

BEING THE BEST

**Innovation
and what we currently know
about Innovation**



Where ideas work

Where ideas work

Agenda

- September 17th, 2008

- What is Innovation
- Why Innovation Matters
- What We Know About Innovation
- What We're Doing About It

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What is innovation?

- “**Ideas new to the organization** that contribute to **more efficient or effective delivery of public administration, programs or services.**” ~BC Public Service Definition
- “Simply put, **innovation is about *transformative* ideas that work.**” ~CCMD, *Organizing for Deliberate Innovation.*
- “**Successful innovation is disruptive;** it changes the rules of the game.” ~Cole & Parston, *Unlocking Public Value.*

moderate



extreme

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Why does innovation matter?

It's about ...

- **Value for citizens...**

- “Failing to [identify opportunities before problems arise] represents lost **value** for citizens.” ~CCMD, *Organizing for Deliberate Innovation*.
- “Innovation...can be a key that public managers can use to unlock public **value**.” ~Cole & Parston, *Unlocking Public Value*.

- **Meeting public expectation**

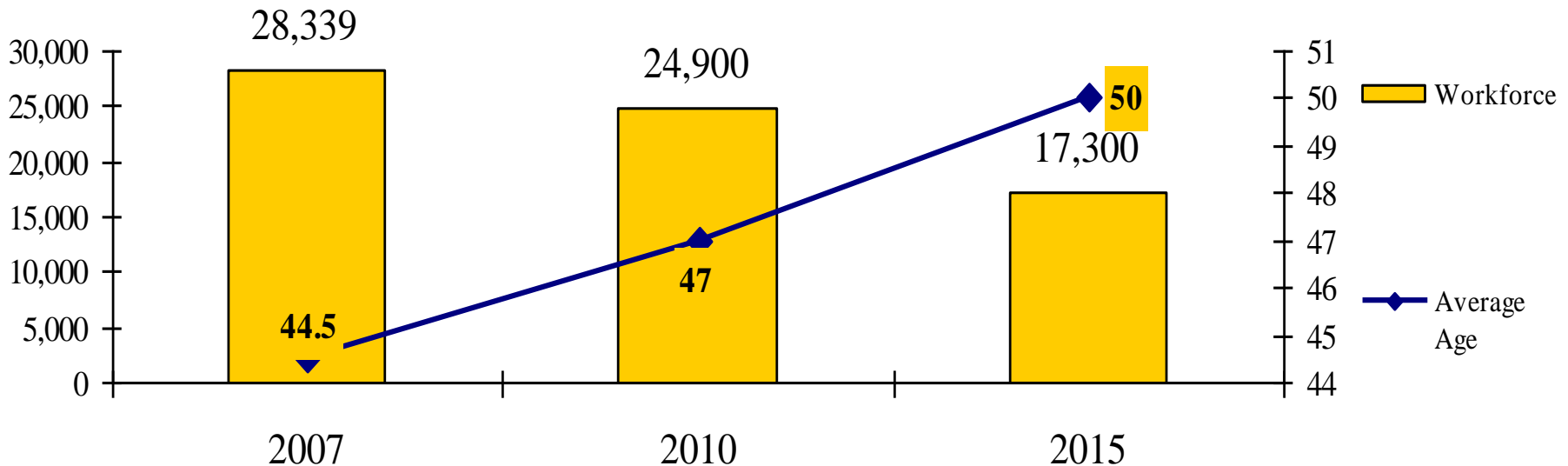
- **Being efficient and effective**

- **Employee engagement**

- **Recruitment**

Because of demographics, the BC Public Service workforce will be 39% smaller in 2015 than today

