CREATING A CULTURE OF INNOVATION

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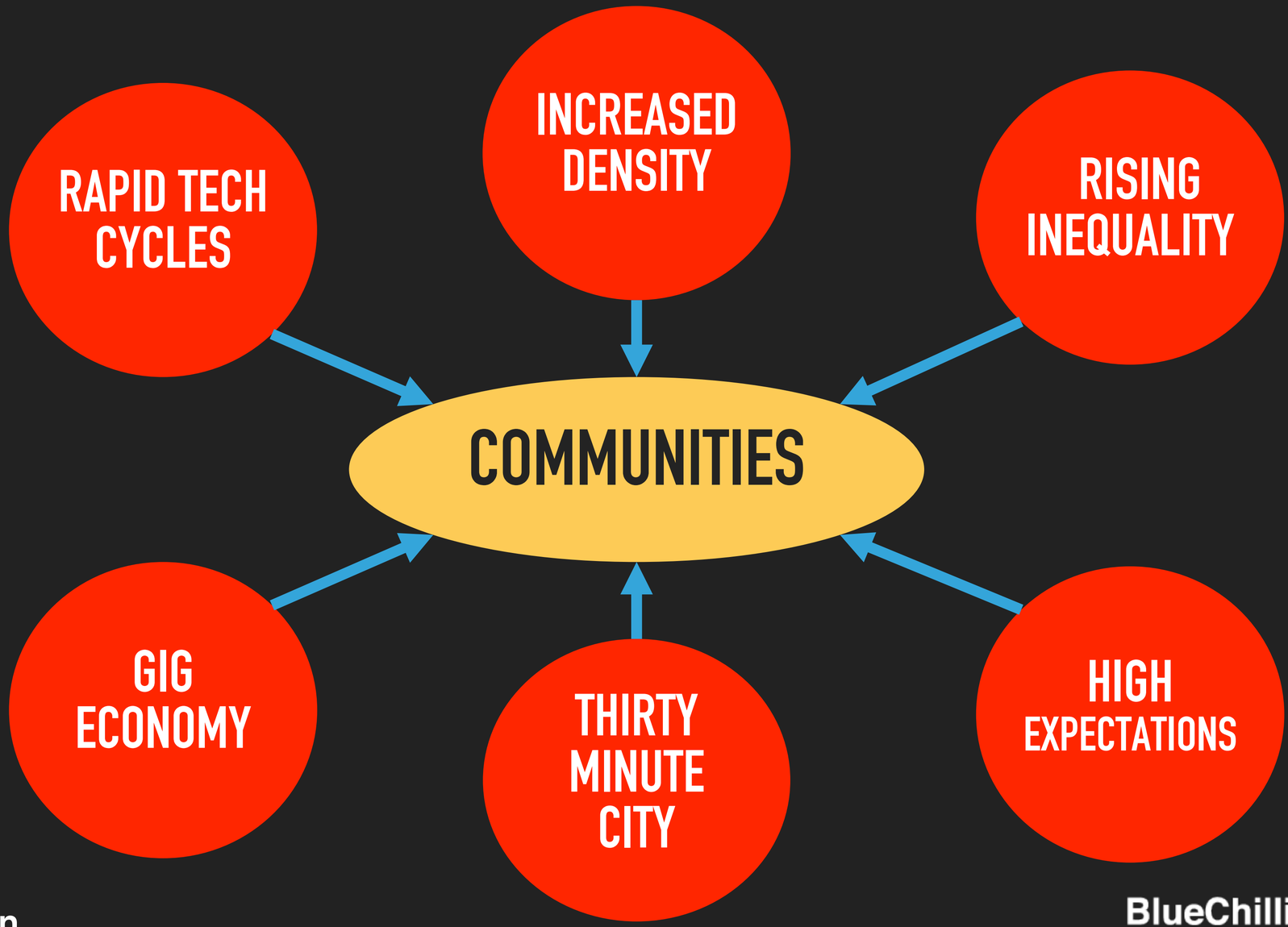
WHY CITIES NEED A CULTURE OF INNOVATION



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IT MATTERS MORE THAN EVER

TALENT ATTRACTION / RETENTION

REDUCED COST OF SOLUTIONS

TIGHT BUDGETS

"Organisational cultures have to align with the transparency, free flow of information, and inclusiveness that millennials highly value—and that are also essential for learning and successful innovation."

– Robert F. Brands

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WHAT'S HOLDING US BACK?

RISK AVERSION

"TRANSPARENCY"

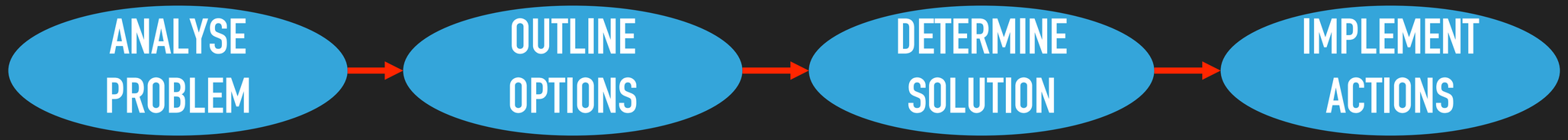
ORGANISATIONAL SILOS

"Innovation can happen in an ad hoc, siloed manner or become an organisation-wide phenomenon. Democratising innovation requires widespread use of technology and structured processes. We found companies were more likely to have adopted technology than to have established processes – yet both are needed."

