MAYORS FOR ECONOMIC GROWTH

URBAN IMAGINARIES

Inspiration Session 3 Human Learning Systems

Centre for Public Impact
A BCG FOUNDATION

Funded by the European Union

UNDP

GETTING STARTED

1 Check audio and microphone

2 Check if you can correctly hear interpretation in your local language

3 Rename yourself as [NAME, CITY]

Centre for Public Impact
A BCG FOUNDATION

MAYORS FOR ECONOMIC GROWTH

About Centre for Public Impact

Centre for Public Impact
A BCG FOUNDATION

Centre for Public Impact (CPI) is a charity that works with government, civil society and public sector organizations across the globe to help reimagine and redesign systems, work and cultures in governments by acting as a **Learning Partner**. With offices in the US, Europe, Australia and India, CPI has worked with 150+ governments in 30+ countries and has built an observatory of 500+ case studies chronicling how governments around the world are seeking to achieve public impact.

AGENDA

1. [5mins] **Standard models of social innovation**
2. [10mins] **Problems with scaling solutions**
3. [15mins] **Learning as a management strategy: Human Learning Systems**
4. [10mins] **Case study examples**
5. [15mins] **Q&A/Group discussion**

Centre for Public Impact
A BCG FOUNDATION

MAYORS FOR ECONOMIC GROWTH

MAYORS FOR ECONOMIC GROWTH

STANDARD MODELS OF SOCIAL INNOVATION

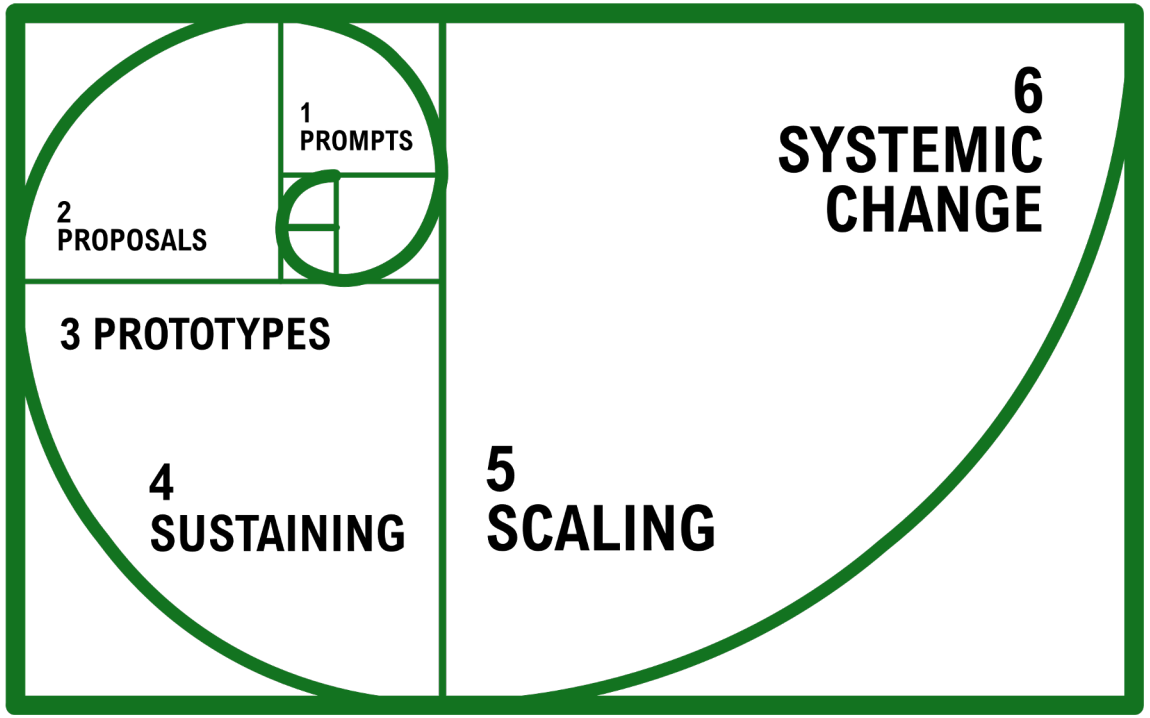
Centre for Public Impact
A BCG FOUNDATION

Funded by the European Union

UNDP

ROLE OF

SOCIAL INNOVATION



Social innovation helps find solutions to difficult problems!

