Jégou F., Gouache C., 2018. **Phasing-in, how to initiate a process of public innovation?** FTA2018, Future in the making conference, Brussels, June 4-5th, 2018.

ABSTRACT

Starting a process of public innovation is the beginning of a change. However, any transformation of practices, methods and tools within a structure, whatever it may be, takes time. Rather than trying to "order" the change, innovation processes should be implemented slowly, gradually; it shall be designed as a phasing-in strategy.

SDS builds on over 20 years of experience of varied types of innovation in all sectors and at all levels of governance. In particular, we will report on two recent public innovation processes conducted in Belgium: the first one being the organization of a Public Innovation Day at the Fédération Wallonie-Bruxelles and the setting up of a Public Innovation Lab at the Service Public de Wallonie.

The two parallel experiences will be presented as an invitation to explore different methods and ways of doing policymaking and designing public services. These experiences will contribute to foster exchanges and reflection with the international community of policymakers, designers, practitioners and other stakeholders involved in this movement of public innovation. The last 10 years have seen the emergence of new forms and initiatives of internal and external innovation in public organizations. It is now time to capitalize on these multiple experiences and draw key lessons on things to consider when initiating a public process innovation : where to start from, accepting and recognizing complexity, setting the space for administrative innovation, protecting internal innovation initiatives, setting up an inside-outside conversation, identifying problems by resetting them, initiating work culture change, designing your own unique lab...

WHAT is PUBLIC INNOVATION?

INTRODUCTION

HOW TO START?

Starting a public innovation process is the beginning of a change. However, any transformation of practices, methods and tools within a structure, whatever it may be, takes time (especially in large institutions known for their heaviness and inertia in the face of change). Rather than trying to "decree" the change, it should be implemented slowly, gradually; it is a phasing-in strategy. Initiating such a process is also like turning on a complex computer-like machine: how does one "boot" or "reboot" the administrative machine when it is facing multiple and emerging societal challenges? The primer is the bait the fisherman disperses on the surface of the water to attract the fish: so how to make one want to change? But it is also like a small spark which ignites fire powder : so how can we gather the necessary energy to face the magnitude of the task? And it is, finally, the band used to set up a film: therefore not only the trigger but also the implementation of the process of the long-term fluid transformation. Starting this process also requires a business' first source of capital, which are the human and financial means one must gather in order to start. Lastly Initiating this process could be compared to a chemical reaction which provokes several secondary ones leading us to the following question : how could the initial effort actually initiate a chain of transformations which will spread to the entire institution?

WHY THIS PAPER?

SDS builds on over 20 years of multi-faceted innovation experiences in all sectors and at all levels of governance. In particular, here we report two processes recently conducted in Belgium:
Innovation Day at the Federation Wallonie-Bruxelles (FWB)

We accompanied from April to June 2017 in Brussels' Public Innovation Network, an informal and transversal initiative bringing together volunteer civil servants from different departments of the FWB, in order to co-build the program, the activities and the scenography of this day set to highlight public innovation in the ministry and encourage civil servants to participate in the FWB Public Innovation Network.

Public Innovation Lab at Service Public Wallonie (SPW)

From January to September 2017, we, together with Usages (a Namur-based design studio) accompanied the public servants of the Operational General Directorate of Economics, Employment and Research (DGO6) of the SPW based in Namur, in the definition, experimentation and implementation of a public innovation laboratory. This pioneer Innovation Lab at the SPW aims to explore the different forms that an innovation function may take within a public administration and gradually spread through the other institutions of the Public Service of Wallonia.

Beyond accounting for these two experiences and their results, the principle of this paper is to use these two paths as models of a public innovation start-up process: first, the organization of a Public Innovation Day to raise attention and generate awareness within the institution; then the co-development and implementation of an Innovation Lab to support innovation processes and the evolution of the institution's public services and work culture.

Finally this text intends to contribute in enriching the exchanges and reflexion with the international community of public innovation labs. (see public sector site) The past 10 years have indeed seen the emergence of new forms of internal and external innovation initiatives in the public sector (Weller Jean-Marc, Pallez Frédérique, 2017). It is now time to capitalise on these multiple experiences and is essential (Jégou, 2015) to make the effort to tell these stories and share these experiences.

ACCEPTING INTERMISSIONS

The launch of an innovation process within the public structure is a crucial moment. First because of its tautological nature : setting up an innovation culture in a formal – and quite conservative – bureaucratic sector is in itself an innovation which requires from the administration to accept to step out from its usual and classical "ways of doing".

The actors we met all spoke of a breaking point, a moment of letting-go, in other words accepting to be disrupted to start the process.

TOP-DOWN OR BOTTOM-UP PROCESS?

It is paradoxical – and undesirable – to decide all of a sudden to establish an innovative administration. The FWB and SPW decision-makers must agree that this process needs a bottom-up compound to it and in that regard, the hierarchy should play the role of a facilitator and benevolent protector. In a sense this shall be a collaboration between top-down and bottom-up dynamics.

CREATIVITY, INNOVATION, TRANSFORMATION

Making public action more efficient goes beyond just creativity. For the actors taking part, innovation - as the action of introducing something new - is less a matter of lacking of new ideas than the ability to lead friendly hacking (Jégou, François. Vincent, Stéphane. Thevenet, Romain et al., 2013) within the institution and achieving the desired transformation while avoiding being slowed down by the institutions' processes itself.

