

DUBAI GOVERNMENT INNOVATION FRAMEWORK

BODY OF KNOWLEDGE | VERSION 1.0





دبي للتميز الحكومي
Dubai Government Excellence

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We believe that government innovation is

the foundation of every development and an engine of creating future, and that creating an attractive environment for innovators transforms innovation from individual endeavor to organized government practice.



His Highness Sheikh Mohammed Bin Rashid Al Maktoum
Vice President and Prime Minister of the UAE and Ruler of Dubai





Innovation is our means to

achieve our goals: leadership, leading global competitiveness indices and sustainability of our economy.



**His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of The Executive Council of Dubai**



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**ABOUT
DUBAI GOVERNMENT
INNOVATION FRAMEWORK**

FORWARD



I am pleased to present to you the first integrated government innovation framework.

The development of this framework comes in line with all other initiatives within Dubai and UAE governments to achieve the ambitious vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai for UAE to be among the most innovative nations in the world. Global competition is not limited to the private sector, governments are competing globally to attract foreign investments and improve the quality of living for their citizens and residents. The only way to achieve that is to provide high quality government services and have excellent government performance. In Dubai Government, we believe that the only way to achieve global government leadership is through innovation.



Dr. Hazza Al Neaimi

Coordinator General
Dubai Government Excellence Program

FORWARD

The introduction of the government innovation framework aims at assisting government entities to enhance and attain a sustainable innovation culture in their entities and effectively manage their innovation processes to achieve outstanding and impactful results. The framework highlights the pillars affecting government innovation and its relationships. It includes what are the areas that innovative organizations would focus on in each pillar. A body of knowledge content is presented in this guidebook describing a practical explanation of the terms used in the framework including some of the government best practices adopting or implementing those terms. Finally, self-assessment tool is designed and presented to assist the entity to measure its maturity or readiness of innovation in each pillar through the perception of its employees. With this tool, the entity is capable to identify the gaps in their innovation systems that enables them for continuous improvement. I believe by having this framework and attached body of knowledge and self-assessment tool, we are offering Dubai government entities an integrated means to take their innovation into higher levels.

Although we are proud to have developed our government innovation framework using our internal resources, however, we cooperated with GIMI to have our innovation framework certified by this global innovation reference entity and improve our innovation framework in giving it an International touch.

I would like thank GIMI for their efforts in reviewing our innovation framework, aligning it with international trends and best practices applied by leading innovative organizations and make it ready to be used internationally.

I would like to thank DGEP Team for the great efforts in designing and developing the government innovation framework together with its self-assessment tool, putting all the efforts required to research and benchmark the framework with the International best practices, and following up on reviewing and improving the framework for its endorsement from GIMI. I would like also to thank Dubai Government Entities for their important feedback on the soft launch of the framework, which made it more practical and effective to implement.

I wish you all the success in adopting the DGEP's innovation framework and the best use of the body of knowledge in building your distinctive capabilities in innovation and self-assessment tool in measuring and improving your organization's performance in innovation. I would like you please to inform us of your feedback in your experience in implementing the framework to allow DGEP to continuously improve the framework and keep it up to date.



FORWARD



The Dubai Government developed a robust Innovation Framework for all entities to adopt and use as a reference in their efforts to become high-performing innovative organizations. The Global Innovation Management Institute had the pleasure of certifying the Dubai Government Innovation Framework and Body of Knowledge, where the framework was thoroughly reviewed based on a benchmark study done from the top 12 most innovative countries around the world. GIMI certifies that the Dubai Government Innovation Framework, which is fully developed in this Innovation Body of Knowledge, is robust and presents all the necessary components, tools and approaches to equip its entities with a top-level structure to achieve innovation results.



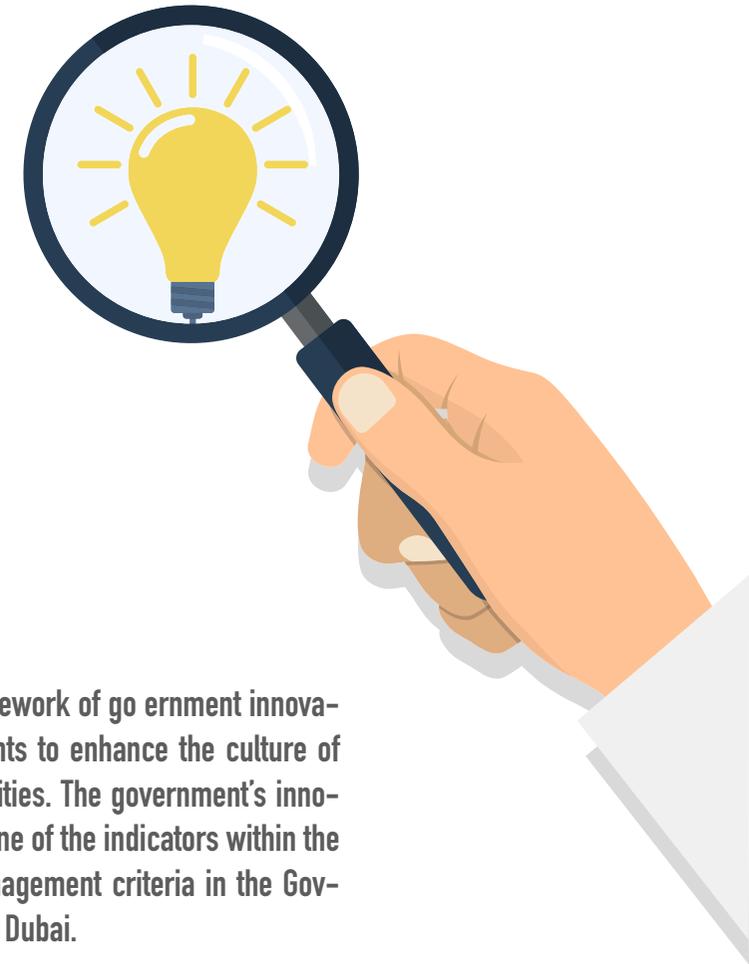
Prof. Hitendra Patel
Board Member of GIMI

DUBAI GOVERNMENT INNOVATION **FRAMEWORK**

INTRODUCTION

Dubai Government Excellence Program has developed an innovation framework at the entire Government of Dubai level, which shows the readiness of government entities in an effort to achieve world class innovation and make Dubai Government one of the most innovative and creative governments in the world.

This index is based on a framework of government innovation that includes key elements to enhance the culture of innovation in government entities. The government's innovation index will be used as one of the indicators within the results of the Innovation Management criteria in the Government Excellence Model in Dubai.



GOVERNMENT INNOVATION FRAMEWORK **PURPOSE AND OBJECTIVES**

The Dubai Government Innovation Framework is a guiding model to show the main elements needed to achieve government innovation, and to demonstrate the relationship of all elements at an entity and government level.

The innovation framework is developed to support government entities in Dubai to adopt and promote a culture of innovation and sustain excellent performance and results.



THE MAIN OBJECTIVES OF THE FRAMEWORK ARE TO:



Achieve the objectives

of the Dubai Government Excellence Program as global knowledge and innovation hub, and to make Dubai Government one of the most creative and innovative Government in the world.



Provide a methodology

to measure the level of innovation readiness that will support government entities for continuous improvement.



Spread the culture

of creativity and innovation within government entities.



Provide tools

for benchmarking in local and international level.

GOVERNMENT INNOVATION READINESS INDEX

The Government Innovation Index is a tool developed to measure innovation readiness and progress both at an entity and national government level. It helps entities review their current status for being an innovative organization, benchmark with other leading entities at a local, regional and global level, and easily trace how they can improve.

The Index is measured through a self-assessment process, where entities perform a survey with a series of perceptual questions to their employees to understand the organization's effectiveness in adopting each of the elements on the innovation framework.

Conducting the survey also contributes to enhance the culture of innovation and spread awareness, as employees will learn about the requirements and best practices for government innovation as they respond to survey questions.



TARGET GROUP

All Dubai government entities that participate in Dubai Government Excellence Program Assessment.



CHAPTER 1:
INTRODUCTION
TO INNOVATION

DEFINITION AND IMPORTANCE OF INNOVATION

Definition of Government Innovation

Innovation is the creation, development and/or improvement of any service, policy, product, process, organizational system and delivery framework of the government entity in an unprecedented way that adds significant value to its customers and other stakeholders and supports the achievement of higher levels of global leadership and competitiveness.



DEFINITION AND IMPORTANCE OF INNOVATION

Importance of Innovation

It's crucial for government entities in Dubai to believe in innovation and make it an everyday practice because of its relevance in efforts to:

- Improve the quality of life and enhance happiness of the people in Dubai.
- Improve Dubai's Global competitiveness and brace the positioning of Dubai as a global knowledge and innovation hub.
- Maintain environmental sustainability and development.
- Promote and enhance the culture of innovation in government entities.
- Achieve accelerated and radical improvements to the services, operation and business models of the government entities.
- Ensure the agility of government entities by assessing and addressing current and potential challenges.
- Achieve financial viability and sustainability of the government entities.
- Attract, develop and maintain the best innovators in government entities.



DEFINITION AND IMPORTANCE OF INNOVATION

Types of Government innovation

Government innovation can be categorized in two ways; it can be categorized based on the focus area where innovation is applied to, or it can be done based on the magnitude of change or improvement that the innovation resulted in.

Innovation based on **focus area** can be seen in the following forms:

- **Service Innovation:**
Create a new or improve an existing service.
- **Process/ Operations Innovation:**
Develop a new or improve an existing administrative and regulatory processes, which contributes to the effectiveness of entities' operations.
- **Policy Innovation:**
Develop a new or improve an existing policy to ensure an environment that stimulates innovation, progress and development.
- **Delivery framework (business model) Innovation:**
Create a new or improve existing ways of services and outputs to be delivered to customers and other stakeholders.
- **Technology Innovation:**
Find innovative and scientific technological ways to overcome the challenges facing the community and benefit from advanced scientific facilities.



DEFINITION AND IMPORTANCE OF INNOVATION

Innovation based on **the magnitude of its change** can be seen in the following forms:

- **Disruptive/ Radical Innovation:**

Refers to those innovations that revolutionarily transform the way we think and use services, processes, products and systems. They create significant/ break-through changes and achieve great impact to the point where they completely disrupt a sector, market and the environment they exist in, or may create totally new markets or value to customers on their own. Some examples are:



Uber:

Changed the way we look at Taxi services and disrupted the general transportation and delivery market.



iPhone:

Which disrupted the mobile phone market and paved the way for smartphones.



3D Printing:

disrupted the manufacturing, healthcare and construction markets and paved the way to manufacture individually customized products that the traditional industry could not be capable to perform.

- **Incremental Innovation:**

Are those unprecedented stepwise improvements on the services, processes, products and systems that have positive impact on the organization's performance and add value to its stakeholders. Some examples are:



Improvement on the public car parking payment services on the streets, by using location coordinates on smart phones to identify the car park stations.



The addition of SMS tracking for the requested services.



Change from cassette to CD to DVD.



The design and installation of the Anti-lock Braking System (ABS) for the car brakes.



It's important to take into consideration that Dubai Excellence Model criteria focuses on the disruptive innovation more than the incremental innovation.

DUBAI GOVERNMENT INNOVATION FRAMEWORK

The Dubai Government Innovation Framework, illustrated in Figure 1, demonstrates the main elements that impact innovation in Dubai Government Entities, understanding that impact can be generated both within the boundaries of each entity and/or generated from the outside in, within the boundaries of Dubai Government.

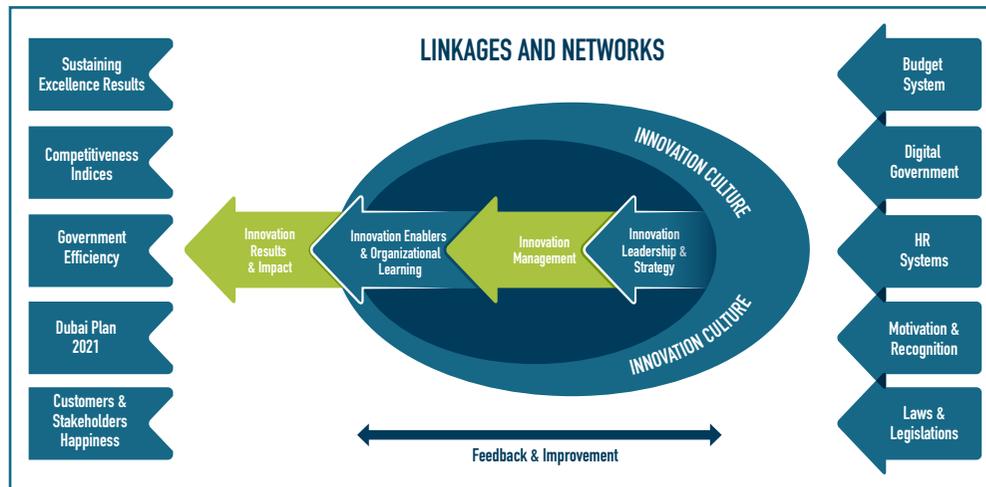


Figure 1 – Dubai Government Innovation Framework

At the core of the framework lies the ideal innovation structure entities should adopt in order to become more innovative from within. It takes Culture and Leadership as the core elements and embraces all others, which are Innovation Capabilities, Innovation Management and Results and Impact. Looking at the framework from the entire Dubai Government perspective into the entities, the framework demonstrates the inputs that entities must consider for innovation on the right side flowing into the entity's framework. These include Laws, Regulations, Budget and others. The outputs that each entities' innovation efforts flow to the outside of the entity and impact the government's efforts of achieving Government Efficiency, Global Competitiveness and Dubai Plan 2021's objectives. The framework also highlights the importance of Relations and Networking with customers, partners and key stakeholders throughout all efforts in order to achieve innovation results.

DUBAI GOVERNMENT INNOVATION FRAMEWORK

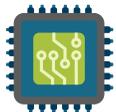
There are clear inputs that all entities must take into consideration in their innovation efforts.

These inputs are factors which are external to the entities, but still within the scope of the Dubai Government, which include the following implications:



Awards and Appreciation:

The awards and recognition programs developed by Dubai Government, which aim to motivate innovation efforts both at an individual and at an organizational level. They offer opportunities for Dubai Government employees and entities to share and learn best practices on government innovation performance through different platforms, such as Dubai Government Best Practice Forum.



Digital Government:

Digital transformation initiatives are led by Dubai Smart Office and looking at digital transformation from a smart city perspective will affect the entity's innovation efforts and improve their ability to harness technology for innovation. Moreover, the laws and regulations related to the use and share of data among the government departments, especially those related to open data and big data, will have high effect on its use for innovation purposes.



Budgeting System:

The Dubai Government's Budgeting System affects entity level innovation mainly in the capability of allocating budget for improvements and innovative projects, while still complying with the Dubai Budgeting System's law and regulations.



Human Resource Law and Regulations:

The Dubai Government HR (DGHR) laws and regulations affect the government's innovation in terms of the capability of providing monetary and other types of incentives to innovators and talented employees while still complying with the DGHR's laws and regulations.



Other Laws and Regulations:

Other laws and regulations also affect innovation in government entities, for example the capability of sourcing totally new and innovative products or services when having the need to quote three offers from different providers, while still complying with the Dubai Government's procurement laws and regulations.

DUBAI GOVERNMENT INNOVATION FRAMEWORK

Analyzing the framework from the perspective of **each entity**, it illustrates how innovation culture in the entity is so critical that it embraces almost all other elements five elements.

After all, ideas are a product and creation of the human mind and innovation is all about people. The framework illustrates how the effects of organizational culture have the greatest impact on the 'Leadership & Strategy' element, and then its impact decreases over other elements until it reaches the 'Innovation results and Impact' element of course is a 'lagging' element which could not be influenced by any other elements.