LIMITATIONS TO THIS **APPROACH**

When seeking to help people create good outcomes, **context matters**

This means that “solutions” cannot be **“taken to scale”**

SCALING SOLUTIONS

(OFTEN) DOESN'T WORK

When you take a "solution" from one context and "implement" it in another context, you remove many of the aspects that made it work:

relationships between people

shared understanding of the nature of the problem and what to do about it

their **enthusiasm** for doing the work they created

EXAMPLES FROM
DEVELOPMENT PROGRAMS

In the 1980s, the Norwegian government funded the construction of a fish-freezing factory next to Lake Turkana, Kenya. This lake was full of fish that were not being utilised by the local people. This region had few economic opportunities for the local farmers, who were largely poor. Hence, it didn't sound like a bad idea to re-educate and train the local people in capturing and processing fish from the lake.

However, about $150 million in factory building and development later, the project was abandoned.

The Norwegian government had failed to take into consideration a multitude of factors, which would have become obvious if they had engaged the local communities to understand their needs and culture.

- The people of the region did not eat fish. In fact, they believed that only the most desperate people should fish. Fishing was not acceptable in their culture. Hence, no one wanted to fish.
- Another issue was the lack of infrastructure around this very remote region, such as proper roads and electricity. This made transportation and generator-based electricity very inefficient and expensive.

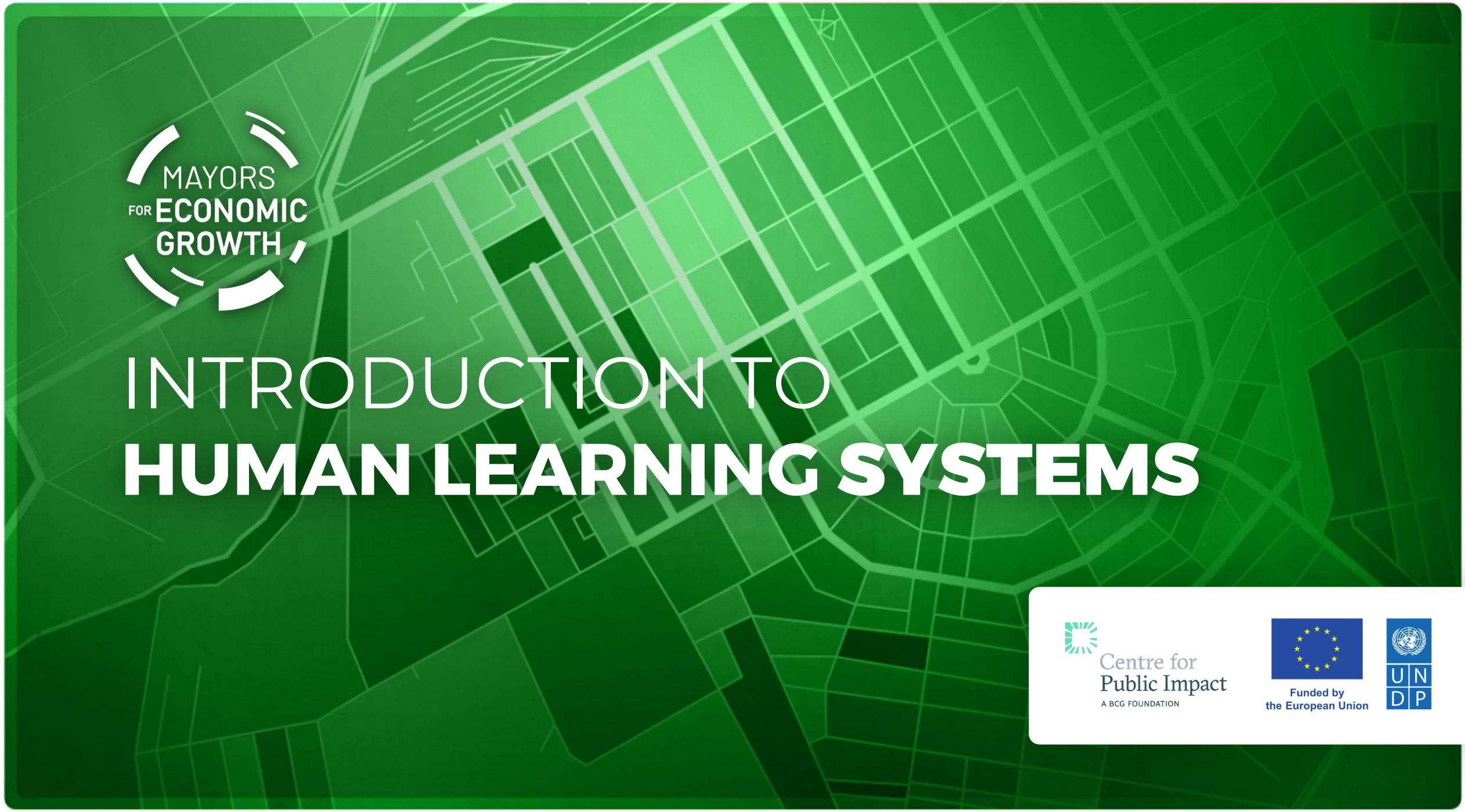
WHAT HELPS PEOPLE FIND THINGS
THAT WORKS IN THEIR CONTEXT?

