

Will Agile Governance replace Public Sector Innovation Labs?

efforts at systemising and institutionalising new design approaches

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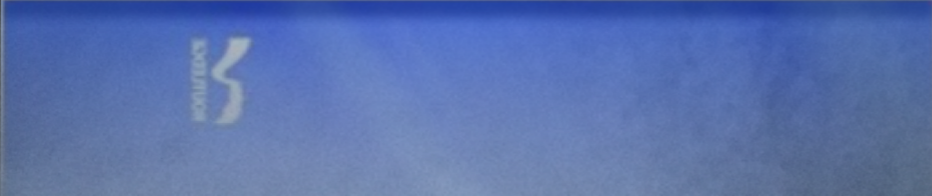
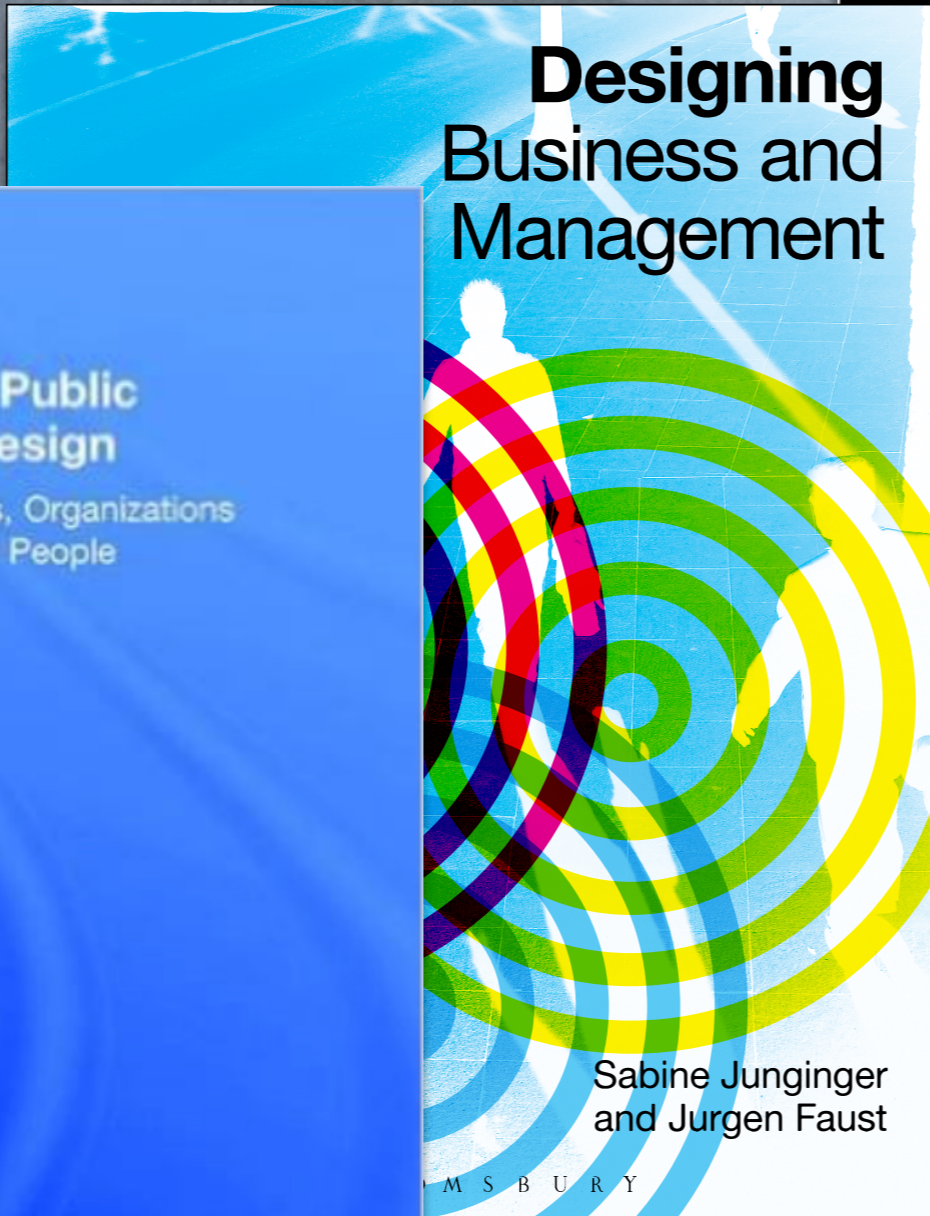
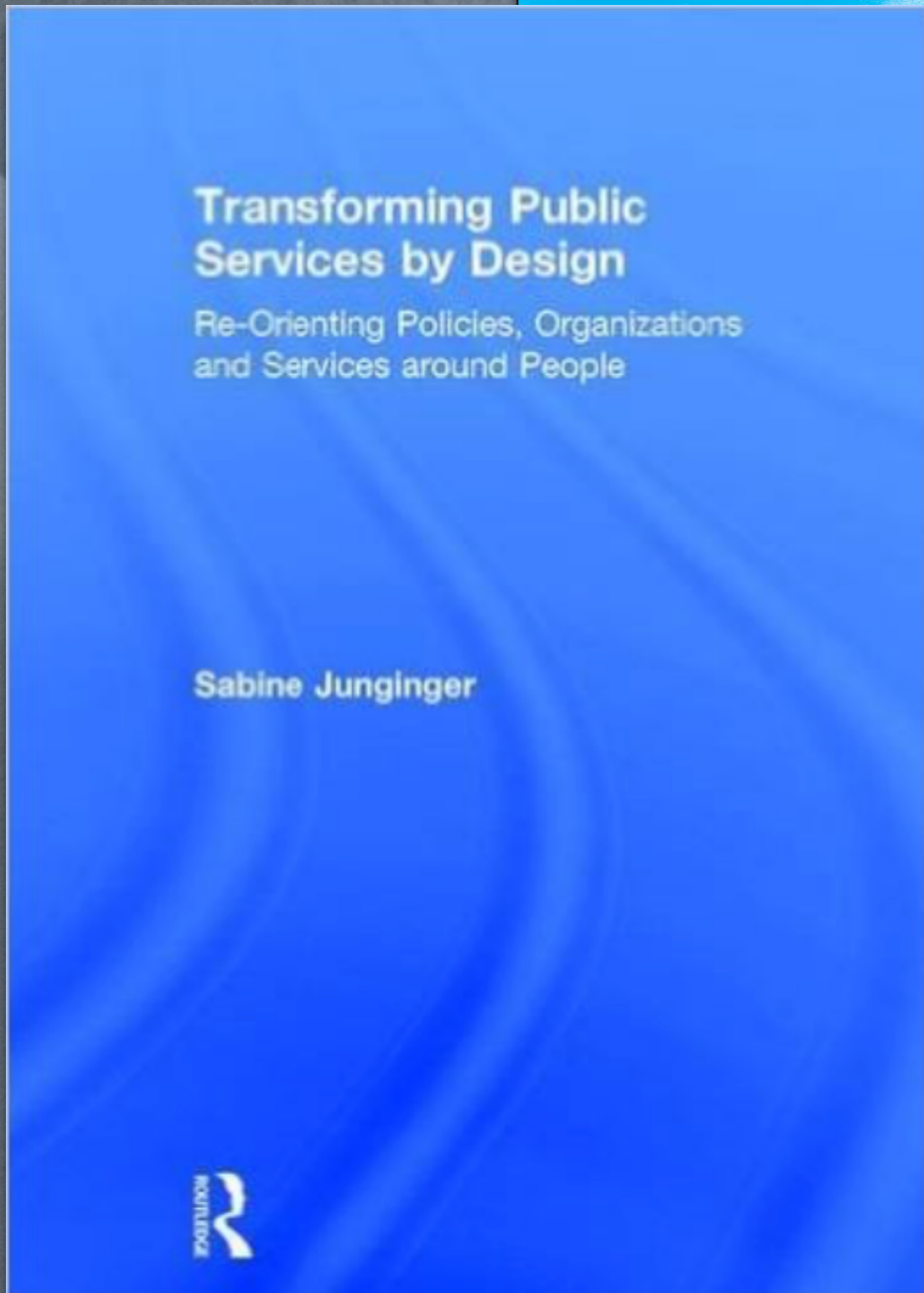
ENAP, Brasilia, October 7, 2019