BCPS Workforce and Average Age
2007 - 2015

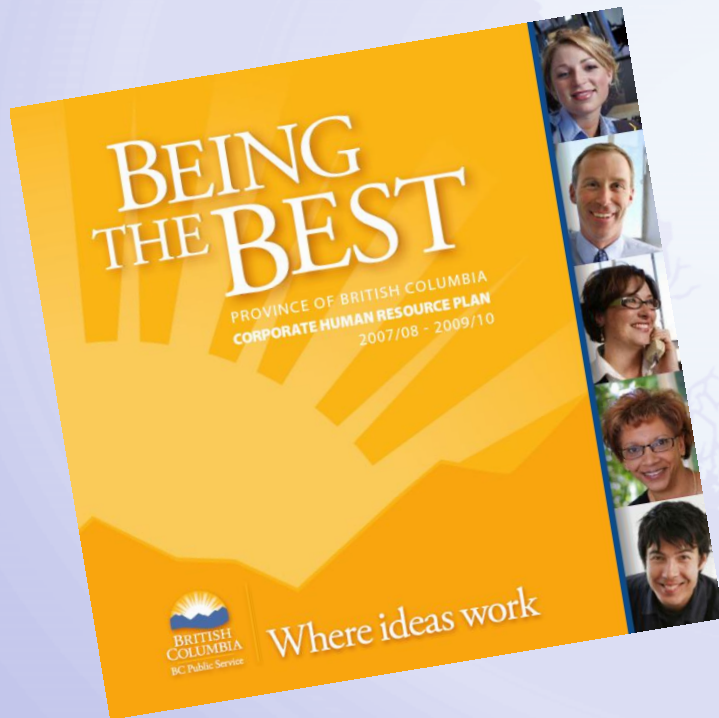


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What We're Doing About it

Human Resource Plan: Goal 3 - Managing for Results

- Encourage and recognize employee innovation at all levels of the public service.
- Apply employee ideas to reduce cumbersome work processes and improved productivity.
- ADM Committee on Innovation
 - Promote Innovation
 - Identify barriers and solutions
 - Implement “innovations”



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What we know about Innovation & individual innovators?

- From the Work Environment Survey 2008
 - 61% agree “Innovation is valued in my work.” (+1pt)
 - 58% agree “I am encouraged to be innovative in my work.” (+3pts)
 - 51% agree “I have the opportunities I need to implement new ideas” (new)
- For Front-line Service Workers (2008)
 - 53% agree “Innovation is valued in my work.” (no change)
 - 50% agree “I am encouraged to be innovative in my work.” (+4pts)
 - 42% agree “I have the opportunities I need to implement new ideas” (new)
- “Approximately 50% of public service innovations originate from frontline staff and middle managers.”~CCMD, *Organizing for Deliberate Innovation*.

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The culture does have its costs at the individual level

- From the Exit Survey
 - Top three reasons for leaving include:
 - Immediate Supervisor/Manager
 - **Organizational processes, procedures and/or systems**
 - Workload
 - What did you like least about the BC Public Service?
 - Poor managers (20%)
 - **Bureaucracy (15%)**
 - Stress & Workload (10%)

