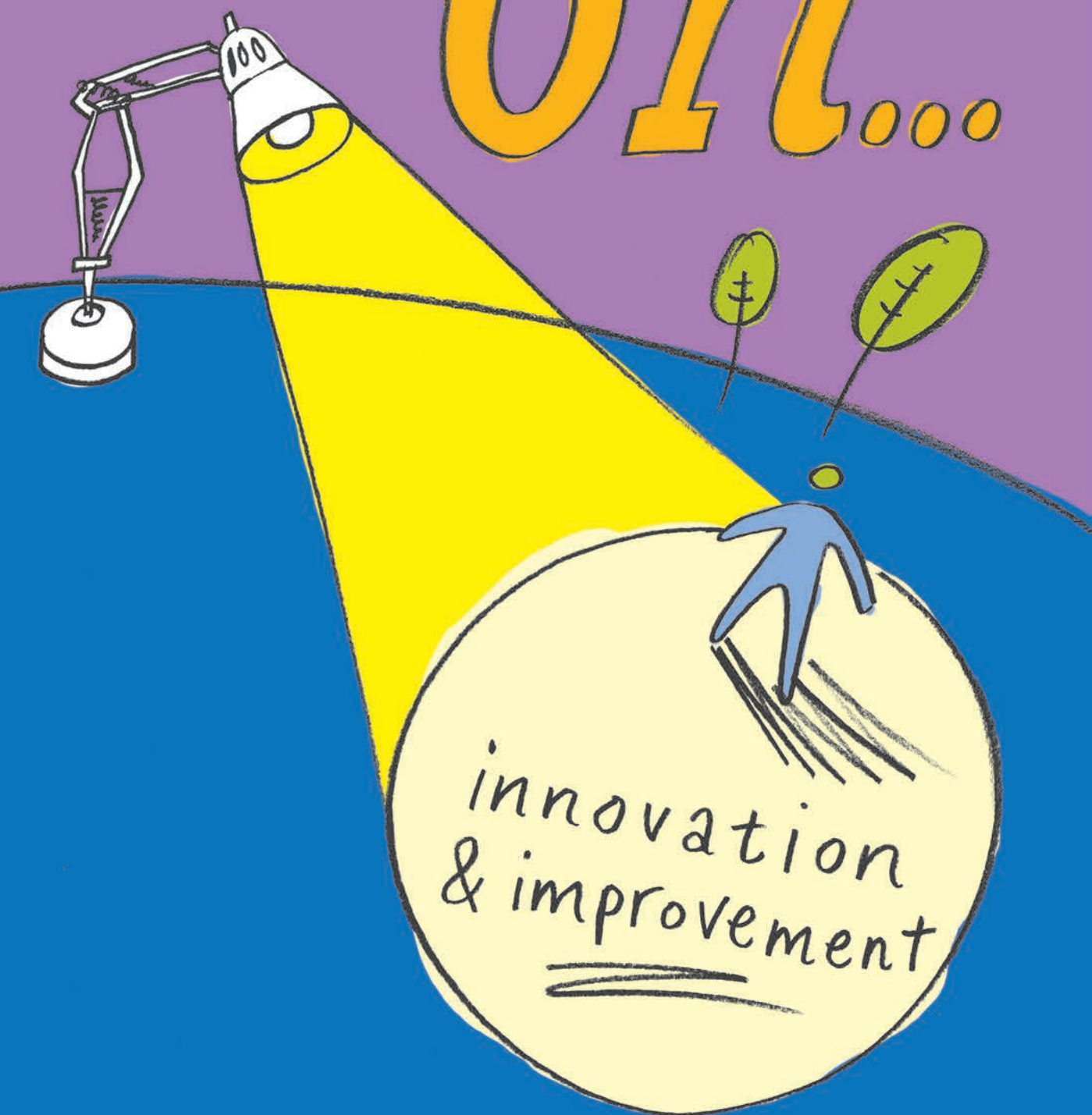
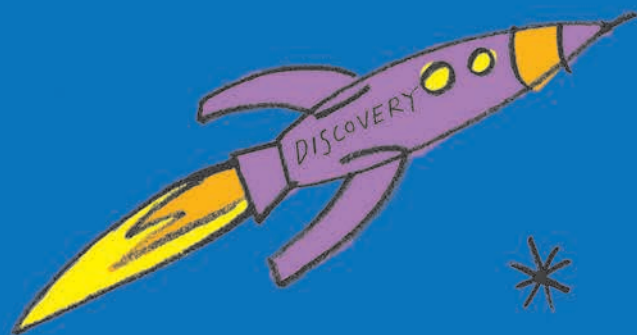


on...