Lucerne University of
Applied Sciences and Arts

**HOCHSCHULE
LUZERN**

Design & Kunst
FH Zentralschweiz

 **Hertie School**





Policies, Organisations & Services –why it matters how we go about designing

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June 25, 2019



Design Implications of Agile Government

The Hertie School
Research Seminar,
June 5, 2019

Organizers

Sabine Junginger, PhD
Lucerne University of Applied Sciences
and Arts
Fellow, Hertie School of Governance

Prof. Dr. Gerhard Hammerschmid
Hertie School of Governance

Prof. Dr. Kai Wegrich
Hertie School of Governance



Future Public Management

How we go about designing for social innovation and public value

Sabine Junginger, PhD

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The Future of Public Management Series, September 18, 2019

Enhancing Human Living

designing for social innovation and public value

Sabine Junginger, PhD

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2nd Expert Workshop, The High Tech Forum, September 25, 2019

Agile Governance & the Agile Manifesto

1. We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:
 2. Individuals and interactions over processes and tools
 3. Working software over comprehensive documentation
 4. Customer collaboration over contract negotiation
 5. Responding to change over following a plan
 6. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
 7. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
 8. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
 9. Business people and developers must work together daily throughout the project.
 10. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
11. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
12. Working software is the primary measure of progress.
13. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
14. Continuous attention to technical excellence and good design enhances agility.
15. Simplicity--the art of maximizing the amount of work not done--is essential.
16. The best architectures, requirements, and designs emerge from self-organizing teams.
17. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Agile Governance & the Agile Manifesto

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We value:

Individuals and interactions over processes and tools.

Working software over comprehensive documentation.

Customer collaboration over contract negotiation.

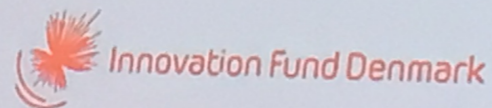
Responding to change over following a plan.

