

FRAME SHIFTING INNOVATION

HOW TO HELP LARGE
BUREAUCRACIES TO THINK,
SEE AND ACT DIFFERENTLY

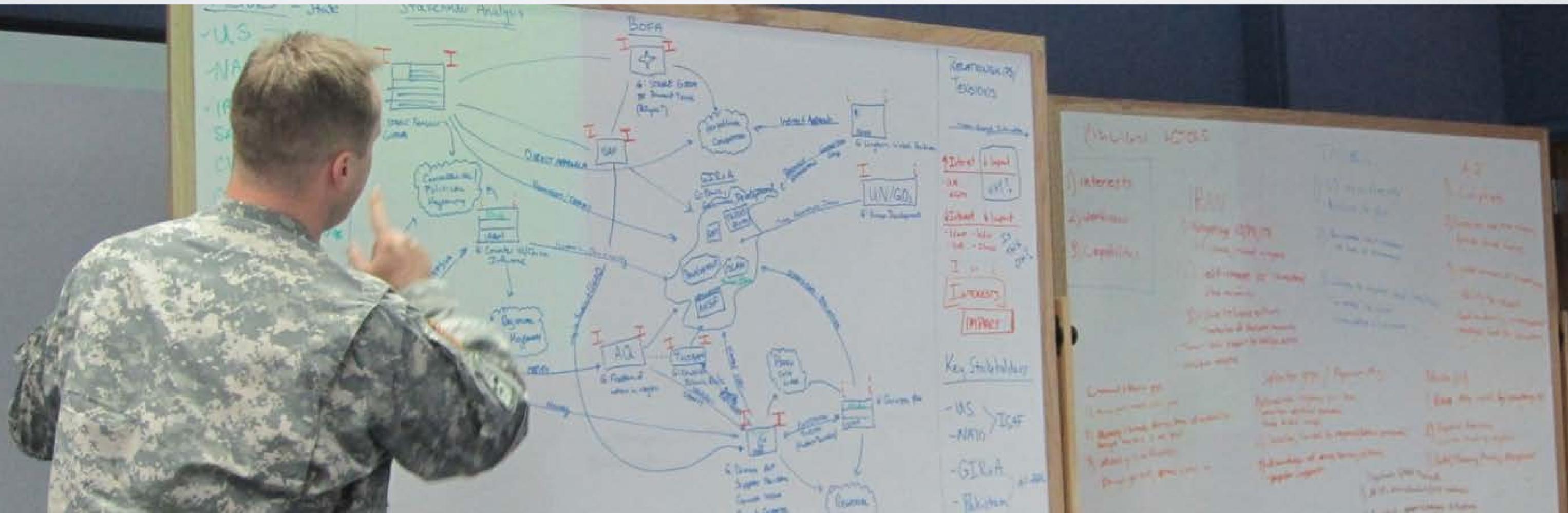
Dr. Alex Ryan
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“The only thing harder than getting a new idea into the military mind is to get an old one out.”

– B. H. Liddell Hart



TEACHING THE ARMY TO DESIGN



***“Bureaucracy defends the status quo
long past the time when the quo
has lost its status.”***

– Laurence J. Peter



DESIGN IN THE GOVERNMENT OF ALBERTA



WHY DESIGN?

OLD

NEW

STABILITY

VOLATILITY

CERTAINTY

UNCERTAINTY

SIMPLICITY

COMPLEXITY

CLARITY

AMBIGUITY

COMFORT

DISCOMFORT

HOW DESIGN **DIFFERS**

Organizational Culture	Design Culture
Analytic	Creative
Rule-based	Tool-based
Understand customers' functional needs	Understand customers' emotional needs
Good at exploiting	Good at exploring
Focused on capturing value	Focused on creating value
Execution-oriented	Invention-oriented
Prefer errors of omission	Prefer errors of commission

DESIGN IS A
DANGEROUS IDEA



***In the age of the Anthropocene,
everything is design.***

***Therefore, everything can be
redesigned.***



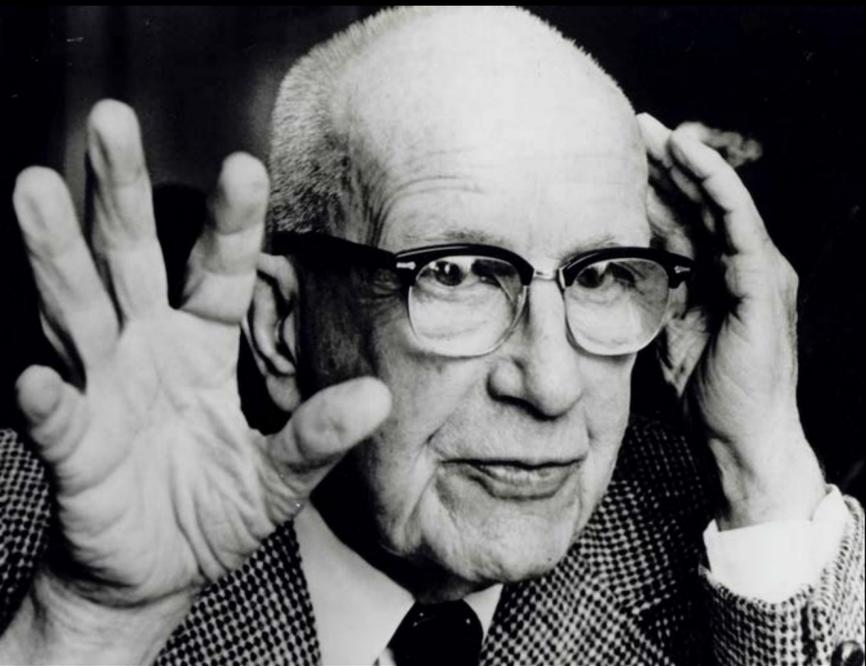
***“Everyone designs who devises
courses of action aimed at changing
existing situations into preferred ones.”***