– PageUp Global HR Innovation Study

ANYTHING ELSE HOLDING US BACK?

LINEAR PROCESSES



"Old innovation paradigms are slow, expensive and rigid. In-house big bets and long projects are designed to minimise risk of failure. But with these processes, change is the enemy and adaptability is avoided."

– Professor Mohanbir Sawhney

PEOPLE & CULTURE, NOT TECHNOLOGY

"A lot of people associate this idea of innovation with technology, but we really try to focus on enabling people to see different possibilities, and where tools and technologies can come in to help enable those changes and accelerate those changes, then great, we are all for it."

– Bryan Sivak, CTO, Dept Human & Health Services

FOUR STEPS TO CREATE A CULTURE OF INNOVATION

1. BUILD INTRA-ORGANISATIONAL COLLABORATION
2. START SMALL AND ITERATE
3. EMBRACE CO-CREATION
4. ALIGN LEADERSHIP AND STRATEGY

FOUR STEPS TO CREATE A CULTURE OF INNOVATION

1. BUILD INTRA-ORGANISATIONAL COLLABORATION

- *Value the diversity of thinking that comes from cross-functional teams*

FOUR STEPS TO CREATE A CULTURE OF INNOVATION

2. START SMALL AND ITERATE

➢ *Experiment with new ways of doing things*

OECD 2015 - Administrative systems are designed to preserve institutional structure, stabilise procedures, ensure accountability for the use of public resources and secure returns on its investments.

- There is no such thing as a mistake-free learning environment. Focus on how to enable people to test out ideas in a fail safe way
- Build confidence through early wins with simple innovations (meeting formats, staff engagement, consultation processes)
- Leverage the word ‘why’
- Seek feedback regularly

FOUR STEPS TO CREATE A CULTURE OF INNOVATION

3. EMBRACE CO-CREATION

- *Build relationships with suppliers and customers/citizens to better understand the problem and develop better solutions together*

"You can't just do things better; you need to get out of your building. This requires a change in mindset, stepping away from the 'classic walled garden' proprietary approach."

– Professor Rosabeth Moss Kanter

FOUR STEPS TO CREATE A CULTURE OF INNOVATION

4. ALIGN LEADERSHIP AND STRATEGY

➢ *Make innovation everyone's job*

FOR LEADERS:

- Make innovation an integral part of the strategy
- Establish innovation KPIs
- Allocate necessary resources
- Define the skills that innovation teams or champions need and how to gain them
- Determine the appropriate amount of risk, uncertainty and organizational change acceptable in innovation efforts

FOR STAFF:

- Encourage the wider workforce to bring ideas without skepticism
- Establish safe spaces for testing ideas and developing solutions
- Invest in an innovation toolkit/training e.g. human-centred design and innovation processes
- Measure and define input and output metrics
- Empower change champions in the organization

HEALTHY CULTURE VS. THRIVING CULTURE OF INNOVATION

5. DESIGNATE A LIVING LAB / DEMONSTRATION SITE

6. BUILD INTERNAL CAPABILITIES

7. WORK WITH STARTUPS

Examples of startups

Ambient

Providing access to the most accurate noise and air quality maps in Australia

neighbourlytics

Giving citymakers real-time insights into the unique social identity of neighbourhoods.

SciGround
Play. Explore. Discover.

Transforming public spaces into fascinating science playgrounds

SMART LINC

Enabling government and the development industry to collect, plan, fund and deliver better public infrastructure

Civic Switchboard

Leveraging government and community data to create one place, one source and one solution to patch people into their city.

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Examples of startups

Ambient

SMART LINC

REEKOH

neighbourlytics

Civic Switchboard

SPOT

SciGround
Play. Explore. Discover.

MESHED

Water Group PTY LTD

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ELIMINATE TOXIC LANGUAGE

"That's a good idea, but…"

1. It's against government policy
2. It's not practical
3. It's not necessary
4. We don't have the resources
5. It will cost too much
6. We've never done it that way
7. Our residents won't like it
8. It needs more study
9. It's not part of your job
10. Let's sit on it for a while
11. Let's make a survey first
12. That's not our problem
13. The boss won't go for it
14. The old residents won't use it
15. It's too hard to administer
16. Why hasn't someone else suggested it before?
17. Let's form a committee
18. We should wait until the economy improves
19. Who else has tried it?
20. Is it best practice?

INSTEAD:

"What I like about that is…."

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Source: Kamal Hassan, Innovation Excellence

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