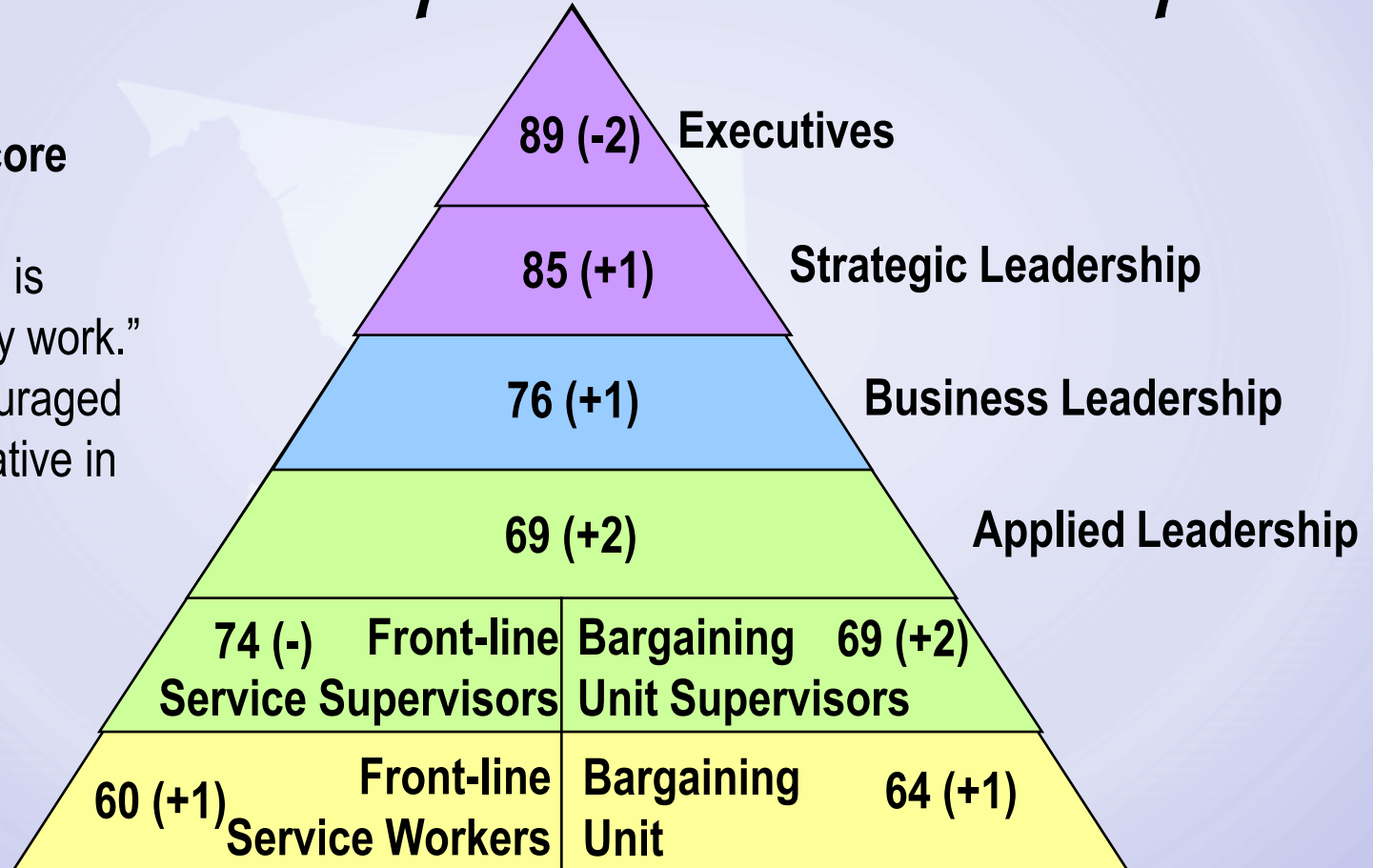
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Is our culture top-down or bottom-up?

Average score

2008 WES:

- “Innovation is valued in my work.”
- “I am encouraged to be innovative in my work.”



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What kinds of cultures support innovation?

“Many of the elements that foster innovative teamwork exist within the **learning organization**. The **learning organization** is...a collective process of reflecting on new ideas, knowledge, and insights in order to continually improve its performance.” ~CCMD, *Organizing for Deliberate Innovation*.