– Herbert Simon



“A designer is an emerging synthesis of artist, inventor, mechanic, objective economist, and evolutionary strategist.”

– Buckminster Fuller







REFRAMING



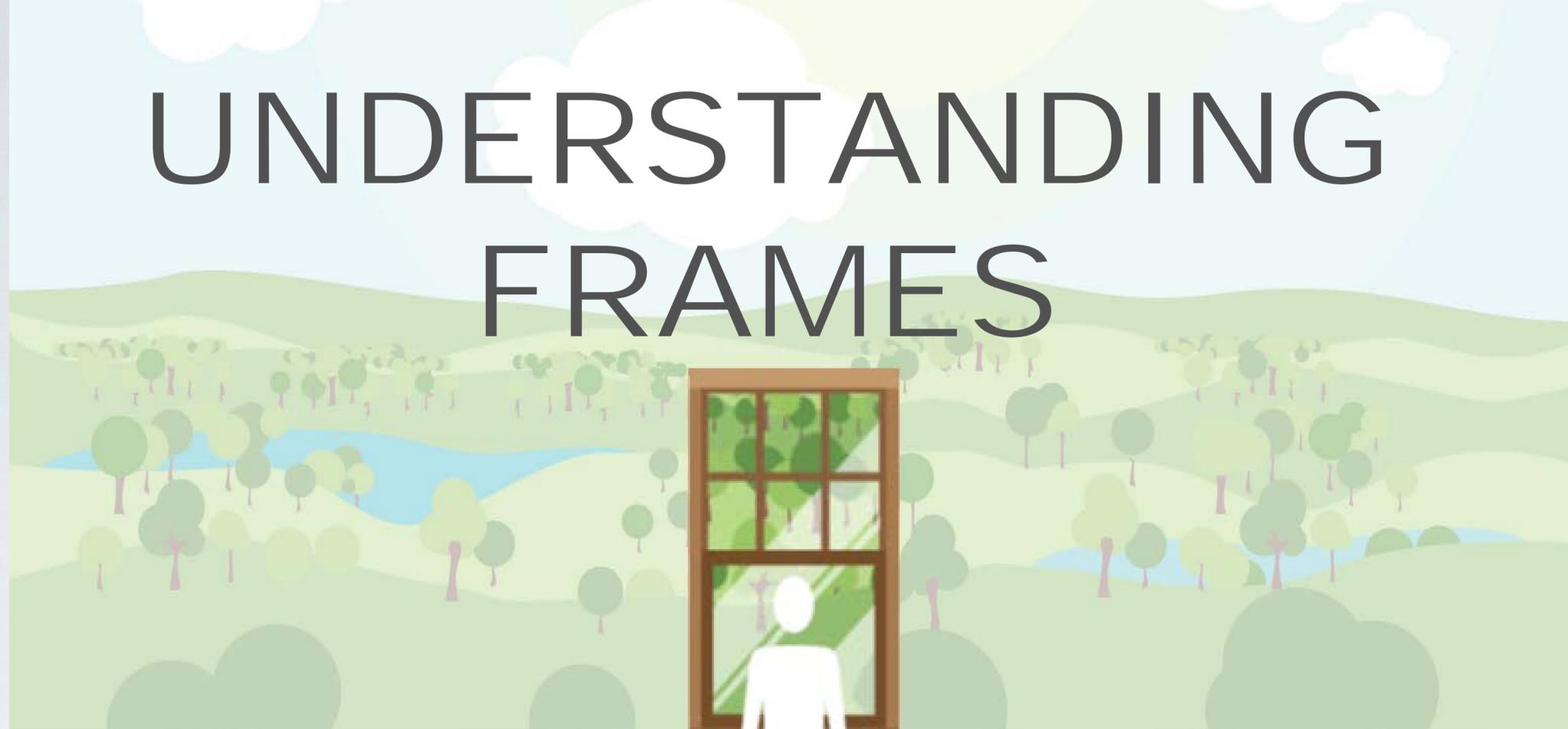
“We came all this way to explore the moon, and the most important thing is that we discovered the Earth.”

