



Preparing Executive Leaders to Support Innovation

RESPONDING WITH POSITIVE DISRUPTION

The Culver Group Inc. 

WHAT ARE THE ODDS A GOVERNMENT COULD:

Excerpt from Forbes Magazine

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Invent a driver-less vehicle that can accelerate to 130mph in three seconds, position itself under a car fleeing from a security checkpoint and automatically release an airbag to lift the vehicle and slide it to a stop?

Develop an iPhone app that informs consumers about restaurants, hotels and shops that have wage or health and safety violations?

Develop a method for piecing together documents that were shredded into more than 10,000 pieces using a combination of computer algorithms and human assembly?

INDUSTRIAL ECONOMY..... CREATIVE ECONOMY

The Civil Service has been the backbone of social and economic progress across our Commonwealth countries for decades, if not centuries.

The question is:

How do we harness this creativity and yet work within a public sector environment that requires us to constantly be aware of and manage risk?

POSITIVE DISRUPTION

The Executive Leadership Shift:
Responding with Positive
Disruption

Innovative champions

Confidence to balance risk

Create the enabling environment for pushing boundaries, exploring new ideas

Acting with a fearless entrepreneurial and facilitator mindset

Changing who and what is at the centre of the civil service universe

THE FUTURE

Outcomes

Adding value

“Delighting the Customer”

Self-organising cross-functional teams

Value chain & dynamic linking

Strategic impact



A BALANCING ACT

And herein lies the challenge

Managing Risk

The institutional, policy, legislative, regulatory and operational environment that is necessary for the highest standards of conduct, integrity, good governance and performance needs to be

Creating the Enabling Environment

.....framed in such a way that it also allows leaders and public officers the ability to manage and work in responsive, flexible and innovative ways.

WHAT YOU CAN DO

Managing
Risk

OUR INNOVATION IS IN THE PUBLIC EYE

The private sector's innovation can be hidden behind research and development or behind non-disclosure.

Your work has to be transparent; this does not work at cross-purposes to innovation.

- The principles of good public management remain
- Governance, roles, responsibilities, guidelines for failure
- Evidence and research
- Connecting people to the vision
- Collaborative policy making
- Breaking with existing practice and routine
- Value chain: structure, organisation, inter-relationships, services, performance

WHAT DOES THIS MEAN FOR YOU?

What does it mean for your own skills?

Be fearless

Do not fall into the comfort zone trap

Ruffle some feathers

Think strategically and critically

Have the confidence to say “I don’t know”.
Surround yourself with subject matter experts who have shared values and goals and who act like “think tank teams”

Give yourself some time for critical reflection.
Stop and think about the impact and the outcome

WHAT YOU CAN DO

**Enabling Risk
Taking**

CREATE THE ENABLING ENVIRONMENT

The system is flexible; the person is rigid.

The person is flexible; the system is rigid.

An innovative leader finds ways to make the system as well as the person flexible.

Create an organisation that:

- Is mistake-friendly
- Has continuity, resiliency, and continuous improvement momentum regardless of who is in charge
- Is nimble, flexible, integrated, team-based
- Keeps pace with societal changes and demands
- Has highly networked delivery partnerships
- Has individual accountability that feeds up to collective responsibility
- Is curious, aspirational and embodies a continuous learning ethos
- Retains its brilliant minds

WHAT DOES THIS MEAN FOR YOU?

Your leadership must actualise the vision and build momentum for change

- Connectedness, belonging, common purpose
- Corporate identity, mission and esprit de corps
- Small spots become big champions
- “Give me what I need and then get out of my way”
- Listen
- Motivation matters
- Embrace the digital age
- Alliances, strategic partnerships and joint ownership

WHAT I KNOW FOR SURE

The role and accountability matrix for the Civil Service is becoming more complex.

Citizens are more informed; their expectations are constantly shifting and growing.

The Civil Service now faces issues that require collaboration and horizontal thinking across different ministries, departments, agencies and organisations outside of government.

I am confident that public sector leaders and their organisations will adapt for 2 key reasons:

1. One of the **strengths** of the civil service is its **continuity**, its ability to **respond** and its ability to **adapt**; and
2. Government is where the **tough problems** come to be addressed and there are **courageous people** willing to take on these challenges to improve the quality of life for its citizens and the world.