

# PUBLIC ENTREPRENEURSHIP: INNOVATION SKILLS TRAINING WORLDWIDE

Beth Simone Noveck, The Governance Lab/NYU  
Rod Glover, MSDI/Monash

# OVERVIEW

1. Why Innovation Skills Training
2. What are Innovation Skills
3. Training around the World
4. Recommendations

# SUMMARY OF RECOMMENDATIONS

1. Go Hybrid: Create face-to-face and online training.

Example: Israel

2. Teach quantitative and qualitative skills: The best training programs teach digital, data and design rather than exclusively one or the other.

Example: Chile

3. Turn Students into Teachers: Leverage Alumni as Experienced Mentors.

Example: Australia

4. Strive for Scale: Build innovative agencies by training more people in different roles.

Example: Argentina

5. Focus on Sector Specific Innovation: Teach public problem solving in a specific domain.

Example: UK NHS

# SUMMARY OF RECOMMENDATIONS

6. Coach, Don't Just Train. Enable People to Take a Project from Idea to Implementation.

Example: GovLab Academy

7. Survey People about What They Want to Learn First.

Example: Australia

8. Train Citizens and Civil Servants Together.

Example: Orlando

9. Use Citizens as Trainers.

Example: Sao Paolo

10. Teach the Skills to Solve Problems.

Example: NJ Innovation Skills Accelerator

## WHY INNOVATIONS COMPETENCE TRAINING RESTORING TRUST IN GOVERNMENT

- Public institutions are frequently inefficient, inflexible and dysfunctional. There is a pervasive perception that government is failing to deliver because it is not improving people's lives in measurable ways.
- We can begin to restore trust in government if we can solve public problems – design and deliver policies and services – more effectively and legitimately.
- Doing so demands working differently by investing in training and talent.

“

We know that cities need to be more routine, consistent, powerful and rigorous in innovating but they don't know how. There's a lot of talk about innovation and the will to break out of habit, to do things in new ways and come up with new ideas, but when you invest in and collaborate with cities, especially with smaller cities, it becomes clear that there is a lack of connection between the will to do something and the actual outcome there. In the end, you come up with ideas that are only incrementally better. That's because they have to rely on the expertise that exists in the urban facilities. But then you introduce problem definition, prototyping and human-centric design-all of which the private sector routinely does-and the ideas blossom.

JAMES ANDERSON

BLOOMBERG PHILANTHROPIES

# WHAT ARE INNOVATION SKILLS?

## BETTER WAYS TO SOLVE PUBLIC PROBLEMS



The OECD defines six core capacity for creative problem solving:

- Repetition
- Design thinking
- Digital thinking
- Data competence as a basis for proof
- Curiosity and flexibility
- New narratives and collaborations.



Bloomberg philanthropies identifies four:

- Experimenting and repetition
- Curiosity and cooperation
- The imaginative handling of data
- Co-creation and ambitious engagement with residents



## SKILLS OF THE PUBLIC ENTREPRENEUR

1. Define actionable and specific problems
2. Use participatory and human-centric practices to refine the problem that is important to people in real life.
3. Use data analytical methods to quantify complex problems.
4. Design solutions together with those to help by leveraging collective intelligence
5. Learn to implement measurable solutions by building collaborative teams and partnerships.