Doing Things



Differently

IS HIGH ON THE

AGENDA for

SOCIAL SERVICES

THE IRISS INNOVATION AND
IMPROVEMENT PROGRAMME IS
FOCUSED ON SUPPORTING THE
WORKFORCE TO REALISE THE
POTENTIAL TO MAKE CHANGE
HAPPEN WITH OTHERS.



WE KNOW THAT
INNOVATION & IMPROVEMENT
IS CHALLENGING BECAUSE IT MEANS
CONTINUALLY QUESTIONING, REFLECTING
AND SOMETIMES RETHINKING OUR VALUES, BELIEFS
AND ASSUMPTIONS.

RE



In essence it is an ongoing process of learning
in relation to interactions, support models
and the shape of systems. Part of our role
is to support the sector to create our role
where ideas and new thinking
CAN FLOURISH

THINKING OUR VALUES

What makes this programme different is that we are focused on openly sharing what works, and what could be done differently. We are working from inside the system to build the capacity of practioners, people and communities.

WHILST WE ARE FOCUSED
ON WAYS TO 'DO THINGS DIFFERENTLY'
OUR FOCUS - AND THE FOCUS OF THOSE WE
WORK WITH - IS ALWAYS ON THE
OUTCOMES PEOPLE WISH FOR
THEMSELVES AND
THEIR COMMUNITIES.

DISCOVER & EXPLOR



IRISS "On"... have been created as
topic based resources to assist people to
think and explore key concepts related
to INNOVATION & IMPROVEMENT
in our sector.

The publications aim to prompt,
provoke and provide accessible
overviews in this emerging field.