The most innovative organizations are able to achieve an innovation culture which exudes positiveness and engagement from their employees. They are engaged to the point where they actively propose innovative solutions for improving performance and contribute to the welfare of customers and stakeholders. These organizations are able to achieve innovation success to the extent where they no longer call it innovation but is merely the norm and the way of working. They constantly strive to look for new and innovative solutions and make critical improvements on all areas of the entity's operations. Innovation is also not limited to specific people or administrative units, but it is widely spread across all levels and units of the organization as part of the culture and is backed up by the values fostering innovation.



DUBAI GOVERNMENT INNOVATION FRAMEWORK

The main elements in the innovation framework within the government entity can be seen to operate in unison, where the leadership team of the entity works to create a suitable **culture of innovation**, allocates necessary resources and sets up the strategic intents and objectives for innovation. The entity also builds **internal capabilities** to ensure the generation and implementation of innovative solutions to improve the performance and results of the organization.

Leadership & Innovation Strategy 15%	Innovation Culture 20%	Innovation Management 20%	Innovation Enablers & Organizational Learning 20%	Linkages & Networks 15%	Innovation Results & Impact 10%
<ul style="list-style-type: none"> • Leadership team and roles • Strategy and Focus Areas 	<ul style="list-style-type: none"> • Values and Work Culture • Change management and tolerance to failure and risk • Motivation and Recognition 	<ul style="list-style-type: none"> • Managing innovation activities & stakeholders • Innovation management system 	<ul style="list-style-type: none"> • Innovation Enablers: <ul style="list-style-type: none"> *Communication tools *Technology as an enabler *Capability development *Resources Management • Organizational Learning: <ul style="list-style-type: none"> *Learning Organization *Benchmarking *Sharing Knowledge 	<ul style="list-style-type: none"> • Stakeholder Communication • Win-Win Partnership Relations 	<ul style="list-style-type: none"> • Process and Progress Metrics • Impact Metrics

Figure 2 – Entity Innovation Framework

In order for the system to function well, organizations should have an **effective innovation management system** enabling leaders to monitor innovation efforts across the entity, and it shall also include the management of people, data and networks with stakeholders and other research and development institutes.

The **impact of innovation** must achieve the strategic and operational objectives of the entity, especially in terms of raising customers' and other stakeholders' happiness in addition to increasing the efficiency and effectiveness of the government entity.



Each element has a key role in the innovation framework, and they all must work in unison for entities to achieve high levels of success.

DUBAI GOVERNMENT INNOVATION FRAMEWORK



Leadership & Innovation Strategy:

It is key for an organization to have a leadership team to support organizational innovation and provide the directions as to where to focus innovation efforts on. Leaders provide necessary resources for building an appropriate environment for innovation, they ensure execution of innovation projects and also monitor that it is spent wisely and within clearly defined measures. Leaders motivate, sponsor and support innovation efforts in order to reach the level of an “Innovating Organization” They provide direction by developing a clear strategy where there is a strategic purpose, innovation intent, objectives and priorities for innovation in aiming to achieve the strategic objectives at all levels of the organization.



Innovation Culture:

A culture of innovation is a work environment that leaders cultivate in order to nurture continuous improvement and growth. Organizations that foster a culture of innovation generally follow the belief that innovation does not just come from leaders but can come from anyone in the entity. In order to achieve a culture of innovation, entities must motivate and support people to embrace the values of continuous improvement, research and development and innovation. The culture of innovation is enhanced through creating positive work environment, encouraging teamwork and the acceptance of different and new ideas from all stakeholders through appropriate incentive programs, and empowering people through building their capabilities as well as providing them with the autonomy to take initiative at all levels of the organization.



Innovation Management:

In order for the innovation framework to function effectively, entities need an innovation management system to oversee all innovation activities, optimize resources and foster stakeholders. Activities in this element include managing and following up on all steps of the innovation process from ideation to implementation of innovation projects, effective management of all resources and knowledge related to innovation efforts and monitor progress through appropriate KPIs and milestones to ensure that all frameworks, processes and services are agile and can be easily improved to adapt to internal and external's environment changes.

DUBAI GOVERNMENT INNOVATION FRAMEWORK



Innovation Enablers and Organizational Learning:

Successful organizations are able to use tools, techniques and principles to enable employees to innovate, and effectively spread them across the entity through organizational learning. This effort includes providing necessary financial, physical and technological resources to employees and making the right systems, tools and programs available to motivate creative thinking and implement innovation projects. Organizations must develop a clear competency framework that defines what is needed to innovate effectively at all levels of the organization and provide the necessary trainings to bridge gaps and bring everyone up to the required level.



Innovation Results & Impact:

Measuring and monitoring appropriate KPIs through a results management system is key to ensure the achievement of outstanding results. An effective monitoring system can provide relevant information in regard to the achievement of strategic and operational objectives of innovation (especially the radical innovation), and to the achievement of the organizational learning and development objectives. This is also extended to realizing a socio-economic and environmental impact that improves the quality of life in Dubai and UAE.



Linkages and Networks:

Collaboration with internal and external stakeholders enhances innovation performance by allowing people and teams to learn, try, do and scale faster and cheaper. This element includes the capacity of an entity to establish relations with all external stakeholders (customers, partners, suppliers, society and others) through effective communication tools, motivate stakeholders to generate creative ideas through a positive and a win-win environment, and collaborate with research institutes, universities, scientific research centers, international organizations and startups in finding innovative solutions to the challenges faced by the entity.

DUBAI GOVERNMENT INNOVATION FRAMEWORK

The **outputs** of the entity's innovation efforts help the government to achieve Dubai Government's objectives as well. They have been clearly established by the centralized government and include the following components:



Government Efficiency:

All innovation efforts must be done in aims to achieve better government efficiency, which means creating and implementing innovative services, products, policies and systems that contribute to this goal. The main selection criteria to prioritize innovative solutions is to increase value add to the customers and stakeholders and to require less resources for its development (less cost to benefit ratio). Implementing innovative solutions across the government should increase government efficiency.



Achieving Dubai Plan 2021 indicators:

By embracing the culture of innovation, the government entities can develop creative ideas and develop innovative initiatives to achieve Dubai Plan 2021's indicators together with its partners from the government and private sectors.



Sustainability of Excellent Results:

Implementing innovative solutions to current and future challenges will enable the government entities to respond quickly and effectively to the internal and external changes in its environment in an agile way. This will contribute to the sustainability of the entity's excellent performance results in all areas.



Increasing the Customer and other stakeholders Happiness Levels:

Adopting innovative solutions shall result in significant improvements on the provided government's services and systems and shall provide more added value to its customers and stakeholders, contributing to improving their happiness.



CHAPTER 2:
INNOVATION
FRAMEWORK

6 PILLARS OF THE FRAMEWORK

Each element of the framework has a set of principles that have to be considered to be successfully implemented in each entity. This section discusses each one in detail and provides best practices, tools and case studies that will help entities understand how to become more innovative.

Leadership & Innovation Strategy 15%	Innovation Culture 20%	Innovation Management 20%	Innovation Enablers & Organizational Learning 20%	Linkages & Networks 15%	Innovation Results & Impact 10%
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Figure 3 – Entity Framework Pillars

1. LEADERSHIP AND INNOVATION STRATEGY

The Leadership & Innovation Strategy element refers to the entity's **leadership team** roles to support, promote and provide the right structure to effectively innovate at all levels of the organization.

Leaders also define the **innovation strategy and focus** areas by clearly stating the purpose, intent, objectives and priorities for innovation to provide guidance, and support the organization's innovation efforts. They provide the necessary resources to generate results and build an innovative environment, and consequently, they are also responsible for monitoring results and impact to ensure achievement of the objectives set for innovation.

Leadership team's role is to motivate, sponsor and support innovators in their efforts to reach the level of becoming an "Innovating Organization".



1. LEADERSHIP AND INNOVATION STRATEGY

Leadership Team and Roles

Innovation is a practice that must be embedded within all levels of an organization; it must run vertically going up and down the hierarchical structure, and horizontally to reach all areas and departments. The only way to achieve this is through leaders and innovation champions.



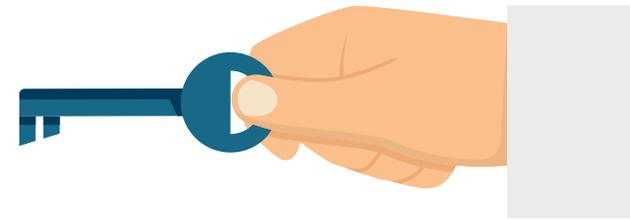
While many organizations assign a single leader or a task force to run the initiative, it tends to be seen as an interim solution to have innovation start happening in the organization. Those who are successful in becoming an innovative organization manage to build a leadership structure that cuts across the entire organization. Certainly, there will be a person in charge, but the way they get innovation done is through influence, not control.

Entities must define the leader and a core team to head all innovation efforts. By assigning people and teams responsible for innovation, entities can move into action and be accountable for results. Innovation leaders have specific roles in the innovation framework, and they're responsible for building a culture of innovation inside the entity.

Leaders are able to build an innovative culture inside an entity, by promoting the values of openness, positivity, teamwork and achievement. They strive to encourage team spirit, team work and collaboration within the entity and between all departments in order to create the ideal environment suitable for innovation.

1. LEADERSHIP AND INNOVATION STRATEGY

A key part of their role is also to provide direction and purpose to innovation and guide teams as to where to focus their efforts in. Leaders become enablers to others in the achievement of results and provide the right resources and tools to support the implementation of ideas.



They allocate necessary budget for organizational improvements and the support of innovation projects that are aligned with the entity's strategic intents. Within these efforts, leaders must be able to tolerate and accept risks when new ideas or projects are being evaluated for execution, and also manage change both internally and externally, as projects are executed and affect the current status quo. Leaders continuously follow up with teams throughout the entire process of innovation to make it easier for them, and also as a way to ensure that end results are the expected ones.

This includes encouraging others to put forward new ideas, monitoring indicators of change and opportunities on a regular basis and see the projects all the way to implementation. They track progress and provide guidance on how to do things in a better, bolder, cheaper and faster way and respond rapidly to internal and external changes to be at the forefront of innovation.

1. LEADERSHIP AND INNOVATION STRATEGY

Strategy and Focus Areas

An entity's innovation strategy is key in order to drive innovation efforts and provide the organization with general guidelines as to where to focus those efforts on. The innovation strategy and focus areas respond to the questions and provide clarity on (1) "Why do we need to innovate?", (2) "Where should we innovate?" and (3) "When should we innovate?". By having a clear strategy and focus areas, entities are able to generate commitment from leaders, teams and individuals and also get alignment faster with key stakeholders.



A good and clear strategy for innovation includes the following components:

(1) Case for change with a clear statement of why the entity has to innovate. Leading entities analyze where the pressures to innovate are coming from, what is the growth gap with targets and time frame, and the investment profile to guide what type of innovation they are looking for. This statement must be linked to the entities' strategic plan as well.

(See Tool 1 – Case for Change for details)

(2) Definition of Growth Platforms and focus areas provide direction as to where the organization should innovate. This means establishing priority areas, and not standalone opportunities, which are directed towards the customers and are within each specialized area of work.

(3) When to innovate and creating a portfolio of robust innovation projects allows leaders to have visibility on how the prioritize focus areas will be implemented, sequence them through time, and assign resources in a strategic way.

** By sharing the strategy with key stakeholders in the entity and making sure they are aware of the objectives of innovation, development and change, leaders make sure that everyone is working towards the same goal.*

SUGGESTED TOOLS

Innovation Intent

The innovation intent serves as a tool for leaders to create a compelling and motivating speech as to why the entity has to innovate, what is the main target and what they are looking for, where entity leaders must respond to each of the following:

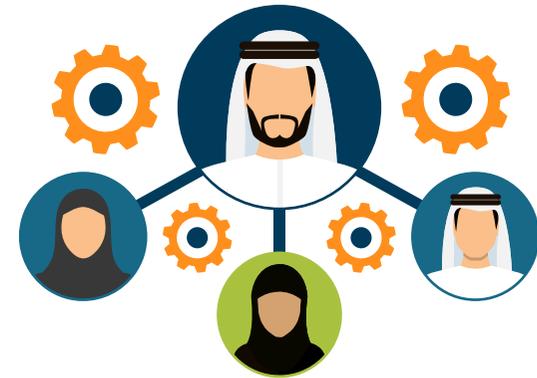


 CASE FOR CHANGE	 GROWTH GAP	 INVESTMENT PROFILE
Ambitious CEO	How much ?	Local / Global
Changing Environment	When ?	Increment / Breakthrough
Competition	Stretch Targets	Core / Far from Core
Demanding Customers	Metrics	Small / Big Investment
Other		Other

SUGGESTED TOOLS

Leadership Structures

There are 3 main leadership structures that helps organizations manage innovation efforts.



INNOVATION TEAMS

High performance teams becoming interchangeable as time progresses, where teams are formed specifically to cater to the needs of each project, and will change depending on the scope and stage.



NETWORKS AND PARTNERS

These can be networks of internal of external individuals, and can be social or technical. They can touch many avenues and dimensions, and can be assigned to work on disruptive and emerging trends.



BOARD AND COUNCILS

A series of broad councils enables organizations to manage the internal value chain, which means creating governance structure where allowing managing decisions are made seamlessly in each unit.

CASE STUDY



GII Rank : 4 | E-Gov Rank : 4

In the UK, a small team at the core of the government was able to break the paradigms of bureaucracy and strict processes, and grow their innovation team into an international initiative by leveraging citizen behavioral data and insights to determine their innovation focus areas and strategy to cater to their needs and happiness.



The Execution

Behavioral insights team was created in a UK government unit to ensure that the strategy and focus of the national and local government caters to the welfare and interests of the citizens. The team acknowledged that the issue for prioritizing innovation focus areas and crafting a strategy lied in identifying the main problems to be tackled. As a solution, teams inside government units were given autonomy, while being trained in behavioral economics and provided with the tools needed to generate insights from citizens' behavioral data. Using the provided tools, they determined the strategy and focus areas for government innovation based on citizen data and observed behaviors.

The success factors for this initiative lied in the fact that there was a specific Behavioral Insights Team comprised of innovation champions, and they worked as an autonomous team within a government unit. They used raw data and insights based on citizens behavior to determine the strategy and focus areas. The unit level leadership ensured that the team was more autonomous and individually motivated to drive the initiative. Furthermore, the Behavioral Insights Team supported other government units to drive change by providing tools and trainings to individuals and teams, instead of imposing an innovation strategy for each unit. Utilizing the skills gained and behavioral insights tools, each government unit used randomized controlled trials to identify government innovation focus areas. In order to scale up, behavioral economics tools and methods were used to craft an appropriate strategy at an entity level.



The Result

Within the first year, the Behavioral Insights Team covered the expenses of its creation and operations 22 times in savings generated by projects with appropriately selected innovation focus areas. This led to around 300 million pounds saved due to interventions in 2012. Currently there are local branches of behavioral insights teams in 31 countries, which have executed 750 innovative projects to date.



Link

<https://www.mckinsey.com/industries/public-sector/our-insights/government-by-design-four-principles-for-a-better-public-sector>

<https://www.bi.team/about-us/>

SELF ASSESSMENT QUESTIONS

To do a self-assessment of the entity's current status for Leadership & Innovation Strategy component, rank yourself from 1-5 for each of the following statements.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS

ELEMENTS

LEADERHIP TEAM & ROLES:

- Inspirational leadership that encourages innovation.
- Make use of results, information and knowledge to support decisions.
- Develop and manage policies that support innovation.
- Innovative and efficient initiatives with financial efficiency.
- Review and make continuous improvement of the organizational innovation.
- Motivate individuals towards innovation.
- Providing an environment that encourages and support innovation.
- Management of resources supporting the process of innovation.

STRATEGY & FOCUS AREAS:

- Developing the innovation strategy that is aligned to entity's strategy.
- Future vision of entity and how it response to different trends.

