EMBEDDING CHANGE LEADERSHIP MINDSETS
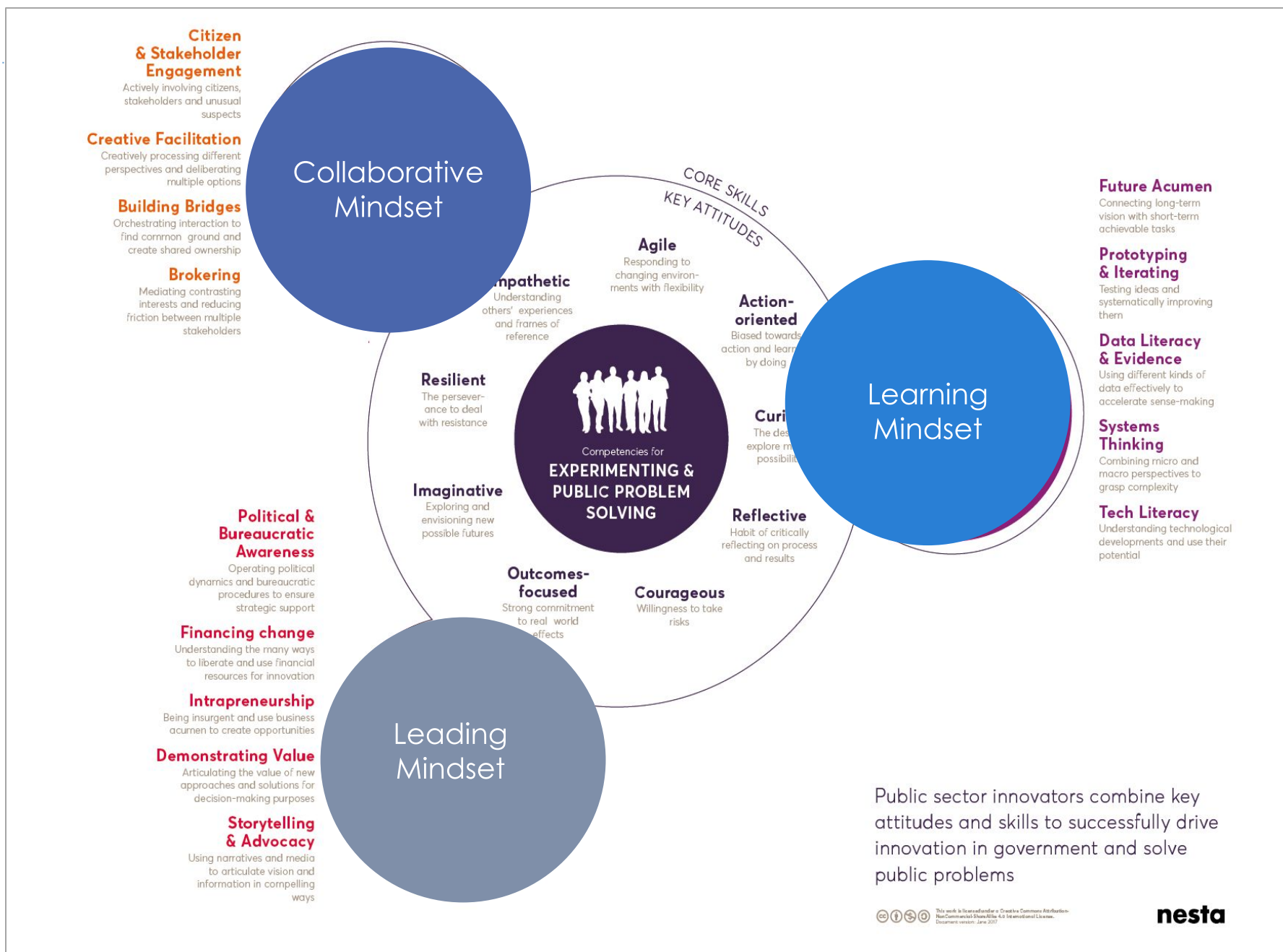
How do we disrupt our organizations to more effectively deal with the challenges we are facing?
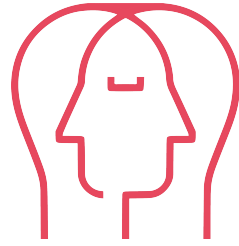
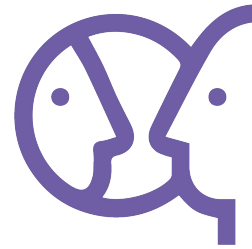*Jesper Christiansen, PhD, Co-founder, States of Change*

