



Welcome // Bienvenue



Economic
Immigration Lab



Laboratoire sur
l'immigration
économique

SYSTEMS CHANGE

CHANGEMENT DE SYSTÈME

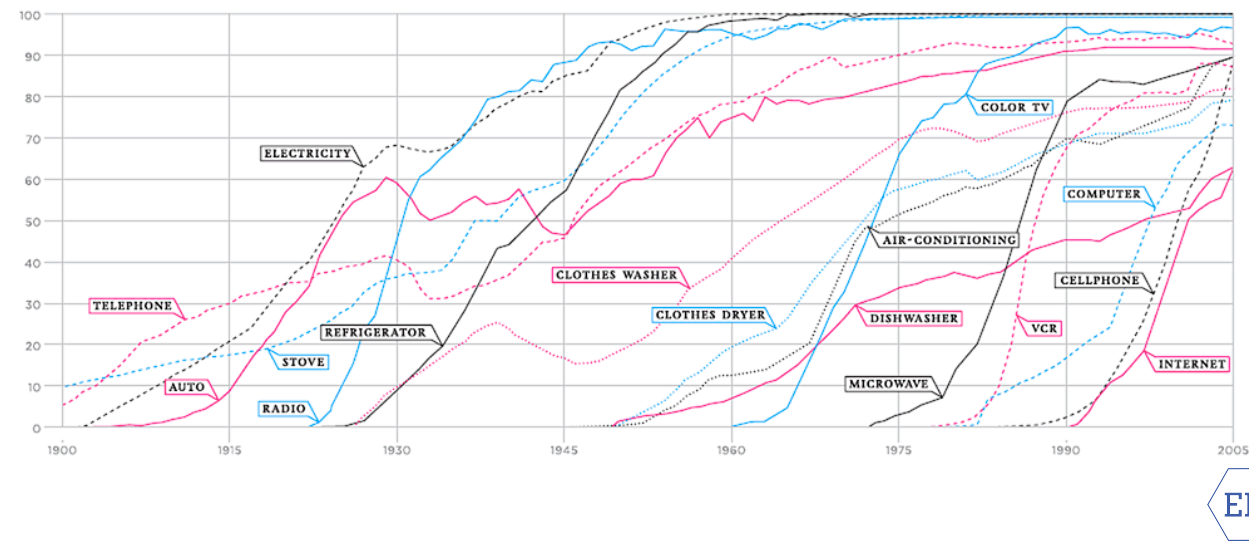
“None of us see the system. We see our own part based on our own background and history. And we all think we see the most crucial part.”

Peter Senge

 NouLAB

And things are changing fast!

TECHNOLOGICAL DIFFUSION DIFFUSION TECHNOLOGIQUE



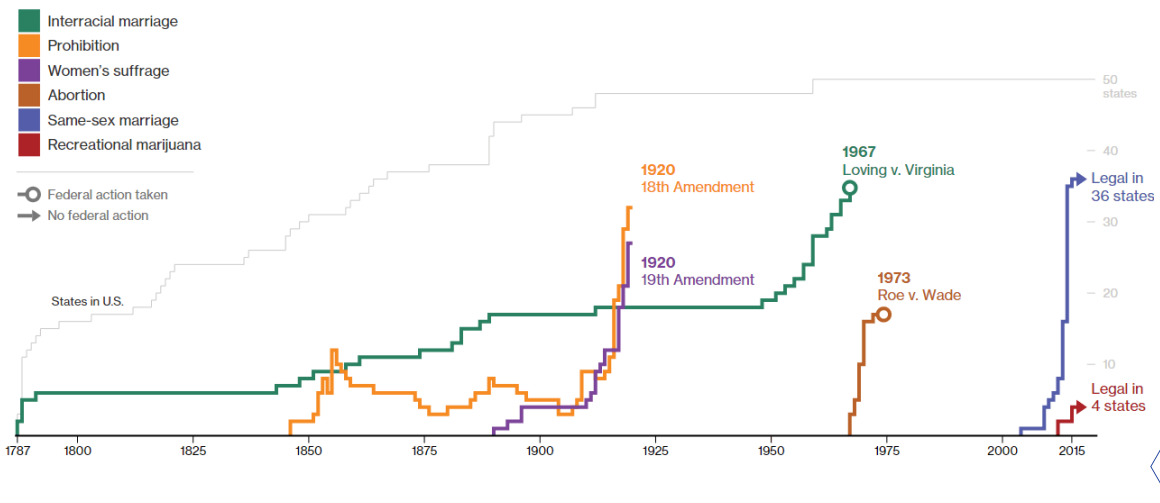
There are a lot of change drivers from Tech (think the internet, Smartphones, Algorithms and Artificial Intelligence)

Beaucoup de moteurs de changement venant de la technologie (pensez à Internet, aux téléphones intelligents, aux algorithmes et à l'intelligence artificielle)