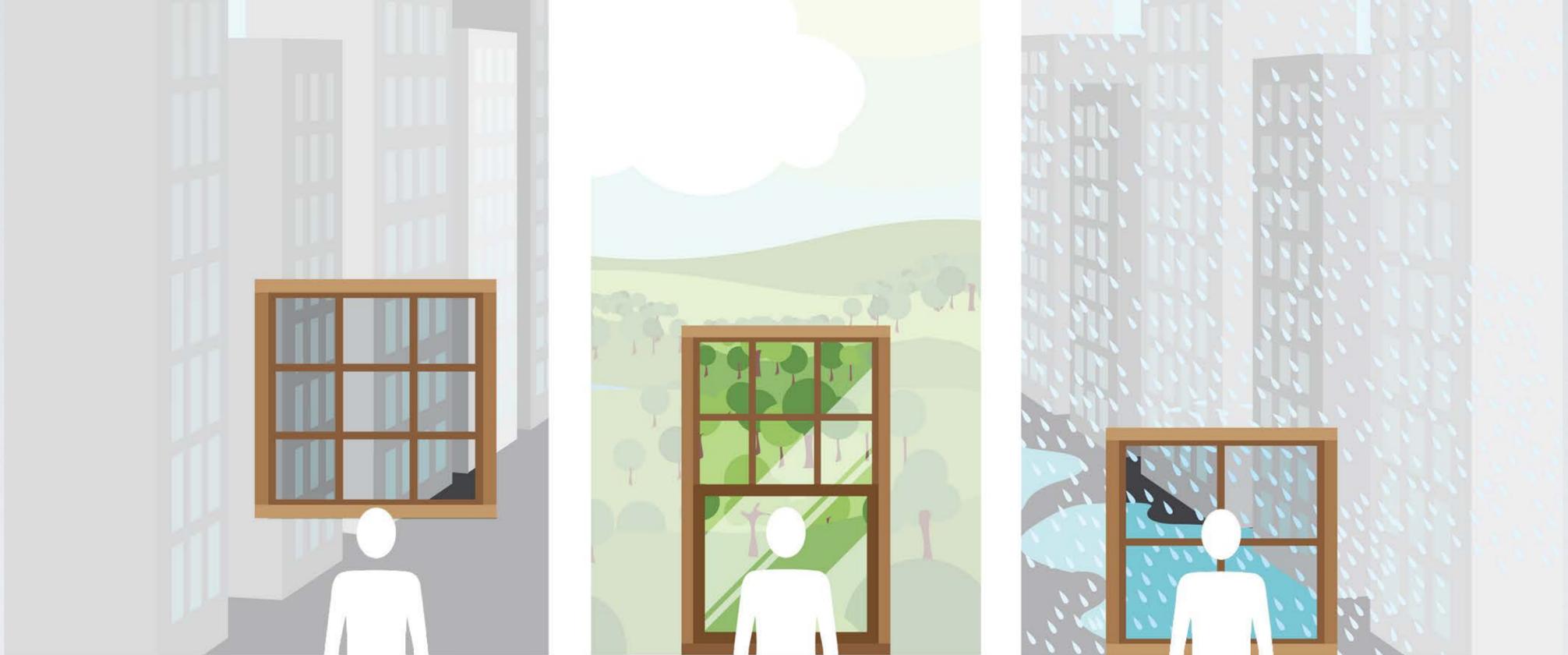
– William Anders





UNDERSTANDING FRAMES





DESIGN INSIDE THE MACHINE



CoLab



Co-designed new services and systems:

- GoA International Information and Client Relationship Management Systems
- Youth Employment Portal
- Regional Economic Dashboard

Helped to design new organizations and teams:

- Alberta Environmental Monitoring, Evaluation and Reporting Agency
- GoA International
- Rail Transportation Task Team

Mapped systems:

- Social Innovation Ecosystem
- Land Planning System
- Alberta's Electricity System

CoLab has...

Convened strategic conversations:

- Alberta's Energy Sustainability Strategy
- Open Government Strategy
- Mental Health and Addictions Review

Co-designed lab business models and events:

- Energy Futures Lab
- Calgary Civic Innovation Lab
- Reforming the Family Justice System Initiative

Led and collaborated on foresight projects:

- Sustainable prosperity field guide
- Alberta's future health care system
- Energy trends and scenarios

VALUING MENTAL HEALTH

Albertans value mental health as essential to quality and length of life



WE DON'T KNOW HOW TO HELP YOU

Well, not until we have found out what you're dealing with and what approach would be best for you and the people you work with. We don't arrive with any preconceived ideas.

WE MIGHT DECIDE NOT TO WORK WITH YOU

If we're not the right people to help you, we won't waste your time but will help you find who'd be a better fit

WE WON'T LISTEN TO WHAT YOU THINK THE PROBLEM IS

Without checking whether other people agree that's the issue.

WE DON'T DO CHANGE MANAGEMENT, LEAN ETC.

Not in one particular way at least. We aren't tied to any specific models or methods and will co-create a custom solution with you and whoever else needs to be involved.

WE TRY OUR BEST TO FAIL

We'd rather prototype, test, break and rethink ideas, over and over, before launching yet another pilot or implementing something that isn't going to work.