Processes of design and experimentation

=

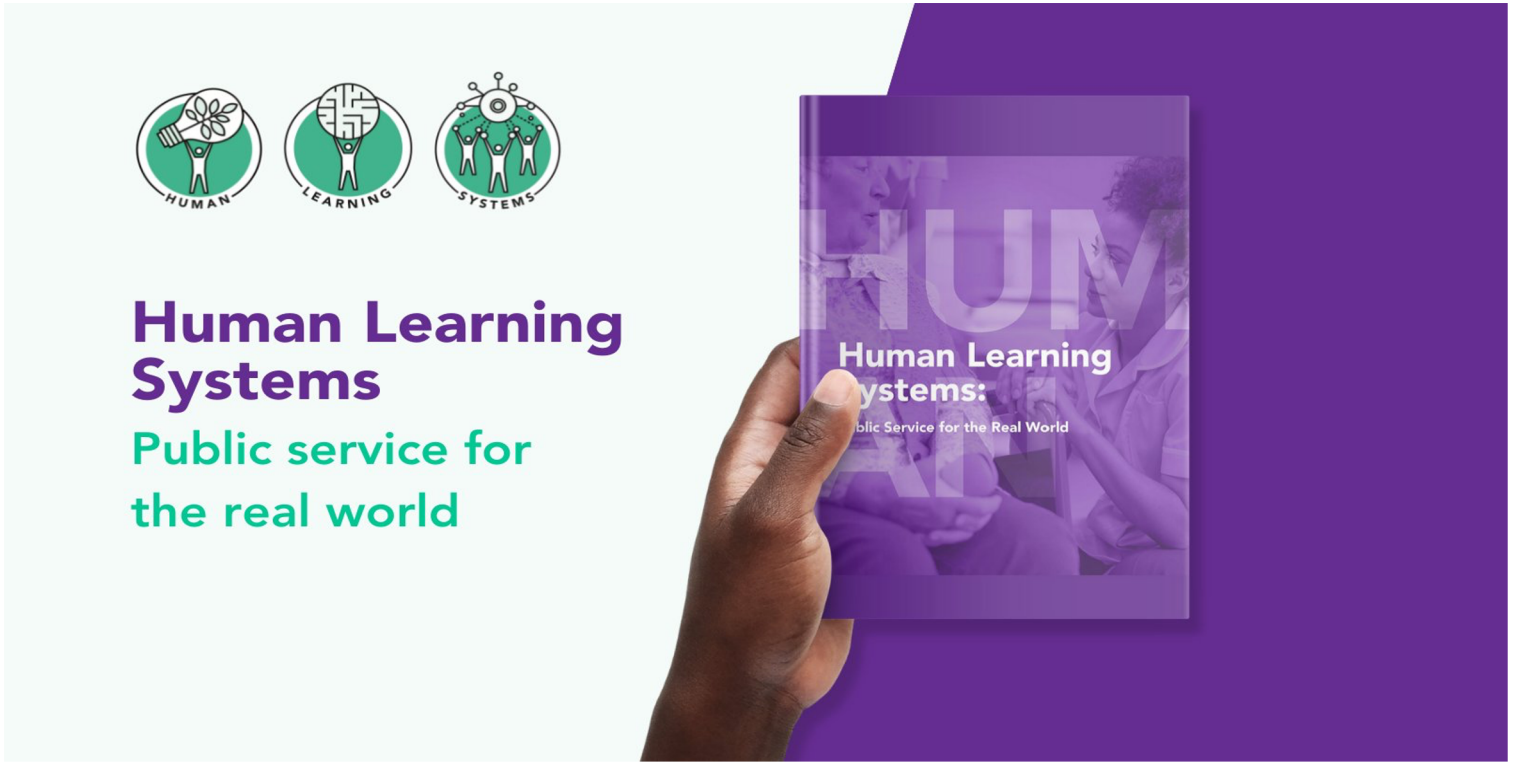
Learning together is “what works”