ELEMENT QUESTIONS



LEADERHIP TEAM & ROLES:

- 1- Our leadership team encourages us to put forward new ideas, promotes openness and encourages positive, initiative and development.
- 2- We have an organizational unit or team or person responsible for innovation.
- 3- The nature and procedures of our work encourages the work of team spirit within the organizational unit and between all departments.
- 4- Our leadership team continuously follows up on the implementation of innovative ideas and projects for the achievement of its targeted results. Decisions are taken to ensure continuous improvement in the organizational processes.
- 5- The entity monitors any indicator of changes and opportunities for external innovation on a regular basis.
- 6- The entity responds rapidly to all internal and external variables.
- 7- We have been provided with all resources and tools to support the implementation of innovative ideas and projects.
- 8- We have an assigned budget for improvement and innovation projects and the authorities and responsibilities for allocating of and the disbursement from that budget is clear.



STRATEGY & FOCUS AREAS:

- 1- Our leadership team has a strong commitment to innovation.
- 2- We have strategic intents to innovation and its priorities and we are aware of the objectives of innovation, development and change.
- 3- We have awareness of the innovation strategy in all areas of work and at all levels of the organization.
- 4- The objectives of our entity's innovation are linked to our strategic plan and objectives.
- 5- Our innovation is directed towards our customers and within our specialized work.

2. INNOVATION CULTURE

The culture element of the framework refers to the importance of innovation to be embedded within the culture at all levels of the entity. This may be achieved through spreading values and creating environments that foster innovative thinking and encourage continuous improvement.

An organization that has an innovative culture is one that motivates and supports people to embrace the values of continuous improvement, research and development and innovation. The culture of innovation is enhanced by creating a positive work environment, encouraging teamwork and the acceptance of different and new ideas from all stakeholders through clear and appropriate incentive systems. People must be empowered through the enhancement of their capabilities, and also be provided with the right tools and responsibilities to be able to become innovative at all levels of the organization.



Values and Work Culture

As part of the core values inside the entity, individuals should be encouraged to freely express new ideas and views at all levels without fear of judgement or criticism. Therefore, they must have time to explore new ideas and be able to cooperate and work effectively in teams to put forward their innovations and be proud of their work.

In innovative organizations, the work culture reflects the ease of adoption, development and implementation of ideas, where individuals actively search for and implement new innovations and technologies.



Teams are also encouraged to participate in the design of new and developed services and process, see them to implementation and share them internally and externally amongst all units for scaling up results.

Communication is also a big and important part of culture, especially in government where each entity must be aligned with a centralized figure and within each other as well. Successful organizations are able to achieve collaboration by establishing formal and recurring communication channels that become a platform for sharing their strategy, tools and best practices at all levels.

2. INNOVATION CULTURE



Acceptance to Change and Tolerance to Risk and Failure

Openness to innovate is key in any organization or entity, as leaders and practitioners must be ready, committed and have the right mindset to embrace innovation. Top innovative organizations are able to accept risk and change in an effective way, which is an even tougher task in the public sector. Public organizations are often closely monitored and reviewed by citizens and leaders, and are highly praised when they are successful, but also highly scrutinized when there are failures. Public entities must learn how to take calculated risks and respond to internal and external changes as they see fit. They must be aligned with stakeholders needs and be completely transparent from strategy alignment, to the beginning of an idea all the way to implementation.

Entity and innovation leaders must be able to accept change and be open to implementing new ideas and radical innovations, take calculated risk within their field of work, and tolerate unintended failures that occur during the implementation of projects and innovative ideas and considers them part of learning.



Motivation and Recognition

Innovation is not an easy task, especially the back-end side of it which involves constant validation, iteration and overcoming obstacles. To make these efforts more bearable, teams must be motivated internally to encourage their continuous effort and feel like their work is valued.

Providing individuals and teams with development programs and tools is key to help them discover new opportunities and feel empowered and confident to implement them. This, accompanied with an internal sponsor structure where leaders guide others can help manage talent internally in a more effective way.

Teams are motivated when they know their attitude, work and results are appreciated and recognized internally. An effective recognition system that is linked to the objectives and recognizes people and teams as goals are met, helps make innovation sustainable. The system shall include (1) clarity on what is expected from people in terms of innovation, (2) pre-selected and communicated criteria on what will be monitored, (3) constant evaluation and monitoring progress and efforts to ensure transparency, and (4) periodic recognition to the entire group that meets the goals. In public entities recognition can be tough as monetary benefits are typically not available to allocate for this matter, so recognition can be done through non-monetary benefits. These may be in the form of public announcements, awarding with access to more high-level trainings and development, becoming part of an exclusive club, taking a picture with the entity leaders and other recognitions.

2. INNOVATION CULTURE

It's also important to recognize that not everybody is an innovator, and there are certain characteristics that makes innovative individuals stand out. These people should be recognized and involved in the development of the system as 'champions' to help spread a culture of innovation.

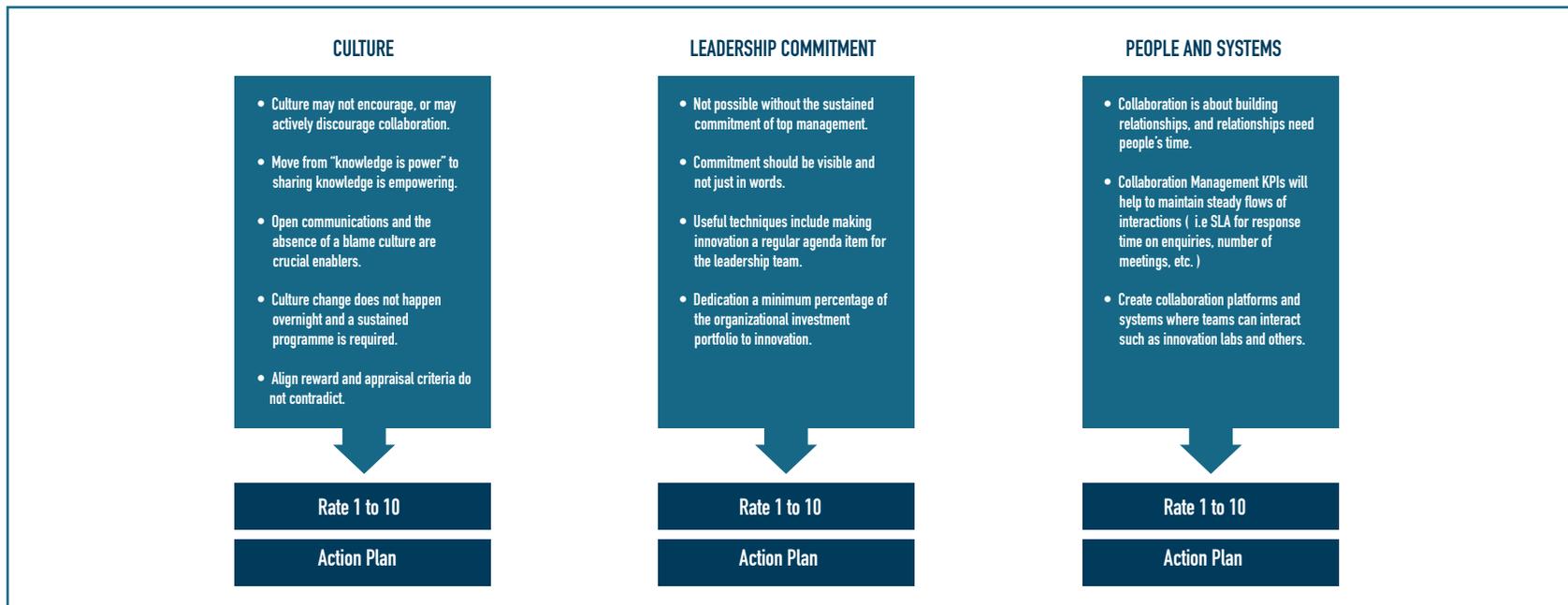
Qualities of an innovative person include:



SUGGESTED TOOLS

Change and Collaboration Management Framework

There are many issues to be dealt with if collaboration is to be successful or, indeed, if it is to happen at all. Key enablers for a successful deployment of a collaboration framework are:



CASE STUDY



GII Rank : 20 | E-Gov Rank : 2

Units within the Australian Government have been able to break the traditionally risk-averse and intolerant to failure culture by meticulously following a Public Sector Innovation Action Plan, where government employees are encouraged to share initiatives, successes and failures through a platform called the Public Sector Innovation Network.



The Execution

The Public Sector Innovation Network is a digital platform intended for entity employees to share best practices and failures regarding their innovation endeavors. It is complemented by the work of Innovation Leaders Network (a network of individuals from different agencies and entities at various government levels) and Innovation Labs (more than 25 innovation-focused labs at different government levels). Values and work culture are created and fostered through the platforms and events, resulting in a culture of openness, support, and cooperation. Change management and tolerance to risk and failure is developed through workshops, events and talks aimed at sharing failure stories and main insights gained. Also, the Innovation Network organizes award ceremonies for individuals who foster innovation in the public sector to motivate and reward

Its success lies in the fact that the Innovation Network is comprised of individuals from different agencies and entities with share similar values, not formal groups or units. To develop tolerance to risk and failure the initiative organizes events focused on sharing failures and learnings. Through the Network, individuals from entities can nominate others for their innovative solutions to be awarded, ensuring a more individual-focused motivation and reward system.



The Result

Public Sector Innovation Network has fostered a wealth of innovative practices in the local and national government, such as Innovation Month, Innovation Awards. 264 innovative solutions have been nominated for Innovation Awards in the last 3 years. Public Sector Innovation Network has grown to a network of 1200 government entity employees, researchers, thought leaders.



Link

<https://innovation.govspace.gov.au>

http://innovation.govspace.gov.au/wp-content/uploads/2013/09/APS_Innovation_Action_Plan-Avstralska-stj%c3%b3rnin.pdf

https://innovation.govspace.gov.au/sites/default/files/aps_innovation_sampler.pdf

SELF ASSESSMENT QUESTIONS

To do a self-assessment of the entity's current status for Innovation Culture component, rank yourself from 1-5 for each of the following statements.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS

ELEMENTS

VALUES AND WORK CULTURE:

- Organizational values reflect innovation.
- Encourage positive dialogues and exchange of views (transparency and openness).
- Freedom to express new ideas & views at all levels of career.
- People at all levels recognize the importance of innovation to make people happy.
- Agility of adoption, development and application of ideas
- Diversity channels of communication with all concerned
- Creativity and innovation within the responsibilities and functions of organizational units and individuals.

CHANGE MANAGEMENT, TOLERANCE TO RISK & FAILURE:

- Openness and research on global best practices and spread information.
- Managing risk effectively and accept change – (change management).

MOTIVATION AND RECOGNITION:

- The extent to which all organizational units are concerned with ideas implementation.
- The extent to which the organization is keen to provide innovation enablers.
- Recognition system.

ELEMENT QUESTIONS



VALUES AND WORK CULTURE:

- 1- Our organizational values encourage innovation, development and improvement.
- 2- We are working in a positive organization.
- 3- We are convinced as employees that innovation is necessary to make people happy.
- 4- We express our opinions and ideas freely and comfortably to the leadership in our entity.
- 5- We cooperate and work well when we work as a team.
- 6- We are given time to explore new ideas.
- 7- We participate in design & implementation of new & developed services and processes.
- 8- We always search for and implement new innovations and technology in our work according to the latest global trends. & our entity share the internally and externally implemented best practices among all our administrative units.
- 9- We see the implementation of proposed ideas in our entity.
- 10- We are proud of our work and we are working to be a leading entity at the global level.
- 11- We have a forward-looking and clear vision for the future.



CHANGE MANAGEMENT, TOLERANCE TO RISK AND FAILURE:

- 1- We are considered an entity that accepts changes and is open to implement new ideas & radical innovations.
- 2- We can take the calculated risk in the field of work.
- 3- Our entity usually tolerates unintended failures that occur during the implementation of projects and innovative ideas and considers that part of learning.



MOTIVATION AND RECOGNITION:

- 1- We have programs & tools to discover, sponsor & manage talents in the entity.
- 2- Our employees are motivated to continuously learn for their self-development.
- 3- People with high performance or performance that exceed expectations are appreciated and awarded according to a clear and appropriate rewarding system.

3. INNOVATION MANAGEMENT

A management system helps organizations become effective in adopting new ideas and putting them in action to achieve targeted results. The Innovation Management element discusses the extent to which mechanisms are in place to continuously improve and adapt to internal and external variables, and collaborate with different stakeholders in the design, development and execution stages of new projects.

Management of innovation efforts can be done through a system that allows leaders to monitor and track innovation progress through a portfolio and assign resources strategically to accelerate prioritized projects. When an effective management system is set in place, leaders will have better visibility on the process and they will be able to provide better guidance and support to their teams in all stages of the innovation process, and quickly adapt to internal and external changes.



3. INNOVATION MANAGEMENT



Managing Innovation Activities and Stakeholders

Managing innovation requires that the entity has the tools and measures to manage the generation of new ideas, developing them into powerful and actionable concepts, and successfully implementing them to achieve results. Innovation efforts should be done across the entire entity and managed by innovation leaders by providing individuals and teams with a set of activities and tools. Activities can be innovation labs, innovation incubators, proposal system, brainstorming sessions, contests, prototyping, and others. They help leaders manage innovation by providing the platform and space to make things happen using a creative yet structured approach. These activities should include all administrative units in the organization to make sure everyone speaks the same language and they're all working towards the same goal.

In order to manage open and shared innovation efforts, the organization needs the involvement of all stakeholders from its value chain. These stakeholders, such as customers, employees, partners, suppliers, and community, can systematically participate in the design and implementation of innovative projects by providing guidance and feedback on how to select ideas and how they become innovative projects. Leaders help individuals and teams have access and active involvement with different stakeholders by tapping into the entity and their own network as well. The involvement of others can help teams iterate their projects and get faster to market by taking their perspectives into account.



Innovation Management System

Given that innovation is not about particular products or services but about an across-the-board effort by the organization to improve and create new value, government entities have to approach innovation as a system where leaders have the right tools and processes in place in order to manage it.

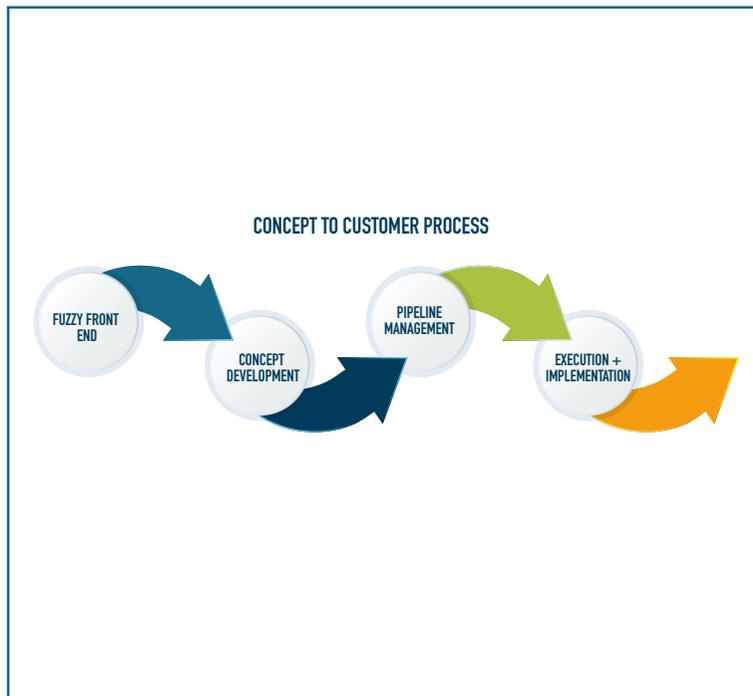
For innovation to be sustainable, organizations must realistically estimate and manage the success of their ideas over the long term. This means that organizations need a clear process for innovation that allows leaders to prepare for multiple future possibilities and an innovation portfolio in order to monitor progress closely. The innovation portfolio will help leaders manage innovation efforts by having a visibility of all innovation projects and tracking progress on the implementation of ideas. Furthermore, by having an innovation portfolio that monitors various stages of project development, leaders can better assign efforts and budgets around projects, as internal and external circumstances change.

