



accenture[>]consulting

UNLEASHING INNOVATION:

**LEARN
FROM THE
LEADERS**



OPENING REMARKS AND TODAY'S SPEAKERS



R. Kinney Poynter
Moderator
Executive Director
NASACT



Mark Howard
Speaker
Managing Director
Accenture



Thomas Shack III
Speaker
Comptroller of the
Commonwealth (MA)



Brian Tinney
Speaker
Assistant Director
Office of Financial Management (WA)

CITIZENS WANT MORE GOVERNMENT INNOVATION

An Accenture survey of more than **6,000 CITIZENS** in **SIX COUNTRIES** revealed:

6 IN 10 CITIZENS



view the private sector as more innovative than government

8 IN 10 CITIZENS



want government to work with the private sector to innovate services

3 IN 4 CITIZENS



want government technology leaders to innovate more

53% OF CITIZENS



think government agencies should reinvest savings from innovation in more innovation

GOVERNMENT SEES THE VALUE OF INNOVATION

Accenture surveyed **591 GOVERNMENT**
professionals across **10 COUNTRIES**.

We found that almost everyone recognizes what
citizens are asking of them:

89% 
**OF GOVERNMENT
EMPLOYEES**
see innovation as an important
part of their day-to-day jobs

90% 
**OF GOVERNMENT
EXECUTIVES**
see innovation as an important
part of their day-to-day jobs and
leadership responsibilities



FIVE PILLARS OF INNOVATION

Accenture designed this new study around our Innovation Framework:

1. STRATEGY

Does the agency recognize the importance of innovation?

Is it strategically advancing partnerships externally and fostering collaboration internally?

2. IDEATION

Is there a process in place to develop ideas to support innovation and change both internally and externally?

Is there a supply of ideas to drive innovation?

3. ABSORPTION

Is innovation absorbed throughout the culture and are most promising ideas chosen for execution?

Is there ownership of innovation and are risks permitted?

4. EXECUTION

Is the agency able to execute on innovative ideas using both internal and external capabilities?

5. IMPACT & BENEFITS

What is the impact of innovation?

Does the agency track and measure the impact of innovations?

Are benefits felt?

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INNOVATION

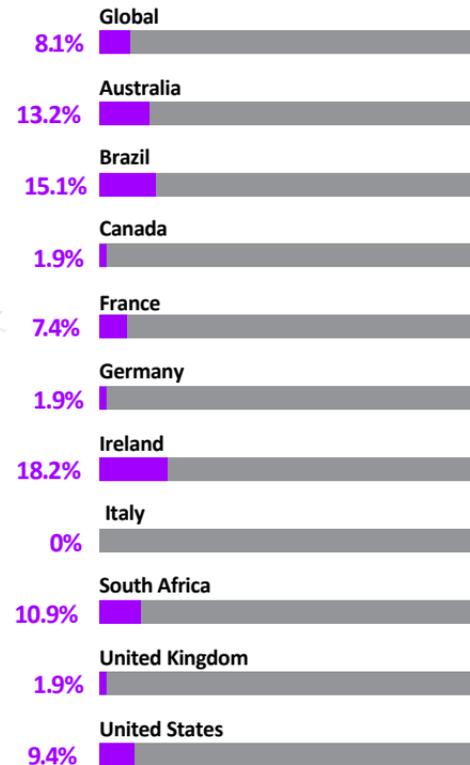
WHO'S GETTING IT RIGHT?

GOVERNMENT INNOVATION LEADERS

Accenture measured those governments' performance against our innovation framework—STRATEGY, IDEATION, ABSORPTION, EXECUTION, IMPACT and BENEFITS—and identified the top 8% OF GOVERNMENTS that are true leaders in innovation*

* We identified government innovation leaders by looking at the mean innovation score for each country. From there, we identified innovators that were at least one standard deviation higher than the mean.

PERCENTAGE OF LEADERS BY COUNTRY



■ Innovation Leaders ■ Everyone Else

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WHAT RESULTS

ARE THEY ACHIEVING?

WHAT ARE THEY

DOING THAT SETS THEM APART?

LEADING OUTCOMES

Government innovation leaders are achieving key benefits at a greater rate than other agencies that have tried innovations:

Attracting and acquiring new top talent



Reaching different citizen groups/demographics



Increasing employee engagement in internal agency programs



Improving shared services efficiencies across agencies



Discontinuing services or programs that weren't performing well or delivering outcomes



Innovation Leaders Everyone Else

WHAT SETS LEADERS APART?