United Nations
Department of Economic and Social Affairs

Collaborative Mindset

Citizen & Stakeholder Engagement
Actively involving citizens, stakeholders and unusual suspects

Creative Facilitation
Creatively processing different perspectives and deliberating multiple options

Building Bridges
Orchestrating interaction to find common ground and create shared ownership

Brokering
Mediating contrasting interests and reducing friction between multiple stakeholders

Learning Mindset

Future Acumen
Connecting long-term vision with short-term achievable tasks

Prototyping & Iterating
Testing ideas and systematically improving them

Data Literacy & Evidence
Using different kinds of data effectively to accelerate sense-making

Systems Thinking
Combining micro and macro perspectives to grasp complexity

Tech Literacy
Understanding technological developments and use their potential

Leading Mindset

Political & Bureaucratic Awareness
Operating political dynamics and bureaucratic procedures to ensure strategic support

Financing change
Understanding the many ways to liberate and use financial resources for innovation

Intrapreneurship
Being insurgent and use business acumen to create opportunities

Demonstrating Value
Articulating the value of new approaches and solutions for decision-making purposes

Storytelling & Advocacy
Using narratives and media to articulate vision and information in compelling ways

CORE SKILLS
KEY ATTITUDES

Agile
Responding to changing environments with flexibility

Empathetic
Understanding others' experiences and frames of reference

Action-oriented
Biased towards action and learn by doing

Resilient
The perseverance to deal with resistance

Curi...
The des... explore... possibili...

Imaginative
Exploring and envisioning new possible futures

Reflective
Habit of critically reflecting on process and results

Outcomes-focused
Strong commitment to real world effects

Courageous
Willingness to take risks

Competencies for
EXPERIMENTING & PUBLIC PROBLEM SOLVING

Public sector innovators combine key attitudes and skills to successfully drive innovation in government and solve public problems

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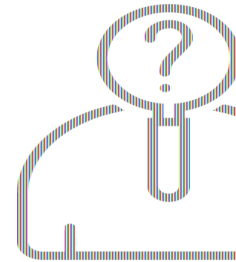
DESA | Public Institutions

