Anticipatory Innovation Governance

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OECD

Observatory of
Public Sector Innovation

BETTER POLICIES FOR BETTER LIVES
The OECD Observatory for Public Sector Innovation

We put innovation at the heart of government. Founded in 2013 based on the growing need for governments to adopt new approaches to address society’s complex problems, OPSI strives to:

**Uncover what’s next**
We analyse global trends and explore new possibilities for governments

**Turn the new into the normal**
We provide the tools, know-how, skills and methods to implement theory into practice

**Provide trusted advice**
We develop guidance and tailored advice on ways governments can support innovation for better outcomes
Anticipatory Innovation
Better anticipation
Better decisions

All organisations are anticipating all the time.

But none are making the most of the present to prepare for and shape the future.

Anticipatory innovation helps to address this problem.
REACTIVE GOVERNMENT

- Position of ‘wait and see’
- ‘End-of-pipe’ solutions that often fail to anticipate or address long-term systemic implications

PROACTIVE GOVERNMENT

- Government as an active shaper
- Anticipating various futures and actively exploring options in practise.
FORESIGHT PRACTICE

Horizon scanning
Megatrends
Scenario planning
Visioning
Roadmapping
Cross-impacting
Futures wheel
Causal layered analysis
...etc

THE IMPACT GAP

Anticipation

Anticipatory innovation

Anticipatory innovation governance

POLICY ACTION

Policies
Strategies
Regulations
Partnerships
Common standards
Early warning systems
Infrastructure
Fiscal incentives
Public consultations
Research funding
...etc
# Mechanisms of Anticipatory Innovation Governance

**Authorising environment** is the system within the public sector that validates anticipatory innovations – provides feedback that there is demand, value, and use for the work.

- Vested interest and cognitive biases
- Public interest and participation
- Networks and partnerships
- Legitimacy
- Evidence and evaluation
- Learning loops

**Agency** defines the tools, methods and information resources that enable public servants and organisations to anticipate and innovate in practice.

- Alternatives exploration and experimentation
- Data and measurement
- Sense making
- Organisational capacity
- Tools and methods
- Institutional structures
Authorising Environment

- Network & Partnerships
- Public Interest & Participation
- Vested Interests & Cognitive Biases
- Legitimacy
- Evidence & Evaluation
- Learning Loops

Agency

- Institutional Structures
- Alternatives Exploration & Experimentation
- Organisational Capacity
- Data & Measurement
- Tools & Methods
- Sense-Making
Proactive governance in Finland
Assessing Finland’s anticipatory innovation governance system (initial assessment report)

Testing anticipatory innovation mechanisms in four pilot case studies

Peer-learning from international cases

Revising the AIG model and identifying action points for Finland

Final report and official launch
Main action points from the assessment

1. **Integration**
   Integrating futures and foresight with core strategic processes, innovation and experimentation.

2. **Participation**
   Systematically involving citizens and other stakeholders in future-oriented policy creation.

3. **Capabilities**
   Increasing access to and experience with anticipatory innovation approaches and tools.

4. **Sense-making**
   Allow for complex and long-term policy issues to be collectively understood and sustained across the policy cycle.

5. **Collaboration**
   Countering governmental silos and creating new ways of collaboration to look at emerging problems in a cross-government manner.
We worked with dedicated teams of public servants to explore how anticipation could be beneficially applied to four challenge areas:

- Mechanisms for the anticipatory governance of continuous learning
- Child well-being in Finland’s welfare service counties
- Carbon neutrality & evidence about the future in fiscal policy
- Politico-administrative cooperation on cross-cutting, complex policy issues
Leveraging collective intelligence to build a sustainable continuous learning system

Information management

Future Skills and Labour Market Information Committee

Inter-departmental coordination group

Integrated Information Resource

Decision-making

Skills Policy Council

Working group

Working group

Working group

Implementing stakeholders
Towards an anticipatory innovation governance model in Finland

INTERMEDIATE REPORT

This report contains a preliminary assessment of the anticipatory innovation system in Finland as it emerges from the interviews and validations workshops carried out in Finland between October 2020 – April 2021. This work will be complemented with a set of practical case studies and feed into a final OECD report to be completed in June 2022. This work has been supported by the Directorate General for Structural Reform Support (DG REFORM) of the European Commission under the grant REFORM/1800064.

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Access here:

oe.cd/aigFIN
Anticipatory Innovation Ecosystems in Latvia
Benefits of anticipation to innovation ecosystems

1. Opportunity spotting
   Innovation ecosystem members can develop a better understanding of the types of innovations that are likely to deliver positive outcomes across a range of possible futures.

2. Consequence scanning
   Anticipatory approaches enable the exploration of the consequences of technological development by drawing on the collective intelligence of ecosystem partners.

3. New spaces for convergence
   As anticipation reveals a variety of options for exploration, ecosystem participants can begin to see how greater collaboration can enable them to access opportunities and overcome challenges.

4. Stimulates creativity
   Anticipation provokes ecosystem partners to think creatively about how innovations can align with or shape potential future priorities.
Nested levels of governance for anticipatory innovation
Micro-governance of anticipatory innovation ecosystems

- Ensure heterogeneity of experience, expertise and resources
- Create conditions for productive ‘dissonance’ that can lead to more ground-breaking innovations
- Engage diverse stakeholders
- Shared goal orientation
- Capacity to anticipate, learn and adapt
- Capacity to collaborate
- Employ relevant anticipatory approaches effectively
- Create a tolerance for failure and the adaptation of plans, e.g. through psychological safety
- Build capacity to feed learnings back into the system
- Ensure there is a shared understanding of the ecosystem’s direction
- Create a concrete objective that activities can be measured towards
- Identify mutually beneficial activities for the ecosystem partners based on their competences, resources and goals
- Ensure robust relationships enabling productive work interactions and exchange of resources and information
A function-led approach for ongoing government coordination

- Influencing
- Regulating
- Championing
- Orchestrating
- Funding
- Market shaping
- Providing
Etorkizuna Eraikiz (Building the Future), Gipuzkoa
Collaborative governance to shape the future

**Etorkizuna Eraikiz Think Tank**
Co-creation with diverse stakeholders to understand and propose solutions to future challenges: Future work, Green recovery, The futures of the welfare state, and New political culture.

**Ekinez Ikasi**
Action Learning process to promote active listening in political communication with citizens.

**Gipuzkoa Lab**
A space to launch experimental projects – 44 have been launched since 2017

**Futures-oriented missions**
Working with EIT-Climate Kic. Aim: to make Gipuzkoa an advanced experimentation territory for a sustainable social, economic and environmental transition.
Forthcoming...
New & ongoing projects...

Follow us on Twitter and LinkedIn to track the development of these new projects.

- **Slovenia**: Supporting the development of anticipatory innovation ecosystems
- **Sweden**: Networks for resilience against future risks
- **Ireland**: Building capacity for anticipation in government
- **Flanders**: A blueprint and pilot for a strategic foresight system
Publications: innovation facets

Anticipatory
oe.cd/facets-anticipatory

Adaptive
oe.cd/facets-adaptive

Enhancement
oe.cd/facets-enhancement

Mission
oe.cd/facets-missions

Portfolios
oe.cd/innovation-portfolios
Thank you!