Governance for the **Sustainable Development Goals**
Capacity Development Curriculum

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

**Toolkit**

**Day 4: Leadership Mindset**
Check in
### Why change mindsets?
Changing the role of PAs

### Exploring the Collaborative Mindset
- 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.

### Exploring the Learning Mindset
- Explore how these mindsets can be applied at an individual, team and institutional level. And how these mindsets can be embedded into their organisations.

### Exploring the Leadership Mindset
- Changing mindsets
- Applying to practice

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**Monday**
- Why change mindsets?
- Changing the role of PAs

**Tuesday**
- Exploring the Collaborative Mindset

**Wednesday**
- Exploring the Learning Mindset

**Thursday**
- Exploring the Leadership Mindset

**Friday**
- Changing mindsets
- Applying to practice

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**WHY**
- Elaborate why the focus is on mindsets, and why they are critical when seeking to speed up action on SDGs.
Today’s agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:00 - 9:10</td>
<td>EQ Check-in</td>
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<tr>
<td>9:10 - 10:00</td>
<td>Dark matter exercise</td>
</tr>
<tr>
<td>10:00 - 10:45</td>
<td>Leadership mindset in practice</td>
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<tr>
<td>10:45 - 11:00</td>
<td>Break</td>
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<tr>
<td>11:00 - 12:00</td>
<td>Creating a pitch</td>
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<tr>
<td>12:00 - 13:00</td>
<td>LUNCH</td>
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<tr>
<td>13:00 - 13:45</td>
<td>Presenting the pitches</td>
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<tr>
<td>13:45 - 15:00</td>
<td>Hacking our policy cycle</td>
</tr>
<tr>
<td>15:00 - 15:15</td>
<td>Break</td>
</tr>
<tr>
<td>15:15 - 16:45</td>
<td>Organisational capacity</td>
</tr>
<tr>
<td>4:45 - 5:00</td>
<td>Wrap up/reflect</td>
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The Leadership Mindset
Dark matter is believed to constitute approximately 83% of matter in the universe yet is virtually imperceptible... It is believed to be fundamentally important in the cosmos...and yet there is little understanding of its nature.

Slides inspired by the work of Cassie Robinson, Systems Changers and LanKelly Chase
Dan Hill on Dark Matter in Systems

‘The city we experience is, to some extent, a product of a city council’s culture and behaviour, legislation and operational modes, its previous history and future strategy, and so on. The ability for a community to make their own decisions is supported or inhibited by this wider framework of ‘dark matter’, based on the municipality they happen to be situated within as well as the characteristics of the local culture.’
Rules
Processes
Official Systems for doing things
Reporting requirements
Forms you have to use
Steps you have to follow
Budget lines
Boxes you have to tick
How meetings are run
Ways you always do things!
Story of the sign-in book...
<table>
<thead>
<tr>
<th><strong>Law</strong></th>
<th><strong>Policy</strong></th>
<th><strong>Contract</strong></th>
<th><strong>Process</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>You <strong>have</strong> to do it. You might be <strong>punished</strong> if you don’t.</td>
<td>Suggested ways that the system <strong>should</strong> work. Often this results in things being <strong>measured</strong>.</td>
<td>What you have to do to keep your word and to be <strong>paid</strong>.</td>
<td>Ways of doing things. How your organisation puts things into practice.</td>
</tr>
<tr>
<td><strong>But</strong>... it is often subject to guidance or interpretation and its application can be debated or even challenged in the courts.</td>
<td>You might get judged or challenged if you don’t follow policy. You may be required to report on it to get funding.</td>
<td>What are the terms of the contract: what’s in and what isn’t. What you feel is expected of you: the spirit of the agreement.</td>
<td>They may seem immovable and there may be great resistance to moving them but it is usually organisational culture of individuals holding them there.</td>
</tr>
<tr>
<td>And the law itself can be changed by parliament or sometimes by a tiny amendment.</td>
<td><strong>But</strong>... how you implement policy usually represents a choice somewhere in your organisation or system.</td>
<td><strong>But</strong>... you can renegotiate contracts, you can agree changes with your client.</td>
<td>Eg’s. filing/computer systems, the way your room is organised, the way responsibilities are divided in a team, the way a budget is organised, how meetings are run.</td>
</tr>
</tbody>
</table>
What we hear...

- These are the rules....
- This is how things are done...
- We can’t do that because ...
Imagination
Envisioning new creative possibilities

Outcomes focused
Strong commitment to real world effects

Courageous
Willingness to take risks
Identifying dark matter

Drawing upon the barriers and obstacles identified on Day 1, groups will interrogate which fall into the dark matters category, and what actions could be taken to overcome/challenge them.

Where could you be more courageous?
Where could you be more imaginative?