AGILE GOVERNANCE

*Adaptive, human-centred, inclusive and sustainable
policymaking...*

*...recognizes that policy development is no longer limited
to governments but is increasingly a multi-stakeholder
effort.*

World Economic Forum



Dr. Christian Bason, Director Danish Design Centre
Experimentation by Design - Creating Agile Governance in Business and Government
Danish Design Centre, November 2018

The Agile Model

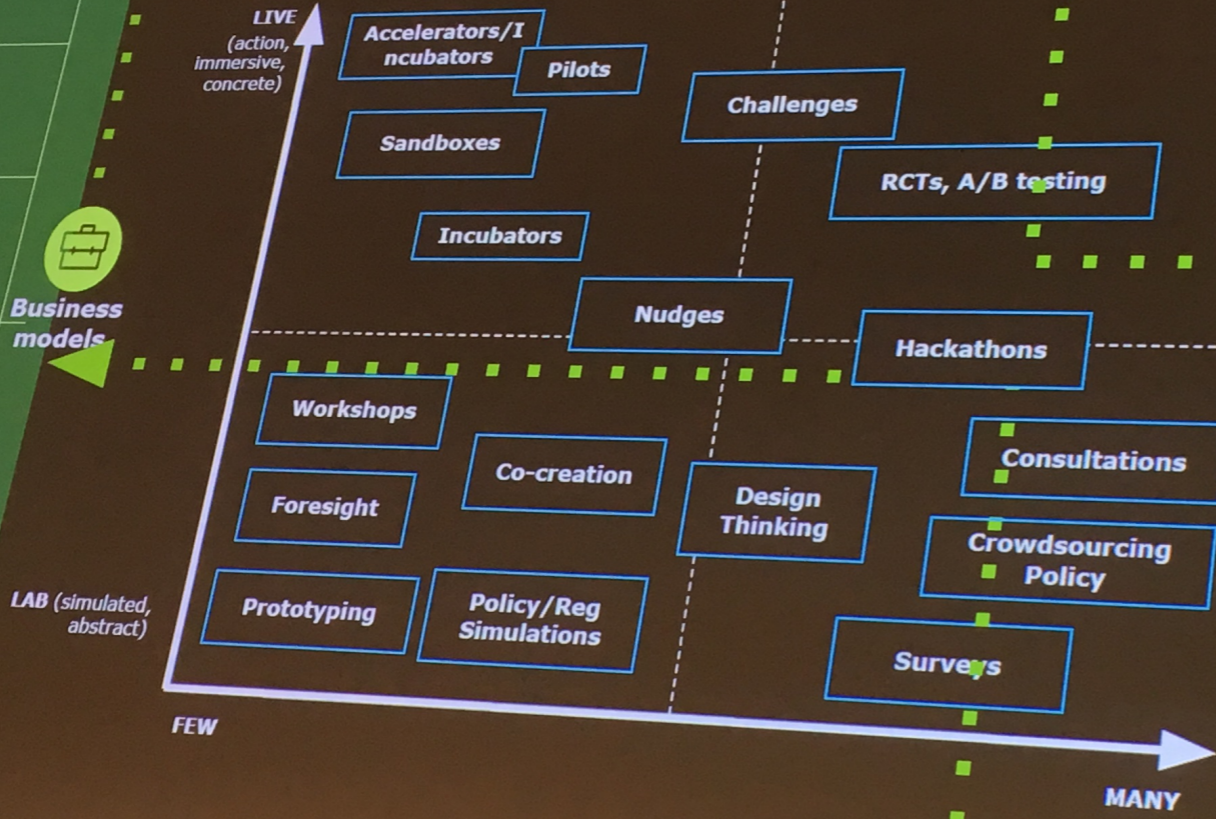
Stage 1: Input or Trigger

- Shared economy
- Platforms
- Two sided markets
- Cloud- machine learning platforms
- Industry 4.0
- AI/ Data driven technologies
- Value chains to ecosystems