SOCIAL CHANGE CHANGEMENT SOCIAL

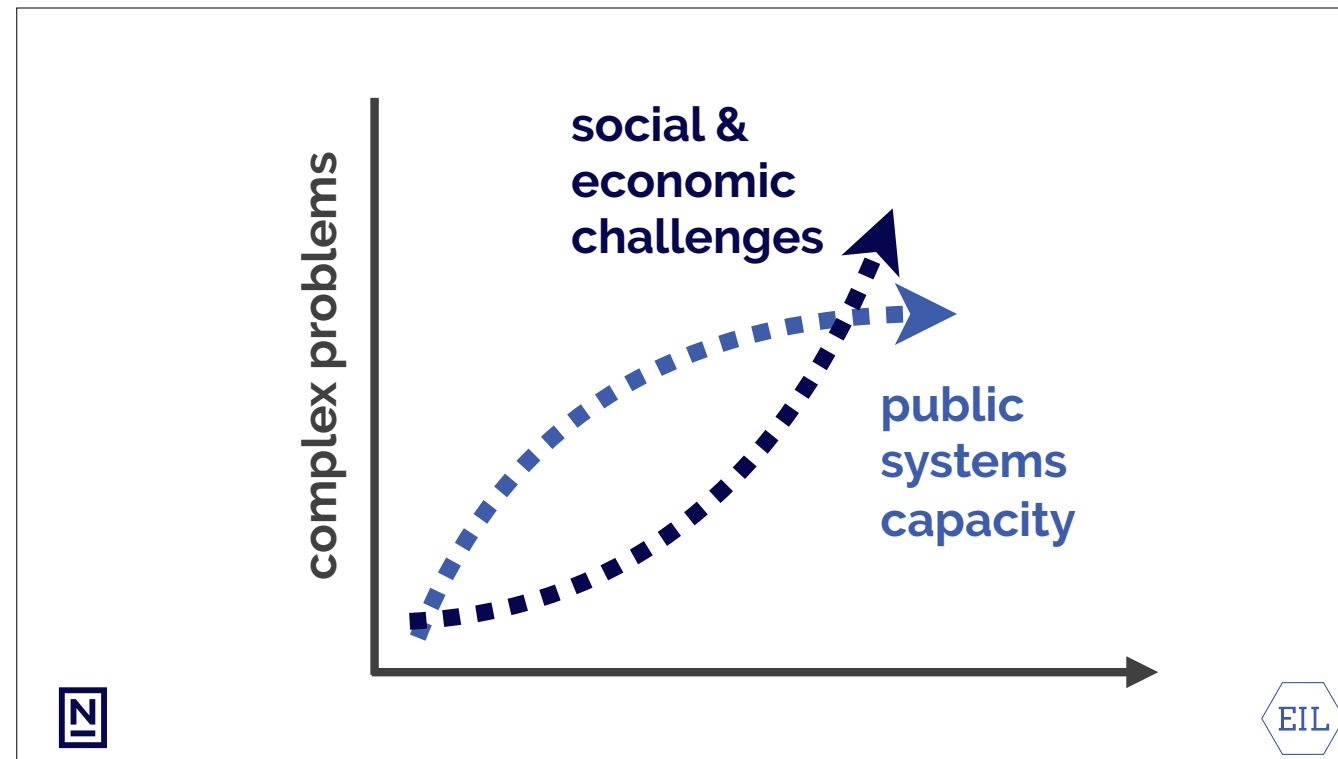
Tracking the Pace of Social Change

Number of states that have removed a ban, by year
(Prohibition shows the number of states that enacted)



Think Social, Political and Cultural Changes, Think demographic shifts and changing attitudes.

Pensez aux changements sociaux, politiques et culturels, pensez aux changements démographiques et au changement d'attitudes.



A main problem organizations are faced with is that the environmental contexts in which they exist are themselves changing, at an increasing rate and towards increasing complexity. (paraphrasing Eric Trist - 1960s)

This pace & complexity of change requires 1. greater flexibility (v. strictly top-down/hierarchical), 2. systems thinking (v. linear thinking), 3. open innovation (v. innovation efforts primarily from within)

Tous ces changements créent une complexité pernicieuse à un moment où la capacité de nos institutions publiques à s'adapter diminue.

En raison de la vitesse et de la complexité du changement, il faut 1. une plus grande souplesse (au lieu de simplement une approche descendante/hierarchique), 2. une pensée systémique (au lieu d'une pensée linéaire), 3. une innovation ouverte (au lieu d'efforts d'innovation venant surtout de l'intérieur)

“We act like systems in
creating large system problems,
but we act like individuals in trying to solve them.”

Eric Trist



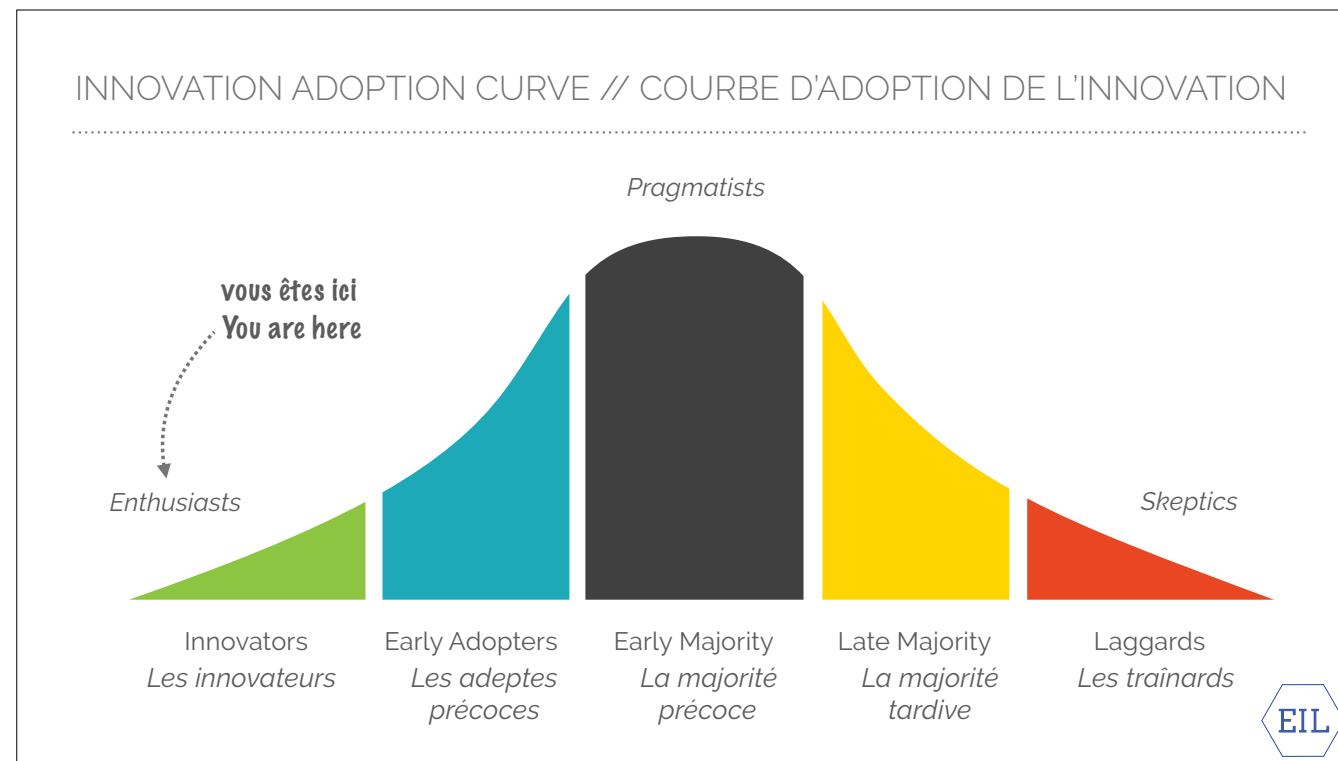
Change means: either 1. someone has to stop doing what they're doing, 2. start doing something they aren't doing, or 3. do what they do differently.

