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The role of the Chief Statistician

Innovative leadership

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Plan

- What is innovation

- Change is the key

- Innovation in the public sector

- Leadership

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„There is nothing permanent except change."
„Change alone is unchanging."

–Heraclitus

Innovation

- Innovation requires change

  - positive changes in efficiency, productivity, quality, competitiveness, effectiveness and market share

  - changes in organizational culture enabling and encouraging innovation from employees

  - changes may be incremental or disruptive

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Innovation

- Innovation is forced by the change

  - the general sources of innovations are changes outside and inside an organization

  - it can either be the result of decisions within your organization or in response to new regulations or policy measures.

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„The first step toward change is awareness.
The second step is acceptance."

–Nathaniel Branden

The framework

- Innovation in businesses

- Innovation in the public sector

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Innovation (Oslo Manual)

- An **innovation** is the implementation of a **new or significantly improved**

  - product (good or service), or

  - process,

  - a new marketing method, or

  - a new organizational method

- in business practices, workplace organization or external relations.

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Innovation in the public sector (recent projects)

- The implementation of a significant **change** in the way an entity operates or in the products it provides.

- **New or significantly changed**

  - products (goods or services),

  - processes,

  - strategies,
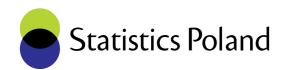
  - communications.

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Product innovation

- The introduction of a product that is new or significantly improved compared to existing products in your entity.

  - This includes significant improvements in the products' characteristics, in user access or in how it is used.

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Process innovation

- The implementation of a method for the production and provision of products, that is new or significantly improved compared to existing processes in your entity, a new method for organizing or managing work.

    - This may involve significant improvements in for example, equipment and/or skills, improvements in support functions such as IT, accounting and purchasing.

    - This includes new or significant improvements to management systems or workplace organization.

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Strategic/policy innovation

- Positioning the entity in line with new corporate objectives or new customers,

    - This includes developing new or significantly improved strategies for meeting goals.

    - This also includes using alternative service delivery models, implementing policy initiatives developed by the government, developing policies implemented by other public administrations,.

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Communication innovation

- The implementation of a new method of promoting the entity or its products, or new methods to influence the behavior of individuals or others.

  - These must differ significantly from existing communication methods in your entity.

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Degree of novelty

- Innovation may be

    - new to the „organization", new to the „market", new to the „industry", new to the world.

    - Innovations may have been developed by others.

    - Don't be afraid to follow others.

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„Things do not change; we change."

–Henry David Thoreau

How to spur innovation in your organization

- Build an innovation culture.

- Find and mobilize the best individuals.

- Re-frame the institutional challenge and opportunity.

- Re-orient institutional activities.

- Embrace new tools.

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Building an innovation culture

- A culture of innovation will encourage employees to take risks that lead to **changes**.

- Culture is the net effect of shared behaviors.

- You change the culture by becoming more innovative, not the other way around.

- Adopting innovative behaviors must come first.

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Why not embrace some analytics first?

- Annual innovation reports from departments and regional offices of Statistics Poland

  - Public sector innovation framework

    - product,

    - process,

    - strategy/policy,

    - communication.

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Internal annual innovation reports

- Innovation environment

  - Reports presented during biannual meeting of executive staff

  - Strong expectation for innovations - building up an innovation culture

- Metrics

  - Measuring innovation across organization

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Building an innovation culture

- Sometimes you don't even realize where are weak spots in you organization,

  - than it turns out some of the planned actions might be impossible to realize because of lack of necessary resources,

- so then it is good to communicate that whatever innovation your staff is going to implement, will be welcomed well,

  - it gives a confidence that even though they can make up at least partially; like in case of communication innovations, maybe not all is possible at the moment, but some initiatives might be undertaken.

„Loss is nothing else but **change**, and **change** is Nature's delight.."

–Marcus Aurelius

Find and mobilize the best individuals

- There is this disparity between what you imagine you'd like to do and what you actually can do concerning human resources constraints

- Passionate individuals are often unhappy.

- Leaders must put mechanisms in place to connect these individuals with each other, and serve as their champion.

- Modified incentive and reward systems help keep these people learning – through both success and failure – and rewarded for taking on more near-term risk.
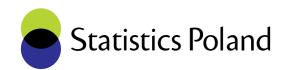
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Re-frame the institutional challenge

- Leaders must redefine the reason their institutions exist, breaking down institutional walls.

- Develop new or significantly improved strategies for meeting your newly identified goals.
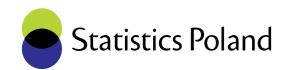
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Re-orient institutional activities

- Mobilizing passion means re-thinking strategy, organization, and operations.

  - Strategy prioritizes the growth needed to create new things for passionate people to do.

  - Organization shifts towards scaling teams in broad creation spaces where people get better faster by working with others.

  - Operations focuses on the two or three initiatives that pull passionate people with the dispositions required to operate successfully in less structured and defined situations.

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Embrace new management and IT tools.

- Agile management.

- Younger generations of employees are using new technologies to connect with their peers across institutional boundaries.

  - These contrast with tools that mostly focus on collaboration within the enterprise.

- Deploy new IT tools - institutional leaders must recognize and embrace these new forms of IT.

- Use connectivity to bring together ideas from across the organization or bringing ideas from outside the entity.

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„They always say time changes things, but you actually have to **change them yourself**."

–Andy Warhol

The role of chief statisticians

- Executives and managers need to break away from traditional ways of thinking and use change to their advantage.

- The most important thing leaders can do to spur innovation is to lead a collective change in attitude.

- Build among your employees a collective sense of a desire for excellence.

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„Failure is an option here.
If things are not failing,
you are not innovating enough."

–Elon Musk

„Excuses change nothing,
but make everyone feel better.”

–Mason Cooley

The role of chief statisticians

- Empower employees to make changes.

- Encourage risk-taking.

- Forgive honest mistakes.

- Create the environment so that employees can make changes in directly.

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„To improve is to change;
to be perfect is to change often.”

–Winston Churchill

„Some people don't like change, but you need to embrace change if the alternative is disaster."

–Elon Musk

The role of chief statisticians

- Don't confine innovation to one department.

- Effective innovation relies on cooperation, that means no silos.

- Departments must adopt and buy into a corporate perspective.

- To foster this mind-set, leaders need to do more than simply give directives; they must also take the time to explain the purposes and rationale of decisions.
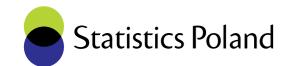
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„Everyone thinks of changing the world, but no one thinks of changing himself."

–Leo Tolstoy

The role of chief statisticians

- Make challenging the status quo acceptable.

- Listen for good ideas at all levels.

- Embrace analytics.

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The role of chief statisticians

- You need to challenge yourself continuously you shouldn't settle on everything so always ask yourself whether this is the way you think it is.

  - Working In Perpetual Beta.

  - Publish or perish.

  - Deploy or die.

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„A genuine leader is not a searcher for consensus but a molder of consensus."

–Martin Luther King, Jr.

Thank you for your attention!