What can be scaled is the capacity for people to learn and experiment together


MAYORS
FOR ECONOMIC
GROWTH
INTRODUCTION TO
HUMAN LEARNING SYSTEMS
Centre for
Public Impact
A BCG FOUNDATION
Funded by
the European Union
UNDP

INTRODUCTION TO

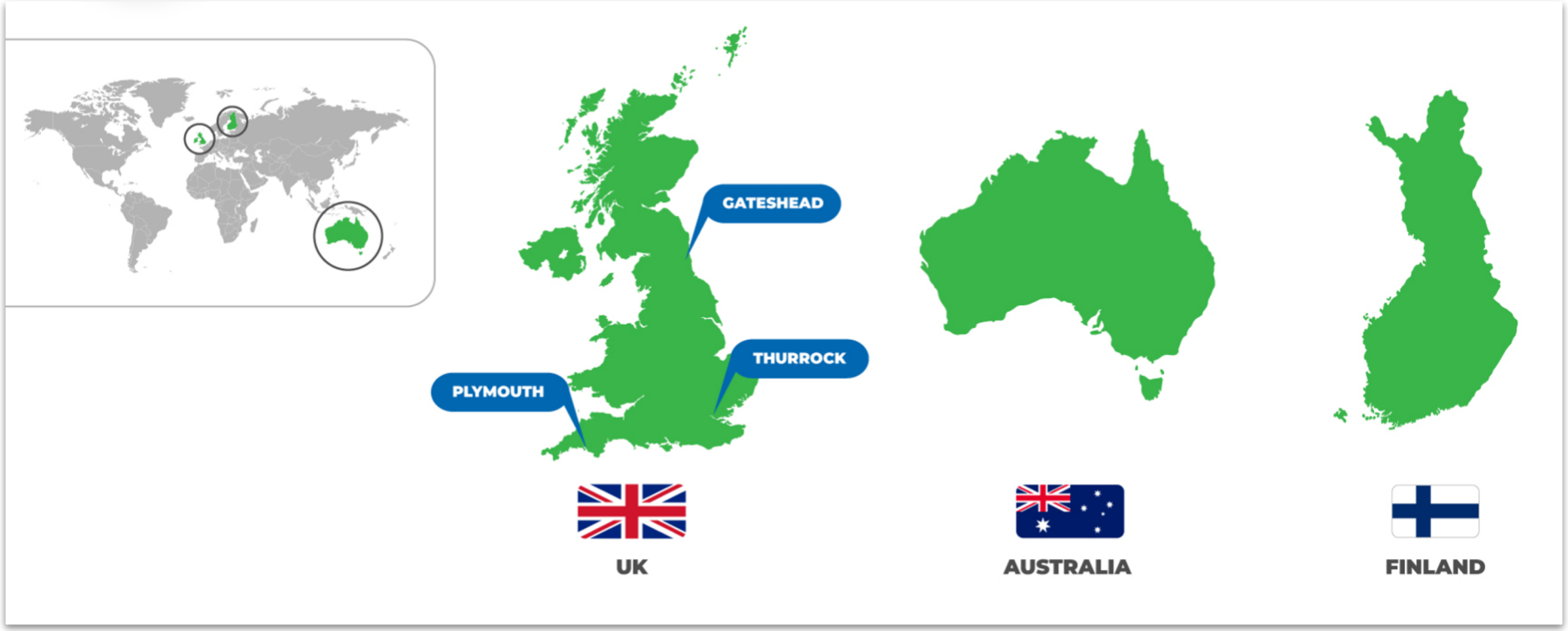
HUMAN LEARNING SYSTEMS



Creating an alternative approach to place learning at the heart of management strategy