And we are not immune.

Peter Senge: People don't resist change.. they resist being changed.

Le changement signifie : soit 1. quelqu'un doit arrêter de faire ce qu'il fait, 2. commencer à faire quelque chose qu'il ne fait pas, ou 3. faire quelque chose qu'il fait autrement.

Et nous ne sommes pas à l'abri.



Whether you are thinking about changing a system, or introducing a new technology into the market, this illustration is a helpful way of thinking about change.

Innovators test/develop/introduce change,

Early adopters want to be part of the innovation story and through use of prototypes/beta versions/rough first drafts can teach innovators valuable lessons that will help them introduce change to a larger population ("jump the chasm"). Early majority need some convincing. Late majority will come along when it's the new standard.

Laggards may not come along. Too often we start with the late majority in mind.

SOCIAL INNOVATION

INNOVATION

SOCIALE

WHEN DO WE NEED INNOVATION?

- What we **have done** in the past is no longer working
- What we **have tried** has not succeeded
- Current policies or institutions are **not ready or able**
- Ce que nous **avons fait** par le passé ne fonctionne plus
- Ce que nous **avons essayé** n'a rien donné
- Les politiques ou les institutions actuelles ne **sont pas prêtes ou capables**



We don't need innovation for innovations sake. If it ain't broke, don't fix it. But there are areas where change is needed and we need to get real good at identifying and clearly framing those challenges.

Nous n'avons pas besoin d'innovation juste pour dire qu'il y a de l'innovation. Si ça marche, il ne faut pas y toucher. Mais il y a des secteurs où le changement est nécessaire, et nous devons apprendre à vraiment bien cerner et structurer clairement de tels défis.

WHAT IS INNOVATION?

“

Innovation is an **iterative learning process** - both at systems, organizational, project and individual level.

Christian Bason, Leading Public Sector Innovation



WHAT IS PUBLIC INNOVATION?

“

Novel concepts, models, approaches, policies, programs, products or services that create public value or solve public problems and get implemented at scale (become the new standard). **Process:** Discipline and practice of producing such breakthroughs.



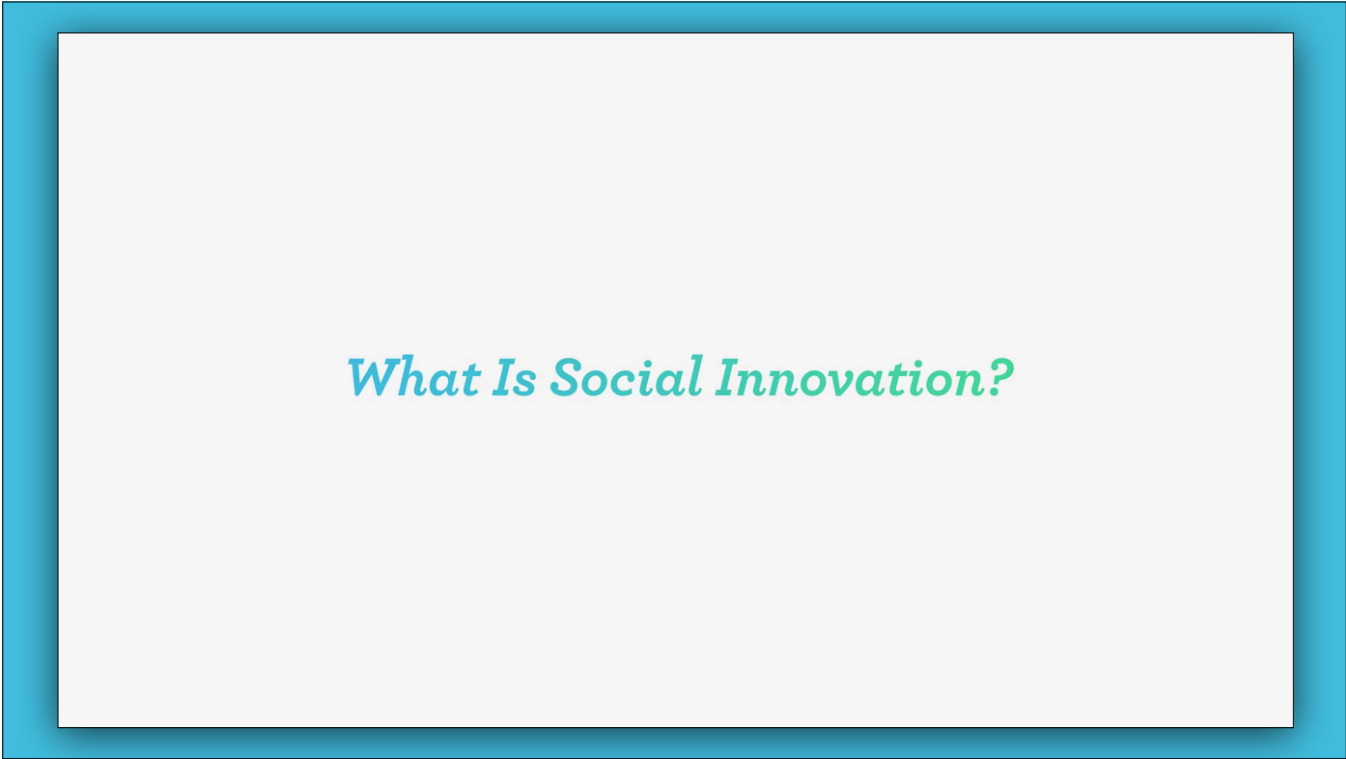
Outcome: Novel concepts, models, approaches, policies, programs, products or services that create public value or solve public problems and get implemented at scale... ie the innovation becomes the new standard.

Process: Discipline and practice of producing such breakthroughs. It's a **team sport**, user-centred and multi-disciplinary (ie it's a craft.)