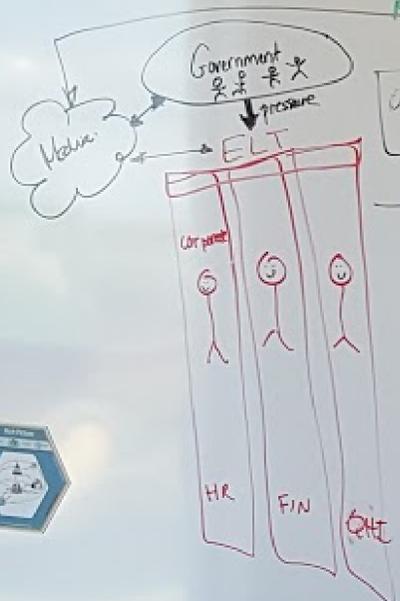


D4AHS

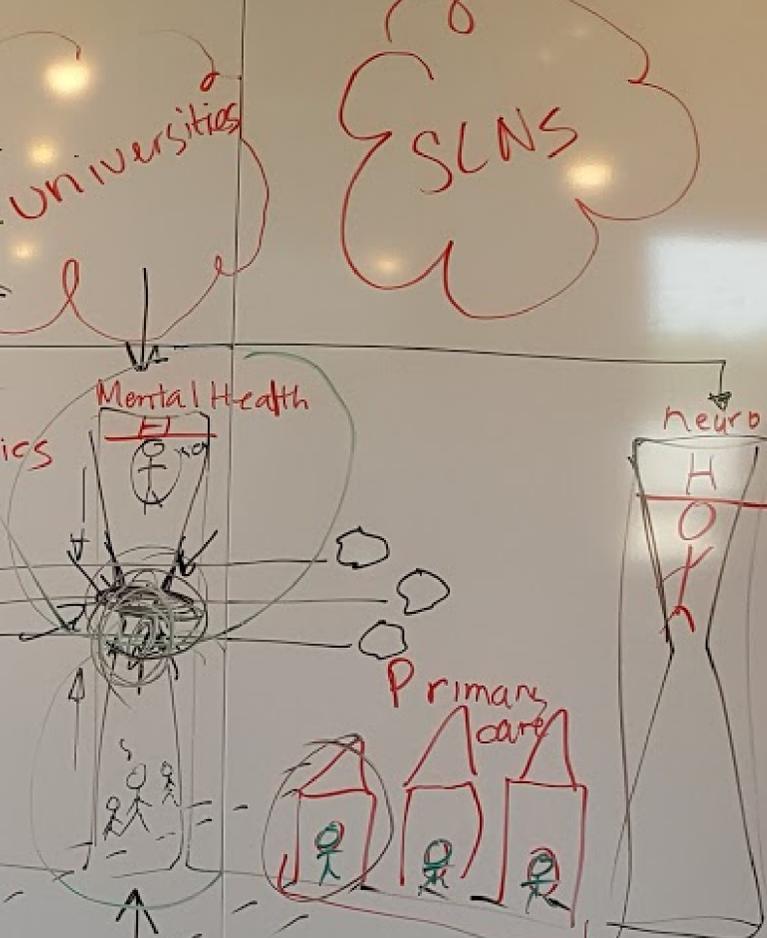
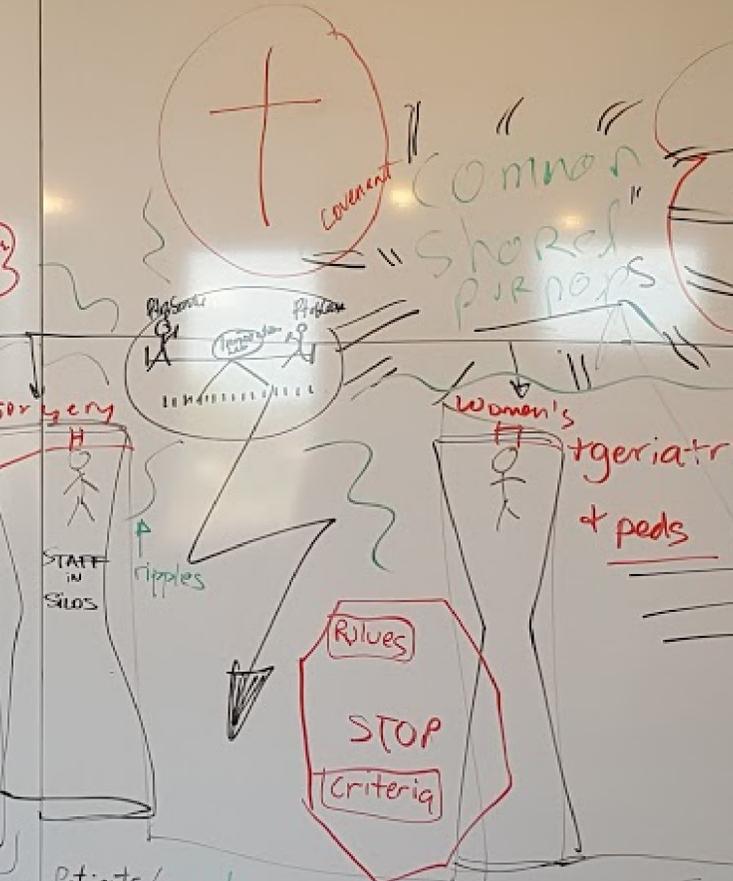
GETTING THERE IS
MESSY