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LABO EXPÉRIMENTATION #SAFARI, VALORISATION DES ESPACES INFORMELS
Une Journée de l'Innovation suppose de faire et pas seulement de parler
d'innovation. Mais comment goûter aux outils et méthodes de design pour
l'innovation publique en une après-midi sans rester sur sa faim ? Comment dé-
passer la créativité gratuite et la génération d'idées qui restent en l'air parce
qu'elles ne sont pas activables ? D'abord trouver un sujet atteignable : accessible
rapidement et qui concerne tous les agents ; engageant, un soupçon polémique,
suffisamment pour mettre un peu de piquant sans être trop brûlant et rester rai-
sonnablement, actionnable par la suite...
Les objectifs sont : attiser la curiosité des agents pour l'innovation et la créativité,
ouvrir le champs des possibles et identifier des potentiels chantiers d'innovation,
des petits immédiats comme des plus grands à moyen-long terme. Aménager le
futur Labo d'Innovation ? Trop complexe. Repenser la cafétéria du Ministère ? Trop
sensible. Améliorer la signalétique interne ? Le projet est déjà en cours. Réinven-
ter les espaces collectifs comme moyen de réinterroger les pratiques de travail, la
collaboration, la convivialité, le bien-être, etc. ? Pourquoi pas, si l'on se concentre
sur les espaces « informels » plus facilement atteignables : les espaces de cir-
culation (couloirs vides, renfoncements inutilisés, cour intérieur ...) ; les espaces
d'entrée (sas d'ascenseurs, atrium disproportionné...) ; les espaces sous-utilisés
(salles de sport, cafétéria vides hors de la pause déjeuner...) ; etc.

INITIATING FORCES

Initiating a public innovation process requires both significant forces as well as a good balance between external and internal resources. In our two cases (the FWB and SPW) things were initiated differently – different frameworks with different allocated budget – but both had a strong combination of high internal support as well as external implication making the transformation process possible.

LOOKING BEYOND THE HORIZON

Starting up means keeping the future in mind while getting started : exploring possible futurs as tools for democracie (Jégou, Gouache, 2015), opening the range possibilities, inventing scenarios, reinventing organnisations, values and ways of operating and generating desirable futurs. (Junginger, 2014)

## PRACTICALLY, HOW SHOULD ONE MANAGE THESE THINGS?

Starting up means keeping the future in mind while getting started : exploring possible futures as tools for democracy (Jégou, Gouache, 2015), creating space for a wide range of possibilities, inventing scenarios, rethinking organisations, values and ways of operating and generating desirable futures. (Junginger, 2014)

METHODOLOGICAL APPROACH

## INNOVATION DAY AT THE WALLONIA-BRUSSELS' FEDERATION

A public works' sign warns the visitors at the entrance "Caution, Innovation Site". Everything is set up in the Wallonia-Brussels Federation's (FWB) great inner court: white and red marker tape marking the site's borders, disrupting the civil servants' usual paths, downgraded office furniture installed in the atrium, construction work cones and pallets spread around, etc. All the ingredients are present to announce how this Public Innovation Day, organised by the FWB's internal Innovation Network, intends to create an interlude from the traditional ways of working in the administration. The objective of the day is multiple : speaking about innovation and new ways of working within the administration ; attracting more civil servants to join as active participants or as auditors of the internal Innovation Network and... announcing and forecasting the future FWB's Public Innovation Lab. The event starts with a first "live-exhibition" prepared by the Innovation Network and SDS presenting around sixty good examples of innovative ways of working and designing public services and policies. The exhibition is organized into 5 chapters : Exploring together ; Facilitating coproduction ; Making things visible ; Experimenting ; Improving constantly... (Jégou, 2016). The presented cases come from SDS' years of innovative collaboration with public administrations at different levels (local, regional, national, European), networks (URBACT (Jégou, Bonneau, 2015)) and/or action-research projects from all over Europe and touch upon the fields of social innovation, design for policies, innovation labs, participatory foresight, policy innovation, etc. The FWB has also included its own disruptive practices into the set of examples : the board of directors using Legos as a means to support brainstorming