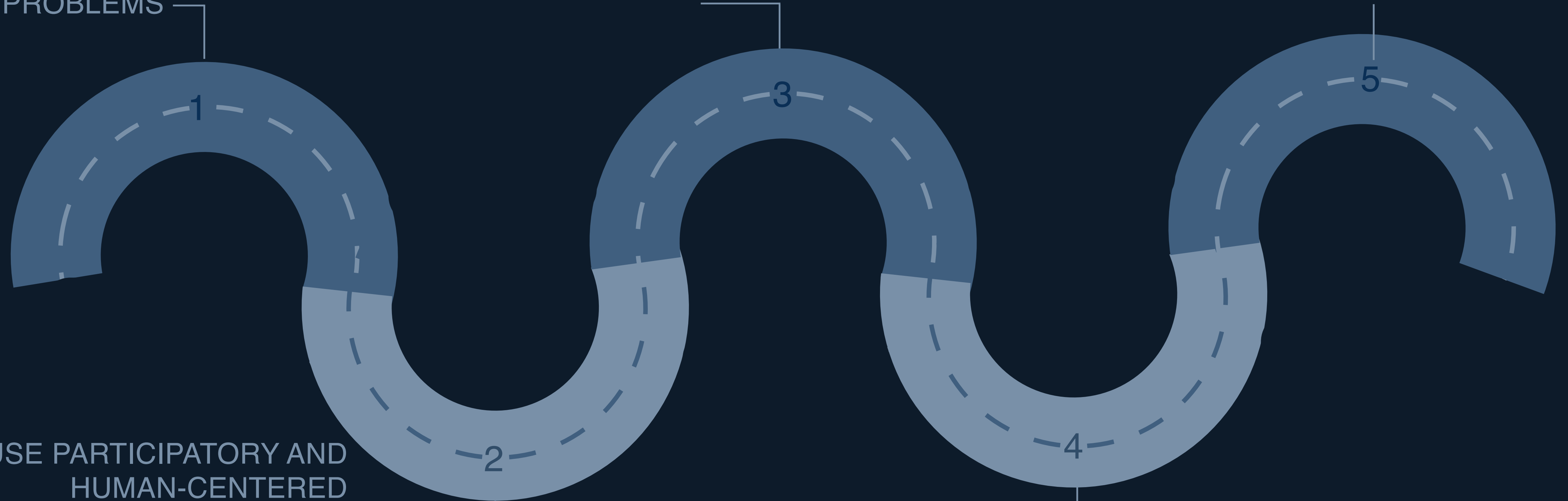
1. DEFINE  
ACTIONABLE AND  
SPECIFIC  
PROBLEMS

2. USE DATA ANALYTICAL  
METHODS TO QUANTIFY  
COMPLEX PROBLEMS.

5. LEARN TO IMPLEMENT  
MEASURABLE SOLUTIONS BY  
BUILDING PARTNERSHIPS.

3. USE PARTICIPATORY AND  
HUMAN-CENTERED  
PRACTICES TO REFINE A  
PROBLEM THAT MATTERS


4. DESIGN SOLUTIONS TOGETHER BY  
LEVERAGING COLLECTIVE INTELLIGENCE



# THE SKILLSET OF THE PUBLIC ENTREPRENEUR

PUBLIC ENTREPRENEURS MUST LEARN TO SOLVE PUBLIC PROBLEMS

[WHY APOLITICAL](#) [PARTNER WITH US](#) [TEAM](#) [WORK WITH US](#) [CONTACT](#)

apolitical


[Explore Policy Solutions](#) | [Connect With People](#) [Log In](#) [Start Exploring](#)

# Mapped: 100+ teams teaching government the skills of the future

## GOVERNMENT LEARNING DIRECTORY

---

TEAMS, DEPARTMENTS AND ORGANISATIONS FROM AROUND THE WORLD




Government is the world's largest employer, and its success in solving the world's wicked problems depends on its public servants. For government to be all the things we want it to be — innovative, citizen-centred, transparent, experimental and data-driven — its employees need to be constantly learning future-ready skills on the job. Governments around the world

### Master the skills you need for the public service.

Discover inspiring resources, tools and policies.

[Start learning, it's free!](#)  
Already have an account? [Log in now](#)

INNOVATIONAL EXPERTISE BUILDING AROUND THE WORLD  
THE PUBLIC SECTOR IS INCREASINGLY INVESTING IN NEW TRAINING IN NEW WAYS

GOVLAB

# DIGITAL ACADEMY CANADA

## DIGITAL ACUMEN FOR CANADA'S PUBLIC SECTOR

- Mission: Develop and support a digital innovation ecosystem for the Canadian public sector. Aimed at ALL 250,000 employees. Online videos and podcasts with original content and third-party posts to expand digital awareness and education for public sector employees
- Curriculum: Digital Skills, Data Analysis, Design, Development and Automation, Revolutionary Technologies and Artificial Intelligence and Machine Learning
- Cool Feature: busrides.ca, An episode is no longer than 15 minutes. Topics include: AI, Digital Basics, Canada's Digital Standards
- Incentives: Participants receive a certificate, access to the Digital Academy workspaces and invitations to community events.
- Website: <https://en.busrides-trajetsenbus.ca/>

“

In the age of smartphones, social media and apps that do everything, Canadians expect their government to serve them as seamlessly and as well as they've come to expect from the best digital service providers. Government exists to improve the lives of people, and a digitally enabled public service gives us an unprecedented opportunity to improve government services.

