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# DISSEMI-NATING INNOVA-TION MANUAL

**Today, we are living in a period of transformation characterised by liberalisation, globalisation and innovation.**

**In the last few decades, citizens and customers are more educated and more demanding than ever.**

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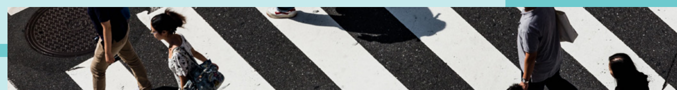

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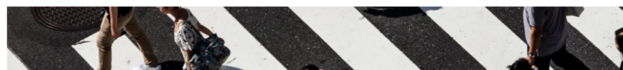


# GOVERNMENT AS AN INNOVATION PLATFORM

Today, we are living in a period of transformation characterised by liberalisation, globalisation and innovation. In the last few decades, knowledge has accumulated and increased, innovations have been occurring at an unprecedented rate, competition for technology and markets has intensified, and citizens and customers are more educated and more demanding than ever.

Change is affecting everyone and pushing organisations, and individuals, into a new world of collaboration, speed, and innovation. Organisations are now pushed into setting up new networks of dealings within the context of laws and standards that require a completely overhauled way of individual and organisational thinking and behaviour.

**The comes against a backdrop where the public sector has long operated in isolation, developing methods and solutions of its own. That has been true within government, where Ministries and Agencies typically operate in sectoral or functional silo, as well as outside government in terms of engaging the private sector and the wider society. In the last decade, however, this has been changing.**

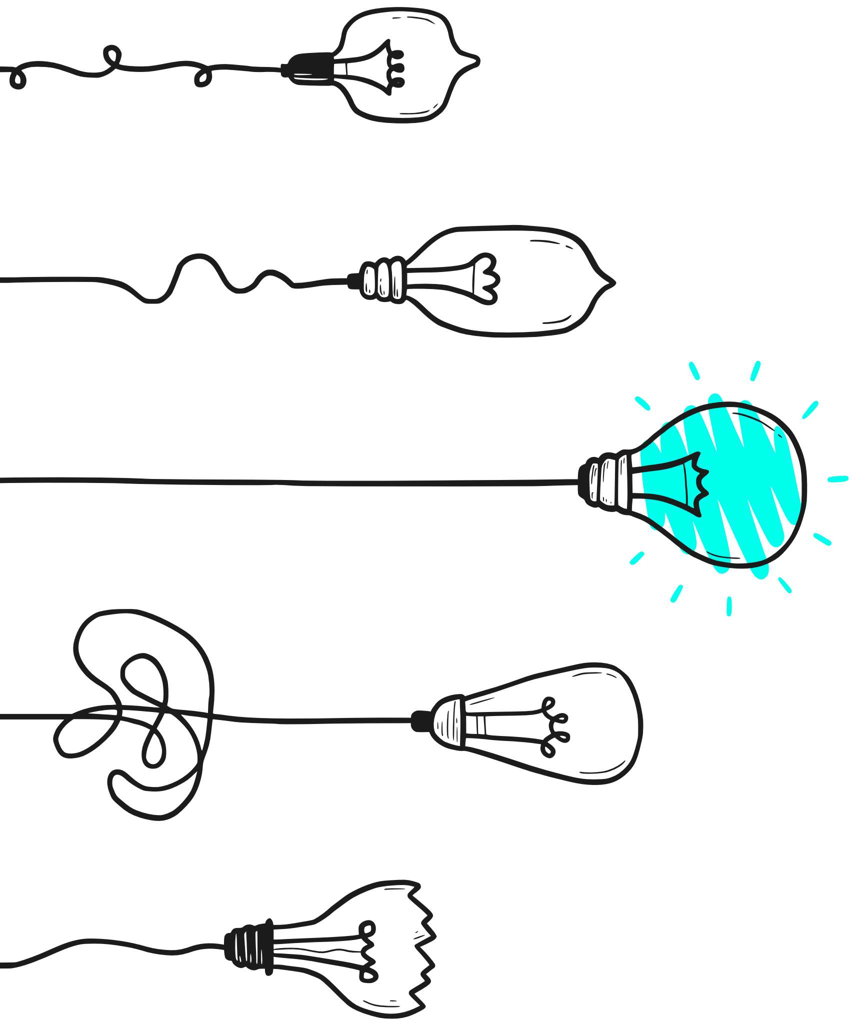
Most advanced governments in the world pushed for various forms of joined-up government (intra-government collaboration), and have proactively and markedly improved, and increased, their interactions with the private sector. Today, "collaboration" is taking on a whole new dimension by integrating other stakeholders, including the users of public services, and there are new innovative operating models that are redefining the methods and spirit of public action.