Empathy   Humility   Enablement

Reflective   Agile   Curious
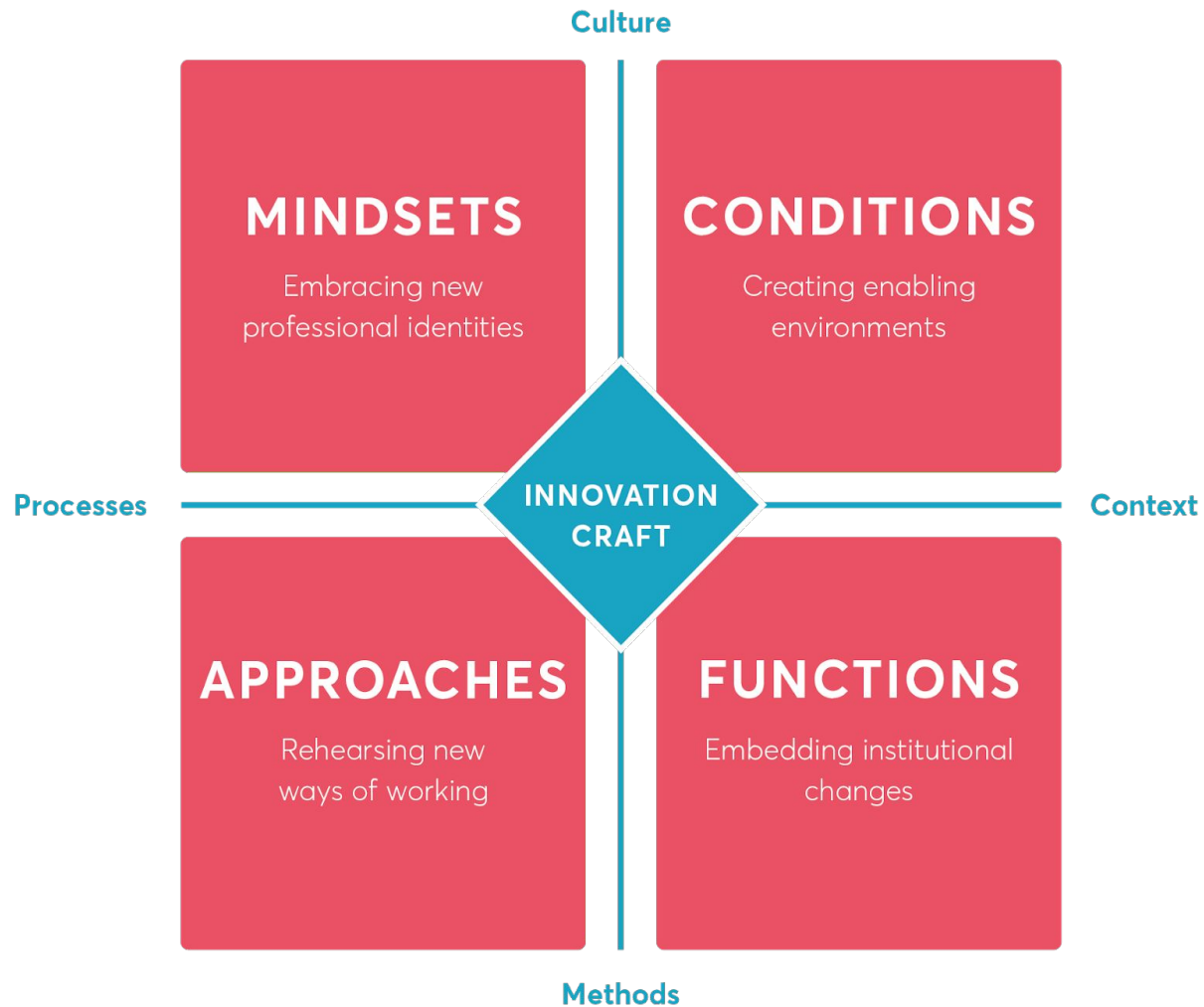