

– A GUIDE AND DIALOGUE TOOL

EASING THE PATH TO SHARE
AND REUSE INNOVATION

Spreading Innovation
– A guide and dialogue tool

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SPREADING **INNOVATION** – A GUIDE AND DIALOGUE TOOL

EASING THE PATH TO SHARE AND REUSE INNOVATION

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ABOUT THE GUIDE

The National Centre for Public Sector Innovation in Denmark has developed this guide to help public sector workplaces share their own innovations and reuse others. The guide is relevant for anyone who wants to collaborate on spreading an innovation from one context to another. The guide consists of six steps with recommended actions to take and associated tools that help structure the dialogue throughout the process. The guide provides an overview of an otherwise complex process.

But why even bother spreading innovation across the public sector? By reusing the solutions of others, public sector workplaces can save development costs, avoid unsuccessful strategies and achieve desired outcomes more quickly. Furthermore, by sharing our own solutions with others, we can use their experiences to improve the original solution and possibly achieve a greater reach and impact.

The guide is based on research, field studies in Danish municipalities and testing with leaders and employees on all levels of government and in various fields.

DEFINITION OF INNOVATION

An innovation is a new or significantly changed way of improving the workplace's activities and results. Innovations can be new or significantly changed services, products, processes, methods of organisation or methods of communicating with external parties. The value of an innovation can have several forms. It may be to redeem political objectives, increase efficiency, achieve higher quality, enhance democracy or increase employee satisfaction.

SPREADING PUBLIC SECTOR INNOVATION

Innovation is spread when a solution which is implemented and has created value in one situation, is implemented and creates value somewhere new.

The solution can either be directly *adopted* from one place to another, be reused in an *adapted* form, or inspire and accelerate new development somewhere else.

The innovation is first spread when the behaviour has changed and the solution is being used; this means it is not enough that knowledge is shared.

Spreading is different from implementing because implementing is only about the process from development to entry into service.

Spreading also differs from scaling, because scaling is taking something that is successfully implemented in one part of an organisation, and introducing it in several places within the same organisation with the same leadership.

THE SIX STEPS

1

Check

The first step is to find out if it makes sense to spread the innovation from one place to another



2

Test

At this step the innovation is tested in the new context



3

Adapt

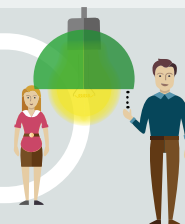
Here, the innovation is adopted or adapted to the new context



4

Remove

At this step you remove the obstacles and old habits that stand in the way of the innovation



5

Implement

At this step you implement the innovation in its new context



6

Harvest

For the last step you sum up what you have gained from spreading the innovation



1

Check

The first step is to find out if it makes sense to spread the innovation from one place to another



WE WANT TO SHARE

Show and tell about the innovation

Assess what it requires to share the innovation

Clarify your expectations of the collaboration



TOOLS

DESCRIBE THE INNOVATION

TELL THE GOOD STORY

UNCOVER ALL ANGLES OF THE SOLUTION

CHECK RELEVANCE AND TIMING

BALANCE EXPECTATIONS



WE WANT TO REUSE

Watch the innovation work in practice

Clarify whether the innovation is relevant for you to reuse

Assess what it requires to reuse the innovation



DESCRIBE THE INNOVATION

Describe the innovation briefly. Share relevant documents, such as the project plan, business case etc.



Show and tell briefly about the innovation.



WE WANT TO SHARE

What is the purpose?

- Why did you develop the innovation?
- Which needs did you wish to meet, regarding user needs, political and strategic visions, organisational structures etc.?

How did you proceed?

- Where did the idea come from?
- What did you do (name the three main steps)?
- Which mistakes did you make?

How does the solution work?



WE WANT TO REUSE

Does the solution sound interesting to you? Why?

Do you have the same needs?



TELL THE GOOD STORY

Tell the good story about the innovation and the value it has created.



Make yourself available to those who want to reuse the innovation.