THE HONOURABLE SCOTT BRISON

PRESIDENT OF THE TREASURY BOARD MINISTER OF DIGITAL GOVERNMENT



# RECOMMENDATIONS





## RECOMMENDATION 1

THE BEST PROGRAMS COMBINE PRESENCE  
AND ONLINE TRAINING

PROVIDING INTENSIVE LEARNING WHILE SUPPORTING  
PEOPLE ON THE JOB

# DIGITAL ISRAEL

## CREATION OF DIGITAL-CONSCIOUS PUBLIC SECTOR EMPLOYEES

- ▶ Mission: "Designed to train outstanding leaders in promoting digital innovation in the public sector and improve services and interfaces with citizens through technology."
- ▶ Curriculum: 9-month hybrid live and online sessions. Lectures on the digital revolution, including technology trends, change, innovation, entrepreneurship. Harvard Business School field trip to study digital transformation.
- ▶ Interested parties: Two annual cohorts comprising 40 national and local government and civil society leaders.
- ▶ Cool Feature: International online network-Israel's digital leaders are part of the UK-based online community of over 100,000 public innovators.
- ▶ Website: <https://digileaders.com/region/il/>



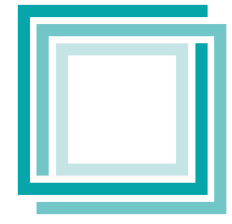


**Gob\_Lab UAI**

UNIVERSIDAD ADOLFO IBÁÑEZ

## RECOMMENDATION 2

### THE BEST PROGRAMS TEACH DATA NOT ONLY DESIGN



- Mission: Identify policies, processes and services that can be solved with the help of data science and formulate a proposal for a data science project.
- Curriculum: 3-day workshop with lectures, individual and group work, practical exercises and two individual tasks.
- Target group: For public leaders at the central, regional and local levels of the executive, legislative and judicial branches. Not meant for data analysts.
- Cool feature: Created in collaboration with the University of Chicago. Participants have a problem they want to solve. During the workshop, they first learn what data is available in their institution, how to find and use it and then design a project that uses that data to solve their problem.
- Website: <https://gobierno.uai.cl/curso/ciencia-de-datos-para-directivos-publicos/>



## RECOMMENDATION 3

### THE BEST PROGRAMS TURN STUDENTS INTO TEACHERS LEVERAGING ALUMNI AS MENTORS



# THE BEST PROGRAMS TURN STUDENTS INTO TEACHERS

## AUSTRALIA BIZLAB ACADEMY

- ▶ Mission: Human-centric design principles and techniques for politics and program designers.
- ▶ Curriculum: 1) Human-centric design principles, tools, and techniques to solve complex problems in the public sector; 2) Teacher training trains experienced designers on how to effectively use human-centric design principles.
- ▶ Target group: The academy is open to any public service employee. Classes are 10-15 participants. Fee: 975 Australian dollars.
- ▶ Cool Feature: Graduates Network-“Our challenge now is how to make the training ‘stick’. We have all been on training courses where we have left all excited, but failed to apply the learnings to our work once we leave the classroom. To try to address this, we have established an alumni program to stay in touch with our graduates and support them once they return to their jobs.”
- ▶ Website: <https://www.industry.gov.au/government-to-government/bizlab-academy>



## RECOMMENDATION 4

### THE BEST PROGRAMS STRIVE FOR SCALE





# Academy of Public Policy Design

Start / [Academy of Public Policy Design](#)



SEARCH COURSES

## What is the Public Policy Design Academy?

The Public Policy Design Academy is the training area of the Government Laboratory of Argentina. This experimental Academy aims to build new capacities and skills in the Argentine public sector.