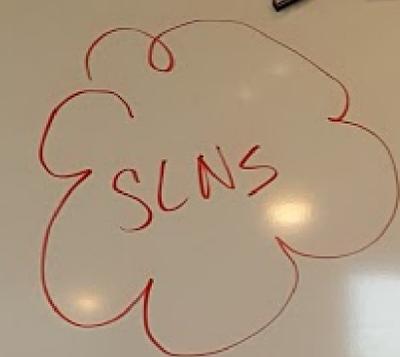
patient stories



- ZONES
- Provincial teams
- SCNs



- First Nations Health
- Rural health
- Mental Health
- Public Health
- Seniors Health
- Allied Health



- LET'S BE OPEN TO FEEDBACK
- LET'S BE OURSELVES
- LET'S ACKNOWLEDGE AND APPRECIATE
- LET'S ACT IN WAYS THAT FOSTER TRUST
- LET'S HAVE FUN
- LET'S NOT BE HELD BACK BY OBSTACLES
- LET'S BE CAREFUL OF OUR JUDGEMENTS

Z.I.P. ANAL

ZOOM IN
- what could be refined and explored

INNOVATION OPPORTUNITY
- or way to intervene improve system

PROBLEM AREA
- or tricky areas to navigate

Convergent Thinking Guide
After divergent thinking we need ideas that can turn into action

- DON'T THROW OUT WET BLANKETS
In critiquing ideas we can easily take and disown collaboration. Remember Action Lab Agreement helps.
- BE AFFIRMATIVE! Discipline yourself "what's good about this idea being to me?" Be careful of too quickly saying "no" or "not my idea".
- CHECK YOUR OBJECTIVES
What is the point of this Action Lab? Person you are coming up with creative around want to engage with what you are if not, is it because it is new, unfamiliar?
- IMPROVE YOUR IDEAS
Not all ideas are workable solutions. Be about refining and improving an idea until some first steps to get moving on.
- BE BRAVE! Don't dismiss new thinking ideas out of hand.

Divergent Thinking Guide
The brainstorming and thinking of possibilities phase of our creative process

- TURN OFF YOUR FILTERS
Whatever idea comes to mind go with it. Don't evaluate at this stage. Ideas will be evaluated later.
- GO FOR QUANTITY
Seems weird, but the more ideas the better. Go for lots of ideas. The more ideas you the greater chance of having a good one.
- BUILD AND COMBINE IDEAS
The most innovative ideas have come about through mixing things together that seem at first. Let one idea spark another idea. Build on each others ideas.
- EMBRACE THE WEIRD AND WILD!
The wilder the ideas the better. It's easier to tame a wild idea than to invigorate a weak. Stretch your thinking. It's the crazy ideas that make real positive change in the world.