◀ VISITER LES JARDINS , JOURNÉE DE L'INNOVATION PUBLIQUE, FÉDÉRATION WALLONIE BRUXELLES
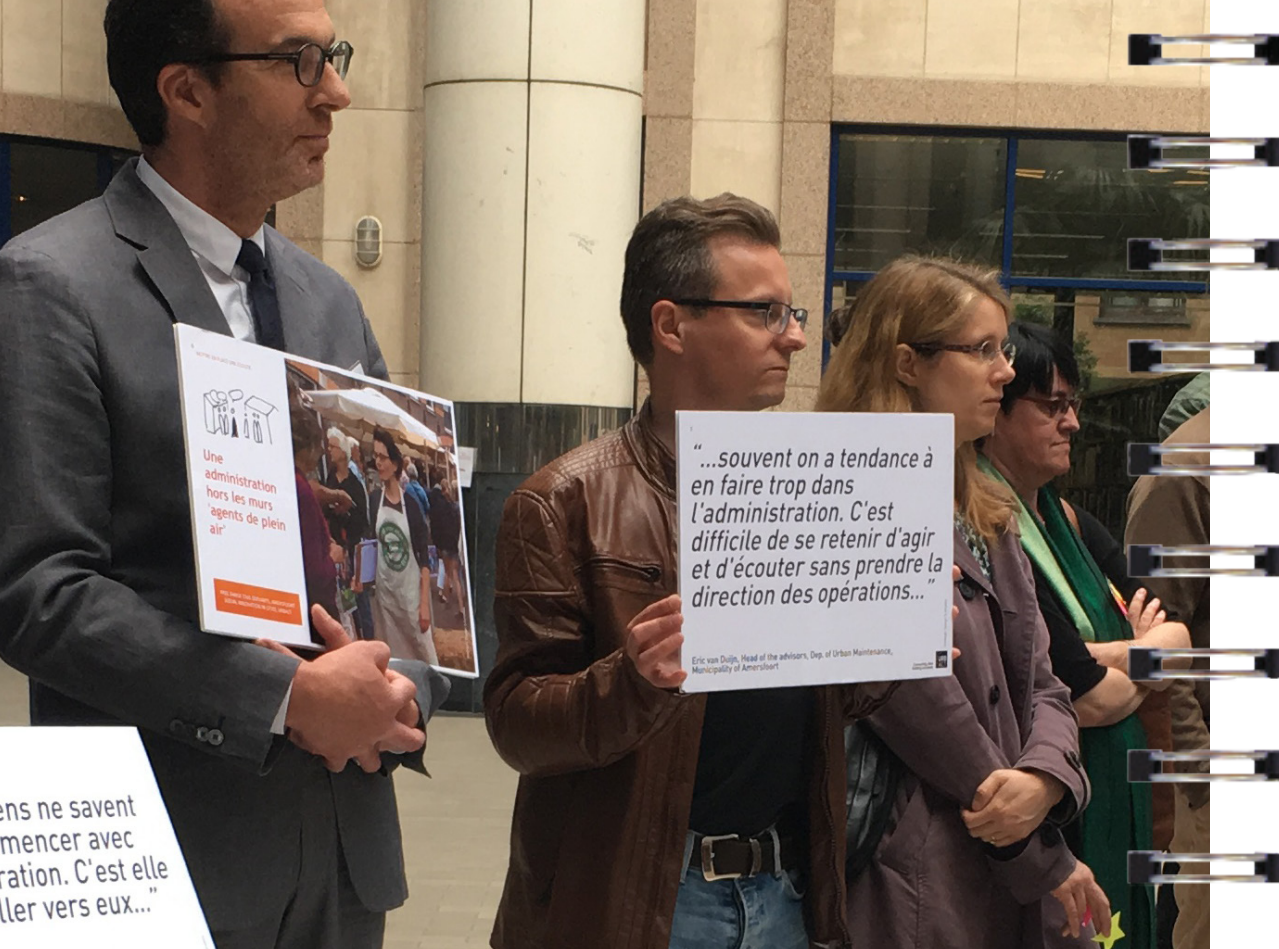
; an Ephemeral Innovation Lab installed in an unused office ; meeting-proof furniture ; the mapping of the Ministry's public procurement management practices; etc.

So what is a "live-exhibit" ? We have created this non-conference format as part of the Urbact cities network animation. It is quite the opposit of a standard exhibit where the visitors move in silence, looking at all the information stuck to the wall. Here, it's quite the opposit, there are no walls but rather participants in a circle. The content of the exhibit signs is told aloud and the signs are handed out to the participants who "become" the exhibit. Two basic principles are to be remembered : one musn't wait for the end of the presentation to start talking with someone beside them and one must pass out their sign to another person in order to spread the ideas. This becomes a performance, attracting people on their way to the cafeteria, mixing departements and hierarchy levels, stimulating conversations and debates as they hold a sign of the exhibit with one hand and a drink in the other. Finnally, let's go back to how all this came to be and what is a good example : no external provision, nor internal organnisation but an inside-outside partnership. Around ten Innovation Network workshops covering a 3 month period ; collectiv intelligence and external stimulation using examples of new ways of doing things, suggestions on the general choreography and staging ; collecting discarded furniture and public works' sign ; collective choice of the themes, from the scenography set up to the live-exhibit presentation. This model should be highlighted as it is itself a form of public innovation combining external and internal. In deed there is enough external input all along the process to inspire, avoid routine and change habbits ; enough time and internal implication from the conception phase to the execution phase to ensure the new tools and work methods are well internalised.

◄ Public Innovation Day on 6 June 2017 at the Wallonia-Brussels Federation. All day long, the department's central atrium is transformed into an ephemeral public innovation lab to sensitize all the agents who go through it.
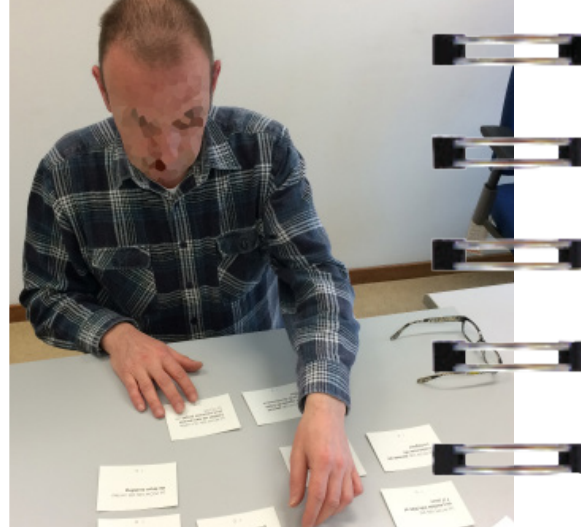
PUBLIC INNOVATION LAB AT WALLONIA'S PUBLIC SERVICE : MAKING A TOUR OF THE STAKEHOLDERS

"We cannot start without doing a "Project Start-up", Mr Director!" This practice established in Amersfoort's city administration (city in the Netherlands) (Jégou, 2015) is meant to ensure that any project cannot start without all the stakeholders being involved. This "Project start-up" expression is known as a must-have reflex, a good practice to oppose to a too much top-down hierarchy – which often tend to forget making sure that all the relevant stakeholders (who could potentially enhance or influence the project) are involved at the very early stage of projects.

