UNLEASHING INNOVATION: 
LEARN FROM THE LEADERS

accenture consulting
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

3 IN 4 CITIZENS

want government technology leaders to innovate more

8 IN 10 CITIZENS

want government to work with the private sector to innovate services

53% OF CITIZENS

think government agencies should reinvest savings from innovation in more innovation

Source: Accenture Public Service Global Omnibus Citizen Survey (December 2017)

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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

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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?
INNOVATION

WHO’S GETTING IT RIGHT?
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

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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: 62.5% (Innovation Leaders) vs. 41.6% (Everyone Else)
- Increasing employee engagement in internal agency programs: 70.8% (Innovation Leaders) vs. 48.8% (Everyone Else)
- Discontinuing services or programs that weren’t performing well or delivering outcomes: 75% (Innovation Leaders) vs. 46.6% (Everyone Else)
- Reaching different citizen groups/demographics: 60.4% (Innovation Leaders) vs. 37.6% (Everyone Else)
- Improving shared services efficiencies across agencies: 64.6% (Innovation Leaders) vs. 45.5% (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 more likely to partner**

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

| Nonprofits | 41.7% | 25.4% |
| Startups or new digital companies | 39.6% | 24.7% |
| Crowdsourcing platform for ideas | 39.6% | 25.6% |

**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:

- Discuss the need to be innovative with external stakeholders, such as citizens/customers, companies, suppliers and other public agencies: 66.7% (Innovation Leaders), 49.9% (Everyone Else)
- Partner on identifying priority themes and building the innovation agenda: 54.2% (Innovation Leaders), 38.5% (Everyone Else)
- Seek external partners’ views in choosing ideas for further investigation: 47.9% (Innovation Leaders), 33.7% (Everyone Else)
- Partner for oversight and governance: 54.2% (Innovation Leaders), 36.6% (Everyone Else)
- Engage a third party to manage the innovation process: 43.8% (Innovation Leaders), 26.7% (Everyone Else)
- Fund innovation together with public partners: 52.1% (Innovation Leaders), 37.2% (Everyone Else)

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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% Innovation Leaders
- 39.6% Everyone Else
OTHER HABITS OF INNOVATION LEADERS

Government innovation leaders stay in touch about innovation.

- Employees regularly receive emails soliciting ideas for innovation:
  - Innovation Leaders: 60.4%
  - Everyone Else: 38.1%

- We dedicate time periodically to discuss innovation:
  - Innovation Leaders: 64.6%
  - Everyone Else: 42.9%

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

- We offer coaching/mentors for innovators facing new challenges:
  - Innovation Leaders: 52.1%
  - Everyone Else: 30.9%

- We introduced design-thinking methods in the way the workforce collaborates:
  - Innovation Leaders: 47.9%
  - Everyone Else: 29.8%

- We offer physical space (e.g., labs, studios) for ideation, prototyping, and innovation work:
  - Innovation Leaders: 72.9%
  - Everyone Else: 35.9%
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 have opportunities for honorary placements or fellowships outside of our agency  
56.3%  
37.2%  

We associate employees’ names with specific innovative ideas  
64.6%  
48.8%  

We offer relevant training and learning for employees  
75%  
47.9%  

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%
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

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.
Respondents represented the following levels of government:

- 24% National/Federal
- 38% State/Regional/Provincial
- 38% Local

Respondents represented these segments within government:

- 7% Healthcare Payor (Health Insurance) – Public/Government Managed
- 86% Public Service (other than Education) – Government Agency
- 7% Healthcare Provider – Public/Government Managed

Government agency respondents represented these functions:

- 15% Centralized Administration
- 14% Revenue/Tax
- 8% Pensions
- 18% Employment Services
- 18% Social Services/Welfare
- 8% Border Services/Customs
- 11% Policing/Justice
- 5% Defense Other
- 3% Other
ABOUT ACCENTURE

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