www.humanlearning.systems

HLS IN PRACTICE: WHO ELSE IS DOING THIS



Sida

UNDP

Global Affairs Canada

PURPOSE OF
PUBLIC SERVICE

The purpose of public service is to help people to create good outcomes in their lives

A KEY QUESTION

How is an outcome made?

CONTEXT MATTERS: HOW AN OUTCOME IS CREATED

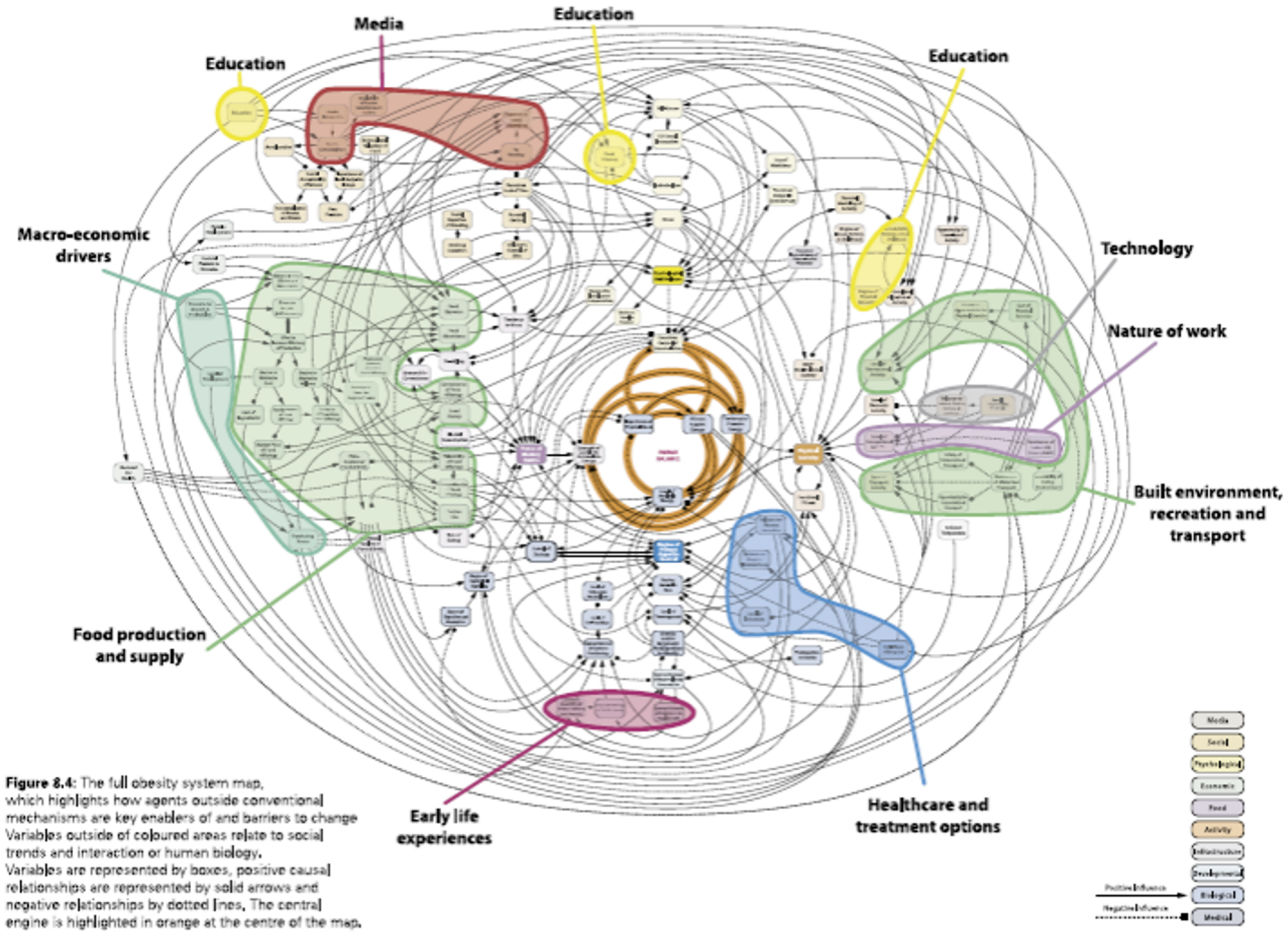
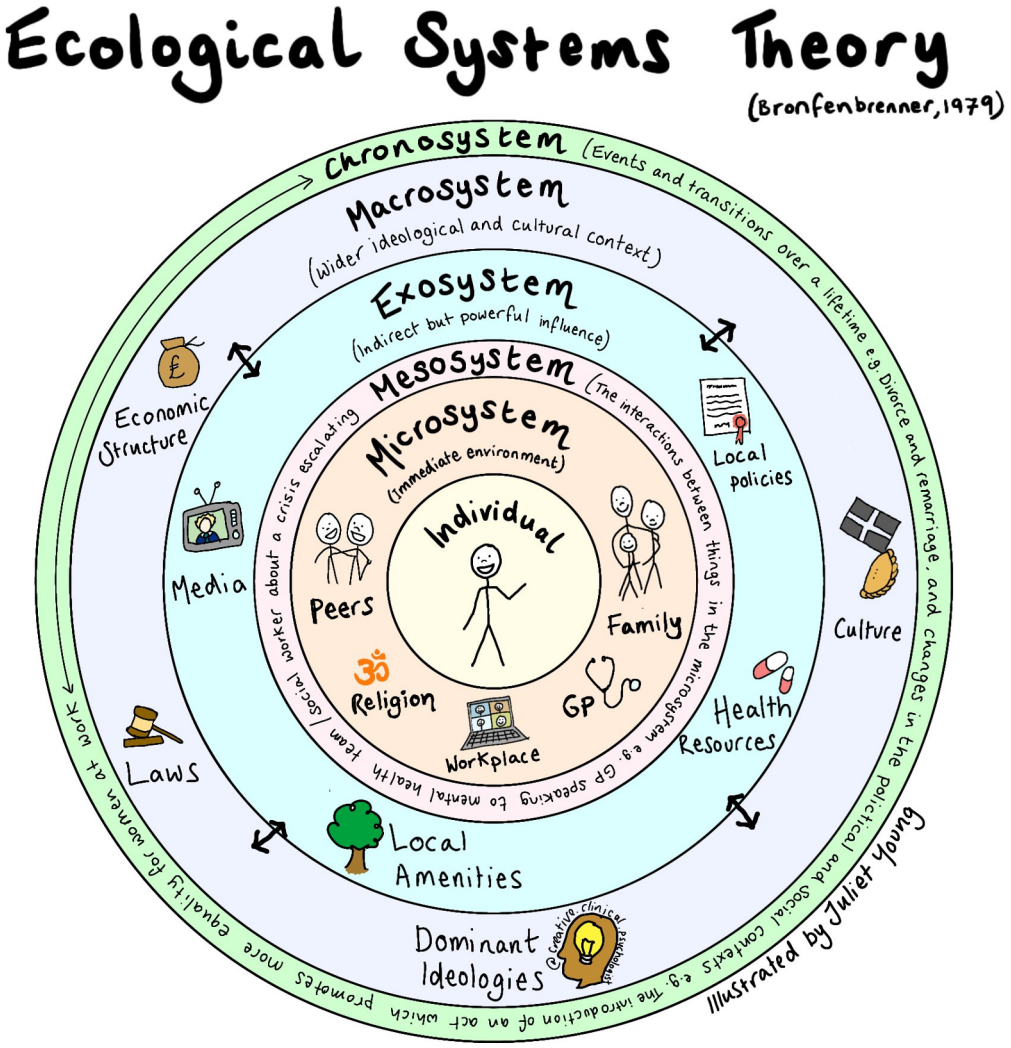


Figure 8.4: The full obesity system map, which highlights how agents outside conventional mechanisms are key enablers of and barriers to change Variables outside of coloured areas relate to social trends and interaction or human biology. Variables are represented by boxes, positive causal relationships are represented by solid arrows and negative relationships by dotted lines. The central engine is highlighted in orange at the centre of the map.