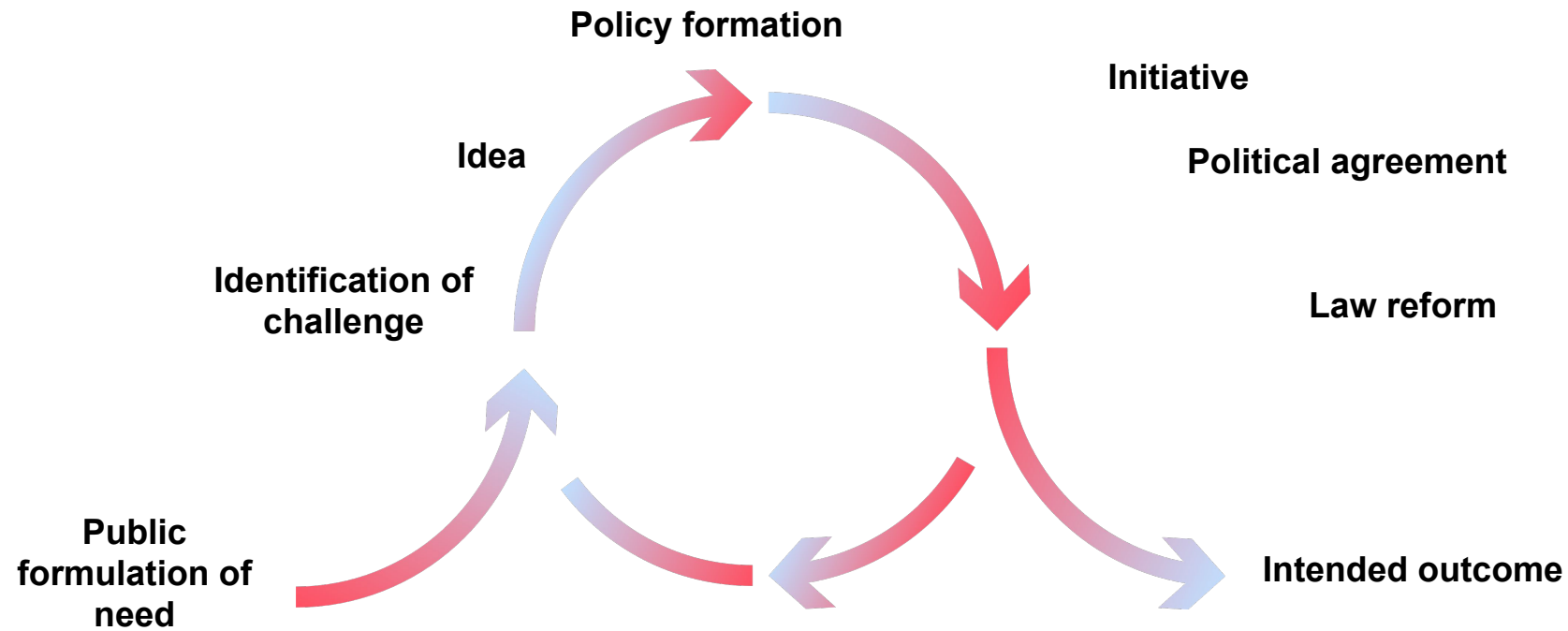
Imagination   Outcomes focused   Courageous

