Governance for the Sustainable Development Goals
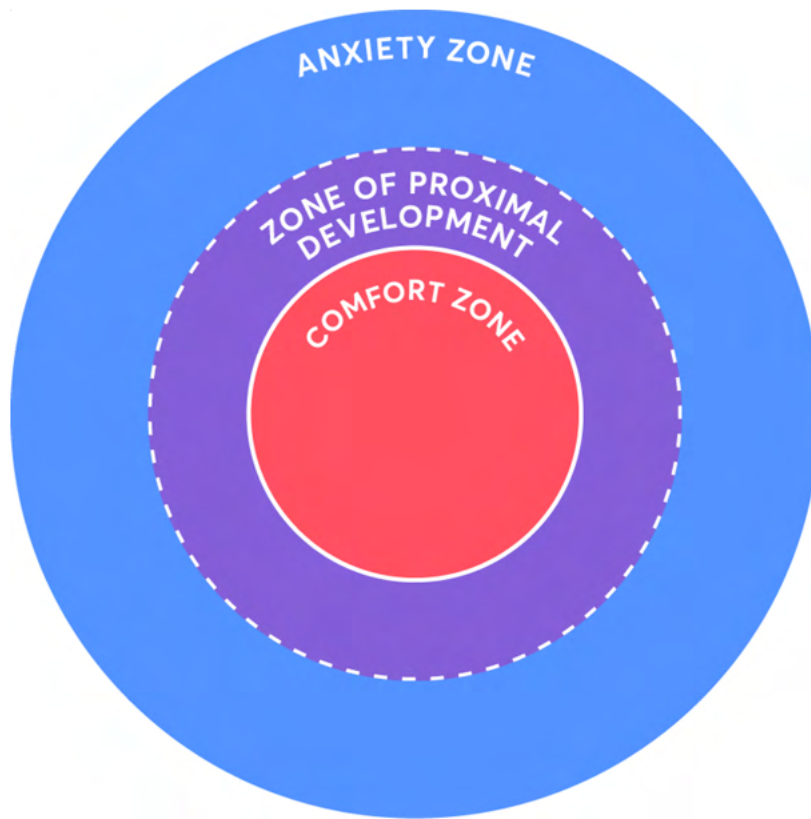
Capacity Development Curriculum

Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development

Toolkit

Day 2: Collaborative Mindset

Check in

ANXIETY ZONE

ZONE OF PROXIMAL DEVELOPMENT

COMFORT ZONE

Monday	Tuesday	Wednesday	Thursday	Friday
Why change mindsets? Changing the role of PAs	Exploring the Collaborative Mindset	Exploring the Learning Mindset	Exploring the Leadership Mindset	Changing mindsets Applying to practice

WHY

Elaborate why the focus is on mindsets, and why they are critical when seeking to speed up action on SDGs.

WHAT

Identify what experimental mindsets look and feel like in practice, and what approaches can be taken to spread these mindsets and ways of working across the organisation.

HOW

Explore how these mindsets can be applied at an individual, team and institutional level. And how these mindsets can be embedded into their organisations.

Today's agenda

9:00 - 9:15	EQ Check in
9:15 - 09:45	Competition
09:45 - 10:15	Collaboration in practice
10:15 - 10:30	Break
10:30 - 11:00	Knowledge Map
11:00 - 12:00	Stakeholder Mapping
12:00 - 13:00	LUNCH
13:00 - 14:00	Interview/Engagement
14:00 - 14:30	Refining challenge statement
14:30 - 14:45	BREAK
14:45- 15:15	Dream/Nightmare Collaborator
15:15 - 16:45	Nudging collaborative mindsets
16:45- 17:00	Wrap up/reflect

Today's objectives

At the end of today, participants will be able to:

- Describe what a collaborative mindset is, and how it supports problem solving
- Apply a collaborative mindset to a challenge (via tools and methods)
- Identify their own collaboration strengths and weaknesses
- Understand how Nudge techniques can be used to increase collaborative behaviours

The Collaborative Mindset

Divide the room into 2 teams

Every team member must touch a tennis ball once and to do so as quickly as possible.

The rules are:

- At any given time, only one person can touch the tennis ball.
- The tennis ball can be touched or tossed.
- The tennis ball cannot be placed on another object such as a table or a chair.
- If the tennis ball is dropped on the ground, the round is void and the team must start from the beginning after 30 second wait.
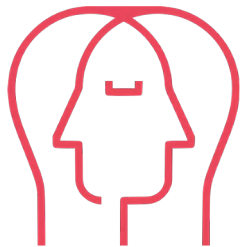
You will have 2 minutes to talk strategy.

You will have 3 minutes to put this strategy into action.

The team who is the fastest wins.

What does this activity tell us about collaboration?

Empathy

Humility

Enablement

Collaboration in action

Guest speaker (tbc)

Presentation from guest speaker linking the collaborative mindset to practice, showing the value, how it manifests and why it is critical when solving SDGs

(Suggestion: rep from UNDPs innovation work - HQ or Southeast Asia)

Add image of speaker/ or embed video of them talking here

Returning to the challenge

SIMPLE	**COMPLICATED**	**COMPLEX**
It involves a few components and actors	It involves a many components and experts	It involves many actors with conflicting interests
Clear end state: we can tell when the problem is solved	Clear end state: we can tell when the problem is solved	No clear end state: new problems may occur
Procedures to solve the problem involve a few simple and clear steps	Procedures to solve the problem involve many steps and a specific order	Procedures to solve the problem are unclear, not known, requires trials & error to see what works

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Mapping out your knowledge

This tool will help you map out what you know about a specific subject, issue or situation.

STATES OF CHANGE

Subject, issue or situation
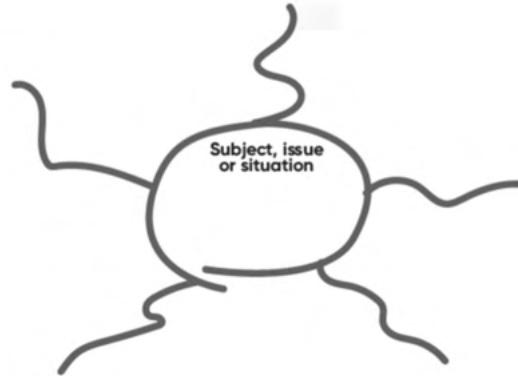
10 mins

Validated knowledge

**What you know
for sure**
For which you have evidence to support your claims

Assumptions

**What you think you know
for sure**
But, for which you don't have any evidence to support your claims

Knowledge gaps

What you don't know
For which you need to do research

You've probably made assumptions... how might you test if they are correct?

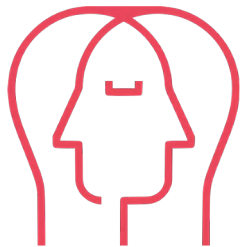# Where do you decide what the actual problem is?