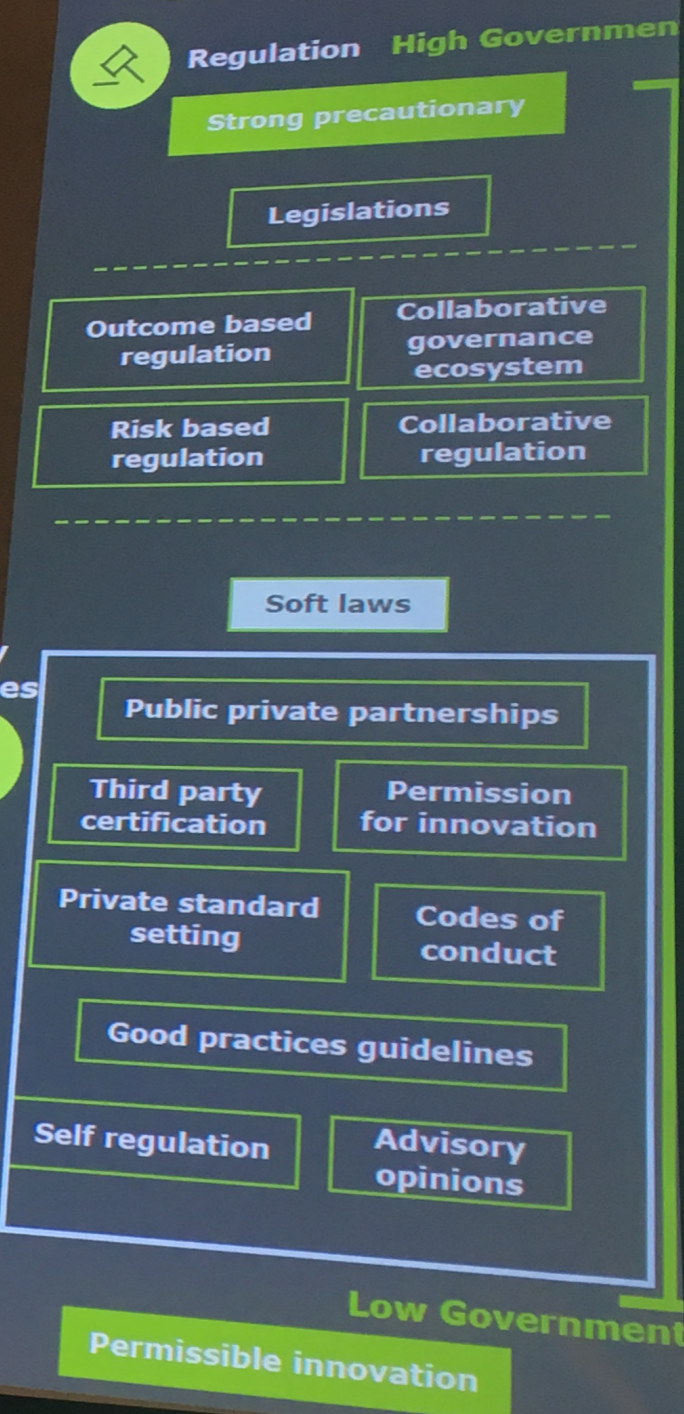
Business models

Stage 2: Diagnostics

EXPERIMENTATION



Stage 3: Outcomes/ Outputs



Lisa Witter, Co-Founder apolitical Experimentation by Design - Creating Agile Governance in Business and Government Danish Design Centre, November 2018

Input or Trigger for new business models

Policy Outcomes

1) for regulation (High Government)

"strong precautionary"

2) for Soft Laws (Low Government)

"permissible innovation"

Diagnostics through Experimentation

LIVE
action,
immersive,
concrete

Accelerators/
Incubators
Pilots
Sandboxes
Nudges

RCTs
A/B Testing
Hackathons
Nudges

LAB
simulated
abstract

Workshops
Foresight
Prototyping
Co-creation
Simulating Policy
Regulation
Design Thinking

Hackathons
Nudges
Consultations
Design Thinking
Crowdsourcing Policies
Surveys

few

many

The Agile Approach

- rooted in IT and Software development
- responds to a problem or a trigger
- a method to arrive faster at a solution that works for people
- attractive in the context of digitalisation
- possibly, but not necessarily systemic changes

Questions for Agile Governance

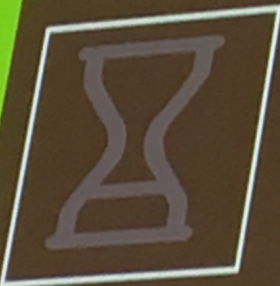
- What does it mean to be agile in government?
- What is the relation of agile governance to agile government?
- What are the limits of agile governance and agile government?
- How do public servants and managers learn to be agile?
- What are the design principles, processes and methods that drive agile Governance?
- How can agile governance be human-centered?
- Do agile governance and agile governance take into account new public value(s)?
- What kind of problems can agile governance address?
- How do agile approaches support anticipatory and proactive governance efforts?

Agile Governance - State of the Art

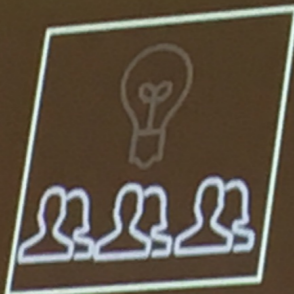
- The implications for agile governance for the future of government remain unexamined
- Its role in public sector innovation remains unclear
- Public Sector Innovation Labs will have to cope with agile approach

