Innovation in the European Municipalities

Tendencies and Methods

PROJECT LLI-59 "OPEN LEADERSHIP" FINAL CONFERENCE

"TENDENCIES AND METHODS OF INNOVATION MANAGEMENT, EFFECTIVE CHANGE MANAGEMENT AND EXAMPLES OF BEST PRACTICE"

in the framework of project LLI-59 "The Cycle of Practical Training and Events Fostering Cooperation between Institutions and Capacity Building of Employees" (Open Leadership)

A word on Innovation

- Innovation doesn't happen by chance, just because we live in modern times

- Innovation calls for the right spirit of government, local leadership and the (local) organization

- The journey to innovation is incremental. There are no shortcuts

- You need to have a "North-Star" to know your direction and you go up step by step on your way

- Innovation never stops. In the ideal case it is happening day by day in every department through every employee.

Leaders

- In all projects I had a chance to lead, partake or follow I have seen time and again that excellent leadership is instrumental

- Leaders set the scene, the pace, together with their team they put in place the "North Star" - the Vision

- Leaders impersonate the Mission: what is the purpose of our organization, who do we serve?

- Together with department and group-leaders they make sure that everyone understands "where we're going"

- Leaders support and build an environment that fosters innovation. They are in action for their teams.

Teamwork

- Teams of employees who understand their purpose, direction and idea of where this is leading build …

- Results for the organization itself

- Results for the municipality and all the citizens

- Results with respect to the social responsibility of the organization

- Team like this have a true Citizen Focus and are active to innovate because they are empowered to do so
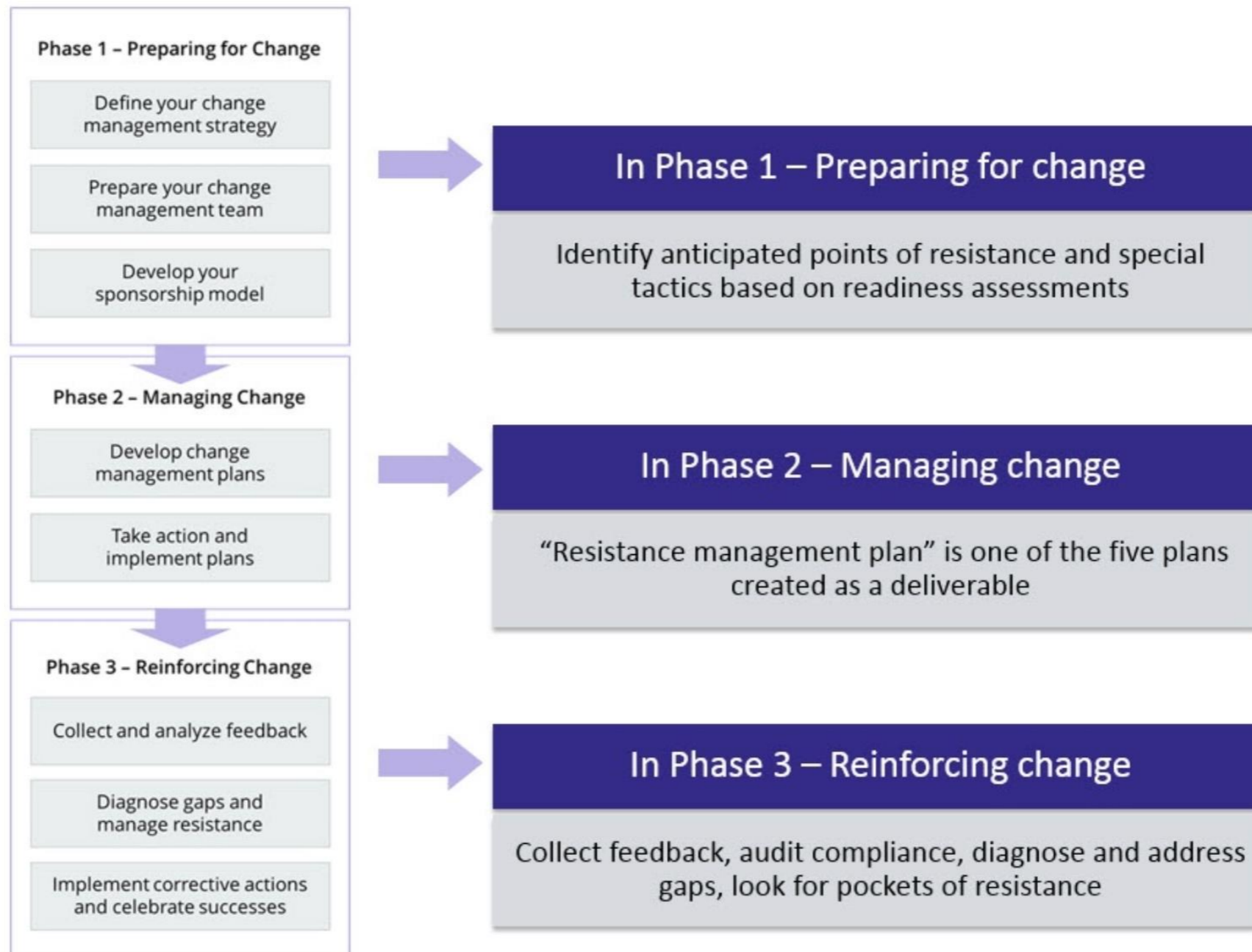
Examples

- A municipality in Austria, 50 km^2, 9k inhabitants

- An Austrian City, 140 km^2, 290k inhabitants

- A Dutch City, 219 km2, 900k inhabitants

- A Spanish City, 101km2, 1600k inhabitants

- A Swedish town, 35 km2, 65k inhabitants

- A Czech town, 23km2, 83k inhabitants

Effective Change Management

Examples of good Practices

One look at Change Management

Phase 1 – Preparing for Change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

In Phase 1 – Preparing for change

Identify anticipated points of resistance and special tactics based on readiness assessments

Phase 2 – Managing Change

Develop change management plans

Take action and implement plans

In Phase 2 – Managing change

"Resistance management plan" is one of the five plans created as a deliverable

Phase 3 – Reinforcing Change

Collect and analyze feedback

Diagnose gaps and manage resistance

Implement corrective actions and celebrate successes

In Phase 3 – Reinforcing change

Collect feedback, audit compliance, diagnose and address gaps, look for pockets of resistance

Mind the gap - typical issues

- A look at the must haves

- Mayor flaws of Change Management

- Consultants or insiders - pro and cons

- Add on benefits of Change Management

- Why Innovation and Change Management are twins

Examples of good practice

- Long serving, older team member resistance

- "Quick and Dirty" never serves the case

- Overcoming the role of outside influencers

- KATA - Change "Top-Down"

- Employees made redundant - best practices

- Change might not be change - Sustainable development