# THE BEST PROGRAMS STRIVE FOR SCALE

## LABGOBAR

- ▶ Mission: Iteration, design thinking, digital thinking, data use as evidence, curiosity and flexibility;, and new narratives and collaborations.
- ▶ Curriculum: "Big Data: Let Data Speak," "Learning Dialogues: Evaluation and Big Data," "Learning Dialogues:" "Education Innovation in the Public Sector," "Introduction to Civil Innovations," "Introduction to Open Data"
- ▶ Audience: 20,000, provincial and local government employees. One-day events, programs of 14 days, some 3-4 weeks.
- ▶ Cool Feature: Points for every course attended. These are a prerequisite for promotions and salary increases in Argentine civil service.
- ▶ Website: <https://www.argentina.gob.ar/modernizacion/gobiernoabierto/academiadedisenio>





# RECOMMENDATION 5

## FOCUS ON SECTOR-SPECIFIC INNOVATION

- Mission: “A virtual organisation set up to develop a new generation of excellent digital leaders who can drive the information and technology transformation of the NHS.”
- Curriculum: Essentials of health systems, implementing transformational change, user-centered design, citizen-driven informatics, decision support and actionable data analytics, leadership plus workplace project coaching.
- Audience: The first cohort comprised 104 British skilled workers, the second 116.
- How: 6 modules taught online with 4 one-day classroom workshops.
- Cool Feature: Kombiniert formelle Vorlesungen mit Inspirationssitzungen.
- Incentive: Students who successfully complete the program can complete an additional year of study at their own expense to complete an MSc in Digital Health Leadership from Imperial College.
- Website: [www.imperial.ac.uk/centre-for-health-policy/education/nhs-digital-academy/](http://www.imperial.ac.uk/centre-for-health-policy/education/nhs-digital-academy/)

## Module 1

Essentials of health systems

## Module 2

Implementing transformational change

## Module 3

Health information systems and technologies

## Module 4

User-centred design and citizen-driven informatics

## Module 5

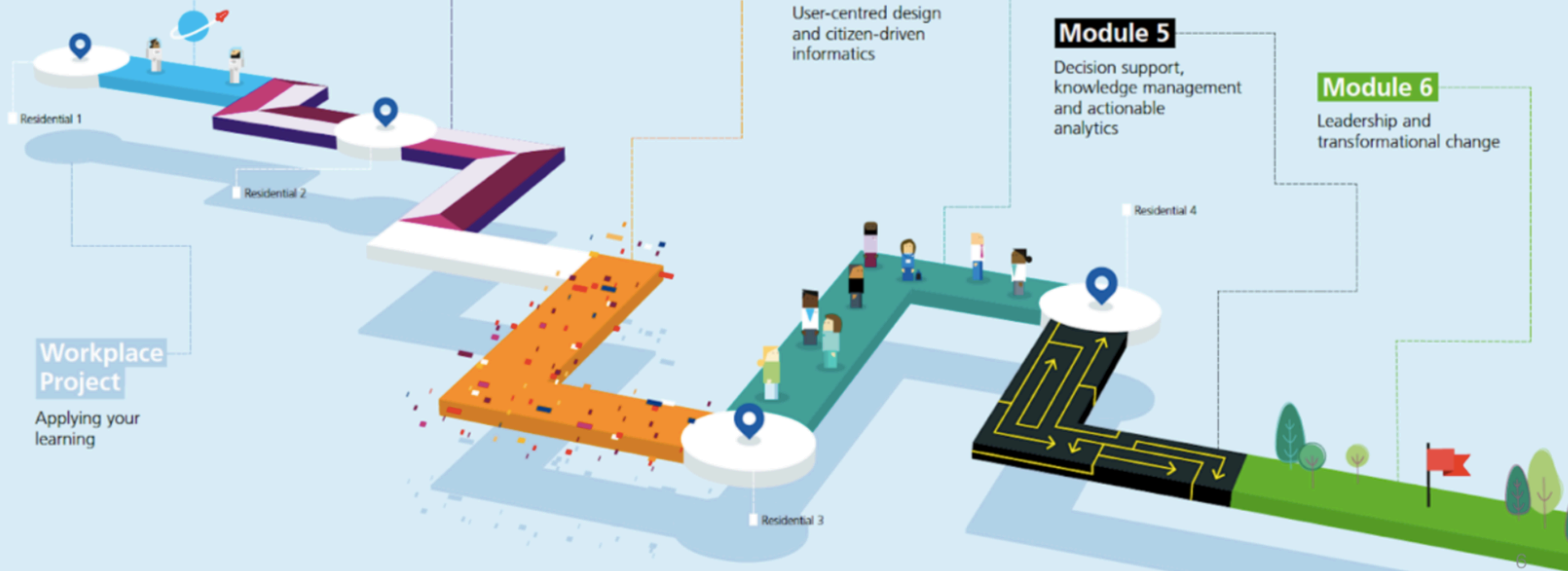
Decision support, knowledge management and actionable analytics