At your desk?
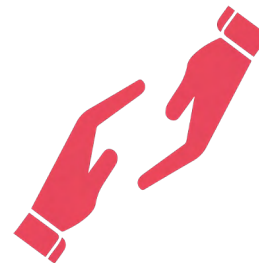
Add in image associated with challenge

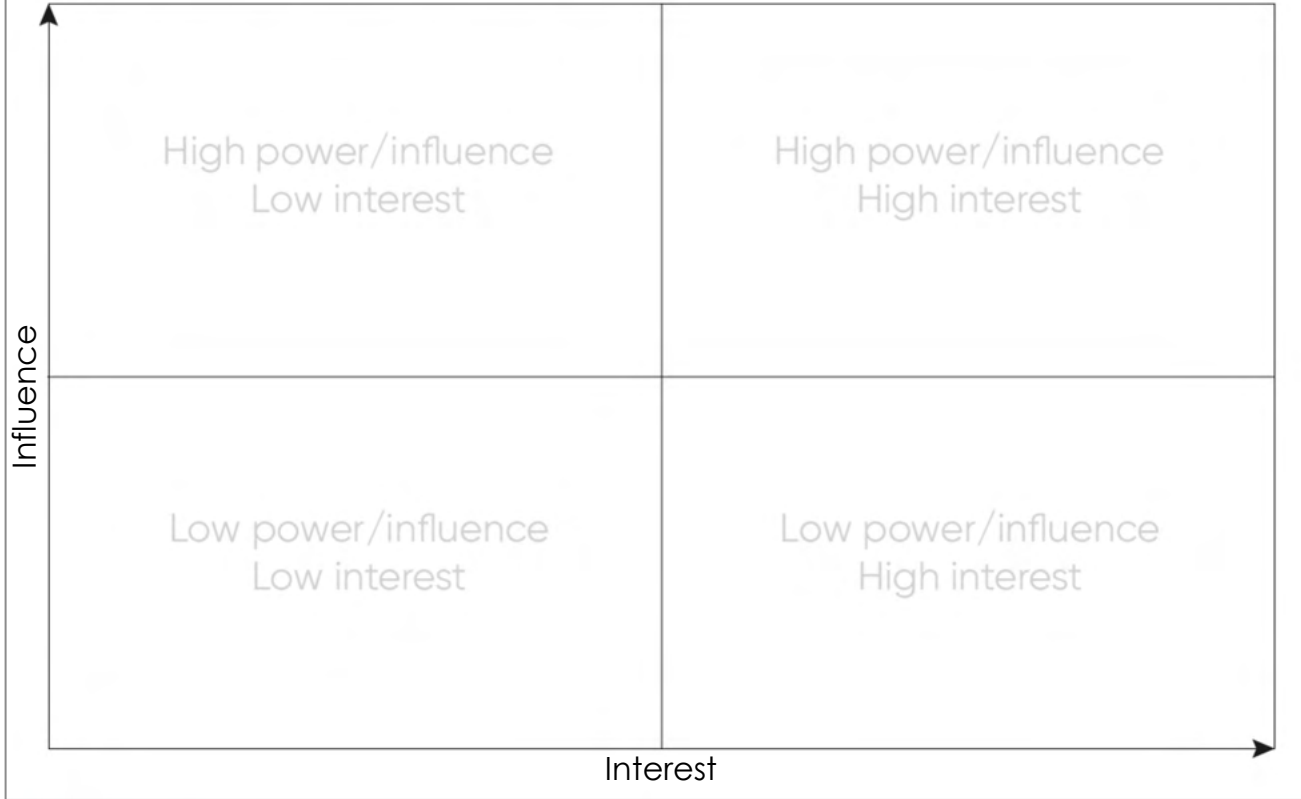Or in the context where the problem arises?

Who do you engage with?

- In a perfect world we would engage with all those affected by the challenge - but time/resource limitations make this impossible.
- To ensure we don't only talk to the 'usual suspects' we need to proactively engage with the unusual suspects and those affected by or affecting the challenge.
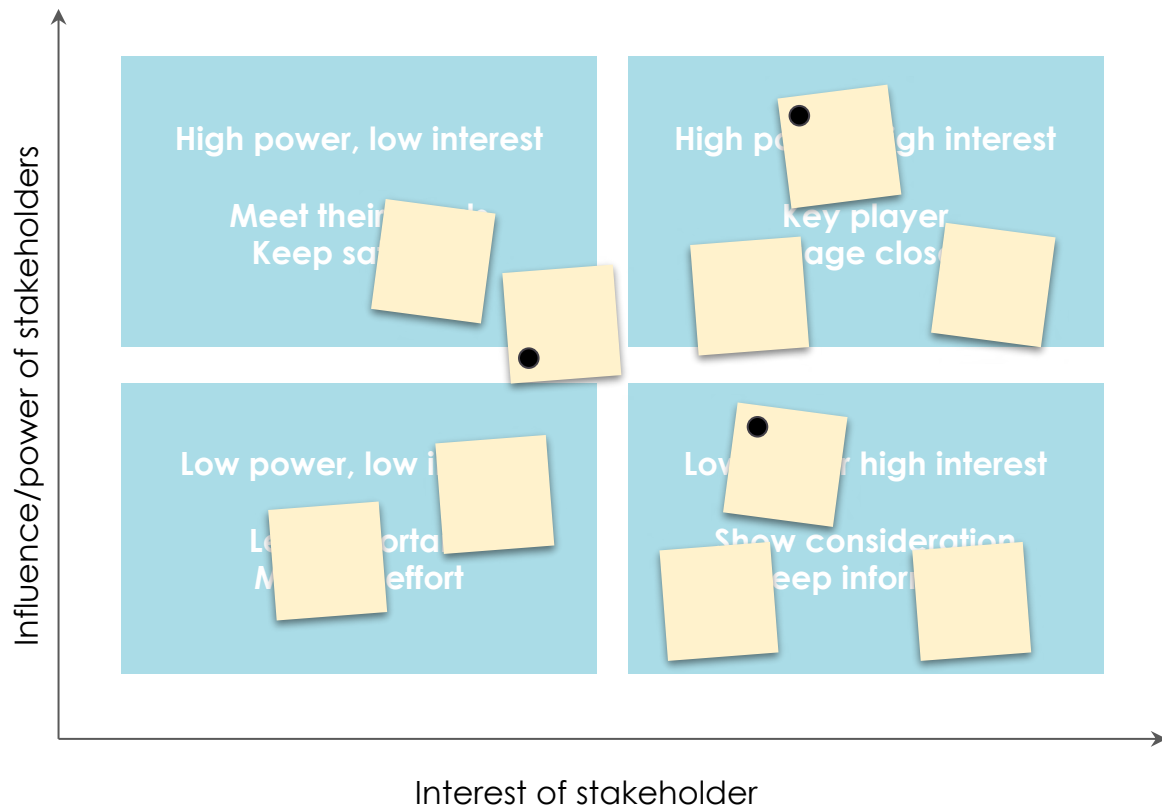
Mapping stakeholders
This tool will help you identify citizens and stakeholders who are affected by (or affect) you challenge, and priortise who you should engage with.
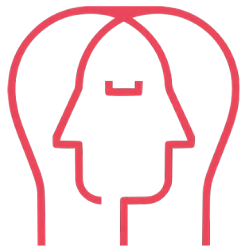
Influence ↑

High power/influence Low interest	High power/influence High interest
Low power/influence Low interest	Low power/influence High interest