Pass your enthusiasm on and answer questions.

WE WANT TO SHARE

What was the situation before the innovation came to be - and what is the situation today?

How can the value be documented?

- Evaluations, budget figures and so on.

What value has the innovation created?

- For the citizens, companies, employees, the organisation or for society as a whole.

Can you show improvements in tangible and concrete terms?

- Through photos, video or a real story about someone who has benefited from the innovation.

Watch the innovation work. Tell the good story in order to better 'sell' the innovation in your own organisation.



WE WANT TO REUSE

What excites you the most about the innovation?

What do you need to know in order to re-tell the story?



UNCOVER ALL ANGLES OF THE SOLUTION

Get around the solution to understand what was needed for the innovation to succeed in the first place. Then it is easier to estimate what it will take to introduce it in a new context.



WE WANT TO SHARE

What resources (e.g. time and money) were required to create the solution?

Have there been legal obstacles along the way? Which?

Have you changed any processes and workflows? Which?

Have you changed IT systems and/or the physical surroundings? How?

Have you changed competencies, roles and responsibilities? Which?

What difficulties have you met?

How did you communicate, both in-house and externally, about the innovation and what have you done to motivate and engage people along the way?

Who have been the biggest critics? What was the criticism about?



WE WANT TO REUSE

Do we have the same conditions?

What is the minimum required to get the solution to work in your context?



CHECK RELEVANCE AND TIMING

Check if the innovation fits into the new context and whether you have the resources to implement it now.



If the innovation is relevant for others in your organisation, then invite them to join the process.



WE WANT TO REUSE

How does the innovation fit with:

- The political vision?
- Management priorities?
- Budgets?
- Strategies, e.g. your innovation strategy?
- National standards, benchmarks and the current best practice?
- Other conditions, that are relevant for you?

How will you measure progress along the way?

Who should take part?

- Who is going to implement the innovation?
- Who is going to work with it in practice?
- Do they have the time?



BALANCE EXPECTATIONS

Agree on what you want from the collaboration and how it should proceed. Please check the relevant parts of the agreement within your own organisation.



WE WANT TO SHARE

What would you like to gain from sharing the innovation?

Do you need to be compensated for your help, e.g. financially?

What will it require to share the innovation? (E.g. time and money)



WE WANT TO REUSE

What would you like to gain from reusing the innovation?

What help do you need from the other parties?

What will it require to reuse the innovation?



How will you collaborate on spreading the innovation?

- How much, when and where?

Who ought to approve and follow the collaboration?

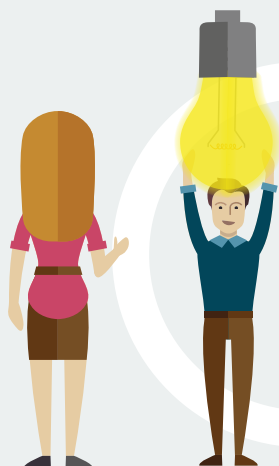
Should you invite others?

- Who else could benefit from reusing the innovation?

Do you need to clarify anything regarding regulations or payment?

- E.g. patents, rights, licenses, economic compensation for time, payment for the innovation, etc.





Test

At this step the innovation is tested in the new context



WE WANT TO SHARE

Share test results and knowledge created about the target group

Observe the test in the new context

Get new inspiration to improve your innovation



TOOLS

SHARE KNOWLEDGE ABOUT THE TARGET GROUP

LEARN FROM TESTS

ADOPT OR ADAPT?



WE WANT TO REUSE

Determine what to test

Plan and execute a test

Share insights from the test

Decide if something needs to be adapted or added



SHARE KNOWLEDGE ABOUT THE TARGET GROUP

Discuss the target group for the original innovation and whether the target group in the new context differs from it.



WE WANT TO SHARE

What does the target group say?

- E.g. in interviews and in person.

What has surprised you the most about the target group?

What does the target group do?

- E.g. during observation.

What else do you know about the target group?