## Module 6

Leadership and transformational change

## Workplace Project

Applying your learning

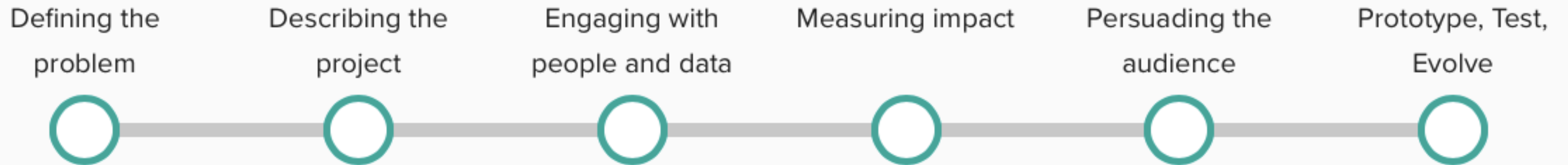


RECOMMENDATION 6  
FROM IDEA TO IMPLEMENTATION:  
COACH, DON'T JUST TRAIN.



- Mission: Tailored to participants who have a specific goal in mind, inside and outside the government (individuals and teams) and are already passionate about a public problem.
- Curriculum: Live, online sessions to 1) Defining the problem 2) Quick result Research 3) Innovations led by people 4) Measures of Influence 5) convince the audience to create 6) prototypes, test, develop further
- Target group: Thousands of public employees, civil society opinion leaders and students
- How: Ten weeks of live coaching online programs with a selection of experienced entrepreneurs from the public sector and global mentors
- Cool Feature: Coaching and mentoring is complemented by time-specific video-based lectures in courses such as problem solving based on data and personal training and practical tools such as "Public Project Canvas"
- Website: <http://govlabacademy.org/>

## OUR METHOD



PEER-TO-PEER COACHING

RAPID RESULTS RESEARCH

EXPERT MENTORING

GOVLAB ACADEMY: OUTLINE OF A TYPICAL COACHING PROGRAM



[https://www.oecd-ilibrary.org/fr/governance/innovation-skills-in-the-public-sector\\_9789264273283-en](https://www.oecd-ilibrary.org/fr/governance/innovation-skills-in-the-public-sector_9789264273283-en)

# RECOMMENDATION 7

## SURVEY PEOPLE ABOUT WHAT THEY WANT TO LEARN FIRST



## PUBLIC ENTREPRENEUR SKILLS SURVEY

SKILL 1

### PROBLEM DEFINITION

Select all that apply. Prior to this survey...:

I could explain the skill of Problem Definition to others.

☐

I (or my team) used the skill of Problem Definition in our work.

☐

I want to know more.

☐

Have you had any formal training in this skill? If so, please tell us where.

Yes

☐

AUSTRALIA: ANZSOG SURVEY ON PUBLIC SECTOR INNOVATION SKILLS, 2019

SURVEY PEOPLE ABOUT WHAT THEY WANT TO LEARN FIRST



## RECOMMENDATION 8

TRAIN CITIZENS AND PUBLIC EMPLOYEES TOGETHER



[Home](#) / [From Alpha to Beta to Orlando.gov](#)

# From Alpha to Beta to Orlando.gov

Published on March 12, 2019







# TRAIN CITIZENS AND PUBLIC EMPLOYEES TOGETHER

## Orlando Digital Service Academy

- Mission: The Academy builds empathy for residents among staff and empowers staff to make the changes necessary to provide a great service experience for residents.
- Curriculum: Teaching the skills to revamp the city's online platform and improve citizen experience.
- Audience: Employees and residents of the city of Orlando
- Cool Feature: As part of the training staff test prototypes with residents.
- How: Two trainings monthly, each three days to make using a city service as easy as shopping at Amazon
- Website: <https://www.orlando.gov/News/From-Alpha-to-Beta-to-Orlando.gov>