Point here: we need to develop a common language of innovation.

Des concepts, modèles, approches, politiques, programmes, produits ou services nouveaux qui créent de la valeur publique ou règlent des problèmes publics et sont mis en œuvre à l'échelle (deviennent la nouvelle norme). Processus : Discipline et pratique consistant à réaliser de telles percées.

À retenir ici : nous devons développer un langage commun d'innovation.



What Is Social Innovation?

Social innovation addresses these challenges by applying new learning and strategies to solve these problems. For social innovations to be successful and have durability, the innovation should have a measurable impact on the broader social, political and economic context that created the problem in the first place.

In the context of changing the system dynamics that created the problem in the first place, a social innovation is any initiative (product, process, program, project or platform) that challenges and, over time, contributes to changing the defining routines, resource and authority flows or beliefs of the broader social system in which it is introduced.

Successful social innovations reduce vulnerability and enhance resilience. They have durability, scale and transformative impact.

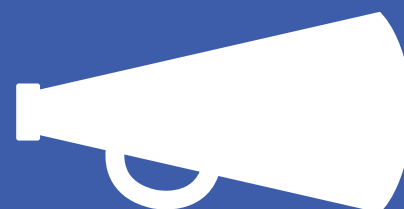
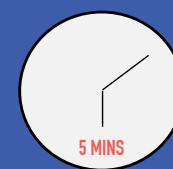
WHAT DOES INNOVATION MEAN TO YOU?
WHAT ARE SOME EXAMPLES THAT DEMONSTRATE
WHAT YOU MEAN BY INNOVATION?



COMMENT DÉFINIRIEZ-VOUS
L'INNOVATION? QUELS SONT LES
EXEMPLES D'INNOVATION?

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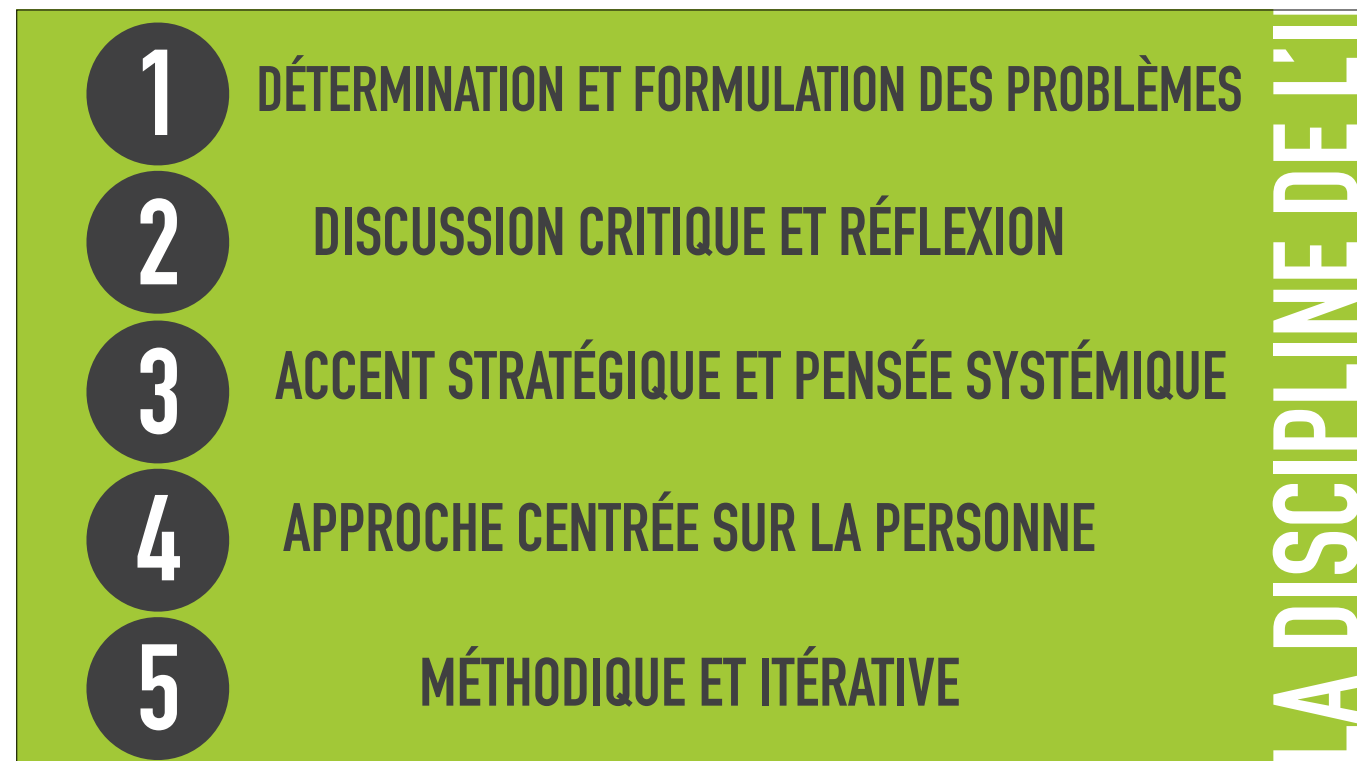
Feel free to use the internet to pull some examples and share with your table.