Interest →

30 mins

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LUNCH

Why do we need to engage with others?
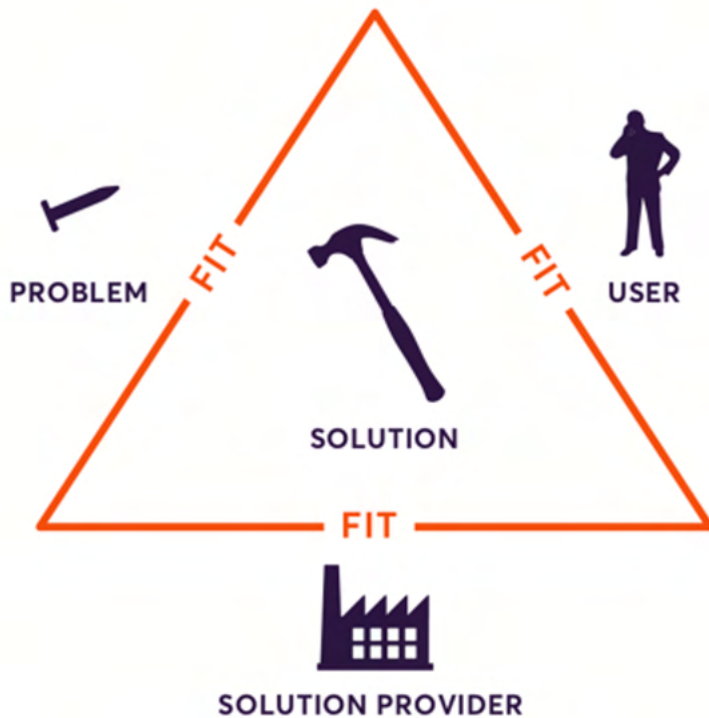
Empathy

Humility

Enablement

PROXIMITY

Empathy is about putting yourself into the shoes of others…
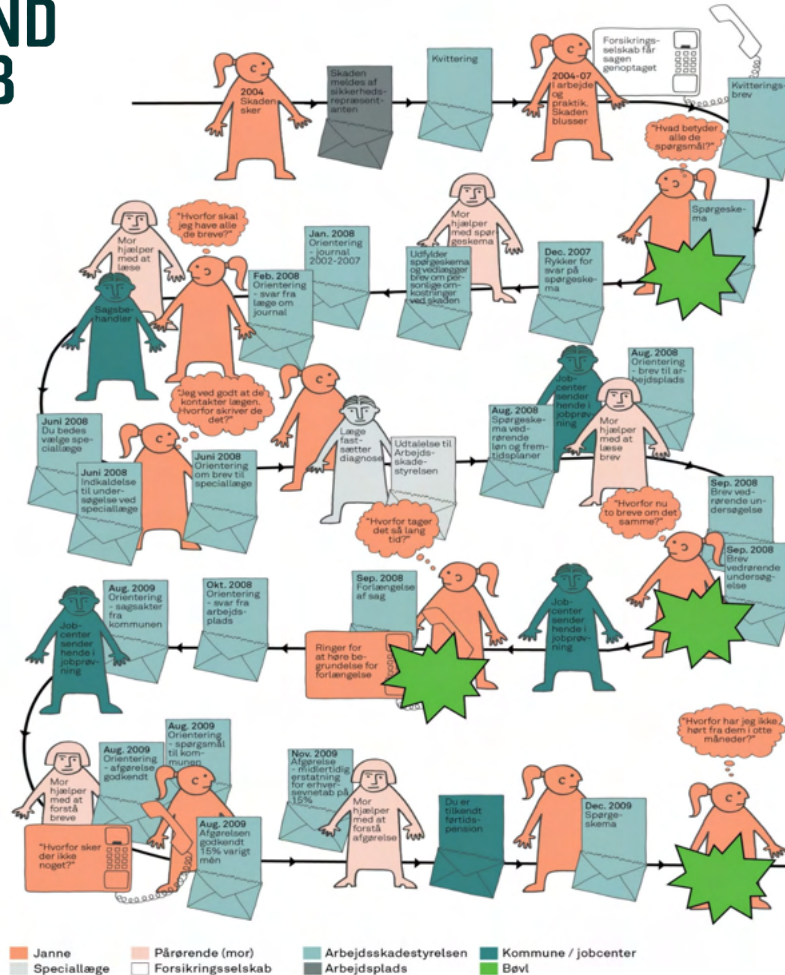Proximity is essential for building empathy. You need to directly engage with the people most affected.

PROBLEM — FIT — USER

FIT

SOLUTION

FIT

SOLUTION PROVIDER

https://www.nesta.org.uk/blog/what-do-we-mean-by-design/

How do we do this?

Ethnographic research

is a <u>qualitative</u> method where
researchers observe and/or interact with a
study's participants in their real-life environment

New kinds of intelligence in decision making

STATISTICAL DATA COLLECTION AND ANALYSIS

Purpose: to highlight and validate

Scope: generalizable

Focus: Societal problems at scale

Time: point-in-time

ETHNOGRAPHY AND USER RESEARCH

Purpose: to understand and to generate

Scope: contextual, complexity, causes

Focus: concrete everyday life and human-experience

Time: real-time, over time

Interviews

Interviews help you to build empathy with people (e.g. users) by learning about their experiences and goals, and understanding their behaviour by identifying their needs, motivations, desires, fears and opinions.

Observations

Observing people and their behaviour in their natural environment helps you to understand how they interact with products and services, and learn about their routines, workarounds and understand the wider context (e.g. social, cultural, economical, physical environment) of their activities.

Introduce yourself

Be aware of nonverbal cues

Ask open questions, and ask "why?"

Capture the most remarkable essential quotes

Interview in the context

Work in pairs

Engaging stakeholders

This tool is to support you to plan how you will engage citizens and other stakeholders, and incentivise them to get involved.

	Incentives What's in it for them? Why should they engage with you?	**Objectives** What is it you're trying to achieve, how can this stakeholder support you? What key information do you need from them?	**Channels** How are you going to communicate with your stakeholder? E.g. face-to-face, focus group, zoom interview, email?	**When** When and where will this engagement happen (where would they feel most comfortable?). And over what period? Is it one-off of regular?
Stakeholder 1: We want to engage with… Because…				
Stakeholder 2: We want to engage with… Because…				
Stakeholder 3: We want to engage with… Because…				

Inspired by the 'Engagement Plan' form Nesta's Collective Intelligence Design Playbook

30 mins

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○ **Shaping interview questions**
Use the space below to develop questions you might ask the person you are interviewing. What is it you are trying to understand about the challenge, their experiences and aspirations - probe for a deeper understanding by asking `why` questions.

Collection of useful questions

Open-ended
What's been your experience with X [or of X?]
If you had to tell someone the best way to do X [get support, make it through, etc], what would you tell them?How do your friends and family do X?
What things do you not use? What's helpful, what's not helpful?
When was the last time you did X?
What does a good X look like?
What's the difference between X and Y? [Good & bad worker, family doing well vs not, etc]

Talking about controversial or negative views
Some people tell us this... / Some people say...
What's your take on that? What's your opinion?