Along with the innovation portfolio, leaders need a clear structure and procedures in place to manage innovation effectively. Applying and managing those procedures enables innovation leaders and teams to (1) implement innovative ideas and projects within defined objectives and according to systematically implemented procedures and responsibilities, (2) provide clarity on tasks and responsibilities for every stage of the process - generating, collecting, applying ideas and innovation projects, (3) use methods and mechanisms to quickly identify and implement the most promising or most effective projects, (4) make decisions by having clear criteria / mechanisms to continue project implementation based on the results of trials or research at each stage of project implementation.

SUGGESTED TOOLS

Innovation Process

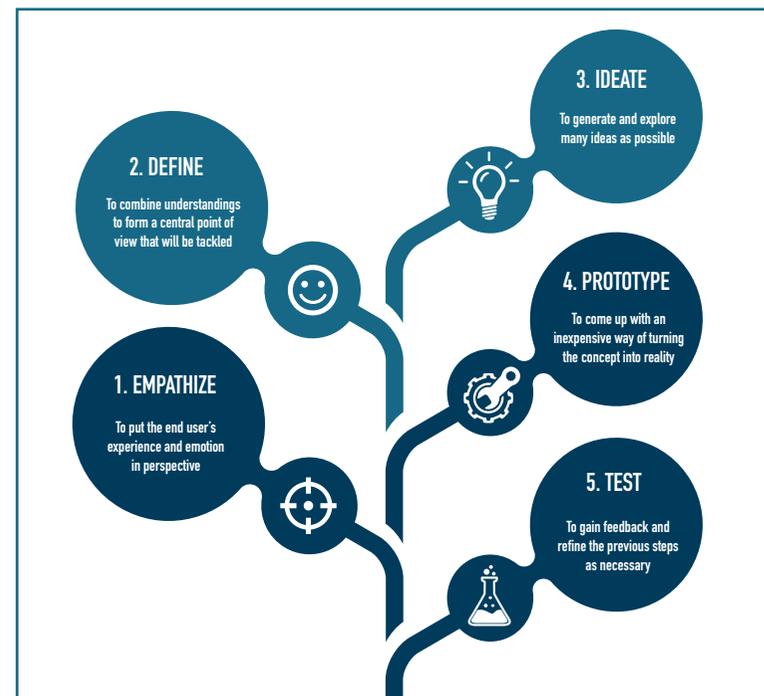
A basic and effective innovation process has four main stages from idea generation to implementation :



GIMI Level 3

Design Thinking Tool for Ideation

5 step approach to generating ideas based on the customer/ citizens needs :



"Change by Design" by Tim Brown

SUGGESTED TOOLS

Project Selection Criteria Example

	Criteria	Weight	Scoring
1	Level of uniqueness for UAE as per best of the knowledge	30 %	0 : The idea has already been broadly implemented in UAE 3 : The idea has been implemented without full reach out and availability in UAE 5 : The idea has not been implemented in UAE as per the best knowledge
2	Level of disruption of the business mode	40 %	0 : The idea involves a traditional way of delivering the value position 3 : The idea involves a change in one or more aspects of the business model 5 : The idea implies a completely new way of delivering the value position
3	Level of alignment with strategic objectives	20 %	0 : The idea is not aligned 3 : The idea is partially aligned with the prioritized sector 5 : The idea is fully aligned with prioritized sectors
4	Level of alignment with the National Innovation Strategy (NIS) and/or Science, Technology & Innovation (STI) Policy	10 %	0 : The idea is not aligned 3 : The idea is partially aligned with the NIS and/or STI policy 5 : The idea is fully aligned

Sia Partners

CASE STUDY



GII Rank : 3 | E-Gov Rank : 5

When the Swedish Ministry of Enterprise identified Public Sector Innovation (PSI) as priority for the country, the government of Sweden took initiative to put together an ideal Innovators Toolkit that would allow them to manage innovation effectively. Leveraging various stakeholders (NGOs, universities, citizens) they created an innovation management platform called InnovationsGuiden, which includes digital tools, labs, trainings, and a clear innovation process as a part of ProjectX.



The Execution

ProjectX combines innovation capabilities of an NGO, government entity and municipality employees to develop InnovationsGuiden. It is a digital platform that contains tools to lead entity employees through the innovation process and a development program consisting of workshops and coaching. Leaders are able to manage innovation by having visibility on the innovation activities and stakeholder participation. As a part of ProjectX, workshops and ideation session with citizen participation were also implemented. They have a clear government innovation process consisting of 6 steps: Define; Explore; Focus; Ideate; Prototype; where leaders ensure co-creation by enabling employees direct communication with citizens. The training, guidance and online tools, as well as practical trainings provided by the partner NGO ensure a systematic approach to idea generation and bringing innovative solutions to life.

Project X has ensured that local government employees can directly involve stakeholders into the innovation process by providing simple toolkits and the required trainings. Through workshops, trainings, and simulations, municipality employees are trained regarding the innovation process, their role and responsibilities in it, and receive constant guidance from leaders as to what they should focus efforts in.



The Result

More than **700** municipality and government entity **employees trained** and given the tools to innovate independently since 2016. More than **130 solutions developed using** innovation management through the process, tools, and **stakeholder feedback and involvement**. The innovation management abilities are developed by entities, organizations **using support tools to create their own courses and internal development programs**.



Link

<https://www.service-design-network.org/headlines/innovationsguiden-project-x>

<https://innovationsguiden.se/leda-for-utveckling/>

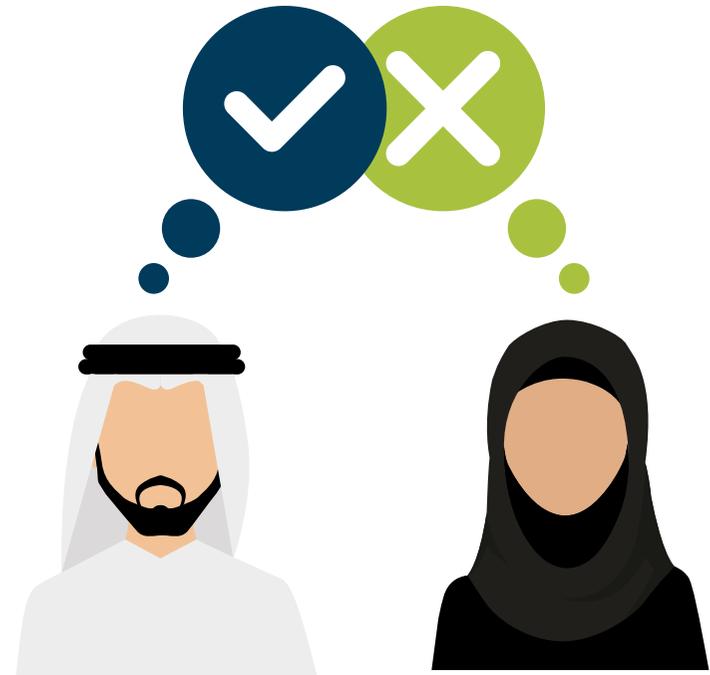
SELF ASSESSMENT QUESTIONS

To do a self-assessment of the entity's current status for Innovation Management component, rank yourself from 1-5 for each of the following statements.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS

ELEMENTS

MANAGING INNOVATION ACTIVITIES & STAKEHOLDERS:

- Managing ideas generation activities and tools.
- Managing open and shared innovation with stakeholders.

INNOVATION MANAGEMENT SYSTEM:

- Clear process for innovation.
- Structure and processes in place to manage innovation effectively.

ELEMENT QUESTIONS



MANAGING INNOVATION ACTIVITIES & STAKEHOLDERS :

- 1- Various **innovation activities** such as innovation labs, innovation incubators, proposal system, brainstorming sessions, contests, are organized in a systematic manner in all the Departments of the organization.
- 2- All **stakeholders** (customers, employees, partners, suppliers, and community) **systematically participate** in the design and implementation of innovative projects.



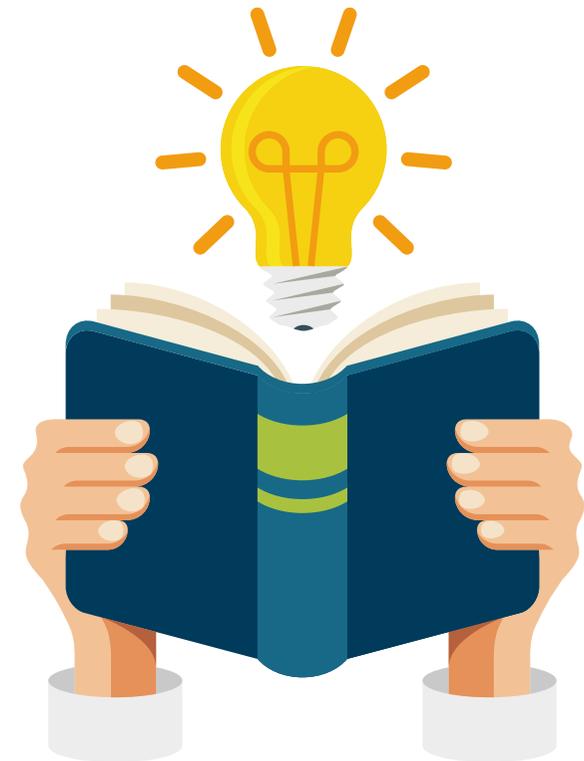
INNOVATION MANAGEMENT SYSTEM:

- 1- Our entity has a **process to manage the portfolio** of innovation projects and the actualization of creative ideas.
- 2- Innovative ideas and projects are implemented within **defined objectives** and according to systematically implemented procedures and defined responsibilities.
- 3- There are clear **tasks and responsibilities for every stage of the process** - generating, collecting and applying ideas and innovation projects.
- 4- The process of **selecting ideas and innovative projects** to be applied is **clear**.
- 5- **Methods and mechanisms** are used to quickly **implement the most promising** or most effective & impactful projects.
- 6- In the process of implementing innovative projects, we have clear **criteria / mechanisms for decision-making to continue project implementation** based on the results of trials or research at each stage of project implementation.

4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING

Innovation tools, techniques and principles can help organizations achieve innovation results in a faster, cheaper and more effective way. These can be spread across the entire entity through organizational learning methods to build internal capabilities for innovation. If done correctly, this effort can help sustain organizational performance and leverage necessary financial, physical and technological resources.

Organizations need an Innovation Competency Framework that allows them to correctly assess individual and team knowledge on innovation and work to bridge the gaps through training and capability building. Communication tools and technology can be used to effectively transfer knowledge to all stakeholders and become a learning organization.



4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING



Communication Tools

Clear communication is essential to ensure that entity's innovation efforts are understood and accepted at all organizational levels. The time, energy, and resources focused on innovation projects must signal the appropriate importance and urgency of the imperative.

Organizations must define communication frameworks and tools that support innovation and interaction amongst all stakeholders. Communication systems by innovative governmental entities are effective and diverse to the extent that they allow and incentive interaction within internal and external stakeholders, including customers, employees, partners, suppliers, and community.

These communication systems can be implemented in different forms, from digital platforms, to events, conferences, formal meet ups and case study write ups etc.

Government entities should also communicate to the public by establishing a system of open innovation that enables community to contribute and commit to the innovation movement. Community involvement helps entities to ensure they keep in mind the people's happiness and take it as an input to develop multi-source, multi-channel, multi-track innovation initiatives.



Technology as an Enabler

Technology contributes to enhance working environments, spaces, conditions, and policies that nurture creativity and innovation. To truly make technology become an enabler for innovation, organizations can define a clear roadmap for digital transformation where they stay ahead of the curve in adopting the latest technologies. This roadmap indicates directions and plans for the digital transformation of the entity's operations and services taking into consideration the adoption of new technologies and internal capabilities to support change.

Another tool to enable technology is the integration of advanced systems that allow for generation and use of big & open data. It is focused on helping teams obtain data and information on all aspects of the entity, which is essential to support teams to identify, test and implement new ideas. Innovative government entities that use technology to generate information must also have a leading analysis team that can take raw data and turn it into insightful opportunities. They must also be open to change and able to respond rapidly to adopting those changes and new technologies in order to rejuvenate themselves. Innovative governmental entities also take advantage of Internet of Things (IoT) and adopt the other latest technologies to test the effectiveness or feasibility of new projects and innovative ideas.

4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING



Capability Development

Most innovative organizations establish a core organizational capabilities with defined accountabilities across the organization, this allows them to achieve innovation results throughout the entire entity. To ensure sustainable capability development in innovation, innovative organizations define the training and capacity building requirements through their competency framework, identifying the required skills and competency to enable innovation at all levels of the organization. For example, innovation practitioners must know about the innovation process and be equipped with the right tools that allow them to generate and put forward new ideas and validate them to execution, whereas innovation leaders need other types of skills and capabilities such as managing the innovation portfolio.

Individual innovation capabilities can be developed through innovation trainings and workshops, delivered by using appropriate tools and methodologies that enable organizations to discover, invest, incubate and support talented people. These trainings ensure continuous improvement of skills of individuals and provide them with the right mindset to stay ahead of the rapidly changing and competitive environment. Trainings should be regularly updated to show the latest changes and trends, focused on teaching tools for future shaping, such as data analysis, artificial intelligence, scenario planning, expectations as well as the concepts of innovation, such as brainstorming, creative design, intellectual property, and how they are applied in the field of work. As soon as the individuals have clarity and become accountable for applying these principles, then the entity will begin to see cultural changes and results.

Standardized tools are key in order to ensure that the entire entity speaks the same language, and all employees receive the same quality and standards of innovation knowledge. One of the main tools is a clearly defined process that allows individuals to understand what it takes to implement new ideas in the entity. Educating the people with the innovation process will help individuals understand what it takes to generate ideas and take them to implementation. Organizations should encourage participation in various innovation activities such as innovation labs, innovation incubators, suggestion system, brainstorming sessions, competitions etc. which motivate the advancement of projects. All key stakeholders should have the right access to facilities (such as laboratories, tools, equipment) required to implement new projects and drive new ideas to robust concepts. Another tool that helps entities spread innovation capability is an effective and reliable suggestion system, where any stakeholder can add their input as to what can be improved and innovated on. A suggestion system can become an integrative part of organizational structure and include every person inside and/or outside the entity.

By establishing a correct advice and guidance system, entities ensure the development of individuals and teams, where they gain knowledge from experts both inside and outside the organization, especially regarding the implementation of their innovative ideas.

4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING



Resources Management

Most successful organizations have a very disciplined budgeting process, which drives everyone to get things done on time and on budget. The approach, therefore, tends to focus on allocation of limited resources where stakeholders feel the need to justify budgets to meet everyday expectations. This becomes relevant especially in government or public entities where resources are of public domain and results must be publicly shared. This results in entities becoming more risk averse and prioritizing lower risk projects, rather than promoting more disruptive innovation.

Successful innovation leaders think differently about resources by going beyond budget limitations and compliance, to looking at investment sourcing and return. They go beyond economizing limited assets, to trying to source and leverage resources which are currently available. The goal is to be flexible and disciplined enough to invest and act appropriately when opportunities present themselves.

The alignment and allocation of organizational resources, and the creation of measures that truly support innovation efforts, allows organizations to advance their growth in surprising ways. Effective management of resources (i.e. human, financial, assets, time) rely on having (1) visibility of what are the resources available for innovation, (2) clarity on what the criteria for assigning budget is at each stage of the process, (3) a system to manage resource allocation, and (4) tools to monitor their progress and status to execution and completion. Dubai Government encourages entities to assign a sufficient amount of resources (i.e. human, financial, assets) and effectively manage them to drive innovation projects to successful implementation.