Share with the cohort
Leadership Mindset in practice
Guest speaker

Suggested: Millica Begovic, Head of Innovation Portfolio, UNDP
Break
Returning to the challenge
Imagination

Outcomes focused

Courageous
You have your idea, you have tested your prototype - in order to develop this further you often have to advocate for the change you’d like to see and the need for pursuing it (in new ways).

Who would you need to convince and how would you do it?
Creating a pitch
Employ storytelling principles

**Good stories...**

- **Have a selective batch of information** - not a blow by blow description of every happening. It’s concise.
- **Has a structure, a narrative** - the information flows in a purposeful format that elicits tensions and feelings.
- **Has a meaning** - has a purpose, a message, a lesson
- **Is simple** - it can’t be too complex. People are able to follow it.
- **Is authentic** - the story may be fiction, but the sentiment isn’t faked.
- **Is relevant** - it means something to the teller or listeners life.
Humans are natural storytellers, we’re wired to tell stories
Science of stories

- When we read data, only the language parts of our brain work (to decode meaning).
- When we read/hear a story, language + parts of the brain we’d use if we were experiencing situations are active.
- Easier to remember stories over facts.
- Easier to capture the attention of others.
<table>
<thead>
<tr>
<th>A means to share and interpret experiences...</th>
<th>Helping people learn to listen...</th>
<th>Helping to raise awareness...</th>
<th>Helping empower people...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reflect, reframe, sensemake situations. Learn with people.</td>
<td>Bring unheard voices to the table, elicit empathy.</td>
<td>Of your own purpose and value, or of an important situation</td>
<td>Helps people make decisions. Demonstrates something is possible.</td>
</tr>
<tr>
<td>Transferring knowledge...</td>
<td>Persuading someone to act...</td>
<td>Changing people's minds...</td>
<td>To entertain...</td>
</tr>
<tr>
<td>Communicate knowledge in a simple way. Educate, work out loud, peer learn</td>
<td>Influence or inspire someone to change a behaviour, or provide resources</td>
<td>Help people identify their biases and see something differently</td>
<td>To make people laugh, cry, feel joy, feel pain, feel scared, feel happy.</td>
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</table>
Types of stories

The Challenge Story
This story is about a protagonist overcoming seemingly insurmountable obstacles to turn their idea into reality. It is dramatic, inspiring, accessible, and emotionally moving.

Suggested audience: The general public

The How-To Story
Explains the process of solving and implementing a social problem. It inspires social innovators and thought leaders, and provides hope and insights into emerging practices that are effective - plus explains how to employ these methods themselves.

Suggested audience: Social innovators, thought leaders

The Big Idea Story
Focuses on describing a novel solution and explores how it fits within the bigger picture of creating social change and emerging trends in the social impact sector.

Suggested audience: Thought leaders, funders
Don’t forget your intended audience...

- What do they need from the story?
- Why are they going to listen?
- What motivates them?

Body language

- Anchor yourself
- Open your shoulders and arms
- Make eye contact
- Use facial expressions
- Enunciate
- Vary the rate of speech
- Smile

LEARN IT. INTERNALISE. RECREATE.
Creating a persuasive story

This tool is to help you in identifying and elaborating on the elements required to create a persuasive story, and support you in constructing it in an ordered way.

**Audience**
Identify your intended audience/stakeholders, and describe their relationship to you.

**Empathy**
Describe what your audiences perspective or experience of this challenge is.

We all know that your policy goal for this term is...

**Problem understanding**
Describe the different elements of the problem, and why has it not been addressed in the past.

We also know that the main problem your unit face is...

...the other elements of that problem are...

**Who**
Identify who is affected, both directly and indirectly, by the problem.

This problem directly affects...

...whilst it also involves...

**Idea**
Describe your idea/solution to address the problem?

The solution we propose is...

**Benefit**
Describe what an inspiring scenario might look like, as a result of implementing the solution.

The benefits of the solution will be...

**Actions**
Describe how you will deliver this solution, in a practical sense.

We are going to use the budget from...

...and our time frame is...

**Audience role**
Identify how your intended audience (i.e. your board) will play a role in this.

As our authority, you'll appear as...
LUNCH
Each team will present their pitch. One other team will play the role of the intended audience and respond accordingly.

The other teams will play the role of observers and provide feedback.

Each team has 4 mins each to present
Hacking our project/policy cycle
Imagination Outcomes

Focused
Courageous
Empathy
Humility
Enablement
Reflective
Agile
Curious
Imagination
Outcomes focused
Courageous
Learning from practice

Experimenting with the policy cycle in Denmark’s Ministry of Employment
Example from MindLab
Identification of challenge

Policy formation

Idea

Political agreement

Initiative

Law reform

Intended outcome

Testing

Non-intended outcome potentials

Public formulation of need
Key principles of the “hacking” process

- Making the citizen and frontline worker experience visible – concrete experiences
- Making the citizen and local contexts an active resource in development processes
- Create generative shared reference points
- Boost synergy with context: create a constructive dialogue
- Looking at the service journey within a wider system to create new interventions
- Avoid analysis and paralysis by embracing an experimental mindset
Identification of challenge