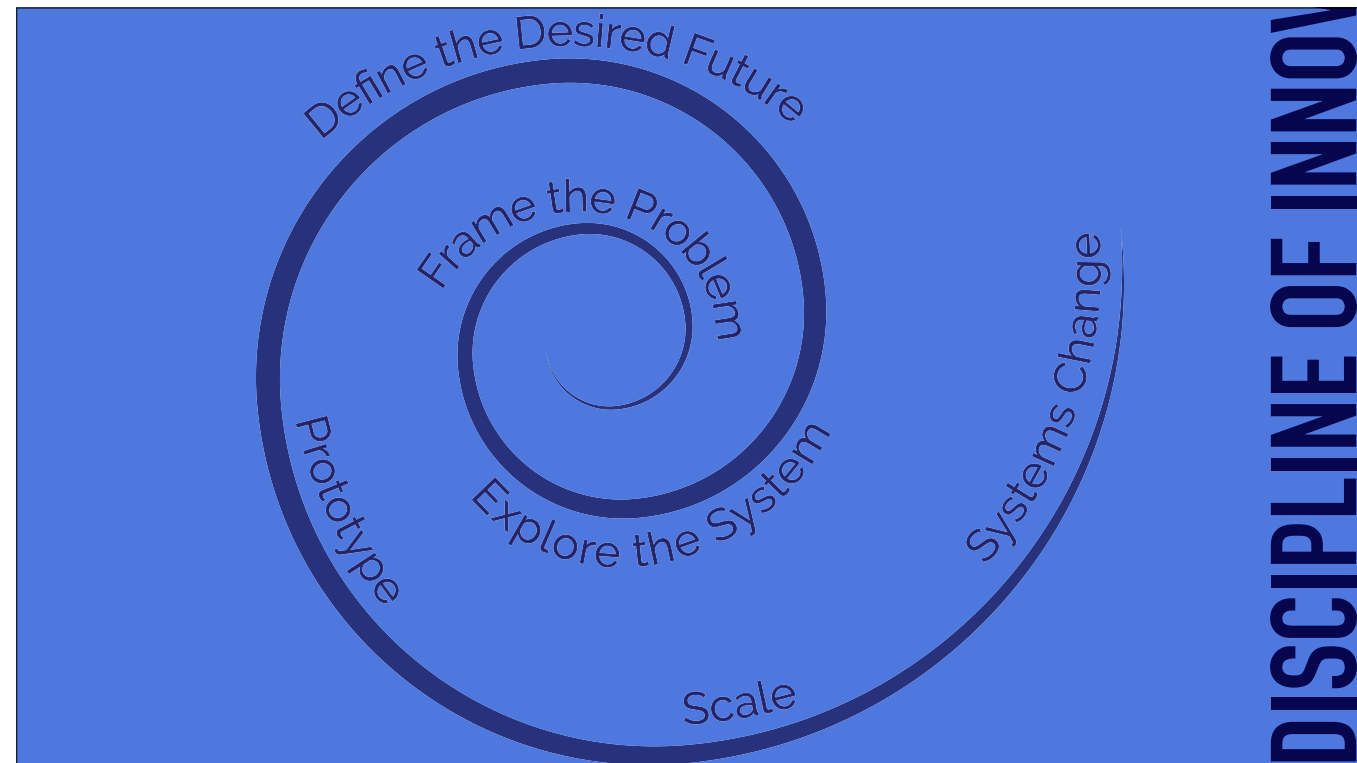
It's a discipline.

1. It all starts with a problem. The vast majority of innovation efforts fail as a result of inadequate understanding of the problem. In the private sector, over investing in the research/problem definition phase counter-intuitively collapse the overall timeline to market.
2. learn through criticism, from others, and also from self-criticism. To learn from mistakes and improve concepts. Dogmatic thinking blocks any process of innovation.
3. look for the 'big picture', zoom in and out from the macro to micro, understand the broader system and relationship between components
4. the innovations that become widely adopted are those in which the focus of the process is not centred on the solution, or on the market, or on the designer/service provider/etc, but are those which are centred on the end users.
5. tools, frameworks, methods and techniques of research, analysis and synthesis. Feedback loop of framing, testing, learning, and designing.



C'est une discipline.

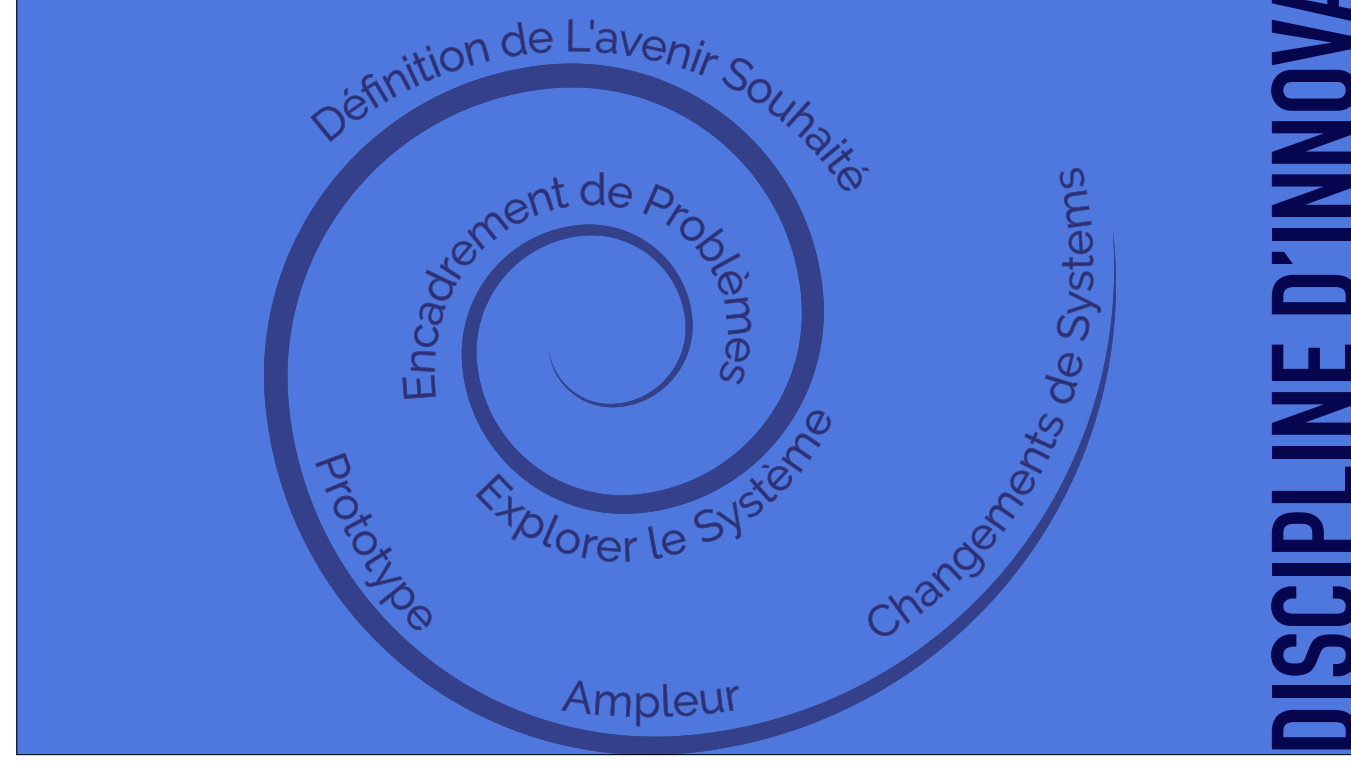
1. Tout commence par un problème. La vaste majorité des activités d'innovation échouent en raison d'une compréhension inadéquate du problème. Dans le secteur privé, des investissements excessifs dans la phase de recherche/définition du problème entraînent une réduction de la période globale jusqu'à la mise en marché.
2. Apprendre par les critiques, des autres, et aussi de l'autocritique. Apprendre des erreurs et améliorer les concepts. Le dogmatisme entrave tout processus d'innovation.
3. Recherchez la situation dans son ensemble, agrandissez et réduisez l'image à partir du niveau macroéconomique au niveau microéconomique, comprenez le système plus vaste et les relations entre les éléments.
4. Les innovations qui finissent par être adoptées à une grande échelle sont celles dans lesquelles le processus n'est pas centré sur la solution ou sur le marché, ou sur le concepteur/fournisseur de services, etc., mais celles qui sont centrées sur les utilisateurs.
5. Les outils, cadres, méthodes et techniques de recherche, d'analyse et de synthèse. La boucle de rétroaction de la formulation, de la mise à l'essai, de l'apprentissage et de la conception.