Looking across time
How do you think things will be different in five years?
If you had a time machine to go back in time, what would be different?
What are some of the things you want for your future

Fears and hopes
What would you like more of in your life? [good one with cards] If you could wave a **magic wand** what would you make different about X?

Ups and downs
What's stressful?
Where do you go for fun?
What's the best experience you've had all year?
What drives you around the bend? What's frustrating?Who are the most important people in your life?
Who do you see in your daily life? Who would like to see?

15 mins

○ **Questions and observations**
Use this sheet whilst interviewing your stakeholders, it will help you to capture the critical insights and information you require.

Quotes:
Capture any notable statements your interviewee makes, i.e. the things that stick out in your mind. Sometimes the way in which people phrase a response tells you more about their experience than notes can.

Observations:
Capture the ways in which your interviewee physically reacts to questions, or their stance/facial expressions when they are providing answers. What are they expressing but not saying?

Insights:
Capture the key points of your questions and the interviewee's response to them. What are the main insights you need to remember, what points do you want to return to, to ask follow up questions on? Add them here.

🕐 **45 mins**

Welcome back

Refining your problem statement
This tool will help you create a well structured problem statement.

What is the problem that needs to be solved? (context)	Why is it a problem? (highlight the pain)	Where is the problem observed? (location, products)	Who is impacted? (customers, businesses, departments)	How is the problem observed? (what are the symptoms)

Problem statement

20 mins
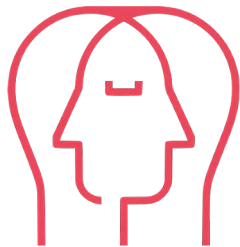
Empathy

Humility

Enablement

Break

Do I have a collaborative mindset?

	Communication The way in which you share information, address others, set tasks and feed back to others.	Openness The way in which you are vulnerable with those you work with and open to the ideas and suggestions of others.	Generosity The way in which you demonstrate appreciation for others effects, or give credit.	Time The way in which you manage your time in a realistic manner when working with others.	Adaptability The way in which you are able to change direction, or adapt to the needs and limitations of others.	Motivation The way in which you are clear about the drivers behind your vision and goals when working with others.
Dream What actions or behaviours might those you work with (internally or externally) consider to be that of a dream collaborator?						
Nightmare What actions or behaviours might those you work with (internally or externally) consider to be that of a nightmare collaborator?						

20 mins

	Communication	Openness	Generosity	Time	Adaptability	Motivation
	The way in which you share information, address others, set tasks and feed back to others.	The way in which you are vulnerable with those you work with and open to the ideas and suggestions of others.	The way in which you demonstrate appreciation for others effects, or give credit.	The way in which you manage your time in a realistic manner when working with others.	The way in which you are able to change direction, or adapt to the needs and limitations of others.	The way in which you are clear about the drivers behind your vision and goals when working with others.
Dream — What actions or behaviours might those you work with (internally or externally) consider to be that of a dream collaborator?						
Nightmare — What actions or behaviours might those you work with (internally or externally) consider to be that of a nightmare collaborator?						

Looking at your nightmare answers, take a few to ask yourself "Why do I act like this? What drives this behaviour?" What could you change?

Nudging Collaborative Mindsets

Slides inspired by Ol Beun and Elsbeth Kirkman of BIT/Nesta

Behavioural science:

Assumptions of traditional behavioural economic theory...

1. **People know what their preferences are**

2. **From all the different options, people will always choose the best one**

3. **People behave in a self interested way**

Quick test… remember as many words as possible

Bed	Wake	Snore
Rest	Snooze	Nap
Awake	Blanket	Peace
Tired	Doze	Yawn
Dream	Slumber	Drowsy

Memory can be influenced by context...

40-55% of people falsely recall "sleep"

A

B

Which square is darker?

Judgement is influenced by context

Imagine that you want to buy a subscription to The Economist and you can choose from the following options:
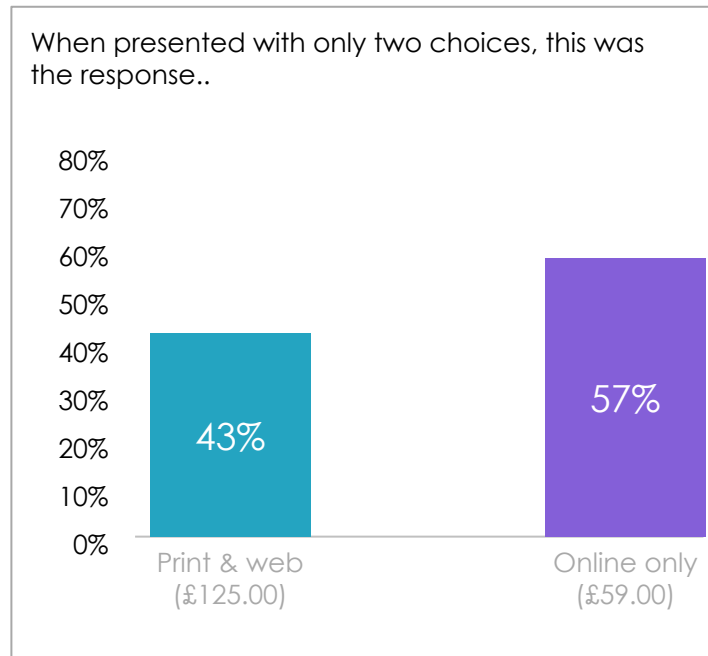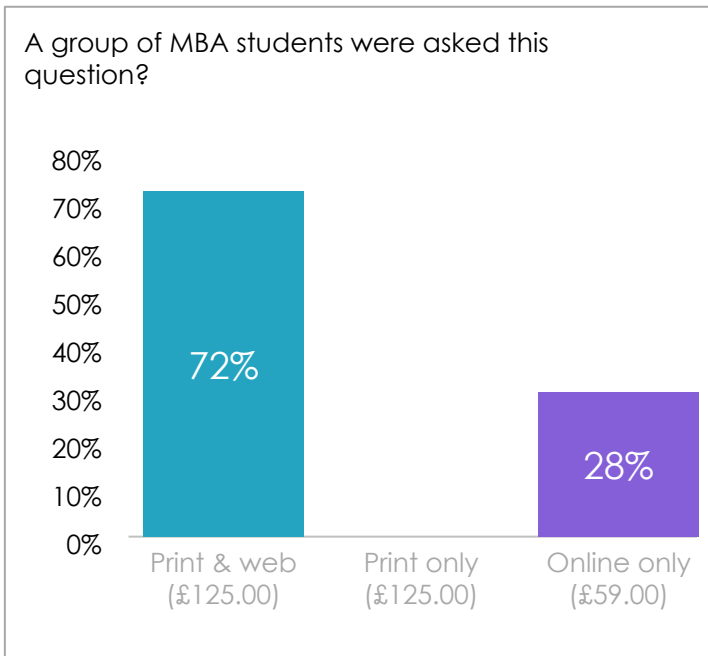
1. **Online subscription (£59.00)**
   One-year subscription to Economist.com
2. **Print subscription (£125.00)**
   One-year subscription to the print edition of The Economist
3. **Online and print subscription (£125.00)**
   One year subscription to the print edition of The Economist plus online access.