Organization resources can be best deployed if they are made visible to employees, helping them to understand resource capacity and potential. i.e. what, from their point of view, organization has now that can be leveraged, and how organizations can partner to increase access to others' resources.

4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING



Learning Organization

Innovative organizations work to become Learning Organizations to be successful in the sense that effective innovation requires a lot of learning by being curious, understanding change and iterating constantly through trial and error. Learning organizations establish a mindset where individuals are capable to learn from innovation outcomes, whether they have been successful or not. To become a learning organization, it's essential to ensure an effective communication system throughout horizontal and vertical levels, and extract insights on learnings derived from new projects.

As teams reflect on the results of their past innovations, they're be able to extract what were the key drivers that allowed some projects to thrive, and what were the main barriers that decelerated, generated obstacles and made certain projects fail. Identifying these key success and failure factors will have a positive impact in driving further projects in a more effective and efficient manner. The learnings become inputs for others to take advantage of and replicate the drivers and avoid the barriers in aims of improving the probability of success.

Updating knowledge as per the changes and future developments of the environment is necessary in order to achieve continuous growth. This knowledge can be obtained and updated through participation in international exhibitions, conferences, benchmarking visits, specialized research, publications and other sources of knowledge.

To sustain a leadership position in government innovation, organizations can actively look for information, data and reports available in databases for digital applications, corporate performance management system and other information and facts to develop processes and business processes.

4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING



Benchmarking

Benchmarking is a common practice that allows organizations to establish baselines, define best practices, identify improvement opportunities and create a healthy competitive environment within the government entity. Integrating benchmarking into the entity's DNA will result in valuable insights that encourage discussion and spark new ideas and practices for innovation. It helps entities understand how they are performing relative to other top leading organizations and enable a mindset and culture of continuous improvement. Of course, benchmarking should focus on the latest developments in the areas affecting the core business of the entity.

In order to complete a fruitful benchmarking study, the organization should (1) select the area which they would like to improve or learn more about, like a specific product or service, (2) identify the key performance metrics or components they would like to review and (3) which are the leading organizations they would like to compare to or evaluate, (4) collect data based on primary and secondary research and (5) analyze the data and identify key insights and areas for internal improvement. The process will help entities become agile in searching for the latest developments within the entity's scope, and the results will help them generate continuous improvements.



Sharing Knowledge

Sharing knowledge among internal and external team members is part of becoming a learning organization. To ensure high-quality information exchange, innovative organizations establish a feedback system and assure effective knowledge management within all levels of the organization.

Feedback systems for staff and stakeholders can be an integrative part of the company's culture, and can be carried out through various meetings and initiatives. Meetings or events, especially the ones related to innovation projects, like debriefs, feedback meetings and case studies, must be held regularly and have clear structure to effectively transfer knowledge. Furthermore, feedback mechanisms must be in place to transfer knowledge and skills both from the bottom up, relating to new opportunities and advancements on projects, and top down relating to feedback, improvements and available resources. Sharing best practices and results with colleagues and throughout organizational units can be done through specific events like regular meetings, formal presentations, trainings and programs. In order to make this a best practice in the organization, feedback and follow-up session should be done regularly and set on agendas as an integrative part of any initiative.

By having a regular feedback system that involves all relevant stakeholders, organizations are able to realize continuous improvement where all stakeholders, i.e. customers, employees, partners, suppliers, the community, are embedded in the development of processes and services of the organization.

Effective knowledge management is based on extracting key insights from the information, using these insights to attain and sustain a competitive advantage, making it easy for everyone to access and learn, and providing opportunity to everyone contribute to it in a systematic manner.

SUGGESTED TOOLS

Competency Framework

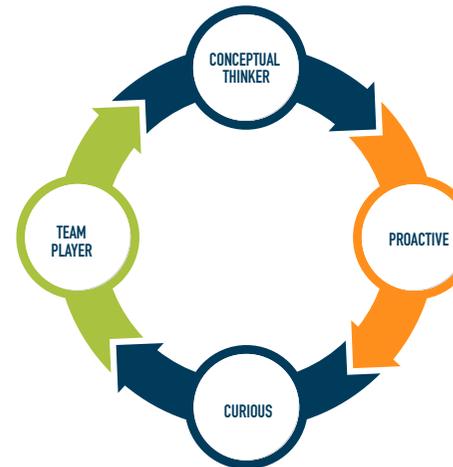
The model illustrates an example of Innovation Competency Framework by which an entity can understand behaviors and values to assess individual & teams knowledge on innovation and overcome gaps between training and capability building programs to ensure excellence performance of individuals.



Key Questions

- How many individuals exhibit these 4 competencies in the organisation ?
- What is their level of proficiency ?

The ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations.



The ability to use interpersonal skills to work collaboratively with the key stakeholders and communicate fully on new initiatives to achieve The Innovation Objectives.

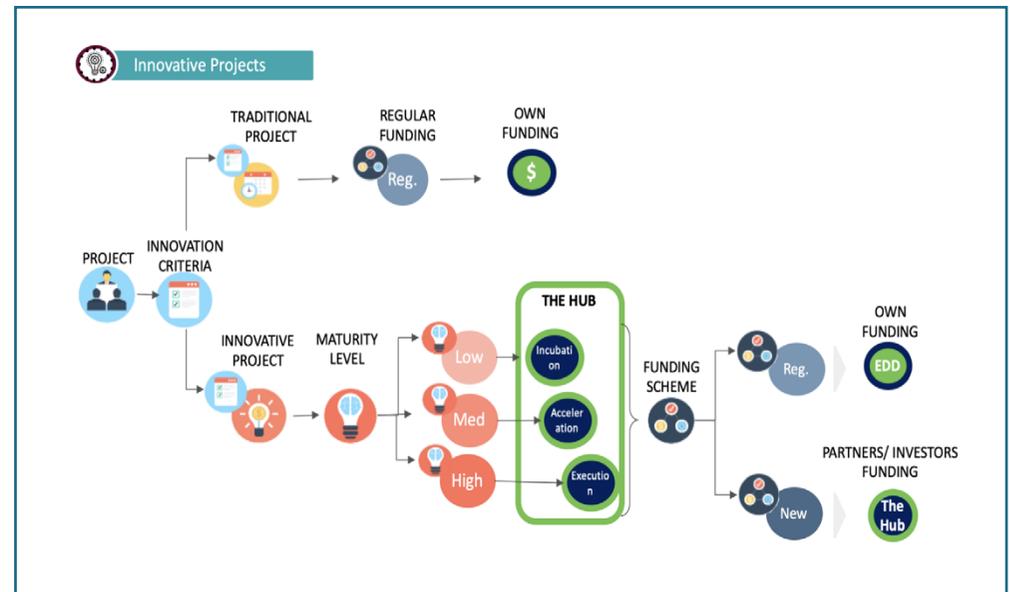
The ability to identify and deal with issues proactively and persistently; seizing opportunities that arise to help in finding new ideas and concepts for the development of own capabilities.

The underlying curiosity or desire to know more about things, people or issues, in order to ensure that availability of sufficient information to understand and perform the job.

SUGGESTED TOOLS

Budget / Resource Allocation Best Practice Map

For the purpose of Funding and Portfolio Management, projects and Ideas are categorized based on key attributes such as level of uniqueness/ disruption, feasibility and fit with the strategy.



Sia Partners

CASE STUDY: ENABLERS



GII Rank : 4 | E-Gov Rank : 4

Historically, public sector entities had formal and limited communication channels with citizens and other stakeholders, with limited and strictly managed human and financial resources, which resulted in slow development of innovative solutions with long feedback loops. In UK, the Great London Authority (GLA) partnered with a private developer to create a crowdfunding platform to enable citizens to directly communicate and support for various innovative infrastructure development initiatives, while unlocking larger human and financial resources.



The Execution

The GLA, in partnership with a private crowdfunding platform Spacehive developed a public crowdfunding platform for citizens to use, in aims to fund civic projects to develop the infrastructure and under-utilized areas in the city as one of the projects of the private-public funded NGO Catapult Future Cities. The platform is a communication tool which enables citizens, organizations and other stakeholders to directly voice their support for specific infrastructure civic projects or to offer alternative projects to develop their neighborhood. In this case technology enabled citizens to directly support city development projects transforming the services being provided, while enabling the gathering of a pool of data. Resource management and collaboration is key in this innovative initiative, where there is collaboration of a private company for developing the platform and of a private-public funded NGO (Future Cities Catapult) to drive the initiative and requires minimum investment of public funds. The resulting crowdfunding platform ensured more resources for developing the innovative initiatives supported.

The innovation result is that cities are developing better and faster through crowdsourcing innovative projects and resources, and local governments are communicating directly with local communities. It was brought to life through effective partnerships with partially government funded NGO, business partners and collaboration. Moreover, the project itself was executed using unusually limited resources: leveraging partnerships with local businesses with expertise in the newest technologies, as well as NGOs, with extensive local individual and business networks.



The Result

Through crowdfunding the initiative ensured a **158% increase in funding** for public infrastructure projects within a few years. The result of citizen involvement in directly funding initiatives has **increased citizen participation** in local government work: more than 2300 citizens participate in as few as 20 projects.



Link

<https://futurecities.catapult.org.uk/project/civic-accelerator/>

CASE STUDY: ENABLERS



GII Rank : 5 | E-Gov Rank : 8

The vision of the government of Singapore for public sector development since 2012 has been to “prepare every officer for the future, ensure that every public officer will learn and re-skill and adapt to changes, and every officer will pursue innovation and be open to new ways of working.” They created the Civil Service College – an educational institution focused on training individual government employees regarding modern, innovative solutions to be employed in their daily work.



The Execution

Civil Service College (CSC) – an institution created under the Public Service Division (a part of Prime Minister’s Office aimed at improving government’s work) provides lessons in-person and via an online learning platform (LEARN) to offer tools, trainings, and extensive programs to ensure public sector employees are future-ready and equipped with the skills and knowledge to push forward public sector innovation.

Capability development is ensured through off and on-line trainings not only to existing public sector employees, but also potential ones. The training is provided via bite-sized digital content to ease learning and ensure it can be done in parallel to daily work. Simulation-based learning makes capabilities more actionable. Through formalized in-person training, communities, and inter-agency work, the values of a learning organization are successfully spread. Benchmarking is ensured through milestone programs, created by benchmarking against best government and private sector practices, which is aggregated in unique interactive content (such as simulations and apps). Then the knowledge is spread beyond the community or the government in conferences and learning events. In addition to typical knowledge-spreading events, the CSC also provides consultancy services offered to entities, teams, and individuals. CSC provides support when establishing cross-agency and cross-government partnership to ensure the sharing of knowledge, case studies and best practices.



The Result

Altogether 280 employees have studied in CSC in more than **432 programs**. **21% of programs** use technology and **advanced learning techniques**, while ensuring the government fosters a future-ready culture with highly trained specialists working for the different entities has resulted in an **increased popularity of working in the public sector**.



Link

<https://www.csc.gov.sg/who-we-are>

<https://www.psd.gov.sg/what-we-do/transforming-the-public-service-to-build-our-future-Singapore>

https://www.csc.gov.sg/docs/default-source/default-document-library/annual_report_fy17_for_website.pdf

SELF ASSESSMENT QUESTIONS

To do a self-assessment of the entity's current status for Innovation Enablers & Organizational Learning component, rank yourself from 1-5 for each of the following statements.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS: INNOVATION ENABLERS

ELEMENTS

1 - COMMUNICATION TOOLS:

- Availability of systems and frameworks that support innovation and interaction for all stakeholders.
- Effective and diverse communication systems.

2 - TECHNOLOGY AS AN ENABLER:

- A clear roadmap for smart transformation.
- Advanced systems to take advantage of big and open data.
- Openness and rapid rejuvenation to adopt new and effective technologies.
- Take advantage of Internet of things.

ELEMENT QUESTIONS



1 - COMMUNICATION TOOLS:

- 1- We implement an effective communication systems and tools among individuals, teams and Departments in the organization.
- 2- We apply effective system and communication tools with stakeholders (customers, employees, partners, suppliers, community).
- 3- We apply effective systems of open innovation to gather ideas and innovative solutions direct from community.



2 - TECHNOLOGY AS AN ENABLER:

- 1- We apply a user friendly digital system or application to obtain data and information (open and big data) needed to implement new ideas.
- 2- We have clear directions and plans for the digital transformation of our operations & services.
- 3- We can easily adopt the latest technologies (including internet of things) to test the effectiveness or feasibility of our new projects and ideas.

SELF ASSESSMENT QUESTIONS: INNOVATION ENABLERS

ELEMENTS

3 – CAPABILITY DEVELOPMENT:

- Discovering, investing, incubating and supporting talented people.
- The continuous improvement of the skills of individuals as per latest changes and trends.

4 – RESOURCES MANAGEMENT:

- Effective management of resources (Human, financial, assets etc.).
- Resources are available and visible to employees.

ELEMENT QUESTIONS



3 – CAPABILITY DEVELOPMENT:

- 1- Our training requirements are identified according to a competency framework that identifies the competency requirements in innovation at all levels in the organization. Innovation training is delivered using appropriate tools.
- 2- We have been trained on tools for future shaping (such as data analysis, artificial intelligence, scenario planning, expectations).
- 3- We have been trained on the concepts and tools of innovation (such as brainstorming, design thinking, intellectual property) and how they are applied in the field of work.
- 4- We participate in various innovation activities such as innovation labs, innovation incubators, suggestion system, brainstorming sessions, competitions.
- 5- We apply an effective and reliable suggestion system.
- 6- We have easy access to facilities (such as laboratories, tools, equipment) required to implement our new projects / ideas.
- 7- We can easily get advice and guidance from internal and external experts, especially with regard to applying innovative ideas /projects.
- 8- The team knows the innovation process and there are activities that promote learning and advancement for each stage of the process.



4 – RESOURCES MANAGEMENT:

- 1- There are enough resources (human, financial, assets) to implement innovation projects and we can see that those resources are well managed.
- 2- Projects and focus areas have an assigned team for execution

SELF ASSESSMENT QUESTIONS: ORGANIZATIONAL LEARNING

ELEMENTS

1 - LEARNING ORGANIZATION:

- Learn from the results, successes and failures.

2 - BENCHMARKING:

- Search for the latest developments within entity's scope
- System for best practices benchmarking.

3 - SHARING KNOWLEDGE:

- Feedback system for staff and concerned groups
- The extent to which all feedback from the relevant stakeholders are used.
- Effective knowledge management

ELEMENT QUESTIONS



1 - LEARNING ORGANIZATION:

- 1- We identify the **lessons learned** (successes and failures) after the completion of the projects and these lessons are taken into account in the implementation of other projects.
- 2- We constantly **update our knowledge as per the changes and future developments** of our business and services through participation in international exhibitions, conferences, benchmarking visits, specialized research, publications and other sources of knowledge.
- 3- As we develop our processes and business processes, we **rely on information, data and reports available** in databases for digital applications, corporate performance management system and other information and facts.
- 4- We work in a **learning organization**.



2 - BENCHMARKING:

- 1- We benchmark our operations, technology and processes with global best practices and benefit from this benchmark to improve our performance.
- 2- We benchmark our offerings, products and services with global best practices to improve processes & services.
- 3- Benchmarking results are used to our advantage in the ideation and implementation of new innovative opportunities.



3 - SHARING KNOWLEDGE:

- 1- Meetings or events are held regularly to **transfer knowledge**.
- 2- When we learn any new information or skill through (such as attending training programs, conferences), we apply a number of **mechanisms to transfer knowledge / skills among our colleagues** and our organizational units.
- 3- We take advantage of **feedback from the stakeholders** (customers, employees, partners, suppliers, the community) in the development of processes and services.