The Regulator's toolkit

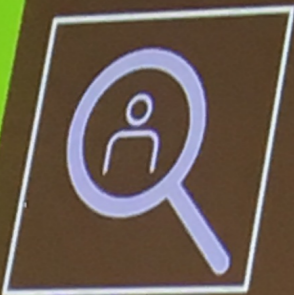
Business Tools



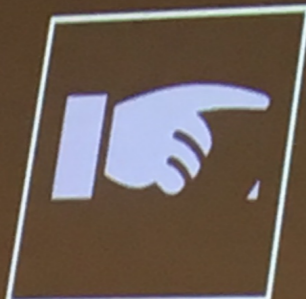
Sandboxes



Crowdsourcing

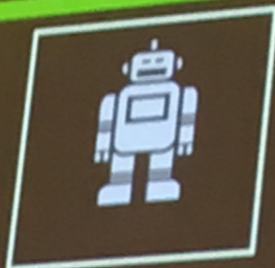


Customer experience toolkit

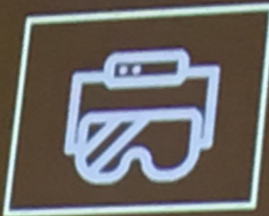


Nudges

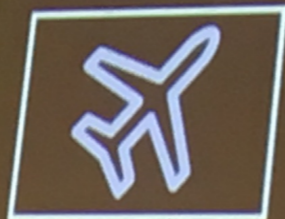
Technology Tools



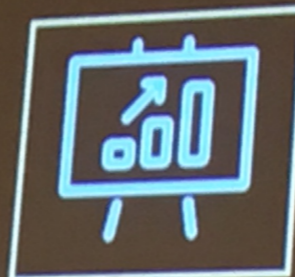
Robotic Process Automation



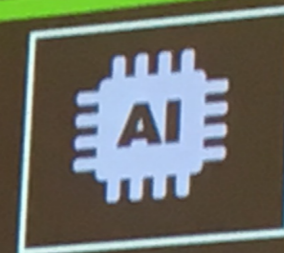
Augmented Reality



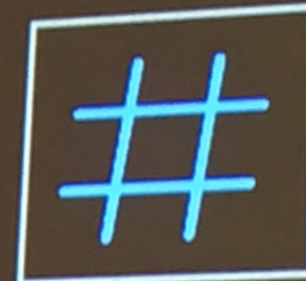
Unmanned air vehicles



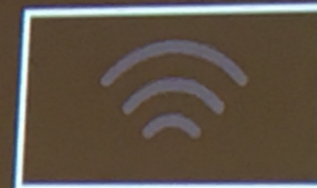
Big data & analytics



Artificial Intelligence

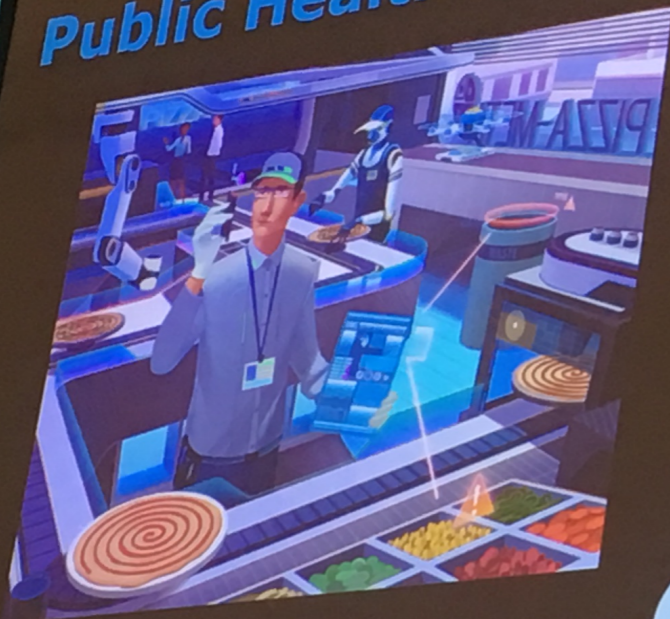


Blockchain

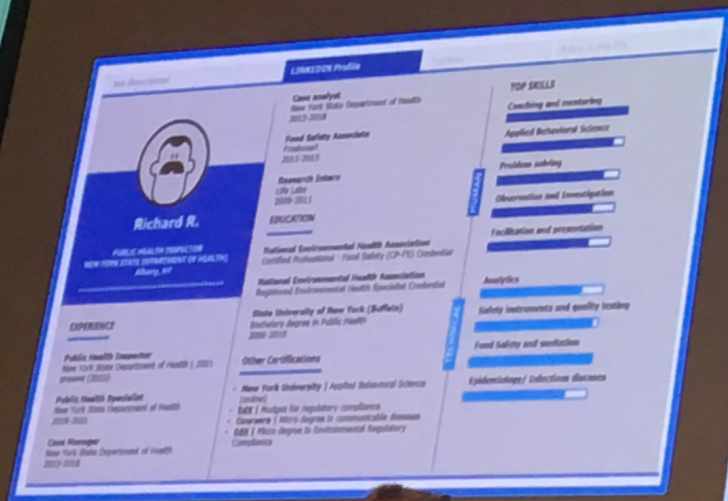


Internet of Things

Public Health Inspector



As regulators of tomorrow, Public Health Inspectors use the power of data, cognitive technologies and their public health expertise to protect the health and safety of citizens



Toolbox

The toolbox supports the worker as a whole—in achieving external outcomes like productivity as well as internally focused ones like wellness and personal development.

PRODUCTIVITY	Digital inspection management system (DIMS)	mConnect	SARA: The Smart Assistant	RegCheck	Nudge Station
	Smart field instruments	Crowdwise			
LEARNING	FOUNDATIONAL TOOLS		WELL BEING		
	Skills U	VR Lab	Wellness manager		
DECISION MAKING	Sixth Sense	Hotspotting Dashboard	Bias detection index	Intellispect	