WE WANT TO REUSE

**Is your target group the same?
Can other groups benefit from the innovation as well?**

Is there anything else you need to know about the target group? What?



LEARN FROM TESTS

Talk about the tests from the first context, and clarify whether you should conduct any test in the new context.



Make the innovation available, so it can be tested in a new context. Help selecting test persons and elements from the innovation for a new test, if needed.



WE WANT TO SHARE

Learn from the test in the new context, and consider whether you can improve the original innovation.

Who were the test persons? Where, how and for how long did you test?

Will you observe a potential new test? What would you like to gain?

What did the tests show? What did you learn? What surprised you?

Test the innovation, as were it your own. Continually evaluate, to make sure you stay on the right path and document prospective values. Share insights from the test.



WE WANT TO REUSE

Should all parts of the innovation be tested, or can you select elements?

Is there anything the others did not test, that you could test?



ADOPT OR ADAPT?

Consider whether you can adopt the entire solution or elements of it. Maybe it is necessary to adapt or add something to make the innovation work in the new context.



WE WANT TO REUSE

Which parts of the solution can be adopted?

What should be adapted or added? Why? How?

What cannot be used? Why?

How can you rehearse on your new practice?

- What should you do differently?
- Who should rehearse on what?

Learn from the adaption in the new context and consider whether you can improve your solution.



Make yourself available for questions.

WE WANT TO SHARE

Can your innovation be used in new ways?

Can your innovation be improved? How?



Adapt

Here, the innovation is adopted or adapted to the new context



WE WANT TO SHARE

Share your knowledge
and network

Learn from potential
adaptions



TOOLS

REUSE
CONTACTS



WE WANT TO REUSE

Adapt or add where needed

Rehearse working with
the new solution



REUSE CONTACTS

If it is necessary to adapt or add something to the original innovation, it may be useful to reuse or be inspired by contacts that contributed to the initial development.

Make your network available.



WE WANT TO SHARE

Who did you pull in, when you developed the innovation?

- User groups, private companies, other public agencies, international partners and others?

- It might help if you draw up your network.



WE WANT TO REUSE

Which contacts can you reuse?

Which contacts do you need to find yourself?





Remove

At this step you remove the obstacles and old habits that stand in the way of the innovation



WE WANT TO SHARE

Explain what had to be removed to get the original innovation to work

Remove what might still stand in the way



TOOLS

ELIMINATE
OBSTACLES



WE WANT TO REUSE

Remove and unlearn old routines and procedures etc., that are standing in the way of the innovation



ELIMINATE OBSTACLES

Remove obstacles that stand in the way of the innovation, or prevent it from being sustainable.



WE WANT TO SHARE

This we have done

- Removed rules and procedures - which?
- Unlearned old routines and workflows - which?
- Removed adverse incentives and reward systems - which?
- Revised strategies and policies - which?
- Stopped projects with less effect - which?

This remains to be removed, unlearned and revised



WE WANT TO REUSE

This we should remove, unlearn and revise

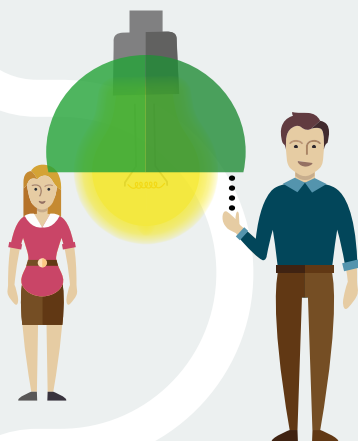
- Rules and procedures - which?
- Routines and workflows - which?
- Adverse incentives and reward systems - which?
- Strategies and policies - which?
- Projects with less effect - which?