The Design, Development And Implementation Of Policies, However, Is Fraught With Difficulty – And Even More So When Multi-Stakeholder Co-Ordination Is Required. In This Context, Being Able To Capture And Replicate What Works, I.e. Disseminating Innovation And Learning From Best Practices, Has Never Been As Important.

Most Organizations Know That Learning From The Past Increases The Chances Of Success In The Future—Finding Ways To Do So Can Also Link Public Servants With The Resources They Need To Complete Tasks Faster, Better, And More Cheaply. Frequently, This Is Done By Means Of Instruction Manuals Or "How-To" Guides—Which Typically Provide Information Or Advice On A Particular Topic, Or With Taxonomies—Which Are A Common Way To Organize Content Logically. However, Innovation Cannot Be Decreed. It Must Be Nurtured By Shared Experience And The Exchange Of Ideas And Talent. As Such, The Creation Of Value Is Increasingly Based On The Capacity Of All Parties To Work Together And Disseminating Innovation Is Widely Recognized As A Tool To Amplify And Drive Sustainable Growth.

Today, leading organizations are developing capabilities to maximize opportunities across all core knowledge activities to identify, create, store, share, and better use successful innovations. The ability to disseminate innovations, and 'spread what worked' has quickly become a competitive edge.

# THE CORE OBJECTIVES OF INNOVATION DISSEMINATION



**Organizations engage in innovation dissemination for three principal reasons:**

1. Become better at what they do by producing higher-quality output and services and overcoming obstacles faster.
2. Equipping more employees with critical knowledge and valuable institutional expereince
3. Replicate and scale up successes and avoid repeating failures (start where others have finished)

Today, we are living in a period of transformation characterised by liberalisation, globalisation and innovation.

In the last few decades, knowledge has accumulated and increased, innovations have been occurring at an unprecedented rate, competition for technology and markets has intensified, and citizens and customers are more educated and more demanding than ever.

# WHAT WILL YOU LEARN FROM THIS MANUAL?

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**Check**
**Test**
**Adapt**
**Remove**
**Implement**
**Harvest**

# THREE MODELS FOR INNOVATION DISSEMINATION

While there is no one-size-fits-all solution for best practices transfer, there are three distinct innovation dissemination models.

The first involves the direct transfer of a centrally identified practice to multiple recipient locations. Often implemented as part of a process innovation project, this model begins when a process innovation team identifies or creates a new best practice. Once experts review and validate the practice, and data confirms the positive outcomes, it is pushed to relevant teams and locations, which usually are required to adopt it.

In the second model, transfer is facilitated through discipline-based networks or communities of practice. Unlike in the first model, no centrally identified group is responsible for the creation of practices. Instead, teams identify their own candidate innovations and bring them to the relevant communities, where they are evaluated and shared. The communities advocate the use of innovations and provide support, but adoption tends to be voluntary.

The third model is much more proactive and disciplined. It involves a self-assessment process in which teams invite assessors to evaluate their current opportunities against pre-established criteria. The teams then design innovations to address the gaps revealed by the assessments and, once implementation is complete, document and share their new leading practices.

Regardless of the model used, research shows that entities experience the best results when they require that the innovation is adopted "as is," at least as much as possible. Then, once a team sees the practice in action, it can tweak it to suit the particular situation. If a team adapts an innovation before implementing it, it may unwittingly eliminate the very elements that make the practice "innovative", thus defeating the purpose of the transfer.

Before delving into the specific steps that make innovation dissemination successful, it is worth highlighting, briefly, the barriers that one may encounter. Knowing these barriers is a critical step in mitigating them.

# BARRIERS TO INNOVATION DISSEMINATION

Many civil servants are finding new and creative ways to accomplish the mission of their agencies via innovating in services, products, policies, and engagement methods. For the government to accelerate this creative process and improve service to the public, innovative ideas need to spread across agencies and departments, and into core federal and local programs and practices. Yet far too many innovations never achieve widespread adoption. Why not and what can be done about it?