5. LINKAGES AND NETWORKS

The Linkages and Networks element refers to the extent to which there is collaboration with different stakeholders, both internal and external, including research institutes, universities, scientific research centers and international organizations, startups & global companies, in order to reach innovative solutions to the challenges faced by the entity.

Networks need to be broad and robust and individuals in the organization must be responsible for their management on fostering the ties with the partners and stakeholders. Relations and networks are crucial for organizational success as well as for the high-performance teams.



5. LINKAGES AND NETWORKS



Stakeholder Communication

Regular and structured communication with stakeholders is necessary to maintain high-quality relations and build solid networks. Stakeholder communication should be implemented through clear channels, enabling them to discuss innovative solutions and discover new ideas to develop actions, operations and services.

There are different types of stakeholders that can provide relevant information and data to improve innovation efforts inside the entity. Each entity is encouraged to define who are the main stakeholders that can help them improve, and for each segment have a clear communication strategy, channels and goals.

Some relevant stakeholders of a government entity may include the following:



Customers

who can provide input as to the quality of services being provided, and assessing their level of happiness can help understand how the entity is performing.



Suppliers and Partners

can share relevant insights on how to improve internal processes that can help them become more efficient, fast and cost effective in operations.



Other public entities

may share best practices to scale up impact of successful innovation projects, and help create synergies to deliver better services to citizens and/or become more efficient in operations as well.



Startups and entrepreneurs

are an important part of the innovation ecosystem as they are continuously seeking for the latest trends and developing disruptive new offerings that the government entities could benefit from and include.



Academic sector

can help in moving forward opportunities that require a high level of research and development.



Private sector

provides insight as to the quality of services and policies provided by the entity, and are a key component for innovation as they drive economic growth and innovation of the region.

5. LINKAGES AND NETWORKS



Win-Win Partnership Relations

Not only it is important to map out the main stakeholders of the entity's innovation ecosystem, but also to establish win-win relationships with them in order to broaden the scope of opportunities and allow teams to go faster to execution. To establish these partnerships, it's key to understand what each party values from the other, and implicitly define what are the gives and gets of the relationship.

Contracts and agreements can be established with any of the stakeholders to create mutually beneficial agreements. For example, universities and specialized scientific institutes, research centers, international organizations and similar can enable government organizations to discuss innovative solutions and discover new ideas to develop their growth areas, procedures, and services, which can in turn benefit them as well by receiving sponsoring of new studies.

SUGGESTED TOOLS

Collaboration Framework

Collaboration is often an integral part of an innovation process and, through managed collaboration, to significantly improve the innovative performance of an organization.



Why to Collaborate?

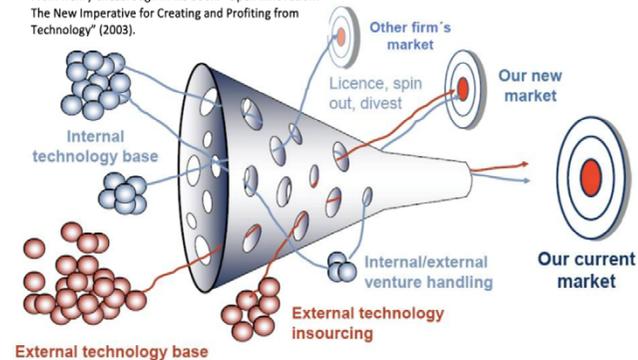
- We lack resources and/or skills within the are or the organisation
- We need to acquire some IP (example: from a university or research institute)
- We need to share costs and risk

Types of Collaboration

- Collaboration can be internal as well as with external entities.
- **Bilateral collaboration:** collaboration where two partners are involved
- **Consortium:** association or combination of multiple partners engaging in a joint venture
- **Internal collaboration:** collaboration between different individuals or groups within the same organization
- **Open innovation:** using external as well as internal ideas, and internal and external paths to market, in order to innovate1)

Open Innovation

From Henry Chesbrough in his book: "Open Innovation: The New Imperative for Creating and Profiting from Technology" (2003).



"Apple is an extremely collaborative company..."

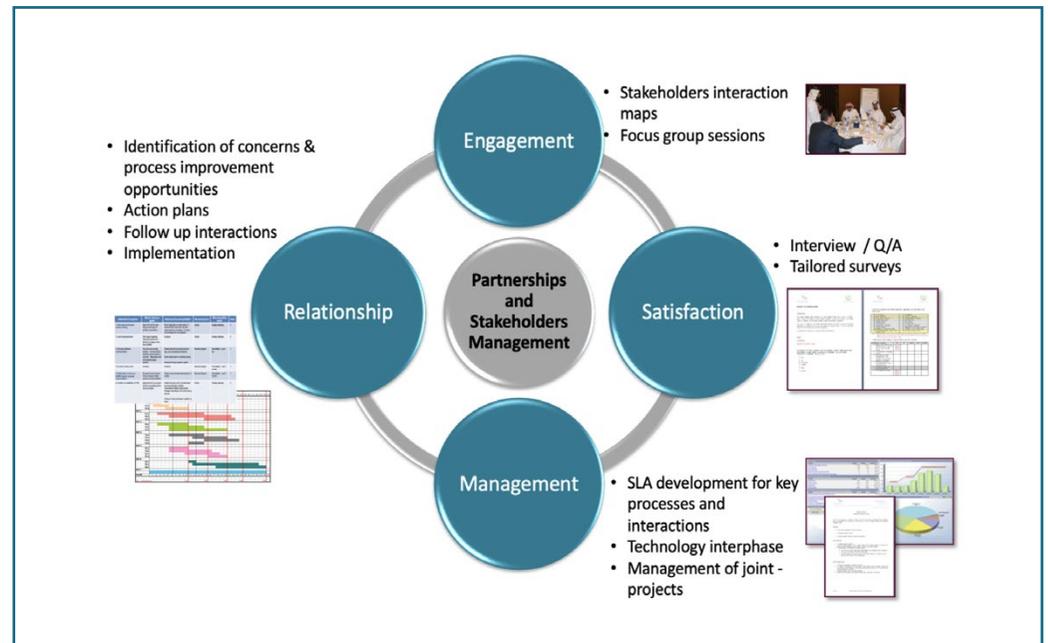
- Steve Job

<https://www.youtube.com/watch?v=xYCe9rXnBh4>

SUGGESTED TOOLS

Partnership and collaboration ideals

Innovative organizations usually focus on partnership and collaboration ideals through different ways to maximize benefit and ensure win to win partnership such as engagement, relationship, management and satisfaction as below model



CASE STUDY



GII Rank : 12 | E-Gov Rank : 3

One of the focus areas of the South Korean government is the involvement and collaboration of stakeholders into the public sector work, so the Korean government has launched a wealth of programs to share the experience and know-how on building its globally recognized E-Government which ensures stakeholder involvement. It leverages a combination of digital and in-person communication tools to involve citizens in ideation and execution of innovative government services and products.



The Execution

“Gwanghwamoon 1st Street” and “Blue House Online Petition System” are off and on-line platforms which allow citizens to make policy proposals that are then translated into actual policies. Gwanghwamoon 1st Street historically started as the center of anti-government protests, yet the new initiatives have made it the center for constructive communication with citizens. As a part of these programs, the government not only gathers the ideas and opinions of citizens, but also provided a platform to answer citizen questions to ensure their welfare and happiness. These programs are complemented with a public service portal called “Government 24”, which provides tailored public services to citizens 24 hours a day.

The simplicity of the online system ensures continuous and effective stakeholder communication. The creation of committees dedicated to in-person communication ensures that all stakeholders can actively partake in communication, and local offices for citizen feedback were opened at nearly every municipality. Through these initiatives, Win-Win partnership relations were created, given that these platforms ensured interactive ideation for product, service, and process improvement. The variety of online and offline touch points with citizens is what ensured the involvement of all generations into policy suggestions, ensuring improved governance and increased support for the government.



The Result

180,750 policy proposals made online and at the temporary local offices submitted in less than 50 days. Further, based on these suggestions, **1700 new policies were implemented** in around 2 months. Additionally, an area which historically was the center of anti-government protests became one of the symbols of collaboration between the government and citizens, resulting in **increased citizen trust and support for the government**.



Link

<https://govinsider.asia/smart-gov/exclusive-inside-south-koreas-massive-new-inclusion-initiative/>

<http://korea.net/NewsFocus/policies/view?articleId=146559>

https://www.mois.go.kr/eng/bbs/type002/commonSelectBoardArticle.do?bbsId=BBSMSTR_000000000022&ntId=63603

SELF ASSESSMENT QUESTIONS

To do a self-assessment of the entity's current status for Linkages & Networks component, rank yourself from 1-5 for each of the following statements.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS

ELEMENTS

STAKEHOLDERS COMMUNICATION:

- Communicate effectively with all stakeholders and discuss innovative solutions

WIN-WIN PARTNERSHIP RELATIONS:

- Benefit from MoUs with research centers and universities.
- Win-win relationship of the entity with its stakeholders.

ELEMENT QUESTIONS



STAKEHOLDER COMMUNICATION:

- 1- We regularly **communicate with customers** through clear channels to discuss innovative solutions and discover new ideas to develop our actions, operations and services.
- 2- We regularly **communicate with suppliers** through clear channels to discuss innovative solutions and discover new ideas to improve our actions, operations and services.
- 3- We regularly **communicate with partners** through clear channels to discuss innovative solutions and discover new ideas to develop our actions, operations and services.
- 4- We regularly **communicate with the public** (community) through clear channels to discuss innovative solutions and discover new ideas to develop our actions, actions and services.
- 5- We regularly **communicate with startups, entrepreneurs and private sector** through clear channels to discuss innovative solutions and discover new ideas to develop our operations & services.



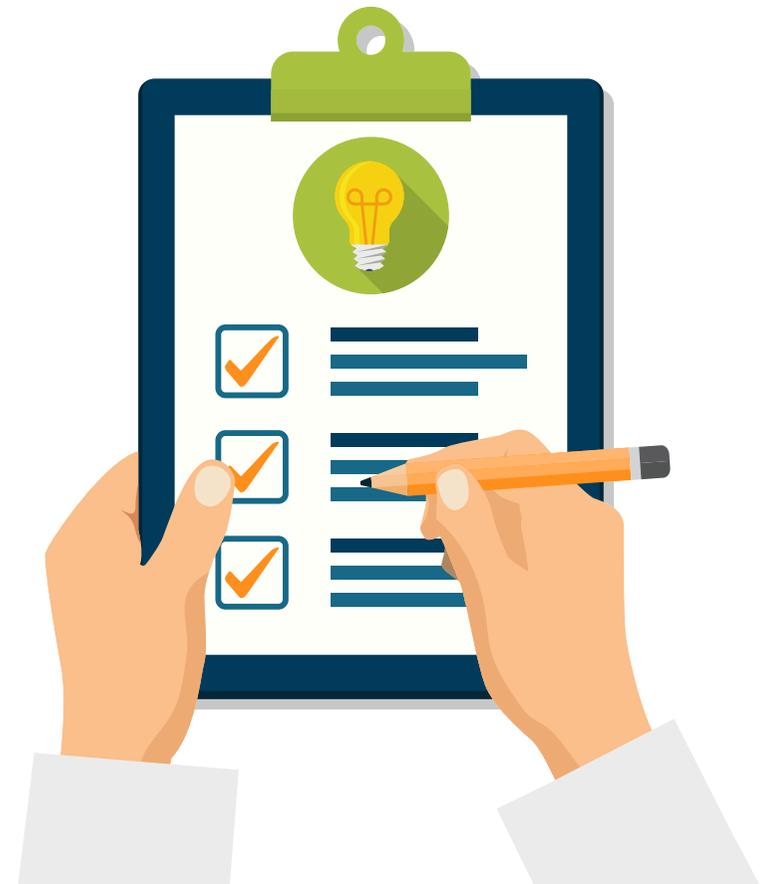
WIN-WIN PARTNERSHIP RELATIONS:

- 1- We have **contacts and agreements** with universities and specialized scientific institutes, research centers, international organizations to discuss innovative solutions and explore new ideas to improve our processes and services.
- 2- All **stakeholders** (customers, employees, partners, suppliers, community) **benefit from our innovative ideas** and best practices in developing their performance.
- 3- We consider the relationship with our stakeholders (customers, partners, suppliers, and the community) **to be positive and mutually beneficial**.

6. INNOVATION RESULTS AND IMPACT

Metrics matter and are needed in any organization in order to manage and drive the kind of desired performance and results. However, the effort to utilize better innovation measures has resulted in organizations measuring many things that are easy to measure instead of a few things that are important to measure. Most organizations measure on-time and on-budget type of performance for new solutions, where these tend to monitor results created in the past instead of innovation performance focused on value to be captured in the future. If these metrics are not integrated, there will most likely be mixed signals and missed communication between innovation leadership and business performance. The right metrics show the ability of the organization to manage and drive the kind of performance and results it planned for. Innovative entities understand the cause and effect relationship between their capabilities and results, they have the knowledge on how to effectively measure their innovation results and their impacts on the economy, environment and society.

Metrics can be divided into two categories, ones that measure impact and actual results derived from innovation efforts, and ones that support the achievement of results by monitoring the innovation process and progress being done internally in terms of culture, stakeholder involvement, capability and skills development.



6. INNOVATION RESULTS AND IMPACT



Process and Progress Metrics

Process and progress metrics serve to monitor the advancement and development of the innovation system inside the entity, where leaders can easily track how each area is adopting and using tools, participating in activities and are actively engaging in aims of achieving the desired impact.

Leaders must monitor their portfolio closely and periodically to understand its status at any given point and ensure that innovation is being done in different dimensions. These include the entire scope of the organization, throughout the entire value chain and with a healthy mix of project sizes that will help achieve desired outputs.

They can monitor the following:

- Innovative ideas/ projects spread throughout each area of the organization.
- Innovative ideas that acquire intellectual property or patents.
- Projects being implemented to completion by area of impact (ie. customer facing or operational facing).
- Projects that generate radical vs. incremental change and impact.
- Viable suggested ideas and their rate of implementation.

As a complement, leaders shall break down the desired outputs and define what are the ideal activities that employees must follow on a regular basis that, if done correctly, can help achieve the ideal results. These activities include some of the following:

- Involvement of all administrative units to contribute to the development of proposals and implementation of projects.
- Involvement of other stakeholders, like partners, suppliers, customers, community members, research partners and organizations inside and outside the UAE, to suggest new ideas and implement them, and monitor how much each of them contributes to innovation.
- Conducting researches in the entities specialized line of work and collaborate with other scientific research partners, and develop scientific research papers for the development of work.

Organizations that are able to be successful on monitoring progress are those that are able to translate stretch growth targets of the entity into specific activities and KPIs into each area. Then they connect those growth targets to individual teams who are responsible for driving new growth initiatives; in turn, those metrics are directly linked to the recognition program mentioned in the culture element, where they are encouraged to drive the best innovation initiatives forward. Finally, these leading organizations also make sure that their metrics for success are well aligned with the metrics also used by other entities and by their leaders.

6. INNOVATION RESULTS AND IMPACT



Impact Metrics

Entity leaders must first plan for success by defining what are the desired outcomes of their innovation efforts, which should be directly linked to the innovation strategy, and then monitor and review it regularly. By setting the right metrics and KPIs, leaders are able to shift focus towards generating real impact that matters.

Impact is monitored by the actual results and outcomes that new innovation projects have had on the desired areas. It can be monitored in terms of amount of impact created towards improving our stakeholder's happiness, especially our customers and employees, and/ or impact generated to internal efficiency and our processes, services, delivery models and business frameworks that help reduce time, effort or resource usage.

Entities should also monitor closely how they are contributing to improving the quality life of Dubai, and how their efforts have economic, social, environmental and community impact on the region.

SUGGESTED TOOLS

Metrics Matrix

Any key performance indicator should be defined against goals seeking them to guide the efforts towards the achievement of the goals. Sample of key performance indicators used for innovation management.