A group of MBA students were asked this question?

	Print & web (£125.00)	Print only (£125.00)	Online only (£59.00)
	72%		28%

When presented with only two choices, this was the response..

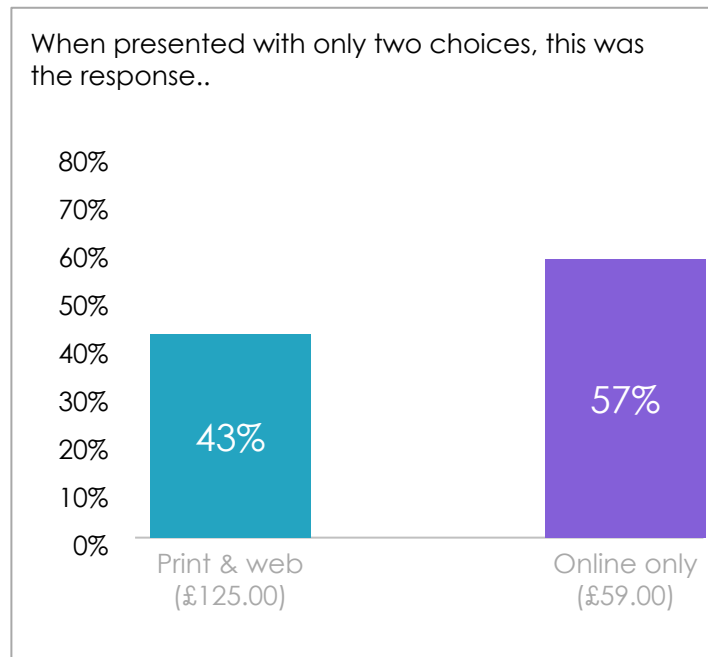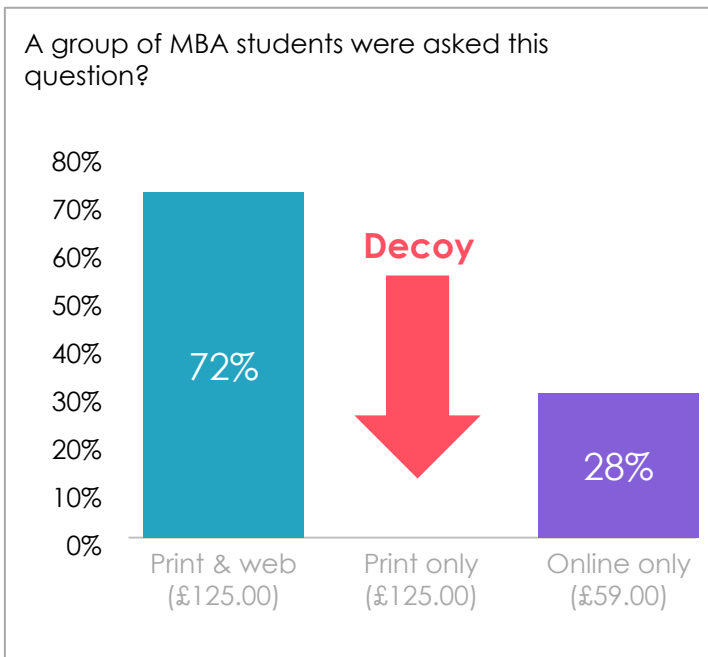|	Print & web (£125.00)	Online only (£59.00)
	43%	57%

Source:Klvetz, R., Netzer, O., Srinivasan, V. 2004. Extending Compromise Effect Models to Complex Buying Situations and other Context Effects. Journal of Marketing Research, Vol.XLI, 262-268

Irrelevant decoy information sways choice…

A group of MBA students were asked this question?

Decoy

Print & web (£125.00)	Print only (£125.00)	Online only (£59.00)
72%		28%

When presented with only two choices, this was the response..

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43%	57%

Source: Klvetz, R., Netzer, O., Srinivasan, V. 2004. Extending Compromise Effect Models to Complex Buying Situations and other Context Effects. Journal of Marketing Research, Vol.XLI, 262-268

Memory, judgement and preferences are all unstable

This is notconsistent with classical economics' predictions about decision making and behaviour.

Behaviour science: Is a cross disciplinary area of study, including psychology, sociology, anthropology and marketing - aiming to tell us how people really behave, taking into account our conscious and non-conscious drivers of human behaviour

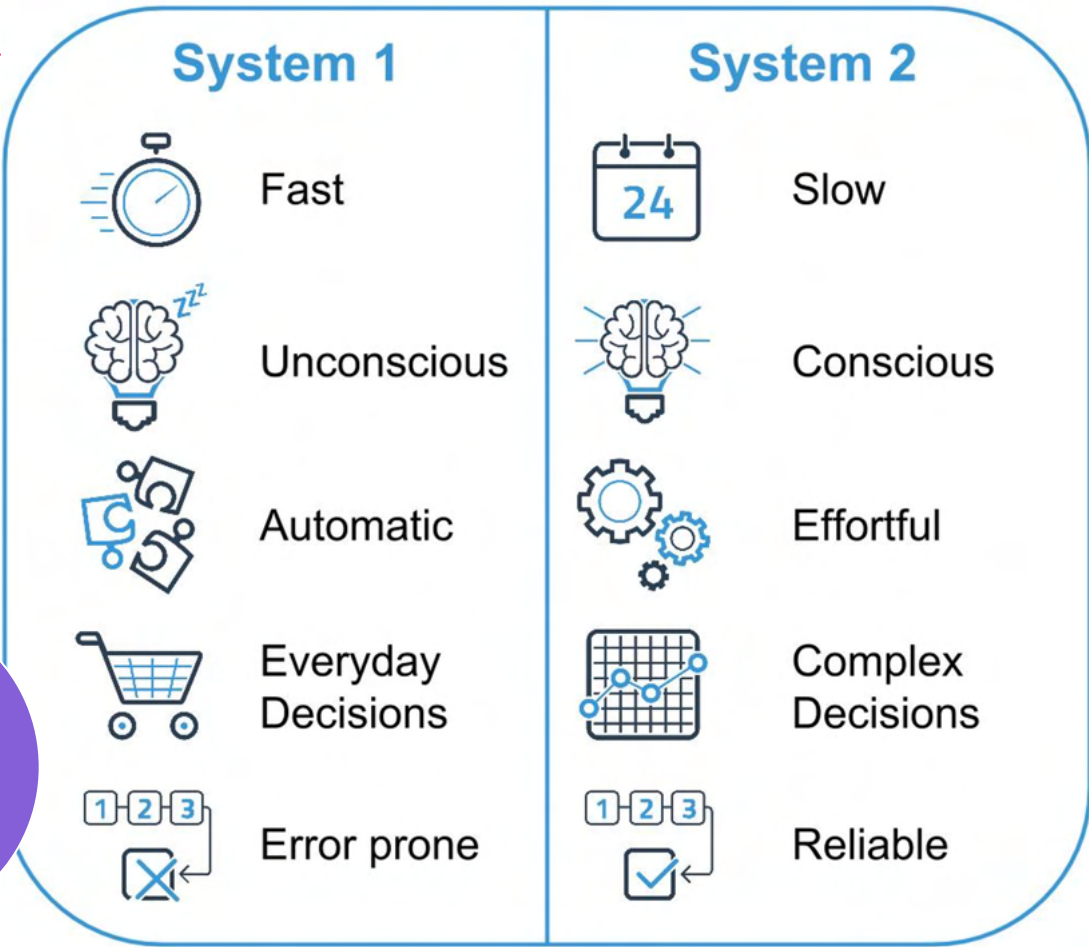**Behavioural insights is the practical application of behavioural science to address practical issues**

Conscious and unconscious decision making

Do we make decisions consciously or unconsciously?