Numerous barriers exist at an entity level that prevent innovative ideas from being adopted across the government. At the organisation level, innovation requires an organizational culture that encourages employees to take risks by developing and implementing new ideas. But employees do not always have leadership support or the skills needed to break through the status quo. In addition, governmental officials often find it difficult to reach consensus on how to move forward, and are reluctant to provide the resources to test and, if successful, expand the new approaches.

On the government-wide level, policy differences from one organization to the next prevent innovation from being quickly applied to new contexts—what is permitted in one entity may not be permitted in another. In addition, without consistent technologies across government, programs created in one organization often cannot be adopted by another that uses a different technology platform. It also is difficult to collaborate with multiple government contractors when trying to implement new policies and procedures.

# DEFINING A 'BEST PRACTICE INNOVATION'

Before we go into the details of the innovation dissemination process, let us talk about what is not considered innovation dissemination and then define what a best practice is so that we get a clearer picture of what we should disseminate.
Innovation dissemination is not 'scaling' because you are not taking something that has been successfully implemented in one part of your organization and introducing it in several places within your organization with the same leadership.

It is also not 'implementing' because we are not only concerned about the process from development to entry into service. Innovation is disseminated when the solution has been implemented and is being used, and while behaviour has changed.
Dissemination is when a solution that has created value in your organization is implemented somewhere else and has also created value there whether it was directly adopted or adapted and being reused or inspired and accelerated the development of another solution.



As for how we can define an innovation, it is an initiative linked to measurably better outcomes. In other words, it enables you to do something better, faster, or cheaper. For most organizations, the ability to pinpoint and replicate superior practices is a vital competitive advantage. No matter the industry, reusing successfully demonstrated practices can lead to shorter cycle times, faster ramp-ups, higher customer satisfaction, better decisions, and lower costs.

Innovations are a particularly powerful form of institutional knowledge in that they take information and data and put it in the context of real people and experiences. By learning what works best in other parts of the organization, employees get theory, evidence, and expertise all wrapped into one.

Innovations also help cut through employees' natural resistance to change—it's harder to ignore or dispute a new idea when it already is being used elsewhere to achieve superior results. But despite these advantages, many organizations fail to recognize and duplicate the innovations that consistently get the best results. Why? As you might imagine, the transfer of innovations is not as simple as picking up a wiring diagram or process flow chart and faxing it to another location. It takes a formal strategy, a clear operational focus, and an understanding of the variables that encourage and impede transfer.

So back to the main questions, that this manual addresses, about the replicability of innovation:

**1. How can you disseminate successful innovation?**

**2. How can re-users leverage the existing innovation and learnings to avoid reinventing the wheel?**

The following steps take into considerations the perspectives of both the disseminators and the re-users.

# INNOVATION DISSEMINATION PROCESS

## 1. Check

The first and most important step before you try to disseminate innovation is to check whether disseminating the innovation to another place or context makes sense. This step includes covering three main issues:

- Showing and telling about the innovation which basically means describing the innovation (in writing)
- Assessing what it requires to share the innovation including looking at how the innovation fits in a new context, what the resources required are and so on.
- Clarifying your expectations of the collaboration which entails agreeing on what you both want from this collaboration and how it should proceed.

To clarify this step and the three issues, let us go through the main tools you could use in this step.

- Describe the Innovation. This is one of the most important steps that is crucial to both the disseminator and the receiver. Let us learn together how to describe an innovation through a practical example and take the case of "The Innovation Barometer", the world's first official statistics on Public Sector Innovation (PSI) from Denmark. To show and tell about the innovation, you will need to answer a few key questions:



- **What is the purpose?**
  In our example, the main purpose of the Innovation Barometer is to provide innovators and decision makers with systematic knowledge of what thousands of innovators ‹actually do'. To elaborate on the purpose, you can also discuss why you developed the innovation and which needs you wished to meet regarding user needs, political and strategic visions, organizational structures etc. In our example, the Danish public sector has been relying on anecdotes and opinions as substitutes for statistical data on innovation which left public innovators and decision makers without a solid knowledge base. It has also left public sector innovation as such without data-based legitimacy. The main need was to end the data deficit.

- **How does the solution work?**
  By answering this question, you are giving details on the innovation is adding value. In our example, the solution works by creating a new 'public good', a pool of data provided to a diverse set of actors to use for their own purpose.