This is where the innovation lab practice comes in.

The common misconception is that innovation starts with an idea, when in fact it starts with a problem. Clearly framing and understanding the problem is the most crucial step in innovation.

It's all about experimentation, learning, and rapid iteration.



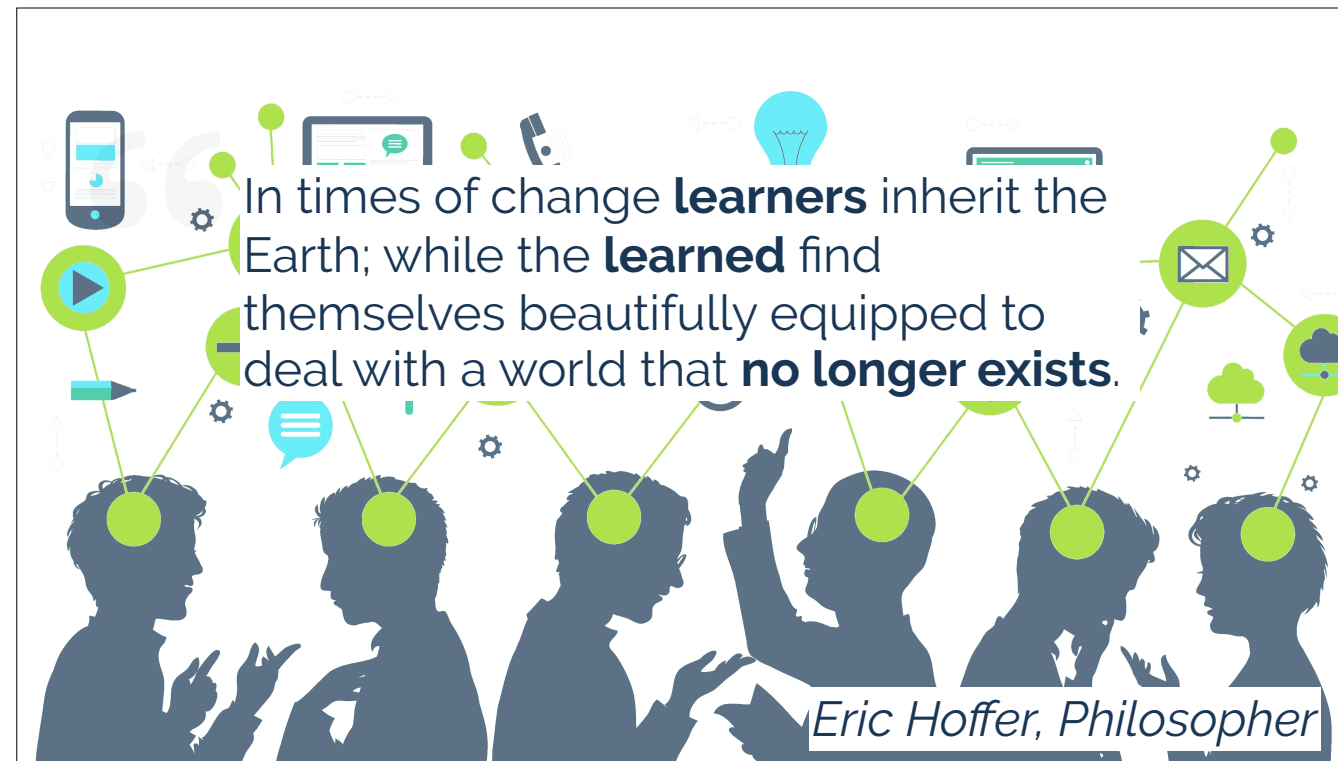
Important Points About Labs

points importants sur les labos



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Nick: They're not silver bullets. Innovation is difficult, challenging, and requires hard work.



Labs are primarily about learning. Innovation is an iterative learning process - both at systems, organizational, project and individual levels. Labs provide the parallel learning structure bureaucracies can use to continuously improve and adapt to changes in the environment. How do we share and manage those learnings throughout our organizations?



We need to organize our collaborative projects in a way that reflects the behaviour and future state of the organization/system we wish to emerge.
<https://medium.com/@thefaketree/public-innovation-labs-the-nb-experience-288c6ea4da3b>

PROTOTYPING PROTOTYPAGE

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If innovation is an iterative learning process, prototyping is an approach to innovation that facilitates learning and discovery in the face of uncertainty and complexity.



