Singapore Prime Minister’s Office
Launch of Innovation Skills Program

Change the Way We Think
The Singapore Prime Minister’s Office developed a national program to provide innovative thinking skills of public servants. It conceived a skills framework to build capacity of staff to solve problems effectively.

The title was “Changing the Way We Think.” The audience was 20,000 managers across Singapore public sector. The editorial sections included:

1. What is innovation?
2. Myths of innovation
3. What is an innovative public service?
4. What does it take (to be innovative)?
5. How do you get there?

The Guide included unique pages to surprise and delight readers. This picture shows one of the unique pages based on the cliché: thinking outside of the box. When readers opened the page, a box popped up.

The core message was to launch a national innovation skills programme.

Public servants could take two to three days of training in each of these skills as represented by the ‘hand of innovation’.

1. Generating ideas
2. Developing ideas
3. Judging ideas
4. Promoting ideas
5. Turning ideas into actions
6. Collaboration and teamwork
Creating a Culture of Innovation

Currency Department, The Bank of Canada

Ed Bernacki collaborated with the Bank of Canada to shape its first Ideas Expo. This was a half-day event to:

1. Build a culture to innovate
2. Build awareness of skills to innovate
3. Improve 'idea management' skills

The Ideas Expo would conclude an ideas campaign within the department. About 300 people would attend and it would be broadcast to staff in two other locations. Six ideas were selected for presentation. These would be then explored using Six Thinking Hats in teams of 6 – 7 people seated at round tables. Each group explored three ideas. Each round took 12-15 minutes. A local facilitator used in the other two cities. The intent was not to judge these ideas – the event was designed to prompt staff to help develop them further to illustrate the concept of idea management. The format became:

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 min</td>
<td>Introduction by the Department Head.</td>
</tr>
<tr>
<td>30 min</td>
<td>Ed Bernacki presented on being innovative.</td>
</tr>
<tr>
<td>30 min</td>
<td>Six staff presentations. Prior to the event Ed coached each person to design a four-minute presentation to explain the problem they saw and how their idea solved it.</td>
</tr>
<tr>
<td>15 min</td>
<td>Ed introduced Edward de Bono’s Six Thinking Hats tool.</td>
</tr>
<tr>
<td>90 min</td>
<td>Staff would use Six Thinking Hats as a creativity tool to explore 3 ideas in groups of 6 – 7 people. A volunteer then presented the expanded ideas to whole audience in celebration.</td>
</tr>
<tr>
<td>10 min</td>
<td>The Director closed the event.</td>
</tr>
</tbody>
</table>

A communication plan distributed articles weekly for three months on problem solving and creativity. These encouraged people to submit ideas to improve the department. Articles were sent as digital files and PDFs. People began to print copies and make notes on the articles. This was a very good sign for engagement.

Staff received a unique idea journal / note book for the event.

It was designed for staff to use during the day and then read in afterward.

"Encouraging and promoting ideas are key in developing the skills and culture to support innovation in Currency. Innovation is especially important as we begin our new “Innovative thinking is a responsibility that we all share. By working together and sharing our experiences, knowledge and ideas, we can strive to make Currency leading edge in our delivery of products and services. “Today's Ideas Expo is just the beginning!""  
Gerry Gaetz  
Chief of Currency

Insightful articles were distributed weekly for 10 weeks prior to the event. The objective was to create enthusiasm for the event and to provide new insights for readers.
Public Works & Government Services Canada ‘Co-developing an exemplary workplace’

The Idea Factory worked with the Public Works & Government Services Canada in British Columbia to solve a challenge; too few managers and staff understand the Treasury Board Policies and collective agreement provisions.

As such, staff often missed on entitlements unused as they are unaware of them.

The Navigator Guide created a unique way to present these staff benefits and entitlements.

The Navigator Guide focused on three sections.

The initial production of 1000 copies led to a further order of 4000 copies as the demand was very high.
After graduating with MBA, Ed Bernacki joined New Zealand Post’s new Total Quality Service Group (TQS). This was an internal think tank to define strategies to improve the quality of services delivered to the public. Once overall strategies were in place, various communication tactics were created.

Ed created the idea of a tool kit for managers. He then developed a 40-page manual for managers with these objectives:

- Understand ‘TQS’ – core definitions
- How staff can contribute to improving services
- Team tools to use – practical problem solving and idea generation tools

In the process of creating this material, he also did a project to define New Zealand Post’s Customer Service Values. These became part of the tool kit. (1992)
Navigate to Innovate
Navigator Guide Case Study

National Federation of Voluntary Bodies
Ireland New Ideas

New Approaches: Supporting Innovation in Services & Supports to People with Intellectual Disability

The Idea Factory worked with this group from Ireland to design Navigator Guide for the 300 participants and to shape the event.

The Navigator Guide was designed to prompt engagement in eight 3-hour workshops. Participants could select two sessions.

Each was designed to solve a problem or create recommendations. Each workshop had a person capture the ideas, solutions and recommendations. This led to the publication of an 80-page book that was distributed throughout the country.
The Idea Factory collaborated with The Norlien Foundation to create journals to support two medical symposiums for the Alberta Family Wellness Initiative. About 120 researchers, academics, and community workers came together to create a three-year strategy to create better outcomes for society.

- Each 100-page Navigator was a journal for the event and a resource for the year.
- Each day opened with an agenda and pages to reflect processes used during the day.
- Participants were put on teams and each team had to create a 12-month action plan.

Both were overwhelming successful. While only 150 copies were printed for the event, the Foundation ordered 400 for promotional purposes.

The Navigator Guide was the perfect tool for the event and generated much interest and use from participants.
Health in All Policies Conference 2015
Christchurch Canterbury Health

Health in All Policies (HiAP) is an innovative approach of working across many sectors to improve governance for health and wellbeing.

The health sector is primarily a sector where disease is treated; health and wellbeing is created, nurtured and supported in other sectors where the causes, or determinants, of health and diseases are governed. The Canterbury Health in All Policies Partnership hosted a conference for 100 people ‘to take the pulse of HiAP practice in New Zealand’ designed to address two questions:

- What are the top five health and well-being issues facing New Zealand?
- What idea could you or your agency could work on, with others, to improve the health and well-being outcomes of one of these issues?

The Navigator was a participant tool kit for the one-day conference and a reference for the future. The objective was to have policy makers recognize the health implications in all areas of policy and governance.
Idea Factory Training Navigator Guide

The Navigator Training Guide was created to provide people with an interesting and informative 80-page guide for Idea Factory training programmes. Its pages reflected a tested staff development programme shaped over ten years. About 4000 copies have used in many training programmes and for teaching Creativity and Innovation at a Masters level at the University of Adelaide. Sections include:

- Getting more ideas from training and workshops
- Solving problems: the essence of innovation
- Skills for innovative thinking – pages for each of five skills with support materials
- Brainstorming like an idea factory
- Do people think alike? Overview of cognitive diversity with pages to explore adaption-innovation
- What makes innovative organisations innovative?
- What hinders creativity? What enhances creativity?

The editorial concepts are used in conjunction with training and development programmes. It can also be read for insight and ideas. Many people find the design inspiring and exciting.

In a volume of 100 or more, it is possible to brand the cover in specific colours and logos for an organisation.