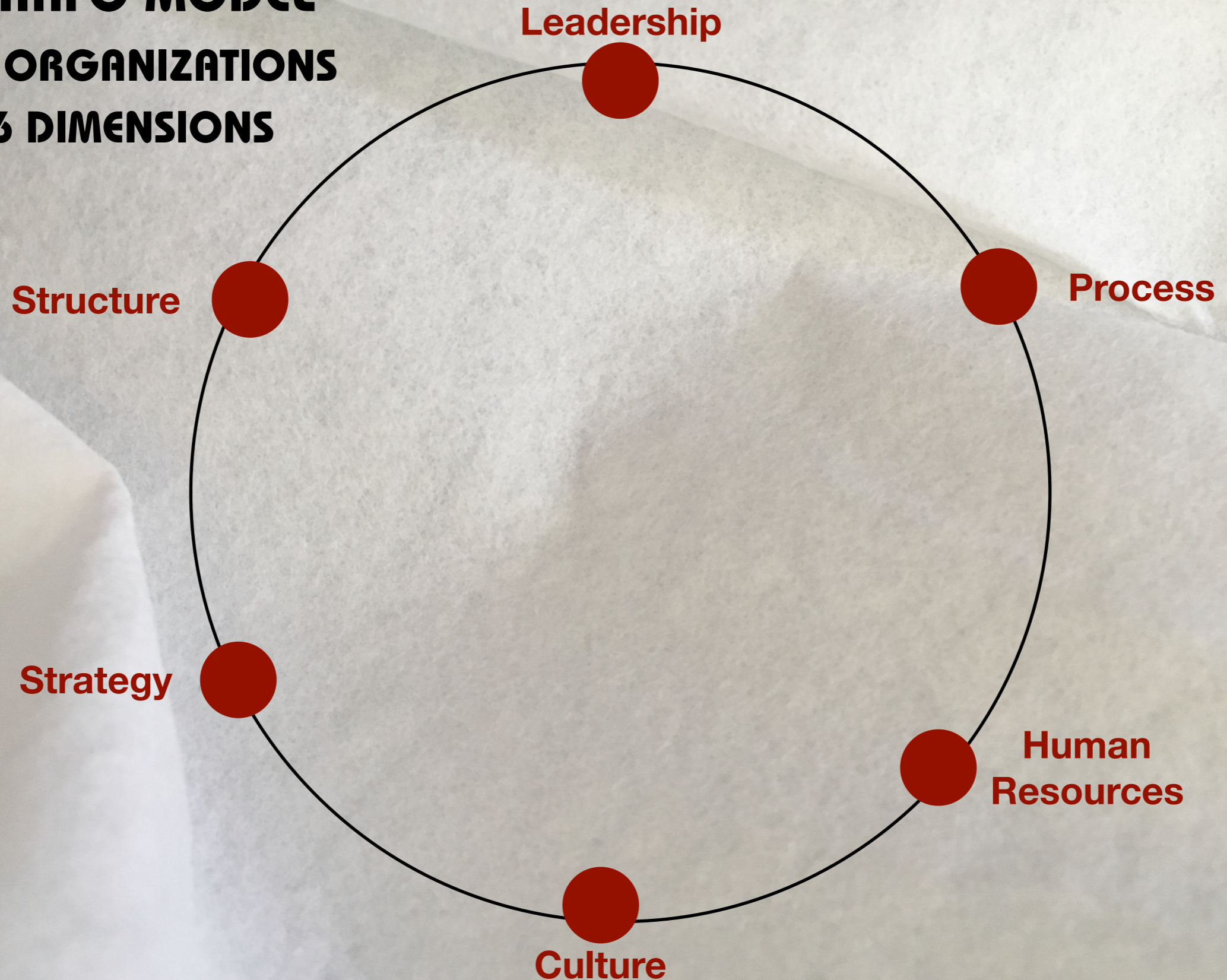
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**Alternative Models for
Agile Governance and
Agile Government**

THE TRAF0 MODEL

AGILE ORGANIZATIONS

& ITS 6 DIMENSIONS



André Häusling (Hrsg.): Agile Organisationen. Transformationen erfolgreich gestalten – Beispiele agiler Pioniere, Haufe 2017.