RETURN OF INVESTMENT IN INNOVATION

- R&D spent as percentage of budget
- Dedicated time to innovative projects
- Revenue/growth from innovative projects/solutions implemented
- Cost reduction from innovative projects/solutions implemented
- Customer satisfaction level relates to innovative projects/solutions implemented
- Actual vs Targets break-even time for new projects/solutions
- Value of projects co-funded

INNOVATION PORTFOLIO

- Number of innovative projects in execution
- Ratio of initiatives H1, H2, and H3
- Number of new initiatives through partnerships
- Actual vs targeted execution progress of innovative projects
- Total invested value in projects by horizon H1, H2 and H3
- Net Present Value of projects by horizon H1, H2, and H3

INNOVATION CAPABILITIES AND CULTURE

- Employees participating in certified training in the last cycle
- Percentage of Management Team members receiving certified innovation training
- Proficiency level of the members of the innovation management team
- Employees participation in awareness sessions
- Awareness sessions conducted
- Innovation Culture
- Participation in events, conferences, etc.
- Employee satisfaction with rewards and incentives related to innovation

INNOVATION PROCESS

- Number of new ideas in the pipeline
- Ratio of accepted ideas in the last innovation program cycle
- Cycle time of the ideas in the stages of the process
- Number of ideas in and out of per process stage
- Number of employees participating in the innovation process
- Ratio of implemented ideas vs accepted
- Number of ideas implemented in the last cycle
- Employee satisfaction with the innovation program/platform

CASE STUDY



GII Rank : 8 | E-Gov Rank : 1

Private sector innovation initiatives have been measured and evaluated continuously for the past 20 years, which has fostered a more innovation focused mindset, and the government entities of Denmark have been able to apply these practices to public sector innovation. To ensure an innovation-oriented public sector where innovative practices are easily maximized, the government of Denmark worked in cooperation with researchers and innovation practitioners to create the Innovation Barometer – an innovation monitoring tool with entity-level measurement guidelines for measuring process, progress, and impact to enable employees to evaluate their own innovation practices.



The Execution

COI (an agency created by the Danish regional and local government), collaborated with researchers and innovation practitioners to create an innovation evaluation toolkit for individuals working in public sector entities that enables them to easily measure their own innovation efforts. Individuals are supported with tools and guidance from COI to regularly monitor their progress, and annually perform a pan-government aggregation of entity results, done by the agency.

The uniqueness of the Danish solution lies in individual entity employees being encouraged to develop process and progress metrics they find fit for their projects. The individual measurement is further fostered by simple tools and guidance provided to ensure that the results cover the general type of innovation and the spreading of innovation. Replicability and impact of innovative solutions is at the core of the measurement strategy (extra tools provided, extra division of COI dedicated to providing support regarding spreading of innovation), yet the metrics used are simple, where there are 4 prioritized types: value created, replicability, ensuring ease of measurement and comparability of results. Unlike past initiatives, measurement is executed by entity employees, while a general government innovation results are measured by COI, which aggregates entity results and compliments them with insights from their separately run study.



The Result

Simplification of the measurement process lead more innovation practices to be measured and evaluated, which in turn lead to more innovations that added significant value: **74% (up by 4% compared to when measurement started) of public sector innovation lead to improved service, product quality.** Individual accountability and measurement resulted in **higher employee involvement when promoting innovation in their entity (up by 7% in only a year).**



Link

<https://www.coi.dk/en/what-we-do/innovationbarometer/>

<https://www.coi.dk/en/what-we-do/evaluating-innovation/>

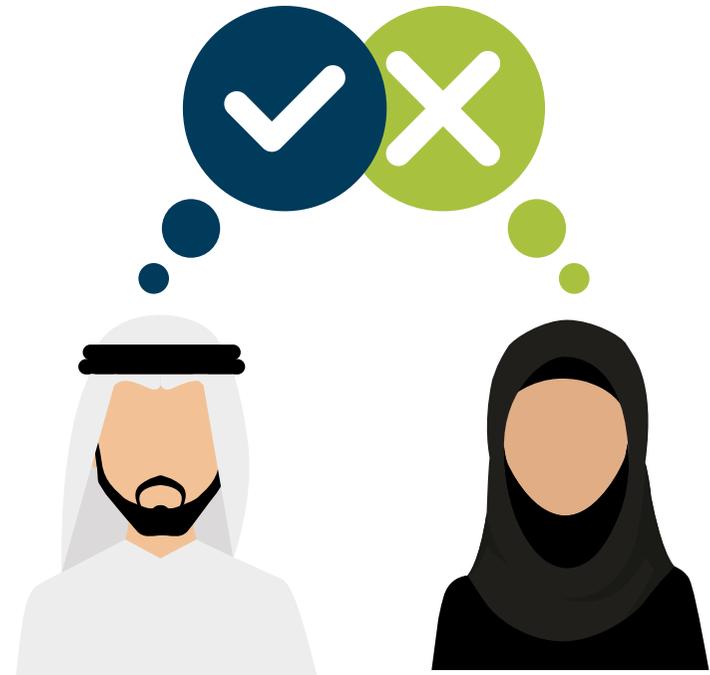
SELF ASSESSMENT QUESTIONS

To do a self-assessment of the entity's current status for Innovation Results & Impact component, rank yourself from 1-5 for each of the following statements.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS

ELEMENTS

PROCESS AND PROGRESS METRICS:

- There are clear indicators for measuring innovation and its success rates.
- There are clear indicators for measuring innovation efforts and progress.

IMPACT METRICS:

- There are clear indicators for measuring innovation and its impact on priority areas.
- The entity's innovation contribute to improving the quality of life in Dubai.
- Satisfaction of the innovation results: innovation has an economic, environmental and community impact on Dubai.

ELEMENT QUESTIONS



PROCESS & PROGRESS METRICS:

- 1- We have clear indicators to monitor progress in achieving innovation targets at all levels of the organization.
- 2- Most administrative units contribute to the development of meaningful proposals for innovation.
- 3- We have a high rate of implementing viable suggested ideas.
- 4- We continuously see the implementation of ideas and projects proposed by employees.
- 5- We constantly implement innovative ideas and projects from partners and suppliers.
- 6- We constantly implement ideas and projects proposed by customers and the community.
- 7- Our ideas and projects have been implemented by other organizations inside & outside UAE.
- 8- We have a number of innovative ideas that have acquired intellectual property rights and patents.
- 9- Our innovative projects have been implemented extensively/ comprehensively for operations and services.
- 10- The implemented Innovative ideas & projects focus on having a radical change and high development impact on our work and performance (Radical Innovation).
- 11- Our organization has conducted a number of researches in our specialized work in collaboration with our scientific research partners.
- 12- Our staff developed a number of scientific research papers for the development of work.



IMPACT METRICS:

- 1- The applied ideas and projects have a positive impact on the customers happiness.
- 2- Innovative ideas and projects have a positive impact on employees happiness.
- 3- Innovative ideas or projects that we have applied cover all areas of innovation (innovation in business processes, services, delivery models or business frameworks), which has reduced time, effort and resources.
- 4- Implemented innovative ideas and projects have economic / social / environmental benefits.
- 5- In general, we are satisfied with the results of our innovation.

SELF ASSESSMENT



SELF ASSESSMENT SYSTEM

ASSESSMENT SYSTEM

Dubai Government has developed an Innovation Framework Self-Assessment in order to allow entities to understand their current state of adopting the innovation frameworks and best practices, easily identify their main areas for improvement and create an action plan to close those gaps. The purpose of the tool is to measure the innovation readiness both at an entity and government level. The index is measured through a perception survey of employees on how effectively they see their organization is adopting the innovation framework elements.

The Innovation Government Index tool helps government entities to conduct a self-assessment on their readiness for innovation and take that as a benchmark tool to compare their readiness to other leading entities on a local, regional and global level. Conducting the survey also contributes to enhancing the culture of innovation by spreading awareness among employees of the requirements and best practices in government innovation through answering the survey questions.



SELF ASSESSMENT SYSTEM

The innovation framework elements and questions have been developed as per the following criteria:

1. The concentration of weight on elements of the framework that can be easily observed by employees (Enablers) and less weight on elements that can't be observed or accurately perceived by employees. Therefore, the high weight has been given on elements related to the environment and culture of innovation and less weight on the results of innovation, leadership and partnerships.
2. The assessment of innovation leadership, innovation management systems and innovation results will be based on organizational evaluation through the evaluation of the government's system of excellence, which will result in more accurate results of the audit based on the measurement of the employees' opinion on government innovation.

Innovation Strategy & Leadership 15%	Innovation Culture 20%	Innovation Management 20%
Innovation Enablers & Organizational Learning 20%	Partnership & Networks 15%	Innovation Results & Impact 10%

Image 5. Innovation System Scoring Weights

SCORING SYSTEM

The scoring system was done in a way that it would be easy for entities to evaluate themselves with other entities for benchmarking reasons and with the imaginary ideal innovative entity status.

All 6 elements of the system are comprised of a set of statements that should be evaluated on a scale of 1-5, where 1 represents a disagreement with each statement, and 5 represents a strong agreement.

Strongly Disagree



Strongly Agree



Each statement of the survey questionnaire is to be assessed individually, and then get an average score for each of the 6 elements of the innovation framework. In order to get an overall score for each participant, the average score for each element is normalized by multiplying the average score of each element by its weight percentage.

To calculate the index for the entity, all individual survey questionnaires scores are averaged and this will be the final index score for the entity.

RESULTS AND INNOVATION LEVELS

There is a total of 89 statement questions that must be ranked from 1-5 for a maximum score of :

LESS THAN 100	BEGINNER LEVEL
101 - 200	INTERMEDIATE LEVEL
201 - 300	ADVANCED LEVEL
301 - 400	INNOVATIVE
MORE THAN 400	GLOBAL PIONEER



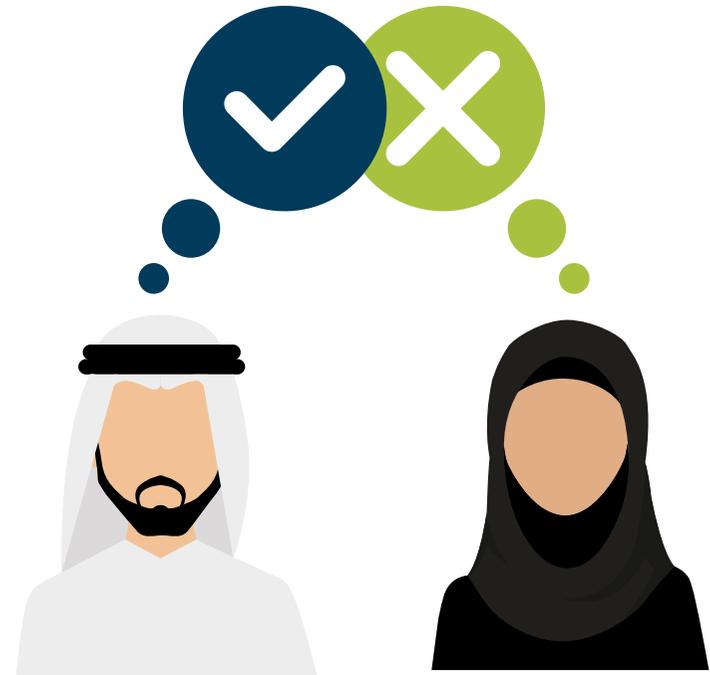
SELF ASSESSMENT QUESTIONS

Score each question on a scale of 1–5, where 1 represents a disagreement with each statement, and 5 represents a strong agreement.

Strongly Disagree



Strongly Agree



SELF ASSESSMENT QUESTIONS

ELEMENTS

LEADERHIP TEAM & ROLES:

- Inspirational leadership that encourages innovation.
- Make use of results, information and knowledge to support decisions.
- Develop and manage policies that support innovation.
- Innovative and efficient initiatives with financial efficiency.
- Review and make continuous improvement of the organizational innovation.
- Motivate individuals towards innovation.
- Providing an environment that encourages and support innovation.
- Management of resources supporting the process of innovation.

STRATEGY & FOCUS AREAS:

- Developing the innovation strategy that is aligned to entity's strategy.
- Future vision of entity and how it response to different trends.

ELEMENT QUESTIONS



1. STRATEGY AND LEADERSHIP

1.1 - LEADERHIP TEAM & ROLES:

- 1- Our leadership team encourages us to put forward new ideas, promotes openness and encourages positive initiative and development.
- 2- We have an organizational unit or team or person responsible for innovation.
- 3- The nature and procedures of our work encourages the work of team spirit within the organizational unit and between all departments.
- 4- Our leadership team continuously follows up on the implementation of innovative ideas and projects for the achievement of its targeted results. Decisions are taken to ensure continuous improvement in the organizational processes.
- 5- The entity monitors any indicator of changes and opportunities for external innovation on a regular basis.
- 6- The entity responds rapidly to all internal and external variables.
- 7- We have been provided with all resources and tools to support the implementation of innovative ideas and projects.
- 8- We have an assigned budget for improvement and innovation projects and the authorities and responsibilities for allocating of and the disbursement from that budget is clear.

1.2 - STRATEGY & FOCUS AREAS:

- 1- Our leadership team has a strong commitment to innovation.
- 2- We have strategic intents to innovation and its priorities and we are aware of the objectives of innovation, development and change.
- 3- We have awareness of the innovation strategy in all areas of work and at all levels of the organization.
- 4- The objectives of our entity's innovation are linked to our strategic plan and objectives.
- 5- Our innovation is directed towards our customers and within our specialized work.

SELF ASSESSMENT QUESTIONS

ELEMENTS

VALUES AND WORK CULTURE:

- Organizational values reflect innovation.
- Encourage positive dialogues and exchange of views (transparency and openness).
- Freedom to express new ideas & views at all levels of career.
- People at all levels recognize the importance of innovation to make people happy.
- Agility of adoption, development and application of ideas
- Diversity channels of communication with all concerned
- Creativity and innovation within the responsibilities and functions of organizational units and individuals.

CHANGE MANAGEMENT, TOLERANCE TO RISK & FAILURE:

- Openness and research on global best practices and spread information.
- Managing risk effectively and accept change – (change management).

MOTIVATION AND RECOGNITION:

- The extent to which all organizational units are concerned with ideas implementation.
- The extent to which the organization is keen to provide innovation enablers.
- Recognition system.

ELEMENT QUESTIONS



2. CULTURE

2.1 – VALUES AND WORK CULTURE:

- 1- Our organizational values encourage innovation, development and improvement.
- 2- We are working in a positive organization.
- 3- We are convinced as employees that innovation is necessary to make people happy.
- 4- We express our opinions and ideas freely and comfortably to the leadership in our entity.
- 5- We cooperate and work well when we work as a team.
- 6- We are given time to explore new ideas.
- 7- We participate in design & implementation of new & developed services and processes.
- 8- We always search for and implement new innovations and technology in our work according to the latest global trends. & our entity share the internally and externally implemented best practices among all our administrative units.
- 9- We see the implementation of proposed ideas in our entity.
- 10- We are proud of our work and we are working to be a leading entity at the global level.
- 11- We have a forward-looking and clear vision for the future.

2.2 – CHANGE MANAGEMENT, TOLERANCE TO RISK AND FAILURE:

- 1- We are considered an entity that accepts changes and is open to implement new ideas & radical innovations.
- 2- We can take the calculated risk in the field of work.
- 3- Our entity usually tolerates unintended failures that occur during the implementation of projects and innovative ideas and considers that part of learning.

2.3 – MOTIVATION AND RECOGNITION:

- 1- We have programs & tools to discover, sponsor & manage talents in the entity.
- 2- Our employees are motivated to continuously learn for their self-development.
- 3- People with high performance or performance that exceed expectations are appreciated and awarded according to a clear and appropriate rewarding system.