Learning from practice
Experimenting with the policy cycle in Denmark's Ministry of Employment

Policy formation

Idea

Initiative

Political agreement

Identification of challenge

Law reform

Public formulation of need

Intended outcome

New user-centred mindset is "hacking" process

- Making the citizen and frontline worker experiences the focal point

- Making the citizen and local actors an active resource

- Boosting synergy with context: creating a constructive dialogue

- Enabling empathy at every stage in the policy cycle

- Embracing principles of user engagement at all levels
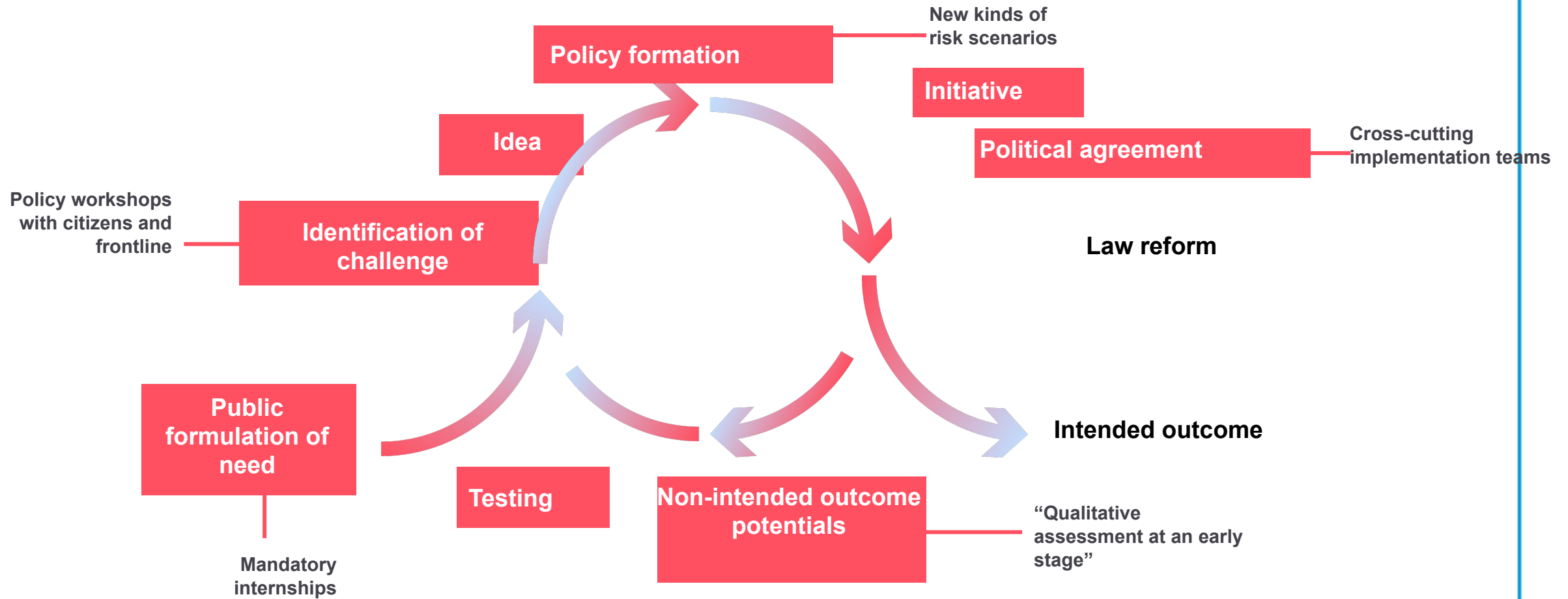
Learning from practice
Hacking the program cycle in UNDP