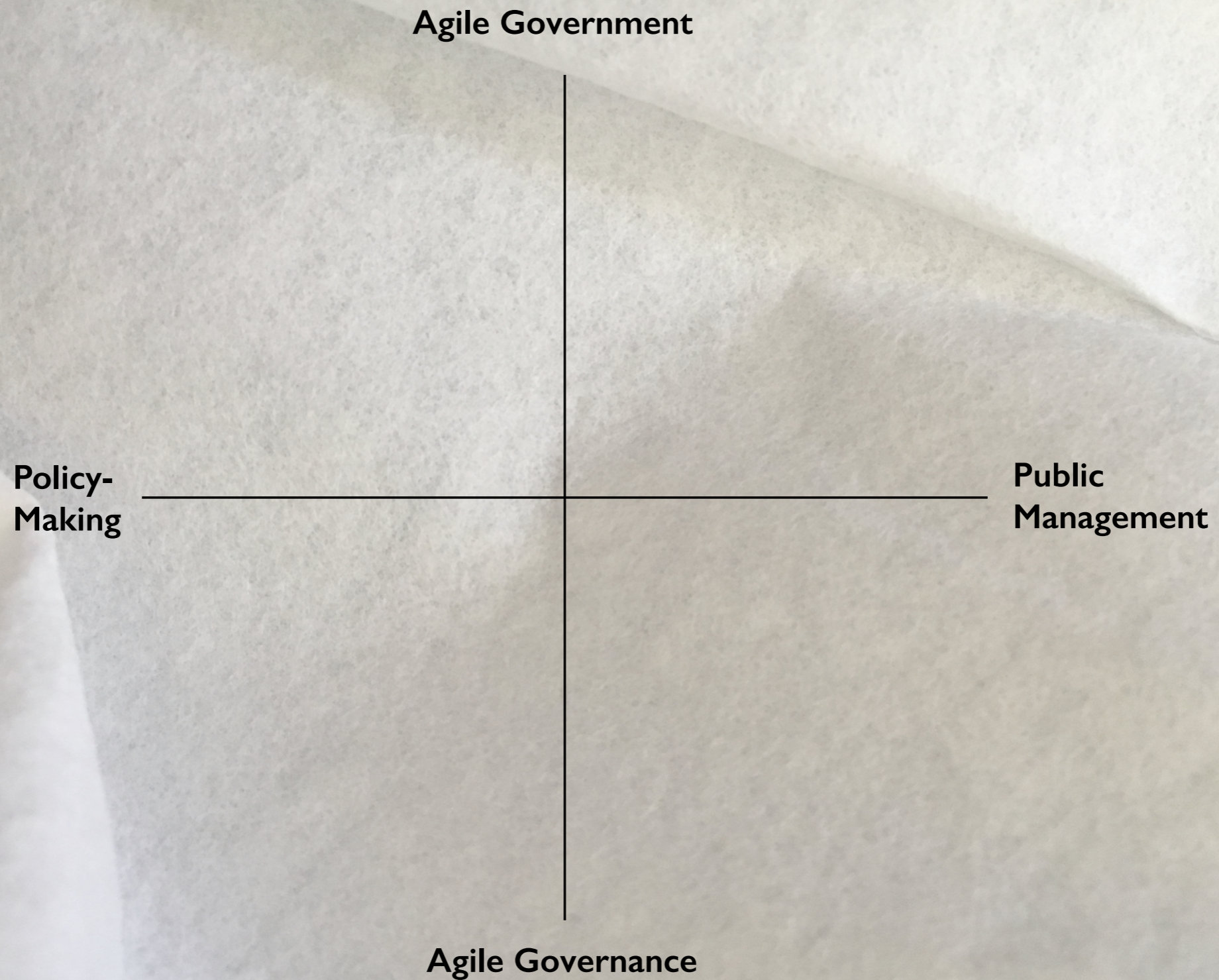


Quadruple helix actors roles

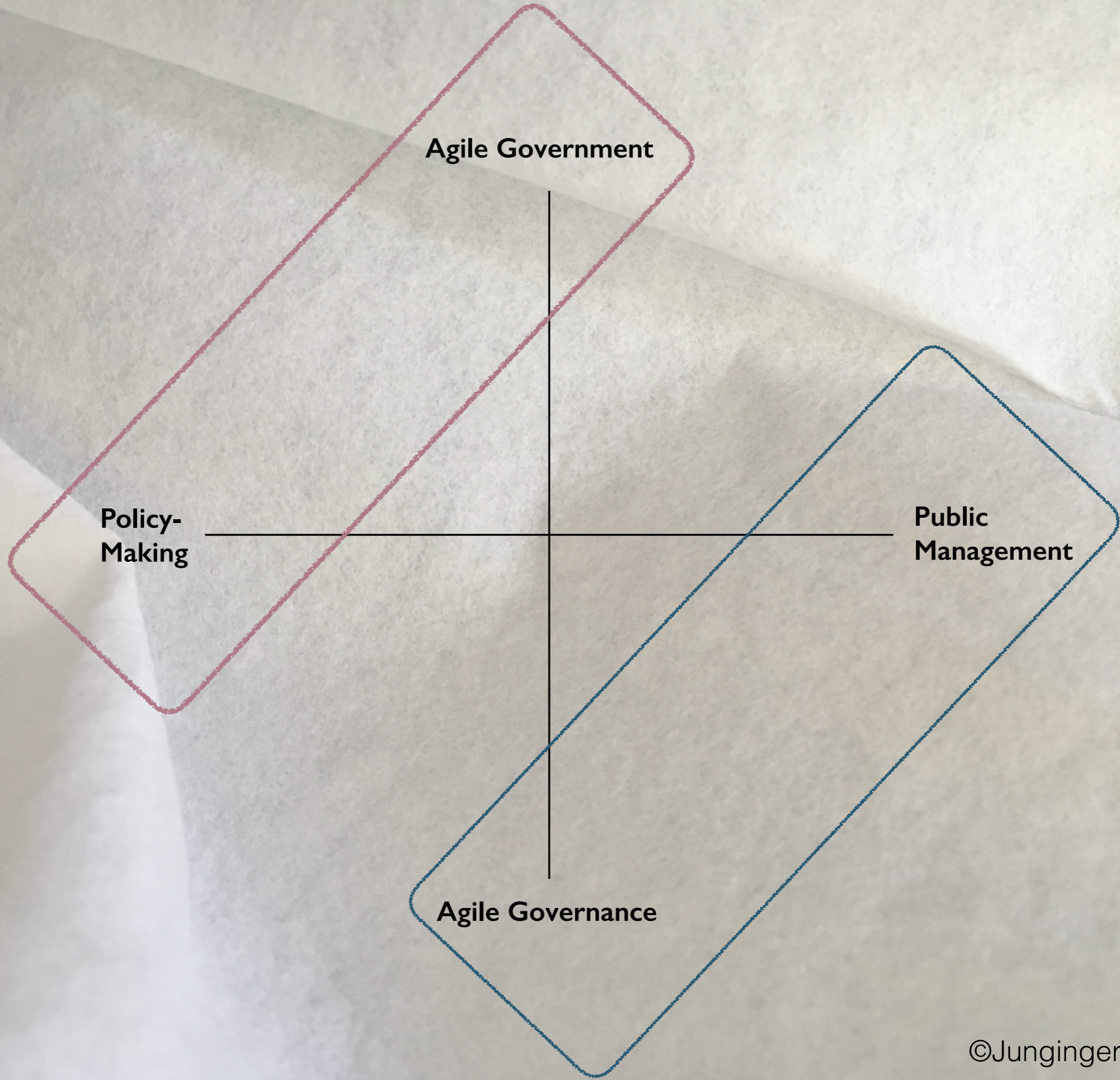


THE GLOBAL GOALS

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION 
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 THE GLOBAL GOALS For Sustainable Development



