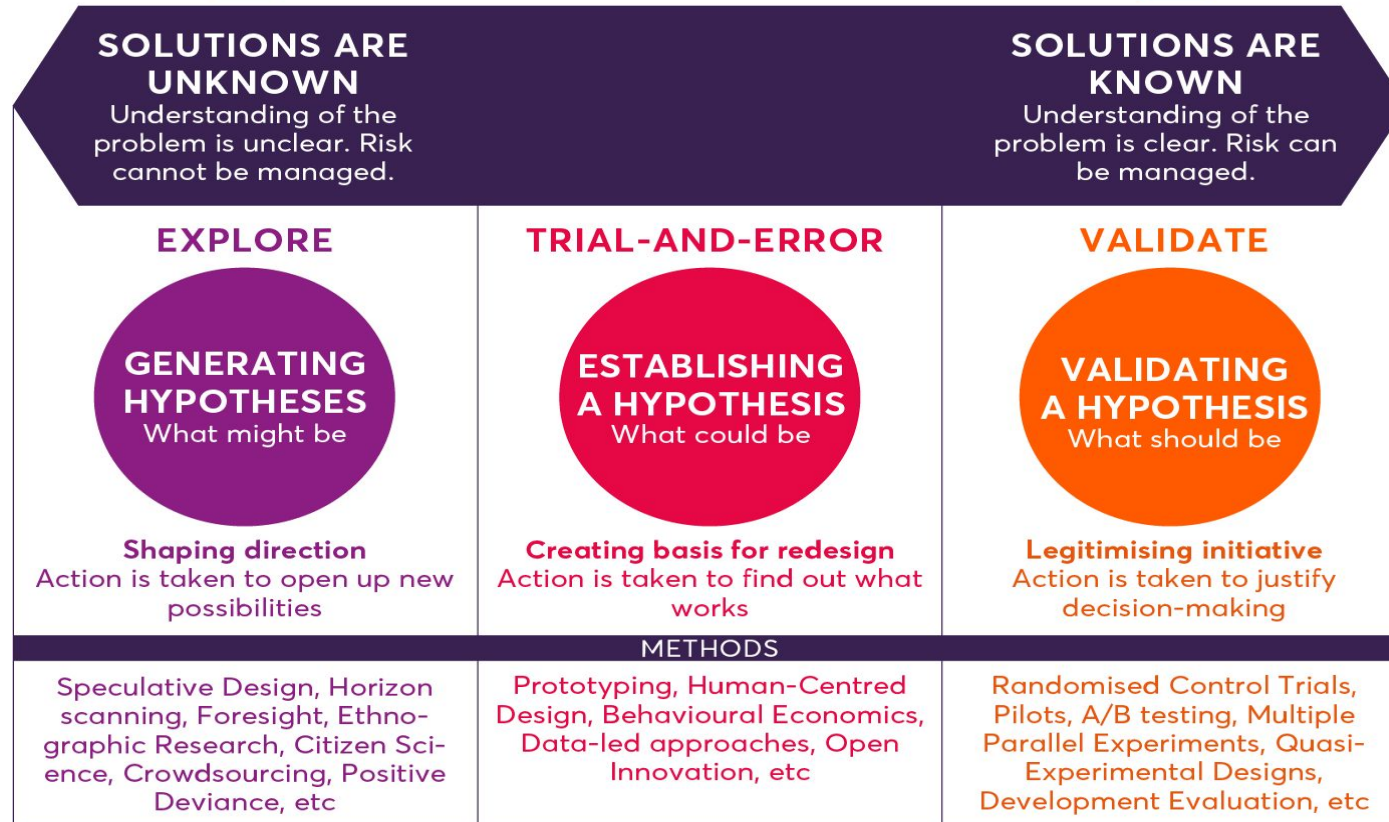
**EMBRACED**  
Failure is accepted as part of iterative learning