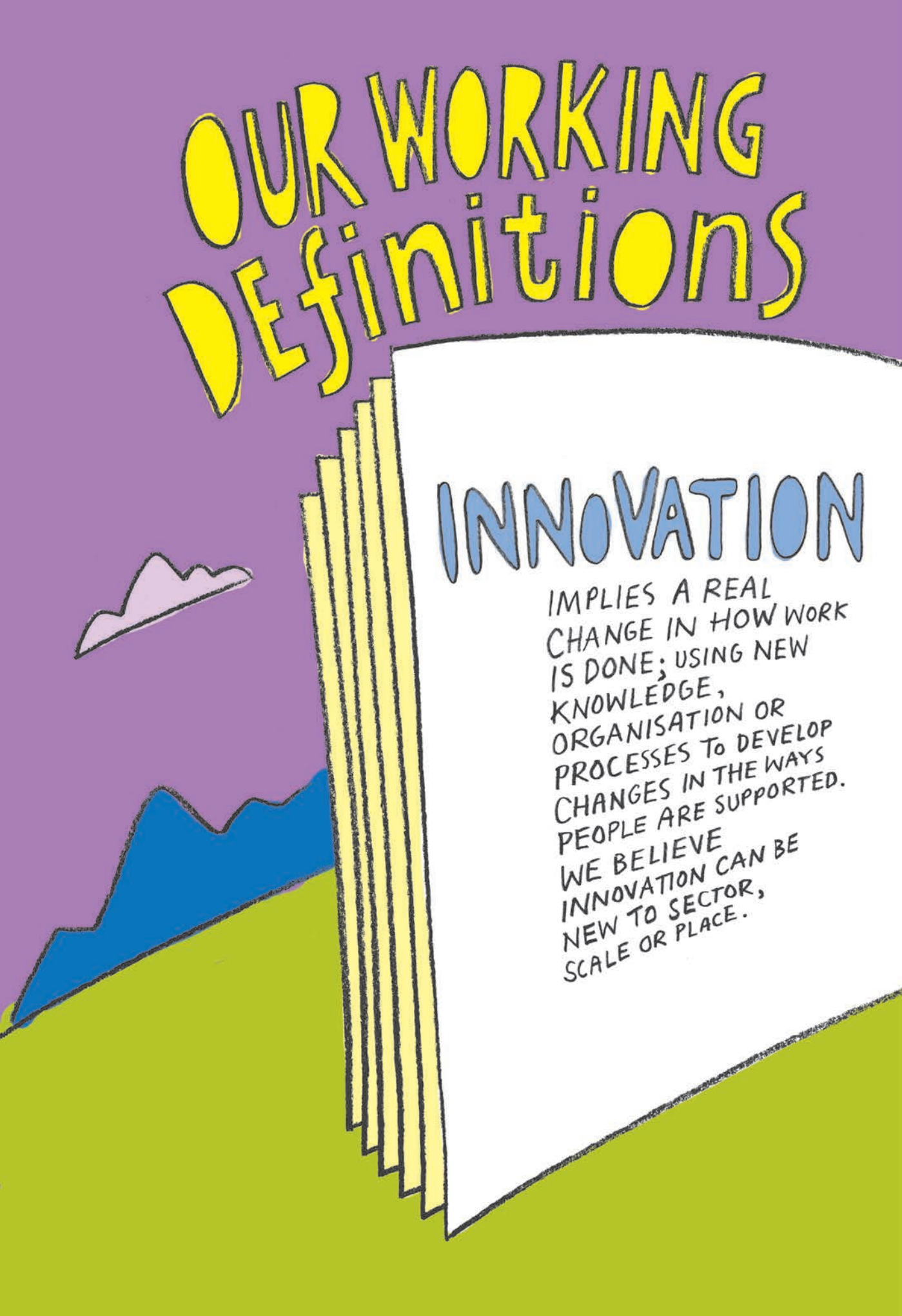
THIS FIRST EDITION OUTLINES
OUR APPROACH TO INNOVATION & IMPROVEMENT

RE



GET IN TOUCH, LET US KNOW
YOUR THOUGHTS AND JOIN US
ON THIS OUR
VOYAGE OF DISCOVERY!

OUR WORKING Definitions



INNOVATION

IMPLIES A REAL
CHANGE IN HOW WORK
IS DONE; USING NEW
KNOWLEDGE,
ORGANISATION OR
PROCESSES TO DEVELOP
CHANGES IN THE WAYS
PEOPLE ARE SUPPORTED.
WE BELIEVE
INNOVATION CAN BE
NEW TO SECTOR,
SCALE OR PLACE.

IMPROVEMENT

INVOLVES
INCREMENTAL
CHANGE TO
DEVELOPING
SUPPORT
- CONSTANTLY
LOOKING FOR
BETTER, MORE
EFFICIENT AND
DESIRABLE WAYS TO
COMPLETE A
TASK OR PROCESS,
BUT REPRESENTING
CONTINUITY
WITH THE PAST.





FINDING,
SHARING &
ENCOURAGING
RESPONSES TO ISSUES
FACING SOCIAL SERVICES
BY DRAWING ON IDEAS
AND KNOWLEDGE
ABOUT WHAT WORKS
ELSEWHERE &
TESTING NEW
IDEAS.

ENLIGHTEN



INFOR3



BUILDING EVIDENCE ABOUT INNOVATION
AND CREATIVITY TO IMPROVE THE
UNDERSTANDING AND CONFIDENCE
OF PEOPLE IN THIS SECTOR.

DEVELOPING PROJECTS TO TEST IDEAS
PRACTICALLY & TO CONTRIBUTE TO OUR
UNDERSTANDING ABOUT HOW INNOVATION &
IMPROVEMENT CAN BE EMBEDDED & SCALED





CONNEXT

PROVIDING CREATIVE, OPEN
SPACES FOR PEOPLE TO COME
TOGETHER TO LOOK DIFFERENTLY
AT CHALLENGES FACING
THE SECTOR.