5

Implement

At this step you implement the innovation in its new context



WE WANT TO SHARE

Make your knowledge available

Learn from watching the innovation in its new context



TOOLS

IMPLEMENT
THE SOLUTION



WE WANT TO REUSE

Make an implementation plan

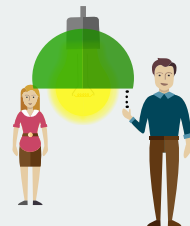
Apply and adjust the solution with the users

Continually evaluate the innovation



IMPLEMENT THE SOLUTION

Make an implementation plan and follow it.
If you do not have a template for implementation,
you might find this one useful.



*Evaluate progress along the way,
in order to evaluate whether
you are on the right track.*



WE WANT TO REUSE

*Get feedback from users,
employees and others after
launching. Adjust the innova-
tion subsequently if needed.*

Processes and workflows

- What processes and workflows must be changed? How?

Competencies, roles and responsibilities

- Should you attain new skills? Which?
- Do employees or managers get new roles or responsibilities? Which?

IT systems

- Should you adjust existing IT systems or introduce new ones?
- Which? How?

Physical surroundings

- Should the physical environment be changed? How?

Law and regulations

- Should you change any regulations or legislation?
- Should you obtain permits? Which? How?

Measures for success criteria

- When is the implementation successful? How can you see and document it?

Stakeholders

- Which stakeholders should be involved and when?

Risk management

- What can possibly go wrong and how to avoid it?
- Walk through each step of your time schedule and assess what most likely could go wrong? Consider each step of this guide.

Communication

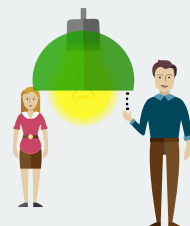
- How will you communicate and motivate internally and externally along the way and after launch?

Time and money

- What resources do you need? When should they be used?

Time schedule - who should do what, and when?

- Specify the most important milestones for e.g., decision makers, facilitators and employees. Who is responsible for what?



Make yourself available for assistance, while the solution is being implemented.



Learn from watching your solution being implemented.

WE WANT TO SHARE

How is the innovation being implemented?

- What feedback do they get?
- What are the implications, if any?





Harvest

For the last step you sum up what you have gained from spreading the innovation



WE WANT TO SHARE

Improve the original innovation

Celebrate your winnings with your organisation



TOOLS

HIGHLIGHT THE NEW

SHARE YOUR GAINS



WE WANT TO REUSE

Explain how you use the original innovation

Celebrate your winnings with your own organisation

Share the new innovation with others



HIGHLIGHT THE NEW

Find out if the process of spreading the innovation should lead to improvements of the original innovation.



Tell how you are using the original innovation.



WE WANT TO REUSE

How does the new innovation differ from the original?

- What have you adopted?
- What have you adapted?
- What was missing that you have now added?

What have you done differently in the process?

- Was anything easier than expected? Why?

What do you now know about the target group?



WE WANT TO SHARE

Does the original innovation need adjustment? How?

- Reassess your own innovation based on what you have learned during the steps Test, Adapt, Remove and Implement.

What else inspires you?

- How are they organised? How do they communicate? Other things?



SHARE THE GAINS

Discuss what each of you have learned from the collaboration on spreading the innovation - and remember to discuss it widely, both within your organisation and further afield.



Be prepared to meet with the organisation that shared their innovation with you, and share your enthusiasm and knowledge with them.



WE WANT TO REUSE

Outline the benefits from the collaboration to your own organisation and others.

What is the outcome of the reused innovation?

- E.g. service improvements, better health, financial gain, cost savings, learning, clever cutbacks.

What have you gained from adopting/ adapting an existing solution rather than starting from scratch?

- E.g. shortcut to effect, lower resource consumption, new working relationships etc.

Outline the benefits of the collaboration to your own organisation and to others.



WE WANT TO SHARE

What have you gained from sharing your innovation?

- E.g. improvements of the original innovation, financial compensation or revenue, new working relationships, new knowledge about users, branding, new ways of organising, etc.



**SHARE YOUR EXPERIENCE WITH OTHERS,
INVITE OTHERS TO NETWORK AND TALK WIDELY
ABOUT THE BENEFITS.**





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