- **How did you proceed?**
  Having clear steps to developing the innovation is key. The Danish team, responsible for developing the Innovation Barometer, started by benefiting from private sector experience through looking for guidance in the OECD's Oslo Manual. After that, the team collected innovations from public sector workplaces, which were introduced over a two-year period. As a final step, the team applied and adapted the version of the definition of innovation used in the Oslo Manual, replacing, for instance private sector marketing innovation with public sector innovation in communication.

In addition to the steps, you could talk about where the idea came from. Answers to this question could vary whether through looking at practices from the private sectors, benchmarking other nations, doing surveys, and so on. In the Danish example, the main drive for this innovation is witnessing the rise of innovation in the private sector in the last few decades.

Other points that should be covered when giving details about how you proceeded with the solutions are to go through the mistakes you made. Part of the process of disseminating the innovation is to disseminate the lessons learnt such as the mistakes that the entity has made during planning and implementations. This will prevent the re-user from going through the same mistakes and save resources.

## Tips to keep in mind (1):

▪ While describing your innovation, you will need to highlight to the re-users to think about whether they have the same needs. The re-users need to reflect on why (and if) they find the solution interesting to the opportunity or challenge they have.

▪ Share relevant documents, such as the project plan, business case etc.

▪ Tell a Good Story. This tool will help you describe the impact of the innovation and how it added value to your organization. Some of the questions that could help you tell a good story, through answering them include:

o What was the situation before the innovation came to be- and what is the situation today? Let us take an example from Australia. The Australian Government piloted and developed MyService, a simple, intuitive and innovative digital solution to improve veterans› experience when accessing Health Care, Compensation, Income Support and Commemorations for war veterans, members of the Australian Defense Force, their dependents and certain members of the Australian Federal Police. In April 2017 the -3month MyService Beta trial was completed. Claims processing reduced from 117 days average to 33 days. In December %54 ,2017 of MRCA claims received were lodged through MyService, an increase of over %150 of the previous incidence of electronically lodged claims. These results clearly demonstrate how the situation has significantly improved by using data.



Such impact will help re-users build a strong case for implementing such innovations.

**o What value has the innovation created, for the citizens, companies, employees, the organization of for society as a whole?**

The larger the impact is, the stronger the case for re-using the innovation is. When telling the good story, the impact on the different stakeholders should be clearly stated. In the MyService example, we could look at the number of claims, the number of veterans who benefitted, the amount of time reduced, the change in the amount of resources and so on.

**o How can the value be documented?**

Always provide documented evidence. It would be helpful if you provide evaluation reports, budget figures, and any other figures that show the impact of the project and the added value to all stakeholders.

**o Can you show improvements in tangible and concrete terms?**

A picture is worth a thousand words. Photos, videos or even a real story about someone who has benefited from the innovation could make a difference in ensuring the successful innovations are being re-used by other organisations.

## Tips to keep in mind (2):

▪ Make yourself available to those who want to re-use the innovation through answering all their questions.

▪ For re-users to sell the innovation in their own organization, they need to watch the innovation in practice, understand the impact, and be excited. Hence, it is important to pass on your enthusiasm and make sure they have all the details to tell the good story.

- Uncover all angles of the solution. Get around the solution to understand what was needed for the innovation to succeed in the first place. Then it will be easier for you to estimate what it will take to introduce it in a new context. This could be one of the most complex aspects of explaining the innovation. To help you uncover all angles of the solution, the following list of questions can be explored:

o What resources (e.g. time and money) were required to create the solution?
o Have you changed any processes and workflows? Which?
o How did you communicate, both in-house and externally, about the innovation and what have you done to motivate and engage people along the way?
o Have there been legal obstacles along the way? Which?
o Have you change IT systems and/or the physical surroundings? How?
o What difficulties have you met?
o Who have been the biggest critics? What was the criticism about?

To give an example of how to uncover the details of the innovation, let us explore the UK Behavioural Insights Team (BIT). Back then when the unit was established in 2010, as the first "Nudge Unit" in the world, it was one of the most innovative and effective solutions to increase the impact of public policies. To establish it, the team needed to get the legal approval of the UK Cabinet which was also tied to a clause: if it did not achieve a ten-fold return on investment (653,500$), it would be shut down after two years. Currently, the unit was transformed to a limited company owned by its employees, the UK government and innovation charity Nesta, which of course required more legal work. In addition to the legal and financial resources and processes that were needed, the human resources were critical. A team of social psychologists, experimental economists, and behavioral scientists were hired. The BIT was extremely successful with communicating their work and disseminating their innovation to that extent that the number of government bodies around the world applying behavioural insights into policy.