The idea behind this stakeholders' tour is to meet the key actors linked/impacted more or less directly to/by the DGO6's future Lab, in order to understand their expectations, difficulties, positions, etc. The principle is to involve the stakeholders to contribute to the design of the lab early in the process and in a light and spontaneous way. This helps to gather conflicting, contrasted and divergent points of view. But the stakeholder's Tour - as its name might suggest it - is not only a consultation process but also and firstly a community building process. The stakeholders' Tour has therefore multiple advantages : it gives an opportunity to the administration to connect or reconnet with its partners and/or users and beneficiaries, it helps gathering preliminary feelings and impressions and finally it allows testing an idea by sharing it around even though still at concept-stage therefore saving time and energy on development stage (as you are able to take in account the first reactions and immediately re-orient your concept). This practice of revealing and sharing concept-stage innovations is not a natural practice as organisations tend to carefully nest and hide their ideas and reveal them only once fully

◀ MEETING THE GARDENERS, TOUR OF THE STAKEHOLDERS

developed and ready to be launched. While in some cases it may make some sense for competitiveness in the private sector, in the public sector, this habit is not necessarily an efficient and meaningful way of doing. Conducting a stakeholders' tour increases the relevance of the future solution, its legitimacy as it becomes somehow a collective production and potential efficiency as it builds upon greater collective intelligence.

We toured during one week from office to office, through all levels of the building and hierarchy, between departments, going through Namur and its region to hear the external actors - potential users, contact persons, and/or simple observers of the future Innovation Lab.

In the end, we met over 30 people face to face and covered with analysis posters 3 of the "project room" 's walls. One could think that there isn't much to take from listening to a panorama of actors discussing a future Innovation Lab for which they have no experience of and sometimes even no idea what it really means but what we grasp, here, beyond the feedback or lab' functional specifications, are positive as well as negative mental projections : "the projects hosted in the lab should be off-radar", it should be a space in which we are authorized to experiment as we wish, in which the protocols of the laborious administrative machine do not apply" ; "the lab should be open (to all civil servants, to all sorts of projects...) but without being too exposed (to criticism, admistration clichés...)" ; "The Lab should be instantiated by a physical place neither too far way (easily accessible) nor too close (beyond influences and routines)" ; "creating the Lab should be a symbol of praised and inaugurated desire for change", "it shall remain agile, mobile, in constant evolution, to avoid institutional sclerosis " ; etc

◀ SAFARI, VALORIZATION OF INFORMAL SPACES
An Innovation Day is about doing, not just talking about innovation. A safari is organized in the afternoon to reinvent collective spaces as a means of re-examining work practices, collaboration, conviviality, well-being, etc. The models built focus on "informal" spaces that are easier to reach: traffic areas (empty corridors, unused recesses, interior courtyard, etc.); entrance spaces (elevator lockers, disproportionate atrium ...); underused spaces (sports halls, empty cafeteria outside the lunch break ...); etc.

EXPO-ACTION

"... So they really are going to do this lab ..." says a civil servant of the Public Service of Wallonia as he in the elevator going up to his office after having gone through the entrance hall of the building where the Expo-Action of the future Lab of the DGO6 was installed during two days. This little remark is emblematic of the objective of an Expo-Action: making the concept exist, mocking it up in full size, embodying what is still only a project so that it begins to exist.

The different scenarios of the future lab developed and visualized in the form of models represent stimulating and communicative material in order to return to the stakeholders and continue the process of collaborative co-construction. For two days, the visualized scenarios as well as the other intermediate results of the co-development process (stakeholder mapping, diabolical creativity, mapping of uses, etc.) are organized in a light or hanging exhibition and installed in the main entrance of the Service Public of Wallonia building. The lobby is transformed, part-expo part-lab, transfigured and invaded to ensure that none of the agents going to their office can fail to spend there at least a

◄ TOUR OF STAKEHOLDERS
Meeting with the key players involved, closely or remotely, in the future DGO6 Lab or impacted by it in order to understand their expectations, difficulties, postures, etc.

UN LAB OUVERT
Le Lab est installé à la fois dans une partie des salles de réunions du SPW et dans un espace commercial vacant donnant sur la rue

UN LAB POLYVALENT
L'espace principal du Lab peut être facilement reconfiguré en espace polyvalent pour accueillir des événements comme les Midis de l'Innovation
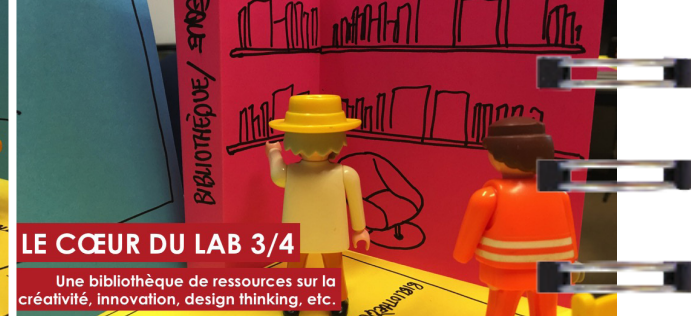
ESPACE DE TRAVAIL
Des parois mobiles permettent d'aménager différents espaces de workshop, échanges, créativité, etc. en fonction des besoins