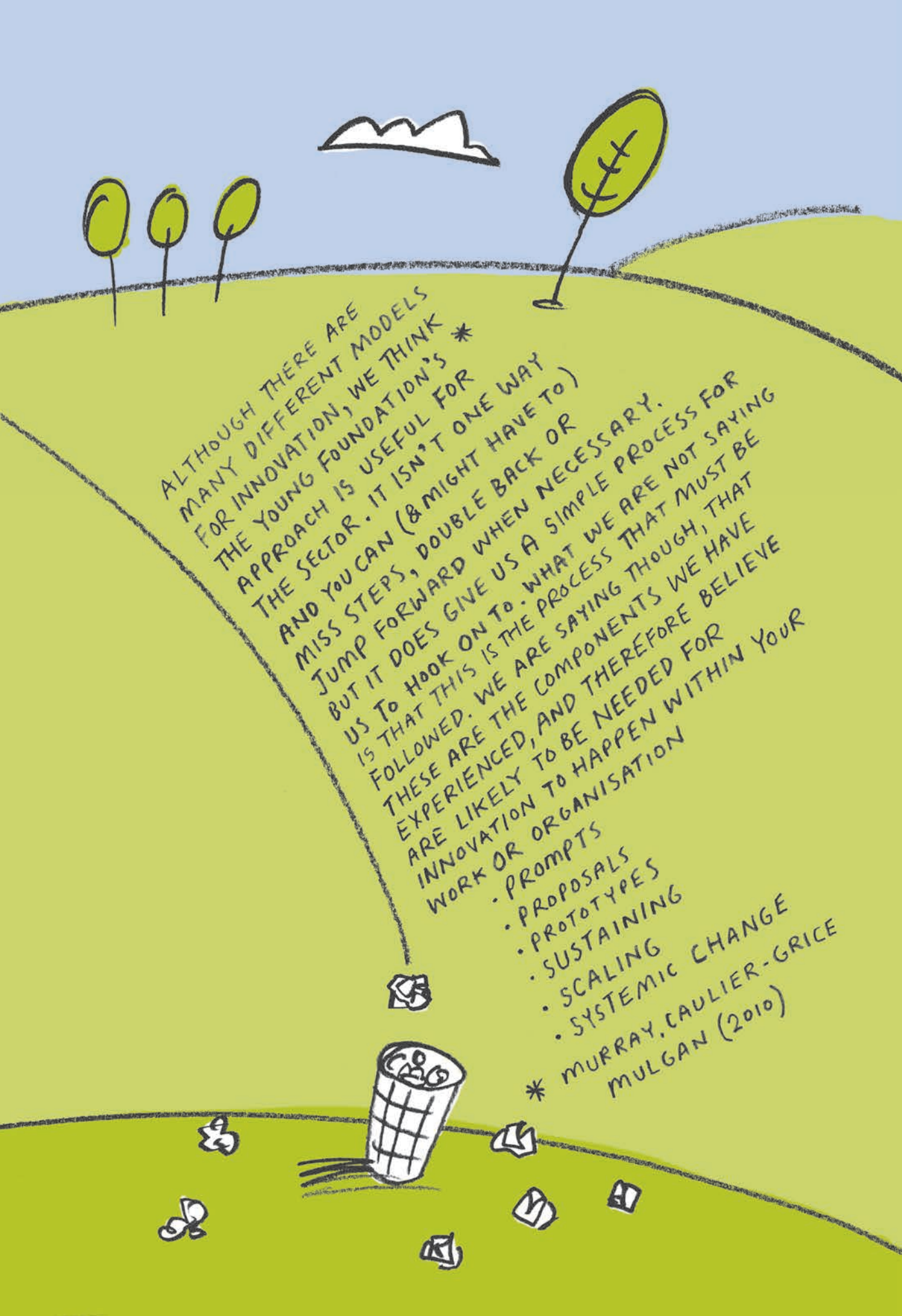


innovation is messy

IT DOESN'T HAPPEN
OVERNIGHT, AND GENERALLY
DOESN'T GO ACCORDING TO PLAN.

HARTLEY (2006) REMINDS US THAT INNOVATION IS
A PROCESS THAT CANNOT BE VIEWED AS A LINEAR
PROCESS BECAUSE FACTORS LIKE OPPORTUNITIES
AND RISKS (AND SETBACKS) CAN HAPPEN
ALONG THE WAY.