SIX TIPS FROM THE FIELD



#1

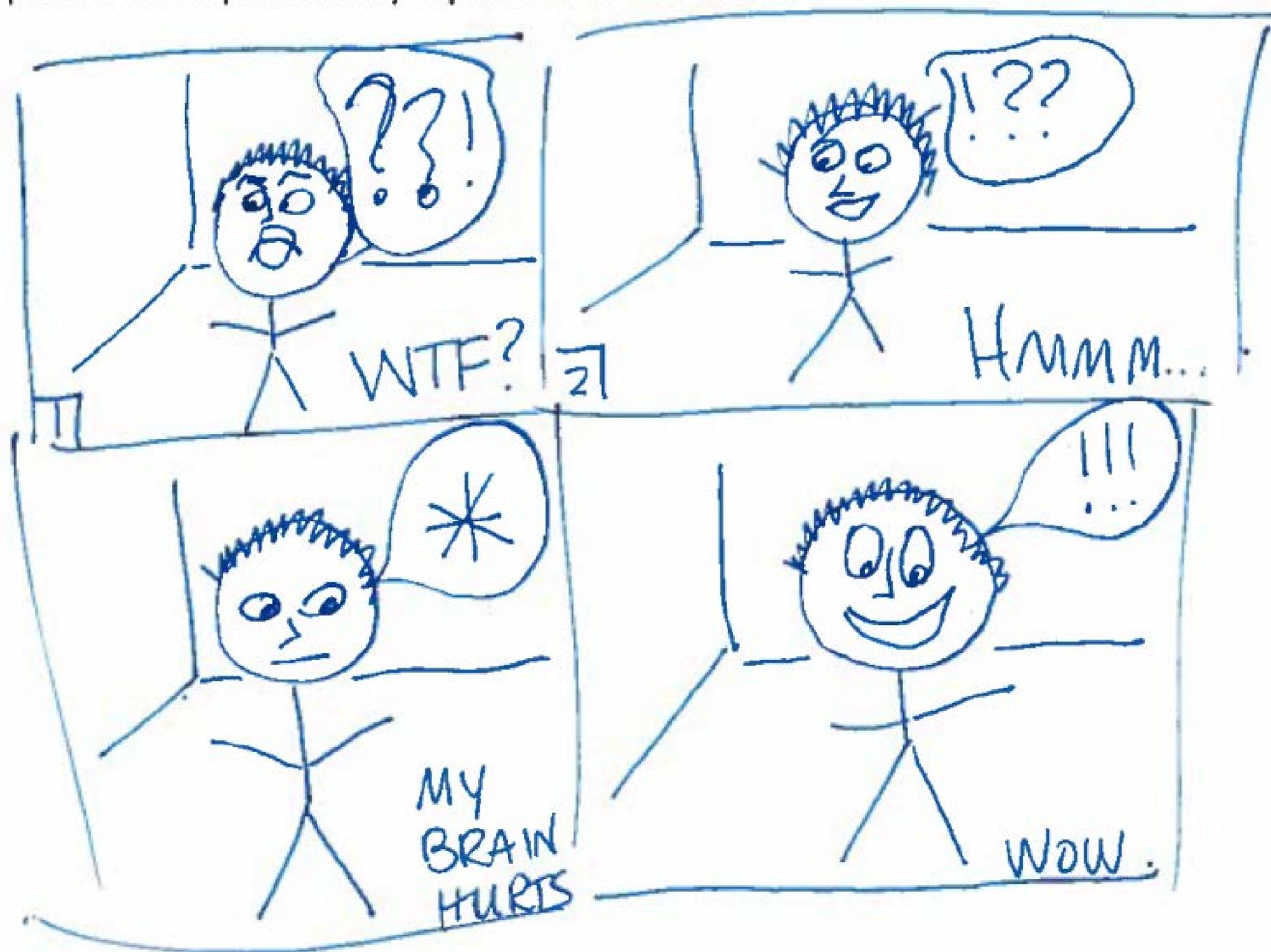
CONFUSE YOURSELF



“...it is impossible for anyone to begin to learn that which he thinks he already knows.”