Junginger, S. (2019): Design Implications for Agile Governance, Research Seminar, Hertie School of Governance, June 6, 2019

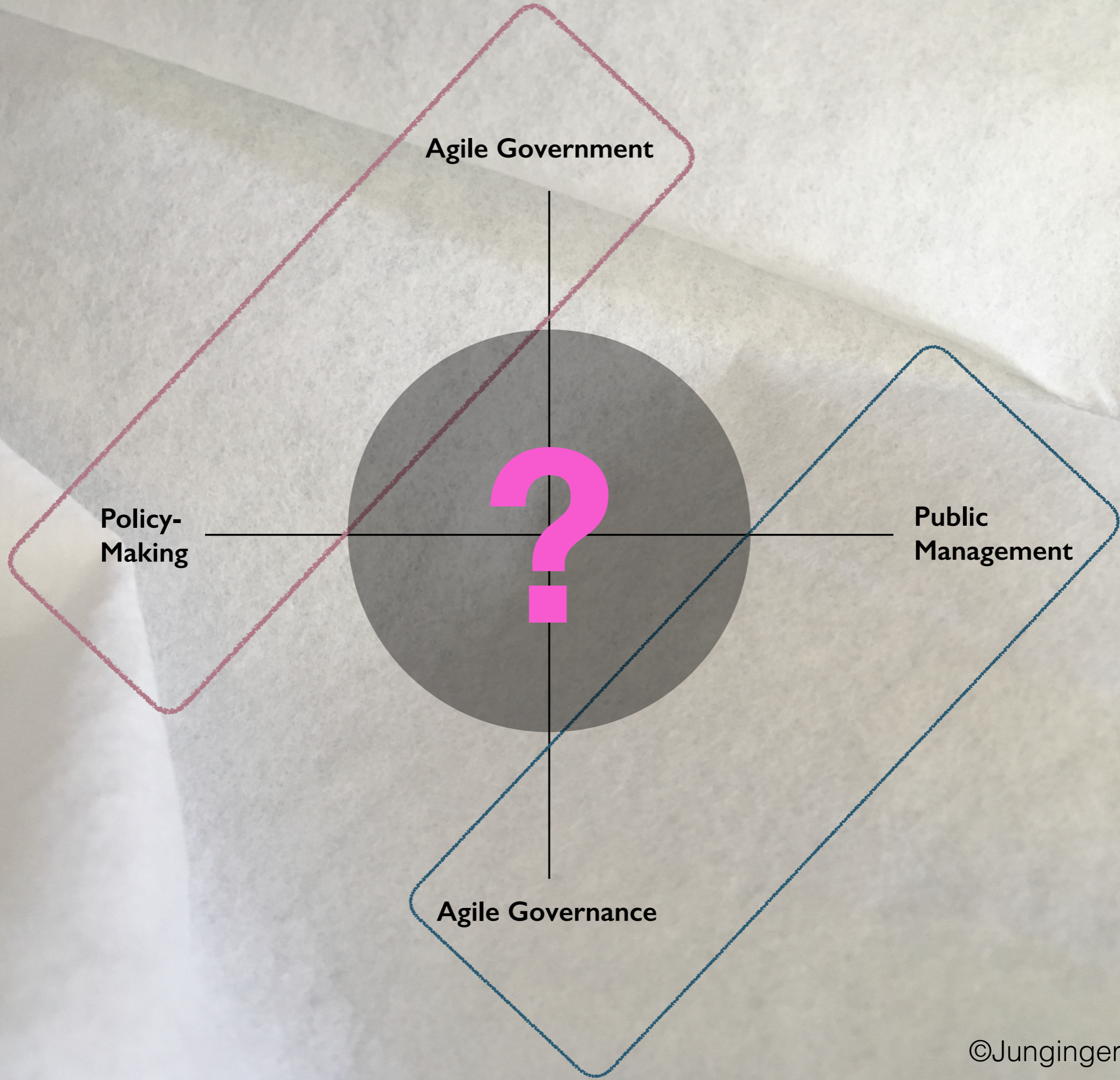


Agile Government

Policy-Making

Public Management

Agile Governance



CONCLUSIONS

- Agile approaches constitute design approaches
- The agile manifesto (agile 1.0) will fail the public sector
- Public Sector Innovation labs have a role in developing agile governance 2.0
- Agile Governance has to be coupled with human-centered design approaches
- PSIs can help citizens and policy-makers clarify new public value(s) through a wide range of methods
- research into methods and their relevance to problems is of essence to the survival of PSIs

THANK YOU !

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