The survey uncovered some surprising habits and practices of government innovation leaders:

UNEXPECTED PARTNERSHIPS

NO SINGLE "OFFICE OF INNOVATION"

CONTINUAL COMMUNICATIONS

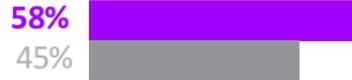
CREATIVE INCENTIVES

DEDICATED SPACES

LEADERS EMBRACE PARTNERSHIPS

Leaders more likely to partner

Work with at least one private partner to get knowledge, guidance or information that feeds into their innovation activities



Who they partner with

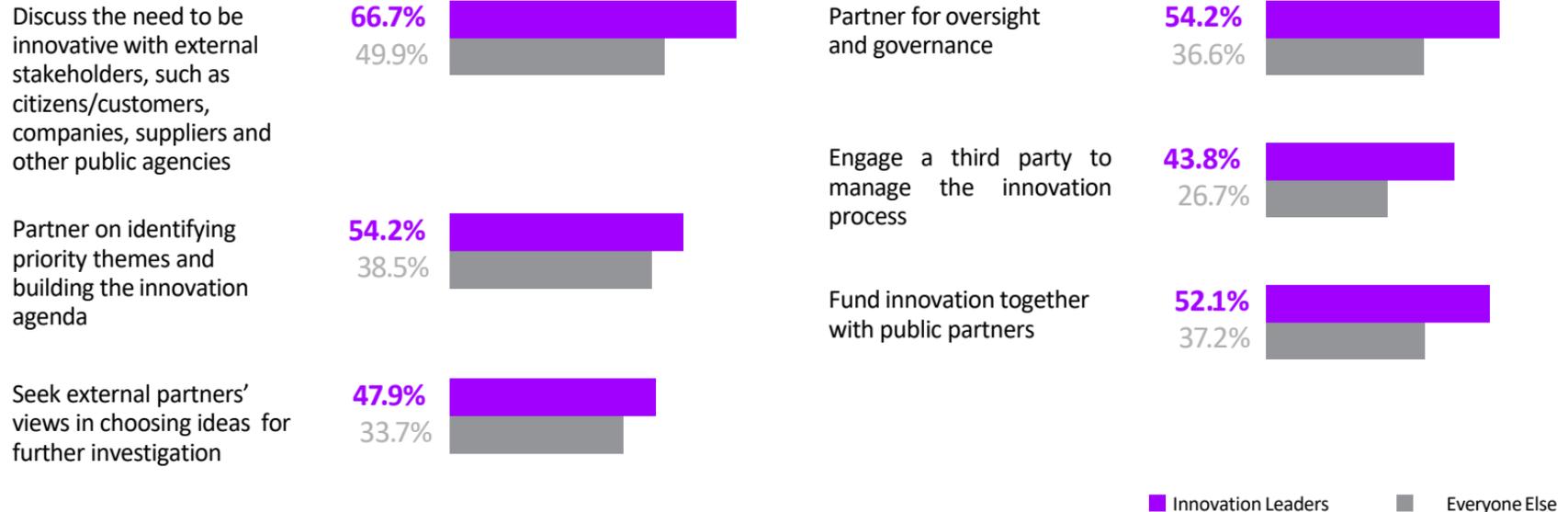


■ Innovation Leaders ■ Everyone Else

LEADERS EMBRACE PARTNERSHIPS

HOW THEY PARTNER

Government innovation leaders think creatively when it comes to partnerships. They are more likely to:

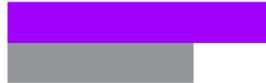


LEADERS DIFFUSE INNOVATION THROUGHOUT THE ORGANIZATION

The study shows that different approaches work for different organizations. Leaders don't limit themselves to an "Office of Innovation" or one "Director of Innovation." Instead, they diffuse innovation throughout the organization.