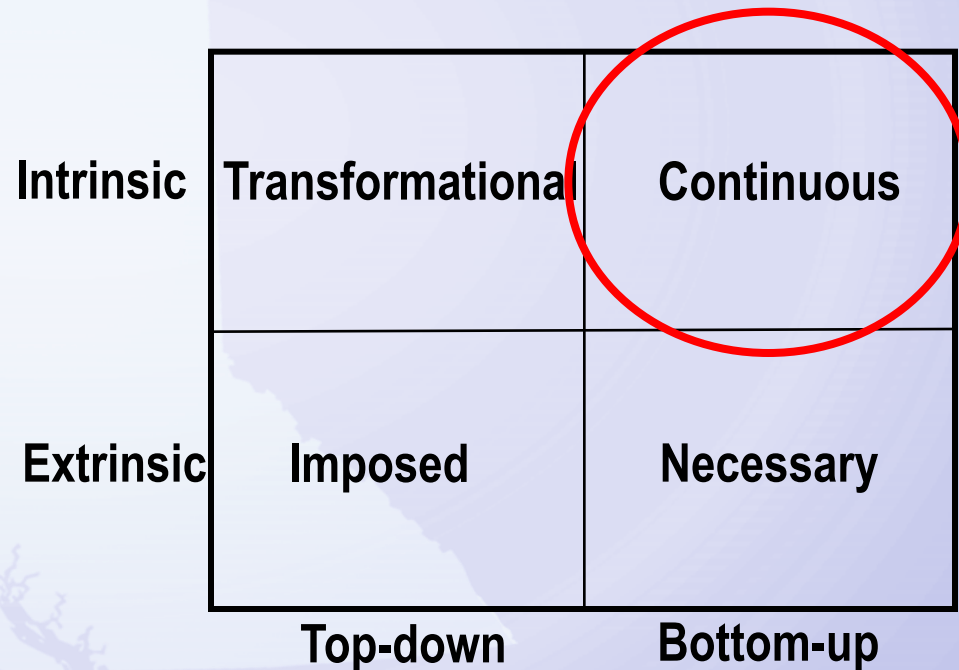
- The characteristics of the **learning organization**
 - Supportive learning environment
 - Concrete learning processes & practices
 - Leadership that reinforces learning

~“Is Yours a Learning Organization?”, *HBR March 2008*.

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Success of top-down innovation depends on the culture

- Where it meets a culture that is **engaged** (intrinsically motivated), the results are transformational
- Where it meets a culture that is **disengaged** (extrinsically motivated), the innovation requires a lot more work to impose
- What is missing is the “bottom-up” culture of **continuous improvement**
- To the extent an organization is continuously adapting to its changing environment, there is far less need for top-down innovation

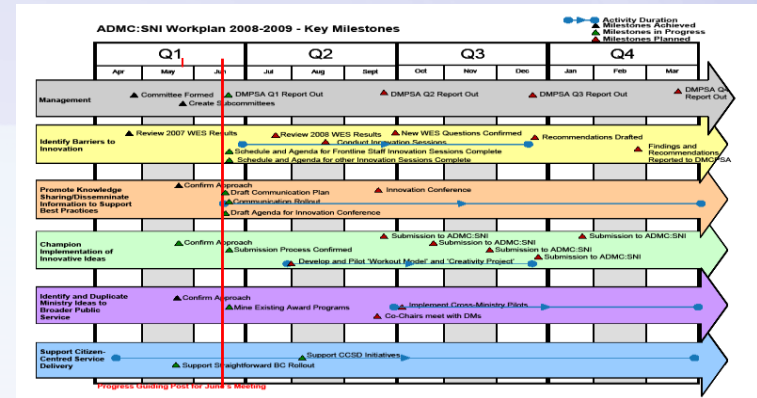


Intrinsic	Transformational	Continuous
Extrinsic	Imposed	Necessary
	Top-down	Bottom-up

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Key Accomplishments of ADMC - SNI

- ✓ Endorsed Work Plan
- ✓ 3 Active Sub Committees
 - 1) Mining 200 award submissions
 - 2) Regional workshops (5 conducted to date)
 - 3) Hosting a cross government innovation event
- ✓ Partnership with BC Stats to explore more
- ✓ Key Messaging on innovation
- ✓ Weekly articles; best practices on innovation



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Key Findings - Barrier Themes

- 1) Top down, risk-adverse culture
- 2) Bureaucracy and Red Tape
- 3) Tools and Workspace
- 4) Lack of Time
- 5) Lack of Forum(s) to Foster Innovation
- 6) Limited Quantitative Data on Innovation in the BC Public Service



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ADMC: SNI - Next Steps

- Hosting: SPARK! – Inspiring Innovation from within; the first in a series of Innovation Events to support cross government Innovation Champions. Kamloops Sept 29th 2008 with Key Note Speaker: Sir Ken Robinson
- Review Workforce Employee Survey questions around Innovation as means to increase understanding of innovation in the BC Public Service
- Champion the implementation of innovative ideas
- Continue to support Citizen-Centred Service Delivery Initiatives

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QUESTIONS?

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