## RECOMMENDATION 9 USE CITIZENS AS TRAINERS

# USE CITIZENS AS COACHES:

## SÃO PAULO AGENTS OF OPEN GOVERNMENT

- Mission: Retraining employees "through peer-to-peer learning, where government employees learn from citizens."
- Curriculum: The program trains employees in São Paulo in the areas of transparency, innovation, social participation and accountability.
- Audience: About 23,000 civil servants as well as social activists and the general public have taken these programs.
- How: Citizens of São Paulo to apply to be teachers by submitting a course proposal. The selection committee approves about 30 courses per cycle, which are free and accessible to all. Potential trainers must demonstrate at least a year of knowledge, expertise or experience in the subject in question.
- Cool Feature: Public employees or elected government officials cannot be instructors.
- Website: [https://www.prefeitura.sp.gov.br/cidade/secretarias/governo/governo\\_aberto\\_na\\_cidade\\_de\\_sao\\_paulo/index.php?p=253369](https://www.prefeitura.sp.gov.br/cidade/secretarias/governo/governo_aberto_na_cidade_de_sao_paulo/index.php?p=253369)



# RECOMMENDATION 10

## TEACH THE SKILLS TO SOLVE PUBLIC PROBLEMS





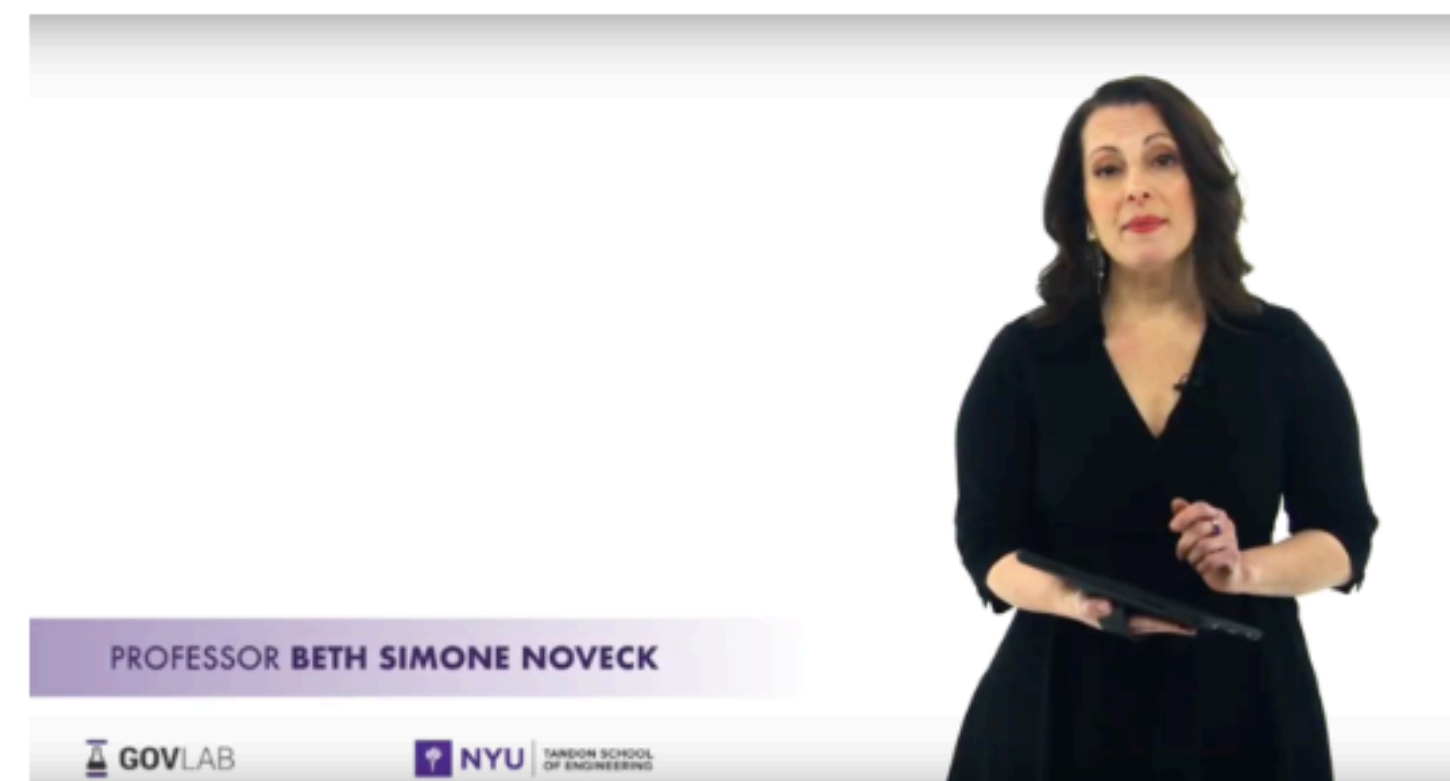
## BECOMING A PUBLIC ENTREPRENEUR INNOVATION SKILLS ACCELERATOR

Welcome to the New Jersey State Innovation Skills Accelerator. Launched by Governor Phil Murphy, the Innovation Skills Accelerator is a free, online program to train public officials to leverage new technology, data, collective intelligence and design thinking to allow our State's public servants to advance the way we solve public problems. Each training module includes video instruction, interviews with leading public sector innovators from around the world, readings and self-assessments. Explore below to get started today!

EXPLORE ALL MODULES



A MESSAGE FROM GOVERNOR PHIL MURPHY



WHAT IS THE INNOVATION SKILLS ACCELERATOR?

## EXPLORE THE MODULES

### MODULE 1



INTRODUCTION TO NEW TECHNOLOGIES

### MODULE 2



INNOVATION MINDSET

### MODULE 3



INTRODUCTION TO PROBLEM DEFINITION

### MODULE 4



HUMAN-CENTERED DESIGN

### MODULE 5



DATA ANALYTICAL THINKING

### MODULE 6



OPEN DATA

### MODULE 7



DATA COLLABORATIVES