## Tips to keep in mind (3):

- It is important to make sure that the re-users' conditions are similar.
- It is equally important to ensure that re-users are aware of the minimum requirements to get the solution to work in their context.



- Check relevance and timing. This point is more relevant to the re-users of the innovations but it is still important to acknowledge its significance in order disseminate the innovation comprehensively. Re-users will need to check if the innovation fits into the new context and whether they have the resources to implement it now. Three main questions that re-users will have to answer here to check relevance and timing.

- How does the innovation fit with the organization? You can check if the innovation fits with the different aspects of the organization such as strategies, management priorities, political vision, national standards, benchmarks and the current best practice. You can also look at whether other conditions are relevant for you.

- How will you measure progress along the way?

- Who should take part? You can think of the different stakeholders here from who is going to implement the innovation to who is going to with it in practice and whether they have the time?

- Balance expectations: when you want to disseminate the innovation to another entity or individual, you might have certain expectations. At the same time, the entity you are sharing the innovation with will also have other expectations. The question is: how can you balance these expectations? It simply means agreeing on what you both want from the collaboration and how it should proceed. Do not forget to check the relevant parts of any agreement you sign within your own organization. To help ensure that your expectations are clear, you can go through the three questions listed below. These questions apply for your as a disseminator but also apply to all re-users.

o What would you like to gain from sharing the innovation?
o What will it require to share the innovation? (E.g. time and money)
o Do you need to be compensated for your help, e.g. financially?

Together with the re-user, you will need to answer few questions to ensure the success of this collaboration:

o How will you collaborate on spreading the innovation? What are the resources that you will use? What is the timeline? And where will you work together?
o Do you need to clarify anything regarding regulations or payment? For example, are there any patents, rights, licenses, economic compensation for time, payment for the innovation, etc.
o Who ought to approve and follow the collaboration? Should you invite others? Who else could benefit from reusing the innovation?



## 2. Test

The second step is all about testing. Ideas are never born fully formed. They are always partial and imperfect and need to be refined and developed. That can be helped by criticism, or dismantling the idea and putting it back together (innovators aren't served well by bland encouragement). Then before long the idea needs to be tested out in the real world. No plans survive their first encounters with reality intact, and often the fastest way to develop an idea is to put it into practice, usually on a small scale so that the risks are contained.

It's in the nature of innovations – and all kinds of evolution – that it generates lots of possibilities but only a few survive and succeed. This is unavoidable. And being tough minded in discarding what's not working is critical to success. There are many ways of finding out whether an innovation works.

You can simply track data on what's happening – including financial data on revenues or profits. For social projects you can track who has got a job from a jobs project or succeeded at school. More sophisticated measures try to make sense of outcomes achieved – like distance travelled for a young person trying to become employable, or success relative to a baseline against which changes can be assessed. Another step up, in terms of serious methods, is the use of control groups through which randomly assigned people receive the intervention and compare them to a similar group who don't. In civil society it's the norm to try things out on a small scale and see what works in a more iterative way.

# The Nesta Standards of evidence

You have manuals, systems, and procedures to ensure consistent replication and positive impact.

You have one + independent replication evaluations that confirm these conclusions.

You can demonstrate casuality using a control or comparison group.

You capture data that shows positive change, but you cannot confirm you caused this.

You can describe what you do and why it matters., logically, coherectly and convincingly.

This is the approach adopted more recently in design and software – rapid prototyping, beta testing. Trying things out in these more informal ways can save a lot of money, and usually throws up surprising results. Governments are increasingly using formal experiments to test ideas. Creative Credits7 was a pioneering programme run by Nesta to test different ways of supporting entrepreneurial businesses. The Innovation Growth Lab is a new partnership between Nesta, the Kauffman Foundation and governments in Denmark, the UK, Australia and Finland to test out ways of backing innovation and high growth firms.

In this testing phase, measurement is vital if you want to spread an innovation and persuade sceptics to invest resources in it. It may be worth spending some of your scarce resources to design the right measures demonstrate impact – this is a critical step and worth the attention. Rigorous measurement becomes relevant once a model has become reasonably stable and has had time to establish itself. This is the right point to consider innovation dissemination, not before.