Tailor interventions and ideas to how System 1 works. Make use of the fast unconscious decision making process.

95% of decisions made by system 1

System 1	System 2
Fast	Slow
Unconscious	Conscious
Automatic	Effortful
Everyday Decisions	Complex Decisions
Error prone	Reliable

https://www.celerity.com/behavioral-design-for-the-everyday-brain
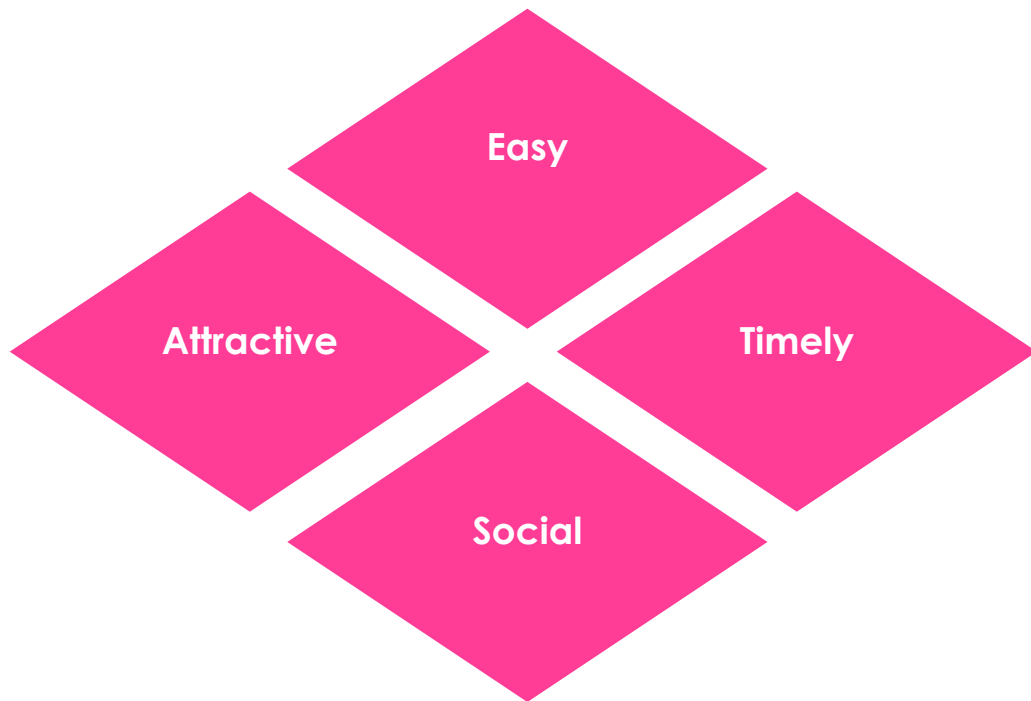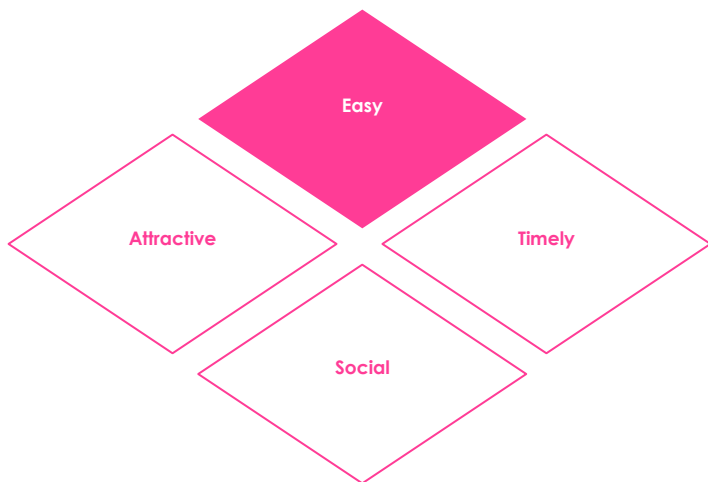
Nudge

"Any aspect of the choice architecture that alters people's behaviour in a predictable way, without forbidding any options or significantly changing their economic incentives"
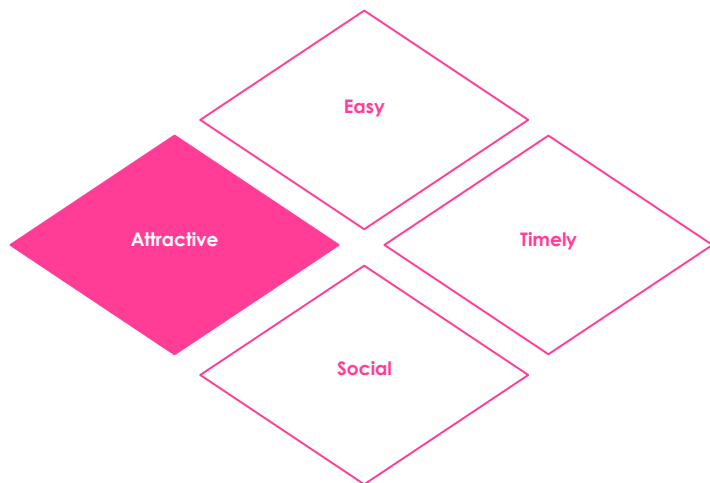
Richard Thaler and Cass Sunstein

How to nudge behaviours?

EAST Framework

Easy

Attractive

Timely

Social

EAST: Four Simple Ways to Apply Behavioural Insights

Easy
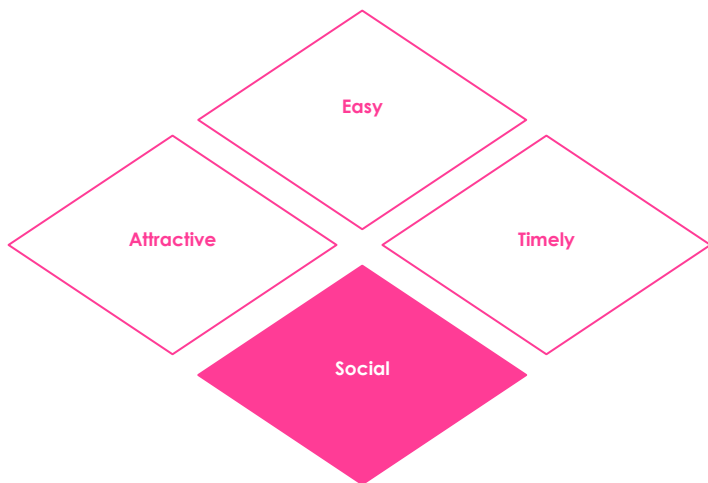
Easy · Attractive · Timely · Social