CAFÉTÉRIA
Un coin cafétéria permet à tous une pause ou un moment de convivi

ESPACE DE COMMUNICATION
L'espace de travail communique avec un espace de communication installé dans un local commercial avec une vitrine donnant sur la rue

La plateforme du Lab disponible 24h/24 et 7j/7
La plateforme permettra de faire appel à un animateur, à consult des cas inspirants et à télécharger des outils pour innov

LE CŒUR DU LAB 1/4
Le café/bar - Un espace de convivialité, de rencontres, de croisement

LE CŒUR DU LAB 3/4
Une bibliothèque de ressources sur la créativité, innovation, design thinking, etc.

STATIONS DE TRAVAIL INDIVIDUEL
En mode « plug and play » toute personne du lab peut s'installer librement à une des stations pour travailler

L'ATELIER DE PROTOTYPAGE 2/2
L'atelier-garage sert aussi de petit studio (fond vert) pour simuler des services, faire de la vidéo, etc.

Emerging actors (the most significant, involved, seekers, etc.) in the co-construction process are invited during the two days to visit the scenario exhibition and react. The installation in the hall prefigures in half tone the innovation Lab as an open space, where different profiles of actors cross to work together, etc. According to set appointments for visits, the innovation Lab team show around to small groups of agents. Hierarchical decision-makers get their hands dirty, prompting their teams to come for a ride, arguing one scenario over another.

The interest of an Expo-Action lies in the contradiction between the two terms: an exhibition is usually a presentation which visitors generally enjoy in a more or less passive way. On the contrary, the commitment of participants in an action supposes a strong implication of these to generate the results.

◀ **SCENARIOS OF USE**
The materialization of the ideas, expectations, apprehensions of each other in a model has allowed to embody the lab in different places and to play different scenarios of use.

PROTO-LAB WEEK

A functioning Public Innovation Laboratory is the result of a process of progressive establishment and acculturation, of acceptance and positive contamination of the civil servants, of interrogations and transformation of the ways of working, of trial and errors and adoption of new paradigms. A dynamic and agile Innovation Lab is therefore not the result of a project conceived and then delivered-finished but a continuous process of incarnation of the idea in the real world, of co-evolution with uses without ever to freeze. The projective and interactive methods used until now make it possible to collaboratively define the uses and specifications of the laboratory. They must be supplemented by full-scale tests of the main functionalities of the lab by involving the internal and external actors in moments of simulations and micro-experiments. In the previous phases, the project team has flagged the good project opportunities. The Expo-Action made it possible to identify requests involving several internal civil servants and external entities, to engage mixed teams generating visibility to the Lab project, etc. It only remains to

◄ EXPO ACTION
To make the concept exist, to model in full size, to embody the project which is still in the boxes.

EXPO ACTION
The interest of an Expo-action is actively guiding the visitors, generating questions, stimulating interactions and, above all, gradually sliding from a position of passive visitors to an active workshop posture.

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These micro-experiments are concentrated on a relatively short time to block and give the observers confirmation that the lab is already functional and let them know what this new resource of the Service Public of Wallonia will be when it is ramped up. What do we get out of it? First, a series of sequences of projects judiciously chosen to demonstrate different phases of the design process applied to public services and policies and generate some first "POC" (proof of concepts): to experience an empathetic approach of users of the SESAM employment support system with caseworkers; define the issue of the chemistry sector in Wallonia within the framework of the Interreg S3CHEM project; generate ideas between departments to improve the reception of new agents after hearing a sample of them; model the next steps for the development of the DGO6 Lab in different room options; to test and develop, with a sample of SMEs, the De Minimis simplified formular prototypes relating to cumulative State Aids. Then, in terms of laboratory specifications, the lessons are also very rich: privilege agility to best fit the needs of the field; to make the lab a "situated service", localized skills and resources but without the burden of a structure to finance and justify; establish a community of practice that progresses organically in the institution according to the opportunities and relying on the first civil servants convinced; etc.

CARTO DES PARTIES PRENANTES

The lab.