When measurement and assessment kick in, it's important to assess the right things and with the right measures of success. Evidence can guide innovation – particularly the more incremental innovation that adapts and improves existing methods. New ideas are far more likely to be effective if they are grounded in awareness of what's already known. Some more radical innovations have to jump well ahead of the evidence – but they are the exception rather than the rule. And sooner or later, they will also need to prove that they work.

For example, the "What Works Centres" in the UK provide a new way of making evidence more visible and more useful for policymakers and practitioners in different fields. Nesta has also developed a better common framework for thinking about evidence. Rather than trying to impose a single methodology, they have shown that it is more beneficial to encourage all projects and initiatives to clarify the standards of evidence they have now – what grounds they have for thinking that they achieve desirable impacts – and to put in place plans to improve them.

Nesta's 'Standards of Evidence' framework, summarised below, provides a common language for talking about evidence and how confident can we be that something really works. The ladder of evidence summarises our thinking on this – drawing similar frameworks that have been developed around the world.

To summaries, this step means testing the innovation that you aim to disseminate in the next context. As a disseminator of the innovation, you will want to share three key points:

- Test results and knowledge created about the target group.
- Observe the test in the new context.
- Get new inspiration to improve your innovation.

Now, lets go through the tools that you can use to test, observe and get new inspiration.

- Share knowledge about the target group. You can discuss the target group for the original innovation at your organization and how your target group differs (if it does) in the new context. Things you can share with the re-users include:

o What does the target group say? E.g. in interviews and in person.
o What does the target group do? E.g. during observation.
o What has surprised you the most about the target group? What else do you know about the target group?

### Tips to keep in mind (4):

▪ It is important to make sure that the re-users' have the same target group and that other groups can also benefit from the innovation. Sharing all the details when it comes to target groups is crucial to the success of innovation dissemination.

- Learn from tests. Talk about the tests from the first context, and clarify whether you should conduct any test in the new context. Key issues you should discuss as an innovation disseminator when it comes to testing include:

o Who were the test persons? Where, how and for how long did you test?
o What did the tests show? What did you learn? What surprised you?
o Will you observe a potential new test? What would you like to gain?



You will also need to make the innovation available, so it can be tested in a new context. Expect re-users to test the innovation, as if it is their own and, continually evaluate, to make sure they stay on the right path and document prospective values. While certain re-users might test the entire innovation, some could select a few parts or elements for testing and other could simply go beyond that to conduct a completely new test on items you have not considered earlier.

Discussing insights from the test is valuable! It will also be beneficial if you can help select test persons and elements from the innovation for a new test, if needed.

### Tips to keep in mind (5):

▪ You can also learn from the test in the new context and consider whether you can improve the original innovation.

▪ Adapt or Adopt? While this question needs to be answered by the re-user, the insights from it can help you Learn from the adaption in the new context and consider whether you can improve your solution. It will give you insights on how and whether your innovation can be improved as well as identify new ways in which it can be used.

You might wonder how re-users get to decide on whether they can adopt the entire solution or elements of it or adapt and add something to make the innovation work in their own context. In their case, re-users usually set a list of questions that guide them through this decision process. The list includes questions such as:

o Which parts of the solution can be adopted?
o What should be adapted or added? Why? How?
o What cannot be used? Why?
o How can you rehearse on your new practice? What should you do differently? Who should rehearse on what?

## 3. Adapt

This step brings your newly adopted or adapted solution in the new context to reality. Your role will simply be sharing your knowledge and your contacts while continually learning from the new adaptation.

If the re-user decides to it is necessary to adapt or add something to the original innovation, it may be useful to reuse or be inspired by contacts that contributed to the initial development. It is important to make your network available such as user groups, private companies, other public agencies, international partners, and others. The re-user can then decide on which contacts can they approach and whether they need to find new contacts on their own.

Additionally, and in the case of wanting to scale things up and improve adoption, you might face challenges. For an innovation to move from small to big two things need to be in place: first the innovation needs to work, and be seen to work. That's usually the result of a lot of improvement and adaptation. It's very rare for an idea to be ready to scale early on. The second is demand: enough people and organisations willing and able to pay for it or support it. It follows that for some new ideas the top priority is showing that it works: building up more evidence or showing the savings it can achieve. That may also require simplification so that it's easier for others to take up and use. For other ideas the priority is advocacy – creating demand where there isn't any.