This is a systems map of obesity - and maps all the factors which lead to the outcome of obesity

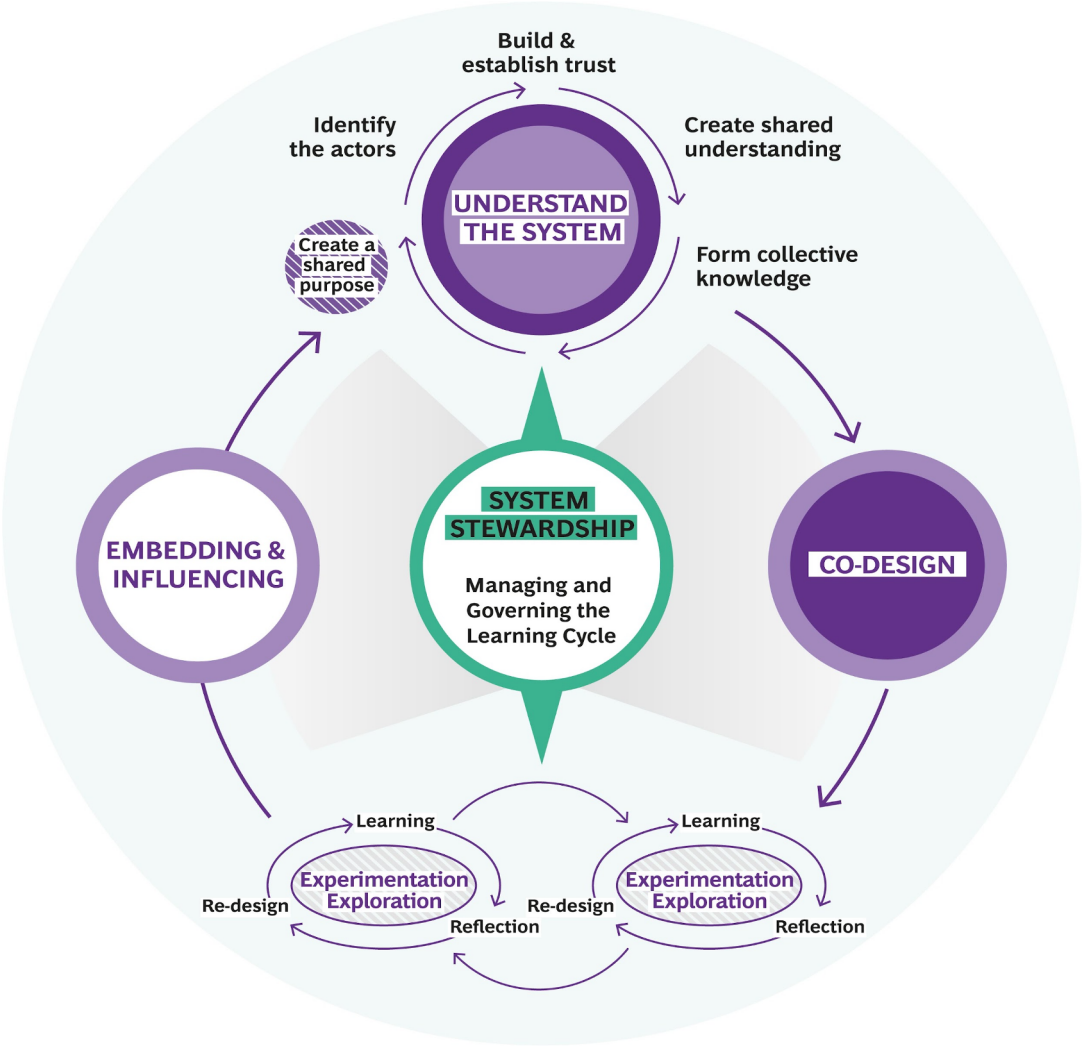
Vandenbroeck, P., Goossens, J. and Clemens, M. (2007), *Foresight Tackling Obesities: Future Choices – Building the Obesity System Map*, London: Government Office for Science