UTILISATEURS OCCASIONNELS DU LAB

UTILISATEURS RÉGULIERS DU LAB

CO-PRODUCTEURS ACTIFS DU LAB

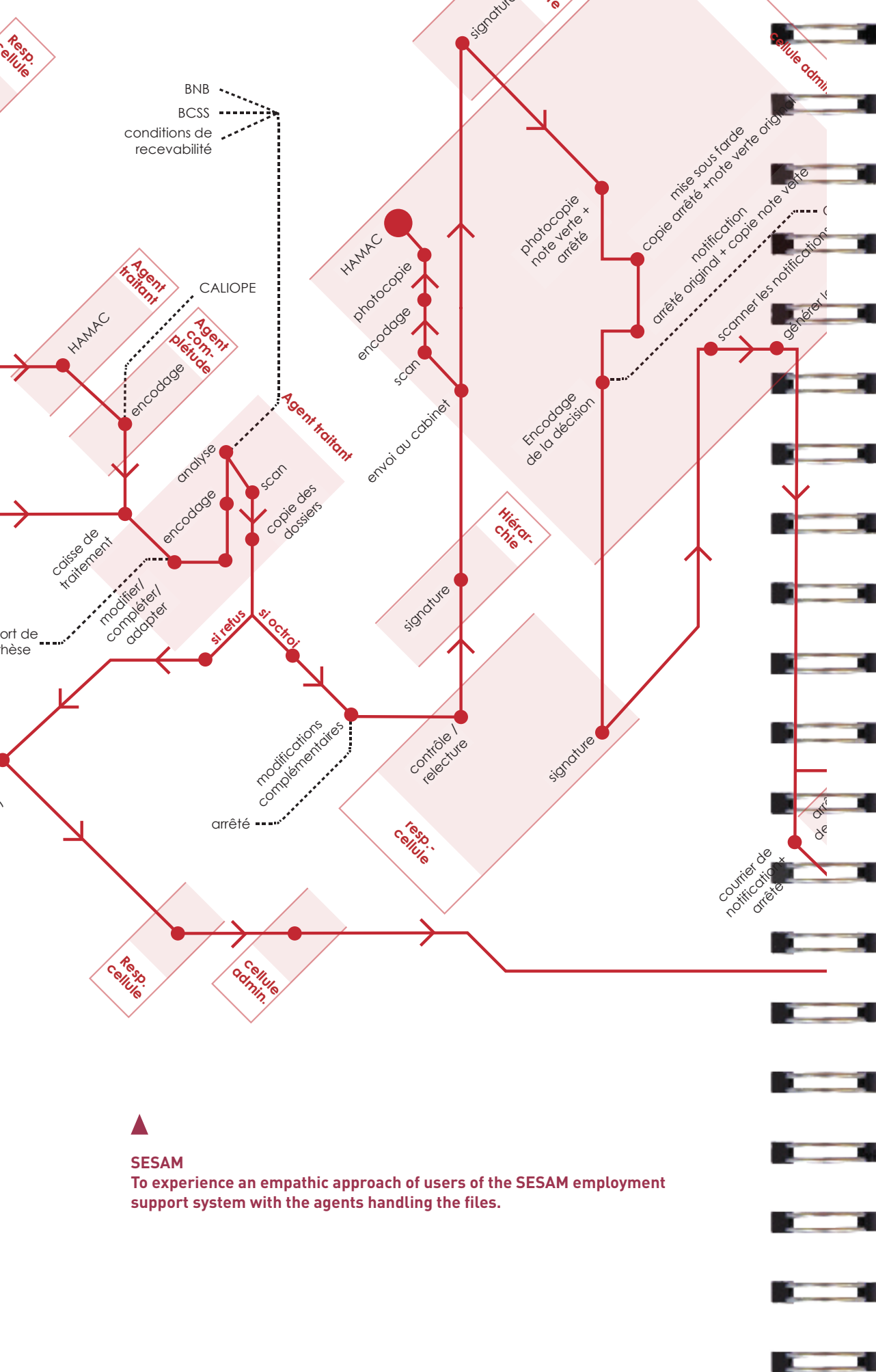## RESULTS, DISCUSSION AND IMPLICATIONS

WHAT TEACHINGS?

Following these two sets of very rich and boosting experiences, what teachings can we draw out? What is recuring and could be transposed to other public institutions? What are the specifities to respect, the pitfalls to avoid, the experience's effects to be shared? This synthesis is not meant as a conclusion but rather as an open list for comments to be discussed, confronted, completed... They are organnised into around 10 points of interest but in no way a recepy to follow stricly. It is at best a check-list one should check before setting for a new public innovation experience... Once again, this book intends to map out singular experiences to bring them to the knowledge of the now well established community of public innovation labs all around the world. At a time where these new "public innovation forms" have gone beyond the initial stage of experimenting, a reflexive work of capitalization and exchanges between theses multiple experiences is now an agenda item. This synthesis should therefore be seen as an

WHAT STARTING POINT?

The motivations arised by the kick-off of an innovation process within the public action are now well known : sense of inneficiency, loss of meaning, image crisis of the public sector, interrogations of the institutions in a macro contect characterised by profound mutations, hyper speed, the increase of opportunities to seize and constraints to face, increasingly complex problem to manage, generalised

◀ **PROTO-LAB WEEK**
The lab is starting to work on 5 real projects that emerged from inter-actions with agents during the previous Expo-action, prefiguring the way of working, the needs in terms of skills, tools, infrastructure, etc.

Diagram labels:

Resp. cellule

BNB
BCSS
conditions de recevabilité

CALIOPE

Agent traitant
Agent complétude
HAMAC
encodage
HAMAC
analyse
encodage
scan
copie des dossiers
caisse de traitement
modifier/ compléter/ adapter
si refus
si octroi
Agent traitant
scan
encodage
photocopie
encodage
photocopie
signature

ort de hèse

modifications complémentaires
arrêté

signature
contrôle / relecture
Hiérar- chie
resp. cellule

signature

Resp. cellule
cellule admin.

signature
photocopie note verte + arrêté
mise sous farde
copie arrêté +note verte origi
Encodage de la décision
envoi au cabinet
notification
arrêté original + copie note verte
scanner les notifications
générer l
cellule admin

courrier de notification + arrêté
arr
de

▲

SESAM
To experience an empathic approach of users of the SESAM employment support system with the agents handling the files.