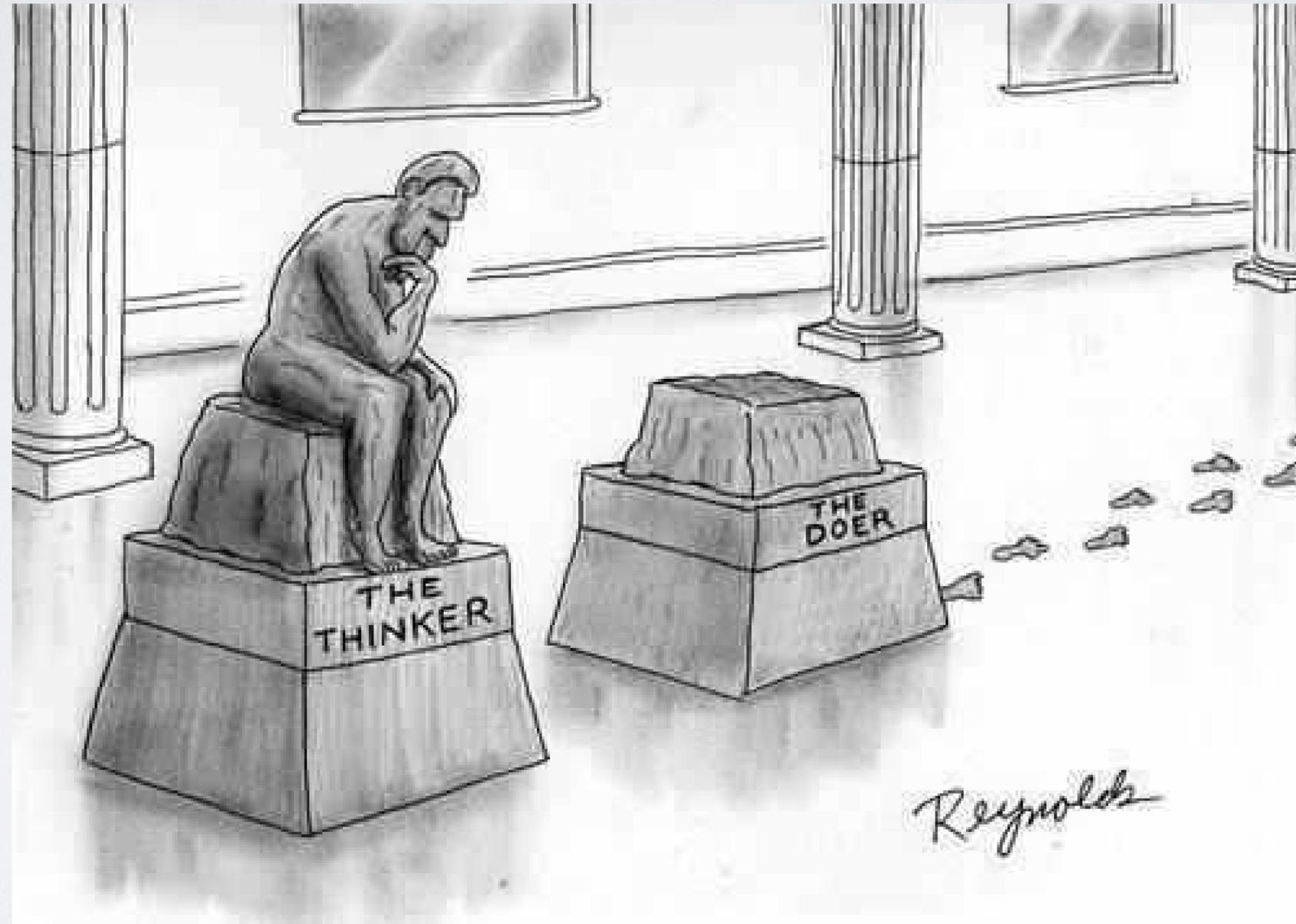
– Epictetus

Here is a picture that represents my experience of the course:



#2

VALUE DIFFERENCES



Implementer
"Getting things done"

Optimizer
"Turning abstract ideas into
practical solutions and plans"



Generator
"Getting things started"

Conceptualizer
"Putting ideas together"



TAKE LEARNING JOURNEYS





#4

SHOW DON'T TELL





Acknowledge the past, create the future

Avoid fields Jump Test

Progress not perfection

Keep asking why

Engage elephants in the room

Separate the idea from the person

Everyone speaks... briefly

Yes, and....

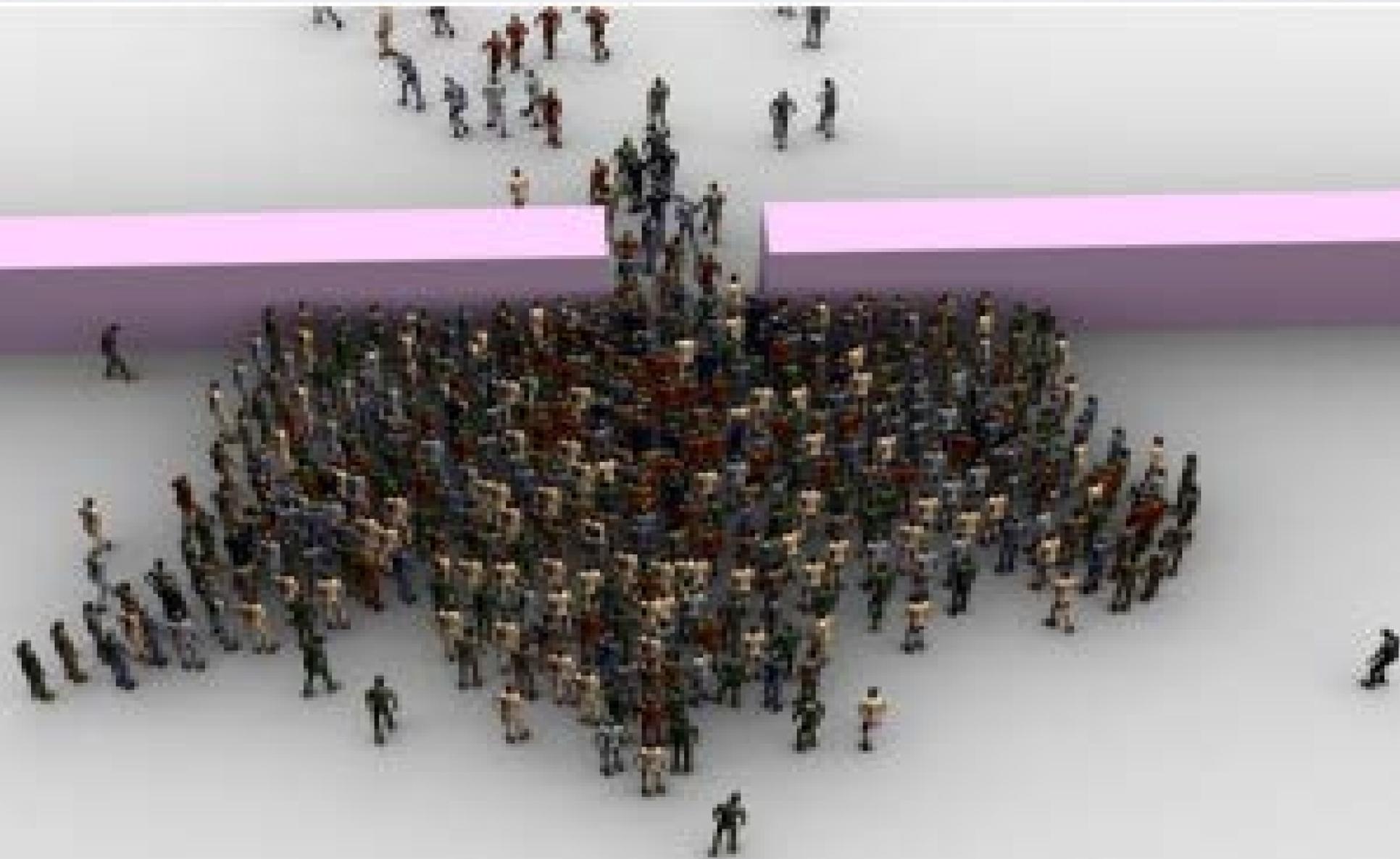
Embrace your spirit



Liz Sanders, Exploring Co-Creation on a Large Scale

#5

BE A CATALYST
NOT A BOTTLENECK





Learning Objectives

- 1. Collaborative learning
- 2. Individual learning
- 3. Support "others"
- 4. Connect to the field
- 5. Measure & "celebrate"
- 6. Engage
- 7. Collaborate
- 8. Learning under adversity