Hacking the UNDP program cycle
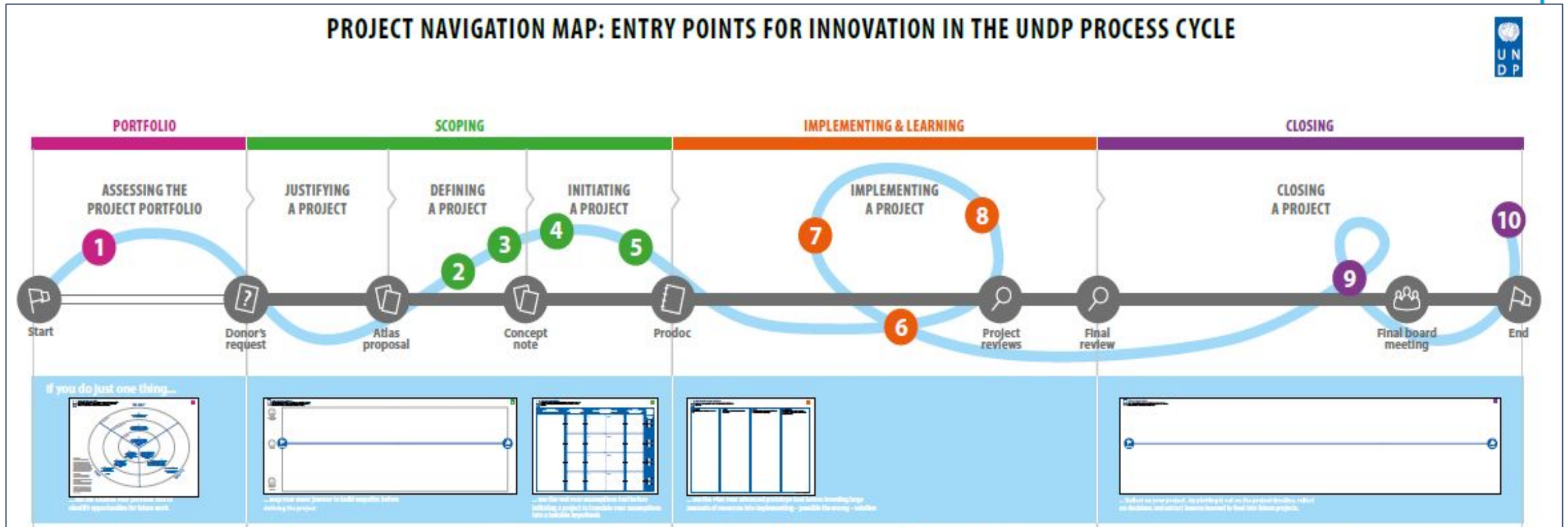
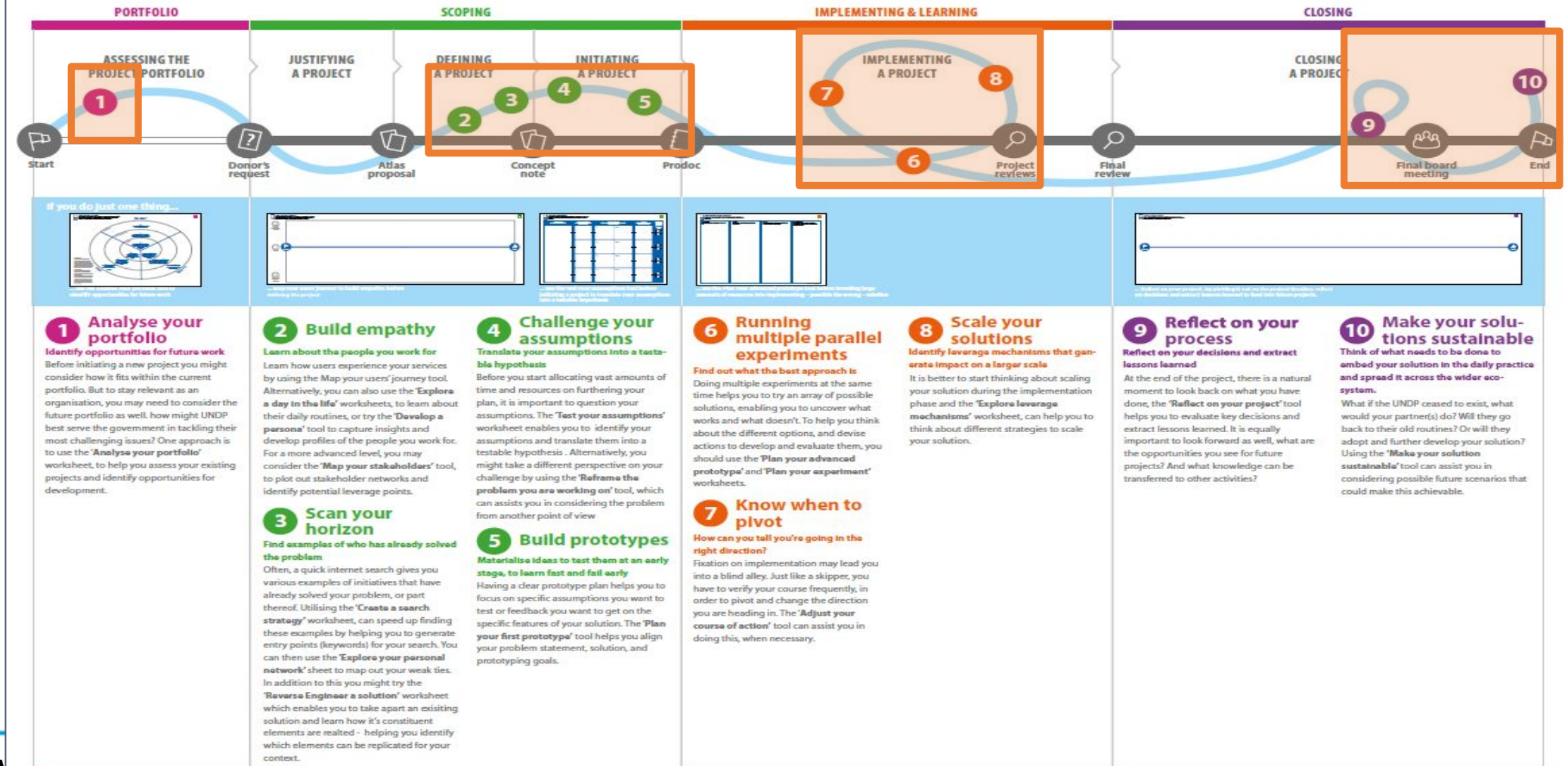PROJECT NAVIGATION MAP: ENTRY POINTS FOR INNOVATION IN THE UNDP PROCESS CYCLE

Hacking the UNDP program cycle

PROJECT NAVIGATION MAP: ENTRY POINTS FOR INNOVATION IN THE UNDP PROCESS CYCLE

REFLECTION EXERCISE

- *What mindsets are most dominant driving change within your organization? What should be different?*

- *What might be ways of "hacking" your organization to enable more effective ways of working in dealing with the SDGs?*

THANK YOU!

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