ACCEPTING COMPLEXITY

Which noticed changes are somewhat caricatural? Certainly a maturation in the awareness appraisal of the problems to adress : the attractivity of a "Public Innovation Lab" seems to find it's roots beyond the current trend into deeper ones linked to accepting complexity within the public arena and the finding that conventionnal solutions and ways of doing don't work systematically. But the administration transformation isn't only a quality improvement approach, it goes beyond the idea that administration is complicated and that it should be simplified. No, the problems faced are complexe because the people and agents are very diverse and multiples, because what works in one setting doesn't necessaraly apply in another, because everything evolves faster than the public policies are thought through and set up, etc. These problems are complex, which is normal. When setting up an Innovation Lab, there is this reassuring empathetical background regarding this complexity : affirming the delight in listening to users having trouble filling out a questionnaire, having an interrest in mapping the treatment process of a file, as well as delighting in searching with the agents themselves how they could be better welcomed rather then dealing with the overhanging issue or solving it on one's own, etc. In fine it's the start of accepting that nothing is simple and that it's normal. That a patch, a corrector, an improvement won't suffice, but rather that changing the tools, the postures to better embrace and understand different, interlaced and constantly interracting facts will. It is therefore a matter of accepting the complexity and accepting the discomfort of navigating with plain eye sight only, in blurred areas where we lack landmarks and where

GOING BEYOND ADMINISTRATION'S FIRST MEANING

All agents met both at the FWB and the DGO6 (SPW) seem to collide with the tautology mentionned in the book's introduction, which we could summ up in the following phrase : "innovation can not be administered". In other words, the administration's processes do not seem adequate to rethink there own transformation. Administration in the public or private right sense ensures the services efficiency. In computer science, the admin's role brings us back to management, installation, maintenance, improvement, supervision, security notions. In short, one cannot administer innovation like one administers medication by force feeding the users. A type of "innovation management' or at least a "specific handling of innovation" seems to settle sithin the encountered structures : the executive committee chooses to be shaken by a new atypical agent ; we seek to better welcome young agents to preserve their vital forces and their appetite for change ;

we would rather place beyond the executive board's radar agents driving innovation, in order to make sure their emerging and different posture doesn't suffer from too present classic administrativ procedures ; we play the game with designers from the ouside with out quite understanding what game they are playing because we know that we won't be able to transform the administration process using that same process.
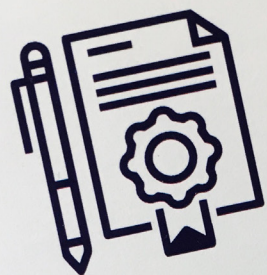
LES DROITS / LA LÉGALITÉ / LES RÈGLES

- Les droits des travailleurs
- La santé / médical
- Les congés
- Le règlement intérieur
- Autres

LE TRAVAIL / LA MISSION

- Comprendre sa mission, sa fiche de poste, son rôle
- Savoir quelles vont être les tâches quotidiennes
- Comprendre le sens des missions données
- Temps de travail
- Évolution de carrière ?
- Autres ?

LA LOGISTIQUE / LE QUOTIDIEN

- Le badge d'accès
- Le pointage
- Les déplacements
- Les repas
- Autres ?

L'ÉQUIPE / LES COLLÈGUES

- Découvrir de nouvelles personnes
- Comprendre les missions et rôles de chacun
- Créer de la relation de confiance et un esprit de convivialité
- Comprendre les relations et les pratiques au sein de l'équipe

PROTECTING INTERNAL SOCIAL INNOVATION

The impulse comes from the agents. The FWB as DG06 (SPW) are convinced of having to start a process of innovation, of internal transformation which is not only a diffuse feeling or a conviction of some but a goal included in the Administration Contract. Being well aware of the difficulty of implementing innovation in a top-down manner, the Directorates concerned are seizing the desire for change manifested by agents as an opportunity to trigger the process. The "management of innovation" that follows is cautious, confining itself to a role of facilitator and protector. The Directors show what they call "lâcher prise" - meaning refraining from applying the strict rules, set specific objectives, stifle the nascent initiative of batteries of indicators of success and criteria to be respected. The role of the hierarchy is marked as that of a "benevolent facilitator". They seek "to impose nothing, to let things hatch". It is conceivable to set up the Lab as "a space of authorization" allowing the administration to protect itself from "its organization, its rigidities, its partitions". The space is like a bubble that has the attentive ear of the hierarchy (a way to short-circuit the filtering administrative layers, limit intermediaries, etc.) while remaining far enough away (to be freer and independent, to be less accountable, etc.).

◀ **HOME NEW AGENTS**
Generate ideas between departments on how to greet new agents after hearing a sample of them.

(RE) SETTING IN MOTION

The start of an innovation process is described in both public administrations literally as (re) setting in motion. External resources must be used to "restart the machine that was seized". The prolonged "corrosion" of the administration made it slower but also less agile. The Lab's working methods are appreciated in the movement: "manipulating colorful and threedimentional objects". People move, change their points of view, create relationships between themselves. " We try to relaunch the agents who, "no longer believe" are "disillusioned" and "self-censor" because of a certain weariness. These innovation processes are, by the interactive, collective and creative nature, generators of pleasure and enthusiasm for the agents. They help to "re-enchant" the work. The movement is also understood as a back and forth trip between agents and decision-makers each frozen by a caricatural portrait of the other who will not want to hear or change. A new figure appears which connects both top and bottom, which do not listen nor understand each other anymore. The Innovation Lab surrounds itself with a peddler, a liaison officer who ensures this mediation. They have both the agents' and the Management's attention, they ensure a good translation, delays, reassures both sides and and finally unblocks processes that are broken down by "misunderstandings".