OPEN network of learning

- Share Diverse expertise

Consistency

VISION

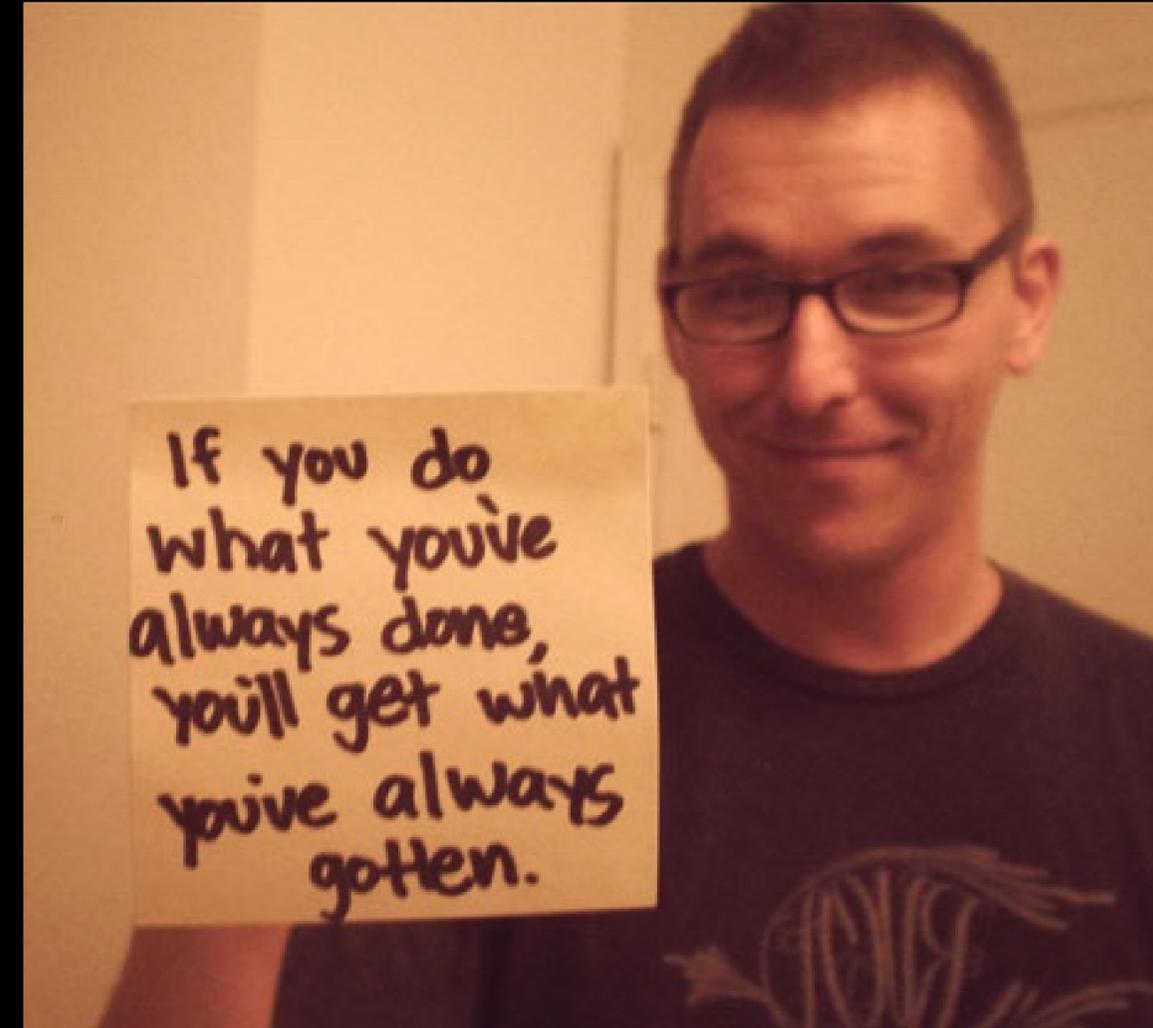
- PLAN
- DIA



#6

KEEP MOVING





If you do
what you've
always done,
you'll get what
you've always
gotten.

EXERCISE 1

Take a belief that you hold and try to deconstruct it. What personal experiences created that belief? What did you notice in those experiences? What theories and judgments have you made that support that belief? What other kinds of experiences might others have had, that might have led to different constructions?

EXERCISE 2

Think of a situation at home or work that you find problematic. Try to come up with as many perspectives as you can, that might give you a different way to look at the situation. What is your current theory? What is its opposite? How many perspectives or points of view can you think of that might help you see that situation through different eyes?

THANK YOU!

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