Different people oversee the different parts of the innovation process

56.3%
39.6%



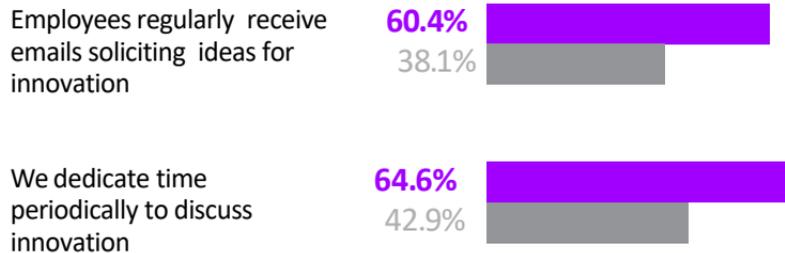
■ Innovation Leaders

■ Everyone Else

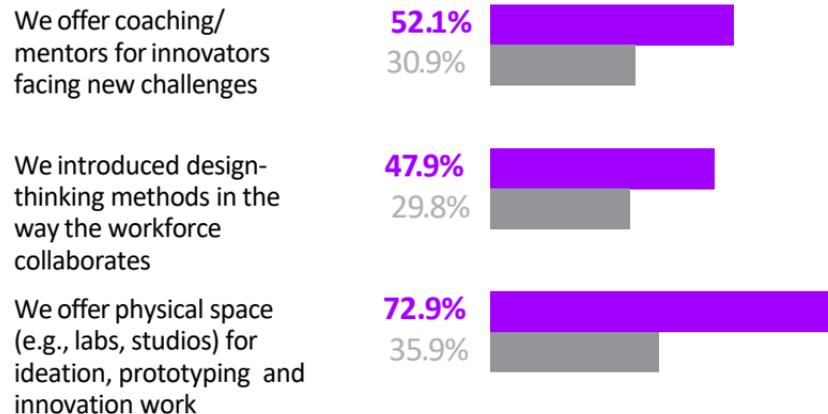


OTHER HABITS OF INNOVATION LEADERS

Government innovation leaders stay in touch about innovation.



Government innovation leaders make space—literal and metaphoric—to nurture the work of innovation.



■ Innovation Leaders ■ Everyone Else

OTHER HABITS OF INNOVATION LEADERS (CONTINUED)

Think government simply can't afford to compensate innovators? Government innovation leaders prove money isn't the only reward.

We hold innovation- and ideation-related workshops with both internal and external participants

75%

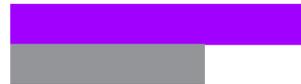
49.2%



We provide opportunities to work and collaborate with external partners

64.6%

45.1%



We offer relevant training and learning for employees

75%

47.9%



We associate employees' names with specific innovative ideas

64.6%

48.8%



We have opportunities for honorary placements or fellowships outside of our agency

56.3%

37.2%



We identify the "innovator of the month"

62.5%

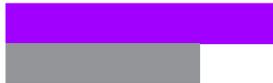
36.8%



We offer honorary placements, fellowships or learning opportunities inside our agency

58.3%

41.6%



Innovation Leaders

Everyone Else

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HOW CAN YOU FOLLOW
THE LEADERS?

Strengthen innovation in your government agency by learning from the leaders—and focusing on improving performance across the five pillars of innovation. The data suggest that innovation leaders are following this sequence:

1. IDEATION

Generate a flow of ideas and determine which ideas to pursue

2. EXECUTION

Test ideas through proofs of concept and establish a disciplined approach for scaling innovation

3. IMPACT & BENEFITS

Build the discipline and rigor to constantly evaluate innovations and determine if they are delivering benefits

**LEADERS ENGAGE
PARTNERS TO
HELP BUILD STRENGTH
ACROSS IDEATION,
EXECUTION
AND IMPACT
& BENEFITS**

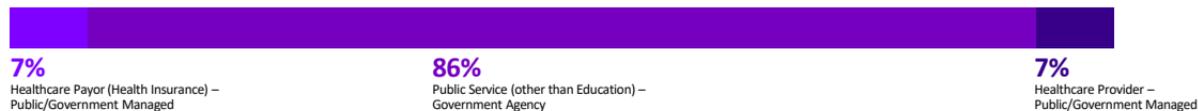
Once you have built momentum in those areas, focus on the cultural aspects of Strategy and Absorption. We will explore all five pillars of innovation in follow-up materials.

METHODOLOGY

Respondents represented the following levels of government:



Respondents represented these segments within government:



Government agency respondents represented these functions:



QUESTIONS AND ANSWERS



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CONTACT



MARK HOWARD

Global Administration Segment Lead Public Service, Accenture



ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions — underpinned by the world’s largest delivery network — Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 435,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

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