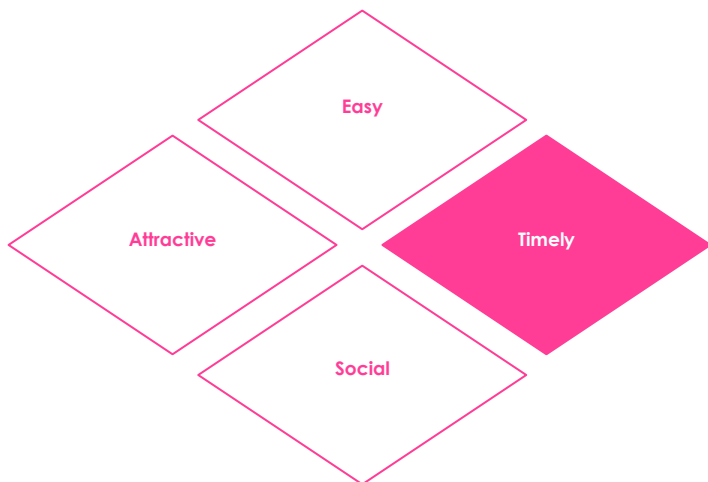- Simplify
- Take out the hassle
- Make it the default

Attractive

- Attract Attention
- Personalise
- Provide incentive

Social

- Highlight a helpful social norm
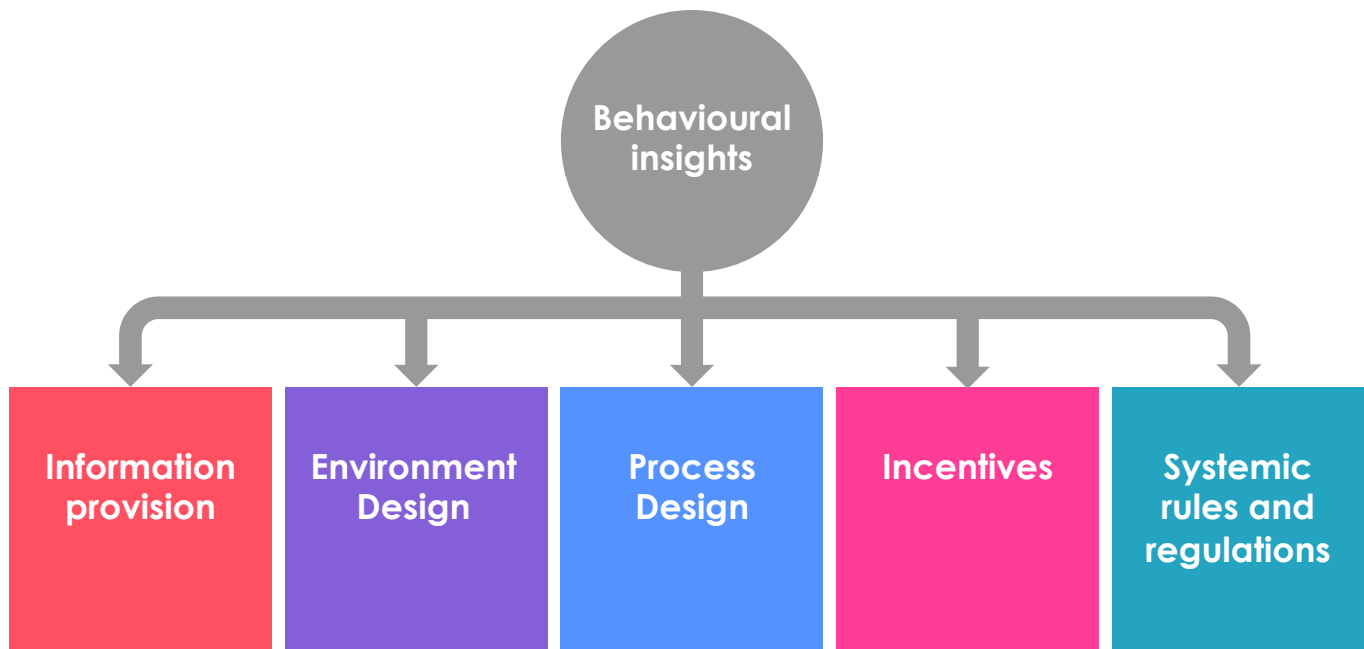- Leverage networks
- Use reciprocity

Behavioural insights can enrich traditional policy tools

Behavioural insights

Information provision

Environment Design

Process Design

Incentives

Systemic rules and regulations

Let's give it a go…

TESTS approach

- **Target:** Select a behaviour to change

- **Explore:** Understand the context using social anthropology approach

- **Solution:** Design an intervention (use the EAST framework)

- **Trial:** test and evaluate

- **Scale:** Replicate successful idea for greater impact

Target

Identify a collaborative behaviour you want to change in your team or your organisation. Think about the qualities we have gone through today…
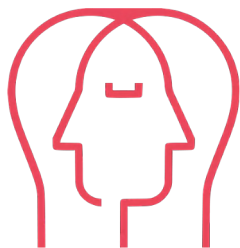
Empathy   Humility   Enablement

General challenge:

-   How might we effectively reach out to vulnerable groups and incorporate their needs into policy-making and public service delivery?

Turn this into something specific:

How might we nudge **(identify who)** to **(identify what you want them to do)** in **(identify a place or/and a time)**.

I.e. How might we nudge **policy makers** to leave their desks and **proactively engage with vulnerable groups** at the **beginning of a policy making process**.

Make it as specific as possible to your context.

Creating a user journey map
This tool is to support you to make tangible how a user experiences a service or situation, and to identify areas for improvement.

STATES OF CHANGE

	Stage 1: What is the first action or decision the user takes?	Stage 2 What do they do next?	Stage 3 What do they do next?	Stage 4 What do they do next?	Stage 5 What is the final decision or action?
The ideal process Write out what the process would look like in a perfect world.					
The reality process Write out what the current process looks like.					
The barriers Identify the barriers that are stopping the reality becoming the ideal process.					