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CO-CONSTRUCTION OF PLACES
Model the next steps for the development of the DGO6 lab in different room options.

SETTING UP AN INSIDE-OUTSIDE CONVERSATION

A inside-outside balance is being found between an administration that tends (to much) to outsource to outside providers (which must be managed without often having the time to capitalize) and, conversely, an administration that would aim at autonomy (with the aforementioned difficulty, to manage one's own transformation with the traditional tools and processes of administration). A Lab requires "enough internal involvement to take care of it and enough external resources to avoid operating in a vacuum". It is expected of the external contribution that it would help to "oneself direct itself on those innvation questions that the posture of the administration has a hard time grasping". It also expects empathy regarding the mix of "fears, constraints, dreams" experienced on the inside. Agility is expected in order to absorb the periods of crippling discouragement in the face of transformational tasks and exaggerated optimism the first signs of change trigger. New models of internal-external collaboration seem to emerge. We "do with", we "work together", "in partnership". We are coming out of substitutive support to enter the world of "co", co-learning, co-transformation, "inside-outside" collaboration,

RESETTING THE PROBLEMS

The Innovation Lab cannot limit itself to the creative resolution of defects or imperfections in public policies or services and confine itself to a "problem-solving" role. Placed at a sufficiently strategic level within the institutions and free of its means, the Lab is engaged in a process understood as "problem-setting" (re-examining the problems). This

Placed at a sufficiently strategic level within the institutions and free of its means, the Lab is engaged in a process understood as "problem-setting" (re-examining the problems). This "problem-setting" role makes it possible to re-question the paradigms in place by proposing to change points of view, by investigating the problems by meeting users and exploring the field. The problem-setting poses the following questions: Is the problem we are talking about the problem? Why is this a problem? For whom ? And if you change your cap, is it still a problem? Are we sure that what we consider to be the cause or causes of the problem are really the true causes? Etc. Resetting problems can often help go around them.

DESIGNING ALL DURING THE PROJECT

"All the administration's problems are not soluble in a creativity process". The search for the (brilliant) idea is the salient and visible part of the innovation process and naturally the one on which we tend to focus the most. General attention to Design Thinking tends to focus on the ideation process. But "The problem is certainly not a lack of ideas or creativity within the services. The difficulty is rather to make room for ideas and making them happen possible". The cleanliness of an Innovation Lab is not limited to a room of creativity. The meat of the activity is project management, designing throughout the process. The challenge above all is to support the idea, to progressively confront it with reality, to adapt it without distorting it... In a highly viscous environment like that of an administration, the main effort resides in accompanying of the innovation process once the idea has arrived, the temptation is strong to return to an administrative management, organization of deployment, institutionalization process. A Public Innovation Lab is not the revisited version or an "ideas box" 2.0 of convenience that nobody does anything about. It must ensure and support the effective implementation of solutions. It must help transformation to take place.

ATTACKING THE DEEP-SEATED CULTURE

The clichés that weigh on the administration also weigh on the agents who are suffocating and leaving, or just deal with it and gradually lose faith in the effectiveness of public action. Changing this process is more about changing the culture of the institution than identifying and solving problems. Not starting by wanting to climb the north face is good practice especially if the portencila for improvement is considerable. It first takes "quick wins" to convince. Once having moved things a little, the challenge is to go further using this small step as a lever to gain confidence and effectively start climbing up the North Face. Which means following through with always pleasant creativity and easy concrete actions and tangible developments at the risk of otherwise disappointing and discouraging the mobilized active forces. "Without this change of culture it will be difficult to innovate". The FWB prefers a lighter manifesto than an innovation project and talks about innovation values: "why we should change our relationship to failure, encourage risk-taking, be caring and optimistic, put the user at the center, materialize and prototype their ideas." At DGO6, the Public Innovation Lab project seems to emerge from a gap observed by all. From the internal innovation capacities of the public service to what this same service requires or expects from the economic actors through the modalities of granting of subsidies, calls for projects, etc. Beyond this difference, it is the very meaning of innovation that is different: we invest in innovation to make profit or cost less, in any case we expect, when it is well conducted, a " return on investment of innovation ". The Innovation Lab as a physical place is an undeniable means of instantiating change, visibility, affirmating that transformation is underway. But this materialization in the construction of a "Lab-place" is not the main focus. This is the complement, the confirmation that a "Lab Mode" has been adopted as a work process which must represent the main investment to support an innovation focused culture in order to effectively transform huge institutions.

EACH LAB IS UNIQUE

As Stéphane Vincent, General Delegate of the Public Innovation Lab 27th Region, says in the world of public innovation labs, we can not apply the McDonald's copy-pasting-replicating the same restaurants principle. Each lab must find its own identity, by adapting to the administration's specific history and culture in which it has been created, by dealing with the agents' specific practices and ways of doing things, by colaborating with the actors and stakeholders, by anchoring itself in the unique territorial context in which it is settling, by gathering and mixing the present skills and the ones to join, etc. In these conditions, the famous "one size fits all" does not really suit. Each lab is and must be, by nature, ad hoc and unique despite the series of commonalities that can be identified between them. But this unique character means that there is no - unfortunately or fortunately! - ready-made recipe to apply. We must therefore accept that it will take time, energy, and lots of effort and courage over a long period of time. A lab is not built in a few days, or even in a few weeks, or even a few months, it takes years. And it comes to life, is alive, and in addition, constantly evolving!

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