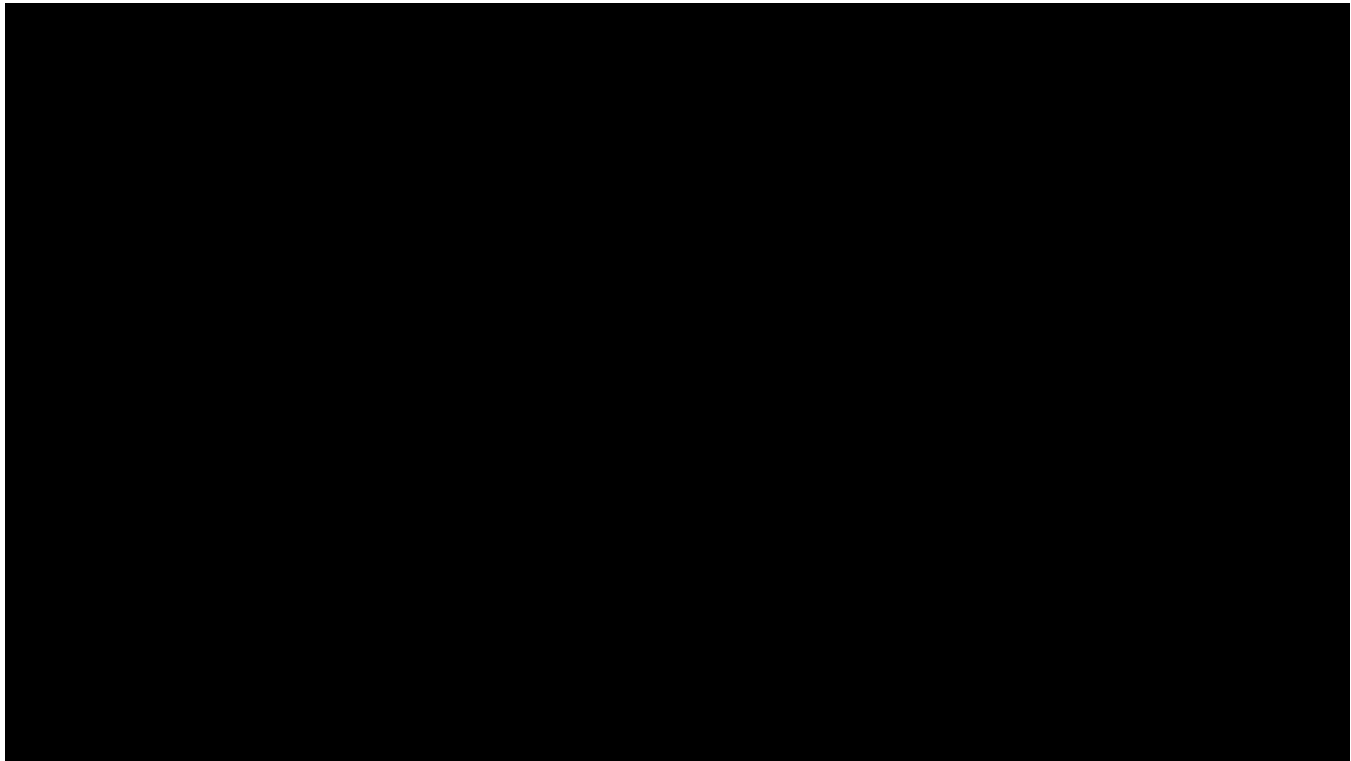
Henry Kremer offered £50,000 for the first person to build a human-powered plane that could fly a figure eight around two markers one half-mile apart. Further, he offered £100,000 for the first person to fly across the English Channel. In modern US dollars, that's the equivalent of \$1.3 million and \$2.5 million. 18 years passed after Henry Kremer opened his wallet for his vision. Nobody could turn that vision into an airplane.

Paul MacCready realized that what we needed to be solved was not, in fact, human powered flight. The problem was the process itself, and along with it the blind pursuit of a goal without a deeper understanding how to tackle deeply difficult challenges. He came up with a new problem that he set out to solve: how can you build a plane that could be rebuilt in hours not months. And he did. He built a plane with Mylar, aluminum tubing, and wire.

Half a year later later, MacCready's Gossamer Condor flew 2,172 meters to win the prize. A bit over a year after that, the Gossamer Albatross flew across the channel.



Prototyping in action. Fast food.



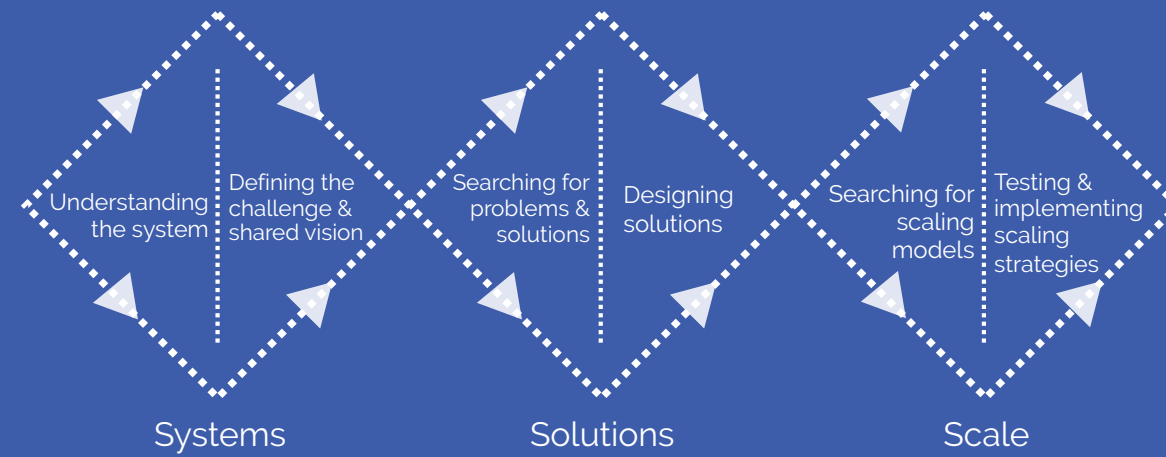
Prototyping in action. Safer communities.