1. Start with the ideal process

2. Then write out the reality ...

3. Identify barriers that prevent reality from being the ideal process

25

Solution

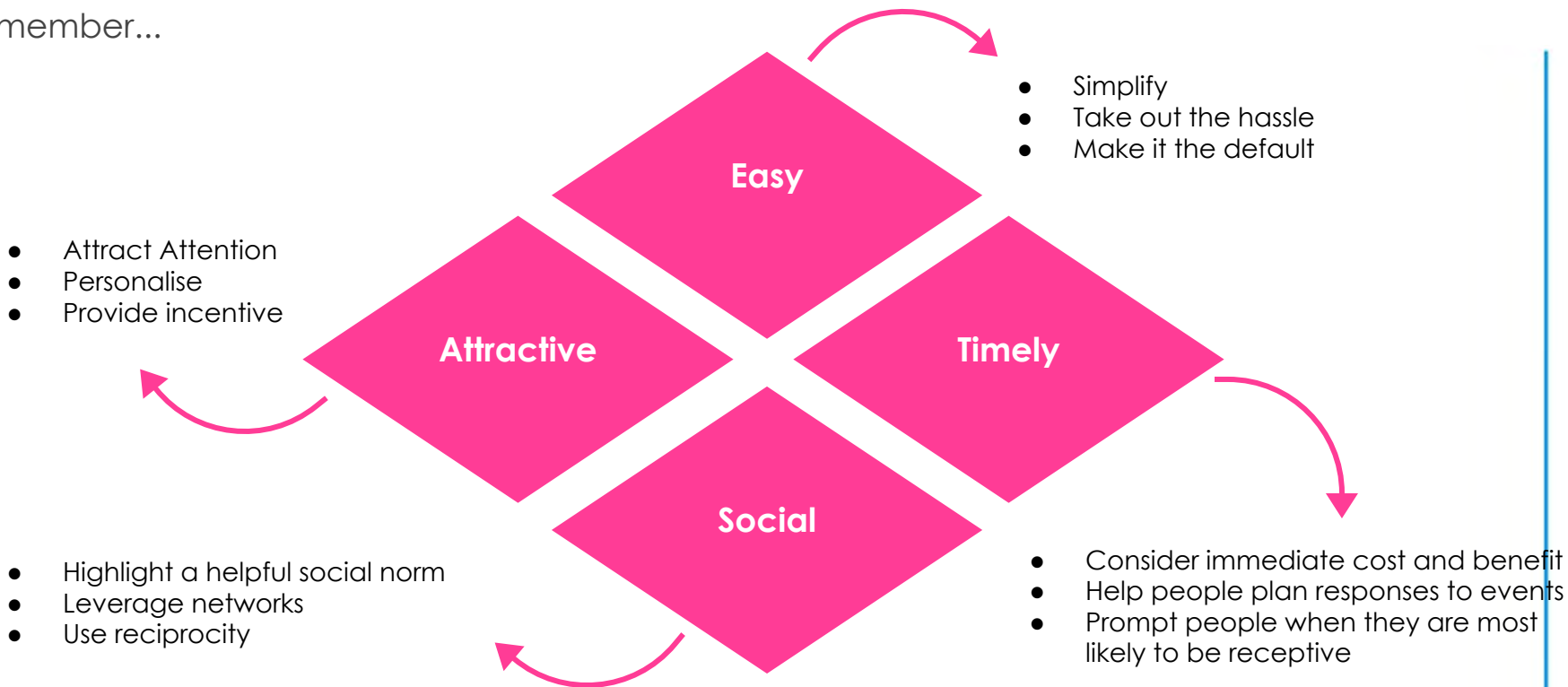**Creating a user journey map**
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The ideal process Write out what the process would look like in a perfect world.					
The reality process Write out what the current process looks like.					
The barriers Identify the barriers that are stopping the reality becoming the ideal process.					

Select a barrier and create a solution for it… Design nudges!

⊛**DESA** | **Division for Public Institutions and Digital Government**

Remember...

Easy
- Simplify
- Take out the hassle
- Make it the default

Attractive
- Attract Attention
- Personalise
- Provide incentive

Timely
- Consider immediate cost and benefit
- Help people plan responses to events
- Prompt people when they are most likely to be receptive

Social
- Highlight a helpful social norm
- Leverage networks
- Use reciprocity

Nudge inspiration..

Nudge inspiration...

SOCIAL NORMS
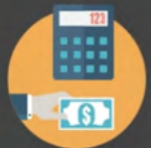
In the UK, people in arrears on their taxes were sent reminders that were worded using Social Normative Messages. Phrases such as "9 out of 10 people in your area are up to date with tax payments." By making them seem like the outliers, tax payments from people sent these letters was 15% up compared to the norm.

Easy

Attractive

Timely

Social
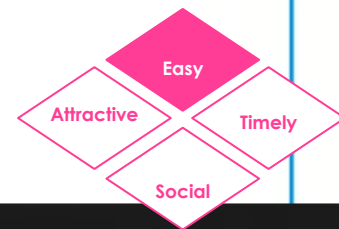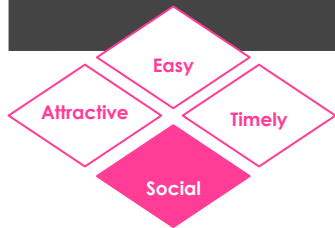
ORGAN DONATION

Countries where people have to opt in to donating organs generally see a maximum of 30% of the population registering to donate. In countries where people are automatically enrolled in organ donation schemes and have to actually opt out, only about 10 to 15% of people bother – providing a far larger pool of organ donors.

Easy

Attractive

Timely

Social

DESA | **Division for Public Institutions and Digital Government**

Create your idea!

In your groups, create a solution to overcome your selected barrier.
Have the solution written, or draw out ready to share with the rest of the group in 20 mins.

20 mins

Share ideas

Each group has 2 minutes to share their idea. Include your:

- **Specific 'how might we' statement**

- **Barrier selected**

- **Nudge solution**

- **How might this work in practice**

All other groups will provide feedback (Re: what you like, any suggestions to improve, and any questions)

Photo by Diego PH on Unsplash

Wrap up and reflection

Wrap up day #2

Reflections, questions, take-aways

What's on tomorrow?

Competencies for EXPERIMENTING & PUBLIC PROBLEM SOLVING
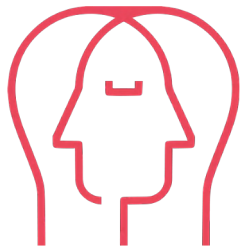
Collaborative Mindset

Citizen & Stakeholder Engagement
Actively involving citizens, stakeholders and unusual suspects

Creative Facilitation
Creatively processing different perspectives and deliberating multiple options

Building Bridges
Orchestrating interaction to find common ground and create shared ownership

Brokering
Mediating contrasting interests and reducing friction between multiple stakeholders

Leading Mindset

Political & Bureaucratic Awareness
Operating political dynamics and bureaucratic procedures to ensure strategic support

Financing change
Understanding the many ways to liberate and use financial resources for innovation

Intrapreneurship
Being insurgent and use business acumen to create opportunities

Demonstrating Value
Articulating the value of new approaches and solutions for decision-making purposes

Storytelling & Advocacy
Using narratives and media to articulate vision and information in compelling ways

Learning Mindset

Future Acumen
Connecting long-term vision with short-term achievable tasks

Prototyping & Iterating
Testing ideas and systematically improving them

Data Literacy & Evidence
Using different kinds of data effectively to accelerate sense-making

Systems Thinking
Combining micro and macro perspectives to grasp complexity

Tech Literacy
Understanding technological developments and use their potential

CORE SKILLS / KEY ATTITUDES

Empathetic
Understanding others' experiences and frames of reference

Agile
Responding to changing environments with flexibility

Action-oriented
Biased towards action and learning by doing

Curious
The desire to explore multiple possibilities

Resilient
The perseverance to deal with resistance

Imaginative
Exploring and envisioning new possible futures

Reflective
Habit of critically reflecting on process and results

Outcomes-focused
Strong commitment to real world effects

Courageous
Willingness to take risks

Public sector innovators combine key attitudes and skills to successfully drive innovation in government and solve public problems

nesta