SELF ASSESSMENT QUESTIONS

ELEMENTS

MANAGING INNOVATION ACTIVITIES & STAKEHOLDERS:

- Managing ideas generation activities and tools.
- Managing open and shared innovation with stakeholders.

INNOVATION MANAGEMENT SYSTEM:

- Clear process for innovation.
- Structure and processes in place to manage innovation effectively.

ELEMENT QUESTIONS



3. INNOVATION MANAGEMENT

3.1 - MANAGING INNOVATION ACTIVITIES & STAKEHOLDERS:

- 1- Various innovation activities such as innovation labs, innovation incubators, proposal system, brainstorming sessions, contests, are organized in a systematic manner in all the Departments of the organization.
- 2- All stakeholders (customers, employees, partners, suppliers, and community) systematically participate in the design and implementation of innovative projects.

3.2 - INNOVATION MANAGEMENT SYSTEM:

- 1- Our entity has a process to manage the portfolio of innovation projects and the actualization of creative ideas.
- 2- Innovative ideas and projects are implemented within defined objectives and according to systematically implemented procedures and defined responsibilities.
- 3- There are clear tasks and responsibilities for every stage of the process - generating, collecting and applying ideas and innovation projects.
- 4- The process of selecting ideas and innovative projects to be applied is clear.
- 5- Methods and mechanisms are used to quickly implement the most promising or most effective & impactful projects.
- 6- In the process of implementing innovative projects, we have clear criteria / mechanisms for decision-making to continue project implementation based on the results of trials or research at each stage of project implementation.

SELF ASSESSMENT QUESTIONS

ELEMENTS

COMMUNICATION TOOLS:

- Availability of systems and frameworks that support innovation and interaction for all stakeholders.
- Effective and diverse communication systems.

TECHNOLOGY AS AN ENabler:

- A clear roadmap for smart transformation.
- Advanced systems to take advantage of big and open data.
- Openness and rapid rejuvenation to adopt new and effective technologies.
- Take advantage of Internet of things.

ELEMENT QUESTIONS



4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING

4.1 – COMMUNICATION TOOLS:

- 1- We implement an effective communication systems and tools among individuals, teams and Departments in the organization.
- 2- We apply effective system and communication tools with stakeholders (customers, employees, partners, suppliers, community).
- 3- We apply effective systems of open innovation to gather ideas and innovative solutions direct from community.

4.2 – TECHNOLOGY AS AN ENabler:

- 1- We apply a user friendly digital system or application to obtain data and information (open and big data) needed to implement new ideas.
- 2- We have clear directions and plans for the digital transformation of our operations & services.
- 3- We can easily adopt the latest technologies (including internet of things) to test the effectiveness or feasibility of our new projects and ideas.

SELF ASSESSMENT QUESTIONS

ELEMENTS

CAPABILITY DEVELOPMENT:

- Discovering, investing, incubating and supporting talented people.
- The continuous improvement of the skills of individuals as per latest changes and trends.

RESOURCES MANAGEMENT:

- Effective management of resources (Human, financial, assets etc.).
- Resources are available and visible to employees.

ELEMENT QUESTIONS



4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING

4.3 - CAPABILITY DEVELOPMENT:

- 1- Our training requirements are identified according to a competency framework that identifies the competency requirements in innovation at all levels in the organization. Innovation training is delivered using appropriate tools.
- 2- We have been trained on tools for future shaping (such as data analysis, artificial intelligence, scenario planning, expectations).
- 3- We have been trained on the concepts and tools of innovation (such as brainstorming, design thinking, intellectual property) and how they are applied in the field of work.
- 4- We participate in various innovation activities such as innovation labs, innovation incubators, suggestion system, brainstorming sessions, competitions.
- 5- We apply an effective and reliable suggestion system.
- 6- We have easy access to facilities (such as laboratories, tools, equipment) required to implement our new projects / ideas.
- 7- We can easily get advice and guidance from internal and external experts, especially with regard to applying innovative ideas /projects.
- 8- The team knows the innovation process and there are activities that promote learning and advancement for each stage of the process.

4.4 - RESOURCES MANAGEMENT:

- 1- There are enough resources (human, financial, assets) to implement innovation projects and we can see that those resources are well managed.
- 2- Projects and focus areas have an assigned team for execution

SELF ASSESSMENT QUESTIONS

ELEMENTS

LEARNING ORGANIZATION:

- Learn from the results, successes and failures.

BENCHMARKING:

- Search for the latest developments within entity's scope
- System for best practices benchmarking.

SHARING KNOWLEDGE:

- Feedback system for staff and concerned groups
- The extent to which all feedback from the relevant stakeholders are used.
- Effective knowledge management

ELEMENT QUESTIONS



4. INNOVATION ENABLERS AND ORGANIZATIONAL LEARNING

4.5 - LEARNING ORGANIZATION:

- 1- We identify the **lessons learned** (successes and failures) after the completion of the projects and these lessons are taken into account in the implementation of other projects.
- 2- We constantly **update our knowledge as per the changes and future developments** of our business and services through participation in international exhibitions, conferences, benchmarking visits, specialized research, publications and other sources of knowledge.
- 3- As we develop our processes and business processes, we **rely on information, data and reports available** in databases for digital applications, corporate performance management system and other information and facts.
- 4- We work in a **learning organization**.

4.6 - BENCHMARKING:

- 1- We benchmark our operations, technology and processes with global best practices and benefit from this benchmark to improve our performance.
- 2- We benchmark our offerings, products and services with global best practices to improve processes & services.
- 3- Benchmarking results are used to our advantage in the ideation and implementation of new innovative opportunities.

4.7 - SHARING KNOWLEDGE:

- 1- Meetings or events are held regularly to **transfer knowledge**.
- 2- When we learn any new information or skill through (such as attending training programs, conferences), we apply a number of **mechanisms to transfer knowledge / skills among our colleagues** and our organizational units.
- 3- We take advantage of **feedback from the stakeholders** (customers, employees, partners, suppliers, the community) in the development of processes and services.

SELF ASSESSMENT QUESTIONS

ELEMENTS

STAKEHOLDERS COMMUNICATION:

- Communicate effectively with all stakeholders and discuss innovative solutions

WIN-WIN PARTNERSHIP RELATIONS:

- Benefit from MoUs with research centers and universities.
- Win-win relationship of the entity with its stakeholders.

ELEMENT QUESTIONS



5. LINKAGES AND NETWORKS

5.1 – STAKEHOLDER COMMUNICATION:

- 1- We regularly **communicate with customers** through clear channels to discuss innovative solutions and discover new ideas to develop our actions, operations and services.
- 2- We regularly **communicate with suppliers** through clear channels to discuss innovative solutions and discover new ideas to improve our actions, operations and services.
- 3- We regularly **communicate with partners** through clear channels to discuss innovative solutions and discover new ideas to develop our actions, operations and services.
- 4- We regularly **communicate with the public** (community) through clear channels to discuss innovative solutions and discover new ideas to develop our actions, actions and services.
- 5- We regularly **communicate with startups, entrepreneurs and private sector** through clear channels to discuss innovative solutions and discover new ideas to develop our operations & services.

5.2 – WIN-WIN PARTNERSHIP RELATIONS:

- 1- We have **contacts and agreements** with universities and specialized scientific institutes, research centers, international organizations to discuss innovative solutions and explore new ideas to improve our processes and services.
- 2- All **stakeholders** (customers, employees, partners, suppliers, community) **benefit from our innovative ideas** and best practices in developing their performance.
- 3- We consider the relationship with our stakeholders (customers, partners, suppliers, and the community) **to be positive and mutually beneficial**.

SELF ASSESSMENT QUESTIONS

ELEMENTS

PROCESS AND PROGRESS METRICS:

- There are clear indicators for measuring innovation and its success rates.
- There are clear indicators for measuring innovation efforts and progress.

IMPACT METRICS:

- There are clear indicators for measuring innovation and its impact on priority areas.
- The entity's innovation contribute to improving the quality of life in Dubai.
- Satisfaction of the innovation results: innovation has an economic, environmental and community impact on Dubai.

ELEMENT QUESTIONS



6. INNOVATION RESULTS AND IMPACT

6.1 - PROCESS & PROGRESS METRICS:

- 1- We have clear indicators to monitor progress in achieving innovation targets at all levels of the organization.
- 2- Most administrative units contribute to the development of meaningful proposals for innovation.
- 3- We have a high rate of implementing viable suggested ideas.
- 4- We continuously see the implementation of ideas and projects proposed by employees.
- 5- We constantly implement innovative ideas and projects from partners and suppliers.
- 6- We constantly implement ideas and projects proposed by customers and the community.
- 7- Our ideas and projects have been implemented by other organizations inside & outside UAE.
- 8- We have a number of innovative ideas that have acquired intellectual property rights and patents.
- 9- Our innovative projects have been implemented extensively/ comprehensively for operations and services.
- 10- The implemented Innovative ideas & projects focus on having a radical change and high development impact on our work and performance (Radical Innovation).
- 11- Our organization has conducted a number of researches in our specialized work in collaboration with our scientific research partners.
- 12- Our staff developed a number of scientific research papers for the development of work.

6.2 - IMPACT METRICS:

- 1- The applied ideas and projects have a positive impact on the customers happiness.
- 2- Innovative ideas and projects have a positive impact on employees happiness.
- 3- Innovative ideas or projects that we have applied cover all areas of innovation (innovation in business processes, services, delivery models or business frameworks), which has reduced time, effort and resources.
- 4- Implemented innovative ideas and projects have economic / social / environmental benefits.
- 5- In general, we are satisfied with the results of our innovation.

APPENDIX



GLOSSARY

Behavioral economics:

Method of economic analysis that applies psychological insights into human behavior to explain economic decision-making, which further uses these insights to explain and shape economic and political decision making.

Behavioral insights:

Deeper understanding of stakeholders' needs, interests, problems generated by applying behavioral economics tools, methods, when analyzing stakeholders actions, expressed needs, opinions.

Benchmarking:

Evaluate or review something by comparison with a standard.

Brainstorming:

Technique for coming up with new ideas or creative solutions to a specific problem or around a specific theme. This group creativity technique is often used to break out of traditional thinking patterns.

Calculated Risk:

Innovation typically requires a level of risk taking when new solutions are being evaluated. Innovation risk is a risk whereby an organization expects failures to occur, as they try many new things to see which ones work.

Change Management:

Systematic and organized approach to dealing with certain organizational changes, which will often occur in an innovative organization. The purpose of change management is to be able to implement new innovations that allow stakeholders to adapt to change more seamlessly.

Co-Design:

Working with users to involve them in the design process and empower them to develop their own solutions.

Crowdfunding:

The practice of funding a project, program, or venture by raising money from a large number of individuals who each contribute a relatively small amount, typically via a digital platform.

Data:

Set of facts and statistics which are collected for reference or analysis.

Disruptive/ Radical Innovation:

Innovations that revolutionary transform the way we think and use the services, processes, products and systems; those innovations that create significant (breakthrough) changes and great impacts that disrupt an entire sector (market) and the environment they exist in, or may create a totally new market or value to customers.

GLOSSARY

Enabler:

The procedures, systems, frameworks and know how that makes something possible. Identifying the organizations innovation enablers is a key driver for success.

Future shaping:

Anticipate the nature and importance of future developments and trends (social, economic, technological) and analyze the impact of these future developments on the areas associated with the work of the entity and build future models and seize opportunities while ensuring the strategic and practical flexibility that will affect its operations, services and policies in achieving happiness for those concerned and society.

Government Innovation:

Creating, developing and improving the services, policies, products, processes, organizational systems and delivery frameworks of the government entity in an unprecedented way that adds significant value to its customers and other stakeholders, and supports achieving higher levels of global leadership and competitiveness.

Government Innovation Framework:

A guiding model that visually represents all elements of government innovation in Dubai, and its relative position from an entity level, and from a government level as well. The innovation framework is developed to support government entities in Dubai to adopt and promote a culture of innovation and sustain excellent performance and results.

Government Innovation Index:

A tool to measure the innovation readiness both at an entity and government level. The index is measured through a perception survey of employees on how effectively they see their organization is adopting the innovation framework elements. The innovation readiness index tool helps government entities to conduct a self-assessment on their readiness for innovation and take that as a benchmark tool to compare their readiness to other leading entities on a local, regional and global level. Conducting the survey also contributes to enhancing the culture of innovation by spreading awareness among employees of the requirements and best practices in government innovation through answering the survey questions.

GLOSSARY

Ideation:

the process of creating or generating new ideas.

Innovation lab:

Physical location which fosters an innovative environment through using, sharing, and developing innovation management practices and tools to create and spread innovative solutions in the form of new or improved products, services, and processes.

Impact Metrics:

A defined system or units of measurement to track progress of success, which aim to measure results and incidence that derived from the implementation of an innovative solution.

Incremental innovation:

unprecedented stepwise improvements on the services, processes, products and systems that have positive impacts on the organization's performance and add value to its stakeholders.

Incubators:

Enclosed groups that help new ideas and projects to develop by providing a unique environment, tools, and training to allow them to completely flourish through validation all the way to implementation.

Innovation champions:

Individuals or groups in an organization which develop, share, and spread innovative practices, values.

Innovation Labs:

gatherings that bring people together to develop ideas collaboratively, and work on their implementation. Examples include open space events, conferences, hackathons, bar camps and social innovation camps.

Innovation Tools:

A compilation of tools that will help innovators to navigate through the innovation process. There are many tools from definition of goals, to ideation, all the way to implementation and scale up.

Innovative Organization:

An organization that embraces, practices and achieves innovation as part of the essence and core values.

Innovators:

people who are able to recognize market needs, develop and refine solutions, take chances and manage risk, they push the envelope, strive to create new meaning, and know how to work in teams.

GLOSSARY

Leadership:

The action of leading a group of people or an organization. Innovative leaders are creative visionaries who have big ideas and, most importantly, can motivate people around them to turn those ideas into reality.

Linkages:

A connection or the state of being connected to something else, ie. People, things, groups etc.

Open Innovation:

A process that allows collaboration on innovation with external as well as internal partners, thus sharing the risks and rewards.

Organizational learning:

The process and structure of creating, retaining and transferring knowledge within an organization. It is most effective when done amongst multiple stakeholders, both internal and external.

Portfolio Management:

It is the task and responsibility of making decisions on allocating resources (such as time, people, budget, assets) to the ideal mix of investments/projects in order to achieve results over time.

Process and Progress Metrics:

A defined system or units of measurement to track progress of the development of specific activities. They do not monitor the results or generated outcomes, but rather the specific tasks that have been previously assigned in aims of achieving results.

Prototyping and testing:

A prototype is a small-scale, tangible representation of an idea or solution (or part of it) that people can directly experience.

Randomized controlled trials:

Study method in which people are allocated at random to receive one of several interventions. One of these interventions is the standard of comparison or "control". The "control" may be a standard practice, a placebo, or no intervention at all.

Recognition system:

Programs set by an organization to reward performance and motivate employees on individual or group level outcomes. The recognition parameters must be clearly states prior to initiating the evaluation process, should be aligned to a timeframe, and the evaluation process must be completely transparent. Recognition may be done publicly in aims of motivating others to follow suit.

GLOSSARY

Resources Management:

Is the efficient and effective system for an organization to use its resources when needed in a way to maximize and optimize their value. Resources may include financial resources, inventory, employees, talent, skills and any other asset.

Results:

a consequence, effect, or outcome of something.

Stakeholders:

A person or group of people with a particular interest or point of view. It can be internal or external to the organization. In government innovation, stakeholders are citizens, employees, academic sector, public sector, other entities and others.

Strategic Intent:

It is a compelling statement that details and motivates others as to where the organization is going in the future.

Strategy:

A method or plan selected by organization's leaders that will allow them to achieve a desired outcome or future, it provides a clear roadmap consisting of a set of guiding principles that states the actions people in the organization should take.

Win-Win Partnership:

Establishing mutually beneficial agreements with different stakeholders, which can be internal or external.

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