Prototyping:

An Experimental Approach To Understand and Create Change

- ▶ In complex challenges it is hard to predict what will work
- ▶ Experimentation is crucial to understanding the challenge; and learning what works
- ▶ Prototyping is about iteratively developing and testing ideas with the goals of maximizing and balancing desirability, feasibility, viability and impact (DVFI)

Creating Change in Complexity



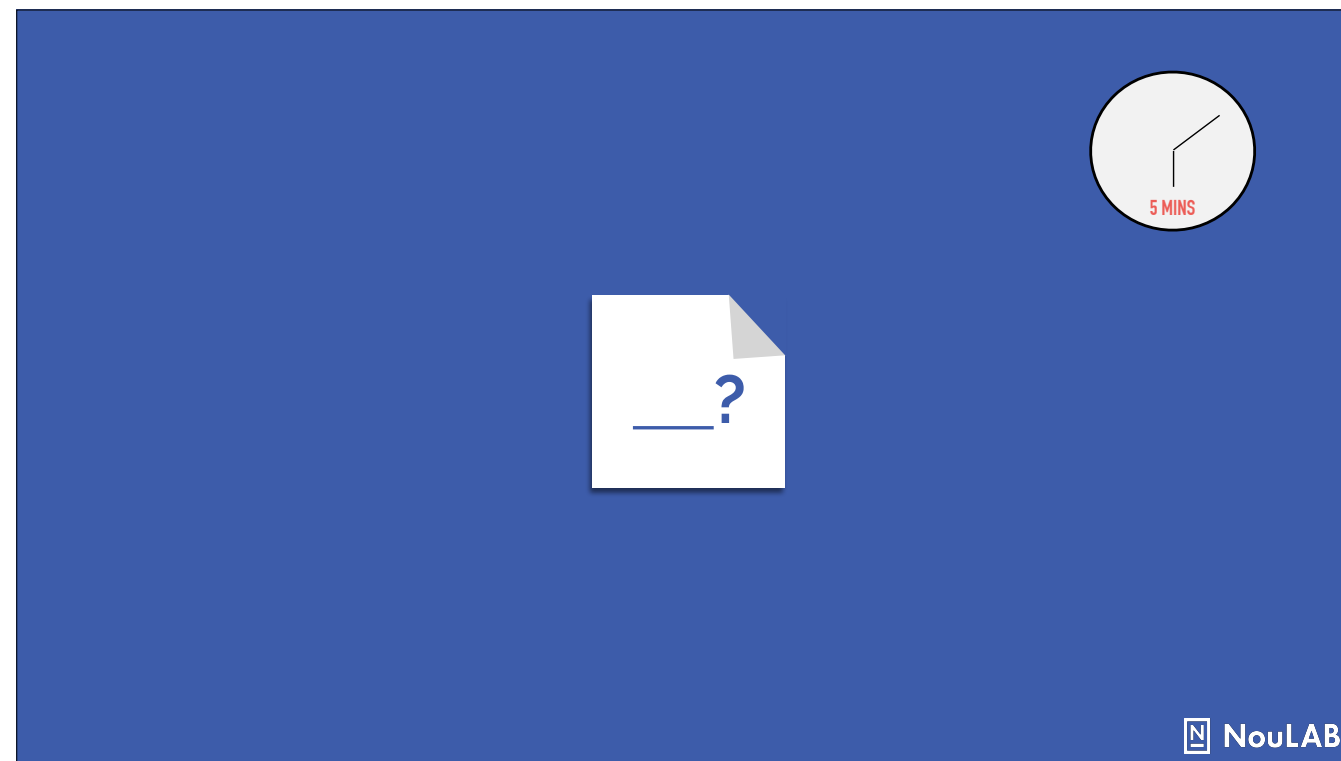
**WHAT QUESTIONS DO YOU HAVE
ABOUT INNOVATION OR PROTOTYPING?**



**QUELLES QUESTIONS AVEZ-VOUS CONCERNANT
L'INNOVATION OU LE PROTOTYPAGE?**

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Share with your table, if you can help clarify something for your table mates please do so, write your questions on post-its and we'll put them somewhere.



write your questions on post-its and we'll put them somewhere.

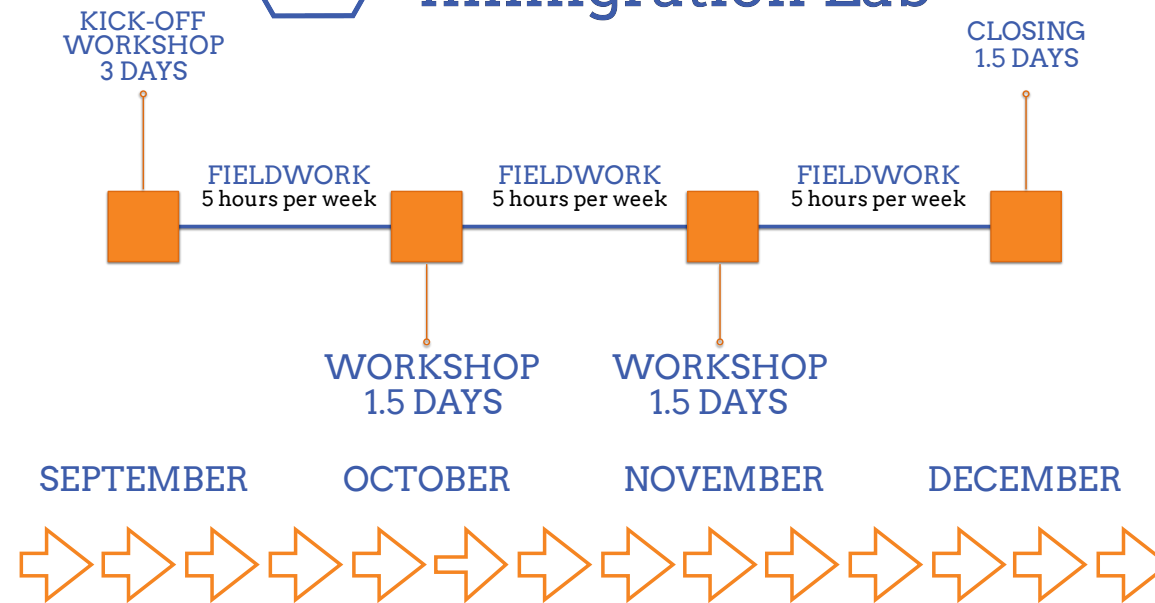
Flow
couler



Rose: This is how we do... duh do duh do duh do



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Headwaters
3 Days
September 11 - 13



Rapids
2 days
October 18 - 19



Flow
2 days
November 6 - 7



The Ocean
2 days
December 4 - 5



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