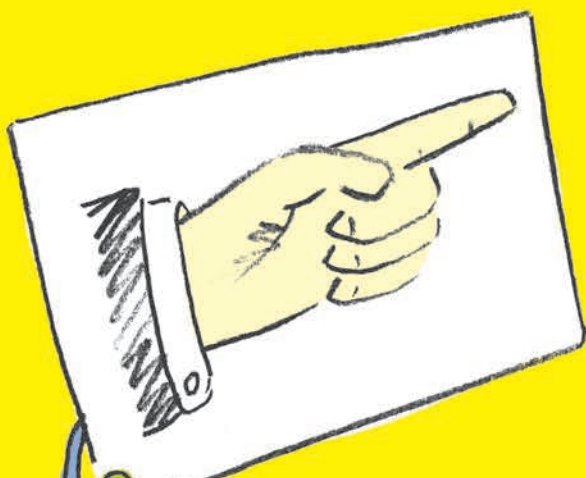


ALTHOUGH THERE ARE
MANY DIFFERENT MODELS
FOR INNOVATION, WE THINK
THE YOUNG FOUNDATION'S *
APPROACH IS USEFUL FOR
THE SECTOR. IT ISN'T ONE WAY
AND YOU CAN (& MIGHT HAVE TO)
MISS STEPS, DOUBLE BACK OR
JUMP FORWARD WHEN NECESSARY.
BUT IT DOES GIVE US A SIMPLE PROCESS FOR
US TO HOOK ON TO. WHAT WE ARE NOT SAYING
IS THAT THIS IS THE PROCESS THAT MUST BE
FOLLOWED. WE ARE SAYING THOUGH, THAT
THESE ARE THE COMPONENTS WE HAVE
EXPERIENCED, AND THEREFORE BELIEVE
ARE LIKELY TO BE NEEDED FOR
INNOVATION TO HAPPEN WITHIN YOUR
WORK OR ORGANISATION

- PROMPTS
- PROPOSALS
- PROTOTYPES
- SUSTAINING
- SCALING
- SYSTEMIC CHANGE

* MURRAY, CAULIER-GRICE
MULGAN (2010)

P



THIS PHASE IS ABOUT ATTENDING
TO THE TRIGGER TO THINK
ABOUT SOMETHING
FROM A DIFFERENT PERSPECTIVE
THAT INSPIRES
ABOUT SOMETHING
FROM A DIFFERENT PERSPECTIVE

IT COULD BE A
NEED, A GAP OR
SOMETHING THAT'S
BEEN SUCCESSFUL
ELSEWHERE

ALL
IDEAS START
SOMEWHERE



PROMPT



PROMPTS
COULD
BE:

- CRISIS
- DAY DREAMING
- TALKING TO SOMEONE WHO HAS A COMPLETELY DIFFERENT LIFE EXPERIENCE OR KNOWLEDGE BASE

- TAKING IN STIMULI THAT YOU DON'T NORMALLY
 - VIDEO CLIPS, ARTWORK, NATURE... THIS LIST IS ENDLESS

- TECHNOLOGY DEVELOPMENTS
- A SHIFT IN POLICY
- CHATS WITH PEOPLE IN THE PARK
- NEW RESEARCH
- OR, REALLY, ANYTHING

THE POINT ABOUT THIS
PHASE IS TO BE CONSCIOUS
ABOUT IT & SHARE YOUR
THOUGHTS WITH OTHERS

PROPOSAL

If we always made decisions based on what is safe, right or what we think we already know, then we are destined to keep living in the same patterns and experiencing the same issues



THIS PHASE TURNS THAT

IT'S ALL ABOUT HAVING IDEAS, THINKING DIFFERENTLY
& RESPONDING INTUITIVELY, BY ACTING WITH
CURIOSITY & THINKING WITH AN OPEN MIND.

For us, this proposal phase is one of the most exciting elements of this kind of work! It's the time where a range of people come together to explore, throw things out there, have lightbulb moments, argue, be inspired and redefine the question that is being asked.

THERE ARE LOTS OF TOOLS AND TECHNIQUES THAT CAN BE USED TO HELP YOU THINK MORE CREATIVELY AND TO HAVE IDEAS. FOR EXAMPLE:



Reframe the issue you are experiencing, as if seeing it through someone else's eyes.