For social and public innovations there are also more choices. Most ideas spread just by being copied – and their creators evangelise about the virtues of a new approach to microcredit or parenting education without expecting any payment or credit.

Policymakers can scale ideas by law and decree, or ideas can spread in a more cellular way, through networks. For the public sector scale is paradoxical: on the one hand governments are uniquely well placed to scale ideas up; on the other hand public services are notoriously poor at adopting new ideas, even when they are supported by strong evidence. The fact that a randomised control trial (RCT) proves something is not enough to justify widespread adoption. There is a surprising lack of hard data about how and where innovation is best adopted.



## 4. Remove

At this step you will need to go through the obstacles and old habits that stand in the way of the innovation. You will need to explain what had to be removed to get the original innovation to work and maybe remove what might still stand in the way.

Failure is a huge part of innovation. Government innovators are increasingly promoting “failure sharing” and are developing a more constructive form of best—and worst—practices on how to fail gracefully and incrementally (through lean, lightweight, short-term projects) at events like the FAILFaire. But this is slow work. Some leaders are willing to recognize the importance of risking failure as a pathway to innovation but others are reluctant to do so. For local governments compelled to account for every dirham, innovations simply reinforce the idea that only proven approaches are worthy of exploration and adoption. Far from their given intent, best practices often encourage debilitating caution.

**It could be helpful to categorise the obstacles or map them out under key headlines. You can look at:**

- **Rules and procedures. Which?**
- **Unlearned old routines and workflows. Which?**
- **Adverse incentives and reward systems. Which?**
- **Revised strategies and policies. Which?**
- **Stopped projects with less effect. Which?**

As mentioned, it is also good to list the obstacles that you still want to be removed, revised, or unlearned. The re-user will need to take your list into consideration and compare it to the new context in which the innovation is being adopted or adapted.



## 5. Implement

Innovation dissemination and knowledge sharing are not an end but means to adapt and replicate successful solution paths. It is thus important to see a knowledge-sharing program not as a single event but rather as a stepping stone to achieve results. Yet this most critical step—following up for concrete action—is often the weakest link in the knowledge-sharing cycle. Therefore, an innovation dissemination or knowledge-sharing program should have a results-oriented design, including concrete goals and objectives and action-planning modules that define specific next steps for the participants.

The more detail in terms of milestones, delivery dates, and accountabilities, the more likely is follow-up. Here are five key actions for effective follow-up:
1. Coordinate: establish an implementation group responsible for implementation of the action plan. This team can course-correct if some plans prove to be unrealistic or require adaptation. Its mandate should include monitoring and evaluation.

2. Create buy-in: convey action plans to senior managers who have not already been involved in the innovation dissemination or knowledge-sharing activity. It is senior management that must create the favorable enabling environment for the proposed changes.

3. Communicate: inform all stakeholders who will be affected by implementation of the solutions. Buy-in of those not already aware of the program will be critical to successful implementation.
4. Build capacity: conduct a capacity assessment as needed to ensure that implementation partners have the needed skills and competencies to deliver on the identified action items. Additional support from the knowledge supply side or other actors may be required to bring all participants up to speed, although additional capacities may also be required on the supply side. Many knowledge-sharing organizations see their role as limited to the sharing phase, but some degree of support from the supply side in the action phase, for example through advisory services or technical assistance, may be critical for success.

5. Capture and evaluate: Capture implementation challenges and solutions. Evaluate the results for lessons that can be applied for further scale-up domestically or internationally.



# Follow Up

Coordinate

Capture and Evaluate

Create Buy-in

Communicate

Build Capacity

As a person or an entity who is disseminating the innovation, all you can do in this step is make yourself available for assistance and learn from watching your innovation being implemented in the new context. The re-user at this point will do the heavy lifting to implement the solution which, of course, needs a clear plan. The re-user can use the documents you have provided earlier as a reference. The plan needs to be comprehensive and cover the following elements:

▪ Processes and workflows: What processes and workflows must be changed? How?
▪ Competencies, roles and responsibilities: Should you attain new skills? Which? Do employees or managers get new roles or responsibilities? Which?
▪ IT systems: Should you adjust existing IT systems or introduce new ones? Which? How?
▪ Physical surroundings: Should the physical environment be changed? How?
▪ Law and regulations: Should you change any regulations or legislation? Should you obtain permits? Which? How?
▪ Measures for success criteria: When is the implementation successful? How can you see and document it?
▪ Stakeholders: Which stakeholders should be involved and when?
▪ Risk management: What can possibly go wrong and how to avoid it? Walk through each step of your time schedule and assess what most likely could go wrong? Consider each step of this guide.
▪ Communication: How will you communicate and motivate internally and externally along the way and after launch?
▪ Time and money: What resources do you need? When should they be used?
▪ Time schedule - who should do what, and when? Specify the most important milestones for e.g., decision makers, facilitators and employees. Who is responsible for what?