Policy formation

Initiative

Political agreement

Law reform

Intended outcome

Non-intended outcome potentials

Testing

Public formulation of need

Mandatory internships

Idea

“Qualitative assessment at an early stage”
Identification of challenge

Policy formation

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Intended outcome

Law reform

Non-intended outcome potentials

“Qualitative assessment at an early stage”

Testing

Mandatory internships

Public formulation of need

Policy workshops with citizens and frontline

New kinds of risk scenarios

Cross-cutting implementation teams

Cross-cutting implementation teams
Hacking your policy cycle*

On their own sheet of flip chart paper, each group should create their own policy cycle (either use one person in your group as an example, or create a generic one together).

Identify the different key stages on your sketch.

*If you feel more comfortable using a project cycle, do that instead
Hacking your policy cycle

Once your existing policy (or project cycle) is drawn, start to identify the areas where you could do things differently.

Where can you make changes. Where can mindsets, behaviours, skills and methods be applied to create different outcome?
Let’s share...

What are the main changes you could make to your policy or project cycle?
Break
Organisational capacity
Collaborative Mindset

- Citizen & Stakeholder Engagement
  - Actively involving citizens, stakeholders, and partners
- Creative Facilitation
  - Creatively processing different perspectives and deliberating multiple options
- Building Bridges
  - Orchestrating interaction to find common ground and create shared ownership
- Brokering
  - Mediating and bridging interests and reducing friction between multiple stakeholders

Learning Mindset

- Future Acumen
  - Connecting long-term vision with short-term actionable 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

Leading Mindset

- Outcomes-focused
  - Strong commitment to desired results
- Courageous
  - Willingness to take risks
- Reflective
  - Habits of in-depth, reflecting on process and results

- Curious
  - The desire to explore multiple possible futures
- Imaginative
  - Exploring and envisioning four possible futures
- Empathetic
  - Understanding others’ experiences and frames of reference
- Agile
  - Responding to changing environments with flexibility

Core Skills & Key Attitudes

- Action-oriented
  - Focused towards action and learning by doing
- Resilient
  - The perseverance to deal with resistance
- Political & Bureaucratic Awareness
  - Operating political dynamics and bureaucratic procedures to secure strategic support
- Financing Change
  - Understanding the many ways to liberate and use financial resources for innovation
- Intrapreneurship
  - Being an entrepreneur and use business acumen to create opportunities
- Demonstrating Value
  - Communicating 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

Public sector innovators combine key attitudes and skills to successfully drive innovation in government and solve public problems.
Let’s try it!
Read through the skills cards.
What do you believe are your 5 core skills?
Mapping your skills

Pick a colour and put your initials on it
Each person then maps them onto the board.
Each person then maps out their 3 strongest attitudes
Reflecting on competencies

Is there a general area of strength or weakness?
- Is this reflected in the way you operate?

Where are the core strengths?
- Are there strengths others have identified that surprise you?

Where are the gaps?
- Are these gaps a problem? In what way?
- Which skill or attitude gap concerns you the most?

What skills do you, as a team, think you need to do more of
- How might you go about developing these skills?
- What support might you need to do this?
- What has been tried so far?
Towards a culture change in government, institutions and organisations...

**OUTCOMES**
- PREDICTABLE
  - Intended outcomes result from careful analysis

**ATTITUDE**
- "WE KNOW"
  - Developing & implementing policy behind your desk
- "WE DON'T KNOW (FOR SURE)"
  - Involving others & testing to see what works

**DECISION BASIS**
- REARVIEW–MIRROR
  - Decisions are based on historical data
- FUTURE–ORIENTED
  - Decisions are based on indicators from experiments

**PURPOSE OF KNOWLEDGE**
- HIGHLIGHT AND VALIDATE
  - Generalizable assumptions at a point-in-time
- UNDERSTAND AND GENERATE
  - Capturing human experience over time

**TOOLS**
- PRESCRIPTIVE
  - Prescribing a predefined course of action
- EXPLORATIVE
  - Processes that allow for exploring new possibilities

**FAILURE**
- AVOIDED
  - Failure is something to be avoided
- EMBRACED
  - Failure is accepted as part of iterative learning
**INNOVATION CRAFT**

**MINDSETS**
- Embracing new professional identities

**CONDITIONS**
- Creating enabling environments

**APPROACHES**
- Rehearsing new ways of working

**FUNCTIONS**
- Embedding institutional changes

**Processes**

**Context**

**Methods**

**Culture**
Think across different levels…
Wrap up and reflection
Wrap up day #4

Reflections, questions, take-aways

What’s on tomorrow?
Imaginatio

Outcomes focused

Courageous

Reflective

Agile

Curious

Empathy

Humility

Enablement

Imagination

Outcomes focused

Courageous

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