# #2: A paradigm shift in public governance



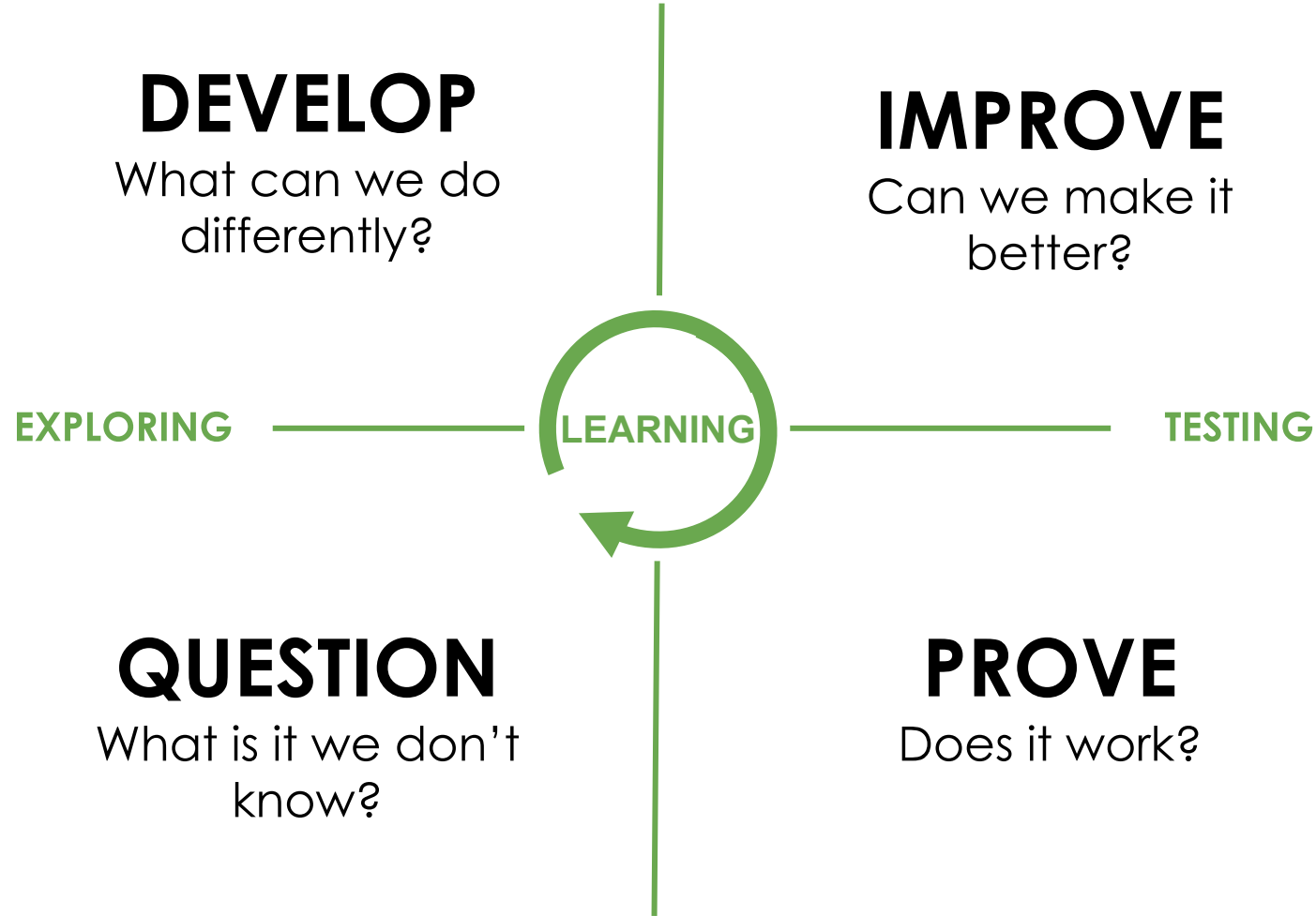
Embrace uncertainty

Manage risk



# #3: A continuum of experimentation



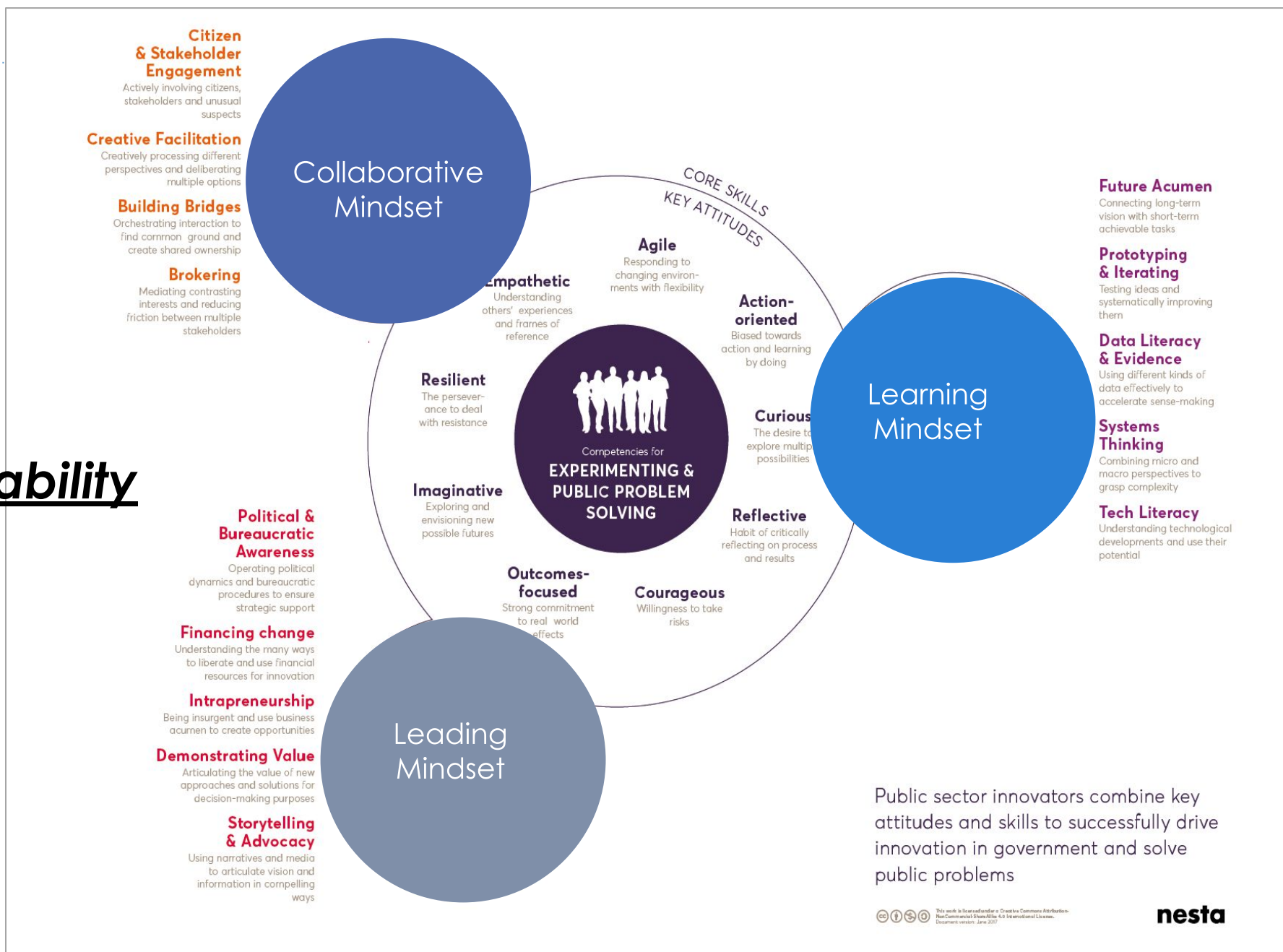


**#4: Part of creating a culture of learning**





# #5: Focus on your experimental capability





**THANK YOU!**

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