## Tips to keep in mind (6)- for re-users:

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

▪ Get feedback from users, employees and others after launching. Adjust the innovation subsequently if needed.



## 6. Harvest

For the last step you sum up what you have gained from spreading the innovation. This step is important for both innovation disseminators and re-users. For the former, they can improve the original innovation and celebrate their winnings with their organization. For the latter, they can explain how they used the original innovation, celebrate their achievement, and become the disseminator through sharing the new innovation with others, especially if they adapted in any way.

▪ Highlight the new: Find out if the process of spreading the innovation should lead to improvements of the original innovation.

o Does the original innovation need adjustment? How? Reassess your own innovation based on what you have learned during the steps Test, Adapt, Remove and Implement.

o What else inspires you? How are they organised? How do they communicate? Other things?

### Tips to keep in mind (7)- for re-users:

▪ It is time for the re-user to tell their story. In addition to the points mentioned in this guide, the re-user (now the disseminator) can go into details such as how the new innovation differed from the original, what has been adopted, what has been adapted, what still needs to be added, how the process was different, anything easier? Anything more difficult?



▪ Share the gains: Discuss what you have learned from the collaboration on spreading the innovation - and remember to discuss it widely, both within your organisation and further afield. Outline the benefits of the collaboration to your own organisation and to others. For example, you can talk about the improvements of the original innovation, financial compensation or revenue, new working relationships, new knowledge about users, branding, new ways of organizing, etc.

### Tips to keep in mind (8):

▪ Make sure you encourage to share and disseminate their innovation, be open about meeting with others and offer assistance to whoever wants to adopt their adapted innovation. It would great if they could clearly outline the outcome of the reused innovation such as service improvement, better health, financial gain and so on.

# CHANGE MANAGEMENT

In addition to designing an effective process, organizations must address the logistical, structural, and cultural hurdles that impede transfer. For example, the organizational structure may promote silo thinking in which locations or divisions focus on maximizing their own accomplishments and rewards, instead of supporting the success of the overall organization. Similarly, managers may not allocate time for employees to learn from and help one another— or they may not sufficiently reward them for doing so.

Other barriers are even harder to break down, such as employees' reluctance to change the way they work based on advice from colleagues they don't know and may never meet. The most important factor in overcoming these barriers is the support and involvement of senior leaders. Securing employee buy-in is easier when management is committed and enthusiastic. Other factors that support change include:

- the allocation of full-time resources to support the transfer process;
- clear, accessible documentation to explain transfer and what is expected of participants;
- extensive "face time" and workshops to help participants assimilate the need for change and the alternative practices they might adopt;
- robust communications and visible success stories;
- compliance scorecards and visible reporting of adoption; and
- the inclusion of best practice transfer in employee performance expectations.

# CONCLUSION

Seeking out and spreading innovations throughout an organization — particularly a large organization — , as well as within government and between agencies, provides significant strategic advantages. The idea of identifying and sharing innovations is also a natural extension of organizational innovation strategy with widespread followings such as organizational learning. And yet, many attempts to propagate innovations across organizational boundaries meet with failure. Obstacles range from team-level protectionism to organizational structure and old habits of thought.

Everything we know about the adoption of innovation shows that the mere exchange of information is not enough. Trusted sources and sustained opportunities for intimate exchanges about what works and what doesn't work in different contexts are crucial to the adoption and spread of innovation. Innovations work best when they are contextual, include a balance of projects that have been tested and those that are still truly emerging, and acknowledge failure. Public innovators need to supplement them with sustained conversations about how to solve shared problems and modify solutions to fit unique needs. This is far more time-consuming and resource-intensive than releasing a glossy publication, but it is ultimately a much better strategy for promoting the adoption of innovations.

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