Think about the positive elements of the issues & work from them rather than try to solve them.

Reword the issues and explore through your use of language what assumptions, values or beliefs may be acting as a barrier to creative thinking.



Think in reverse, from the ideal solution you'd like to get to, work backwards to where you stand now and think about the stages you may need to work through and how to reach those.

Use visual imagery to stimulate thoughts, connections, metaphors & emotional connections to the issues you face.

ALL ON ITS HEAD

Talk interpretations through with others to stimulate new thoughts & perspectives

MAKE YOUR IDEAS COUNT



ONE OF THE ISSUES IN OUR SECTOR
IS THAT PEOPLE SPEND TOO MUCH TIME
TRYING TO PERFECT IDEAS OR
PROCESSES BEFORE THEY DO
ANYTHING ABOUT IT...

PROTOTYPE

... instead of trying to plan every little detail,
the point of prototyping is to do something and
improve it as you go. It is the process of testing and
in practice, and if it doesn't work, understanding why
and trying something else. The key is to do this in small
iterative steps with a group of people so you can get
many different perspectives & reflect on what gets
happens along the way. This also helps you to
minimise the risk associated with innovation
or improvement. We have found that you can
learn just as much (if not more!) from what
doesn't go well, as what does.



SPREAD & SCALE

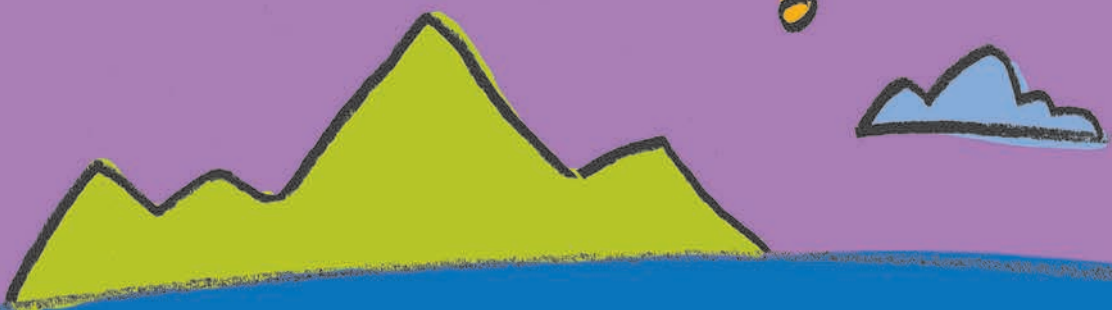
WE'RE GOING TO BE HONEST WITH YOU:
WE'RE STILL TRYING TO FIGURE THIS PHASE OUT
- AND WE'RE OK ABOUT THAT!

OF QUESTIONS

WE'RE GRAPPLING WITH A NUMBER



HOW CAN WE SCALE IDEAS
WHEN THE CRITICAL KNOWLEDGE
IS TACIT AND THEREFORE MORE
DIFFICULT TO STANDARDISE?
WHAT HAPPENS IF, IN THE STANDARDISATION, THERE
LEAVES NO FURTHER ROOM FOR INNOVATION?
HOW CAN WE EFFECTIVELY DETERMINE THE
TRANSFERABILITY OF AN INNOVATION / IDEA?
EFFECTIVE REPLICATION OFTEN DEPENDS ON HOLDING
CONSTANT THE CONTEXT WITHIN WHICH AN
INNOVATION WILL OPERATE - HOW DO WE DO THIS
WHEN WE HAVE SO MUCH LOCAL DIVERSITY?
WHEN IS IT APPROPRIATE TO SCALE UP OR OUT?
AND WHAT ARE THE CONDITIONS THAT WILL BE
REQUIRED IN ORDER TO DO BOTH?



NB: 'SCALING OUT' IS THE REPLICATION
OF AN IDEA TO OTHER LOCATION(S)
AT THE SAME SCALE

e.g. from one team to another team

'SCALING UP' INSTEAD, IS THE
EXPANSION IN THE AREA OF
COVERAGE, FOR EXAMPLE FROM TEAM,
TO DEPARTMENT, TO COMMUNITY TO
NATIONAL LEVELS.

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