### MODULE 8



PEOPLE-LED INNOVATION

### MODULE 9



DEVELOPING EXPERIMENTS FOR CHANGE

### MODULE 10



COALITIONS FOR CHANGE

## NJ INNOVATION SKILLS ACCELERATOR CURRICULUM

# TEACH THE SKILLS TO SOLVE PUBLIC PROBLEMS:

## NEW JERSEY INNOVATION SKILLS ACCELERATOR

- Mission: A free online program that trains officials on how to solve public problems using new ways of working to drive innovation in their day-to-day work.
- Curriculum: Introduction to new technologies such as blockchain and big data analytics, modern methods for public problem solving, including collective intelligence and engagement.
- Audience: 70,000 employees as well as the general public.
- How: Ten modules online and at your own pace. Those who complete are entitled to personal project coaching.
- Cool Idea: After completing the online course, state employees can participate in the Public Entrepreneurship Bootcamp to deepen knowledge of new ways of working in government.
- Website: [innovation.nj.gov/skills](https://innovation.nj.gov/skills)

# SUMMARY OF RECOMMENDATIONS

1. Go Hybrid: Create face-to-face and online training.

Example: Israel

2. Teach quantitative and qualitative skills: The best training programs teach digital, data and design rather than exclusively one or the other.

Example: Chile

3. Turn Students into Teachers: Leverage Alumni as Experienced Mentors.

Example: Australia

4. Strive for Scale: Build innovative agencies by training people in different roles therefore use technology to train more people.

Example: Argentina

5. Focus on Sector Specific Innovation: Teach public problem solving in a specific domain.

Example: UK NHS



# SUMMARY OF RECOMMENDATIONS

6. Coach, Don't Just Train. Enable People to Take a Project from Idea to Implementation.

Example: GovLab Academy

7. Survey People about What They Want to Learn First.

Example: Australia

8. Train Citizens and Civil Servants Together.

Example: Orlando

9. Use Citizens as Trainers.

Example: Sao Paolo

10. Teach the Skills to Solve Problems.

Example: NJ Innovation Skills Accelerator

# ANZSOG

THANKS TO THE GENEROUS SUPPORT OF THE  
AUSTRALIA AND NEW ZEALAND SCHOOL OF GOVERNMENT FOR SUPPORTING THIS RESEARCH



THANK YOU

[www.thegovlab.org](http://www.thegovlab.org)