CONTEXT MATTERS: HOW AN OUTCOME IS CREATED

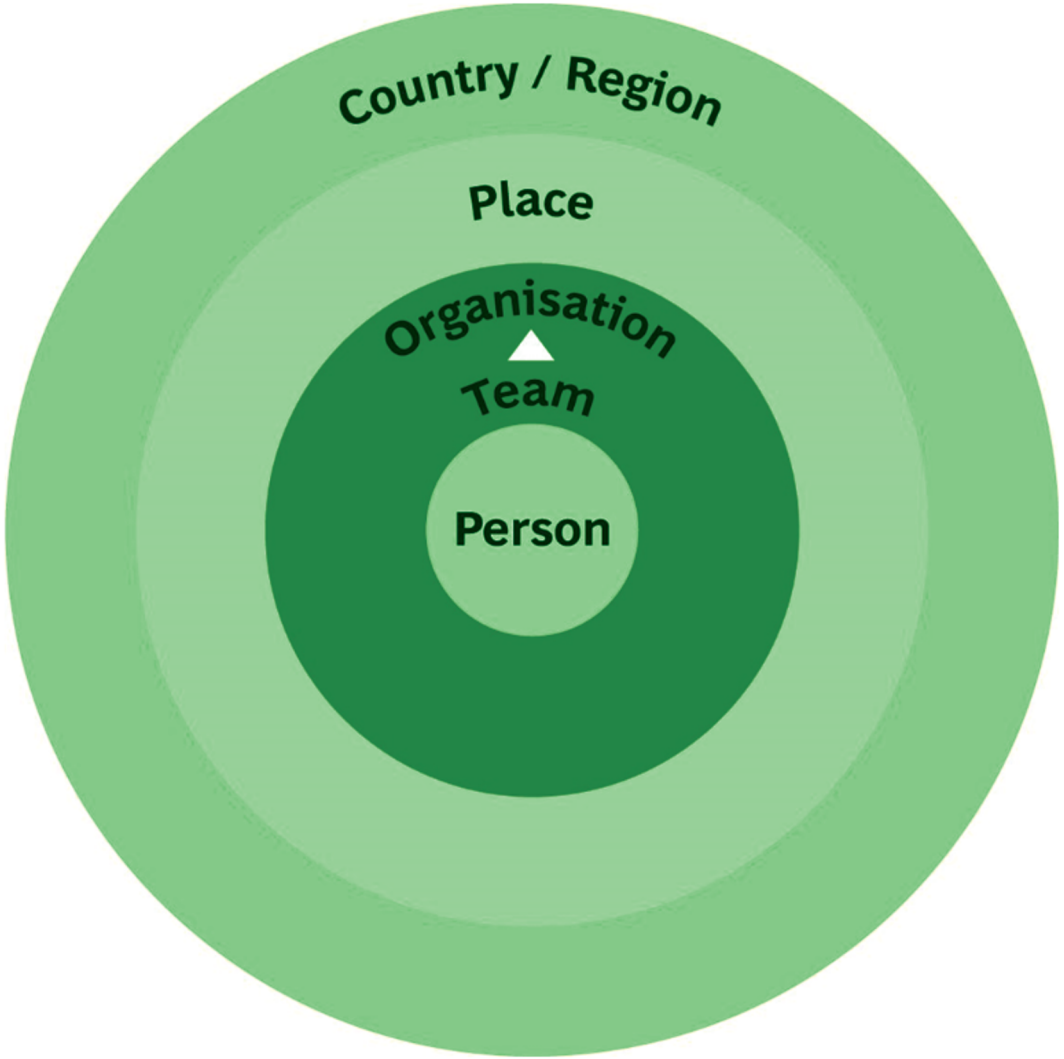


Different representation of the same idea – but from perspective of each individual's life as a complex system

RUNNING A **LEARNING CYCLE** WITH EACH PERSON



LEARNING AT **DIFFERENT SYSTEM SCALES**



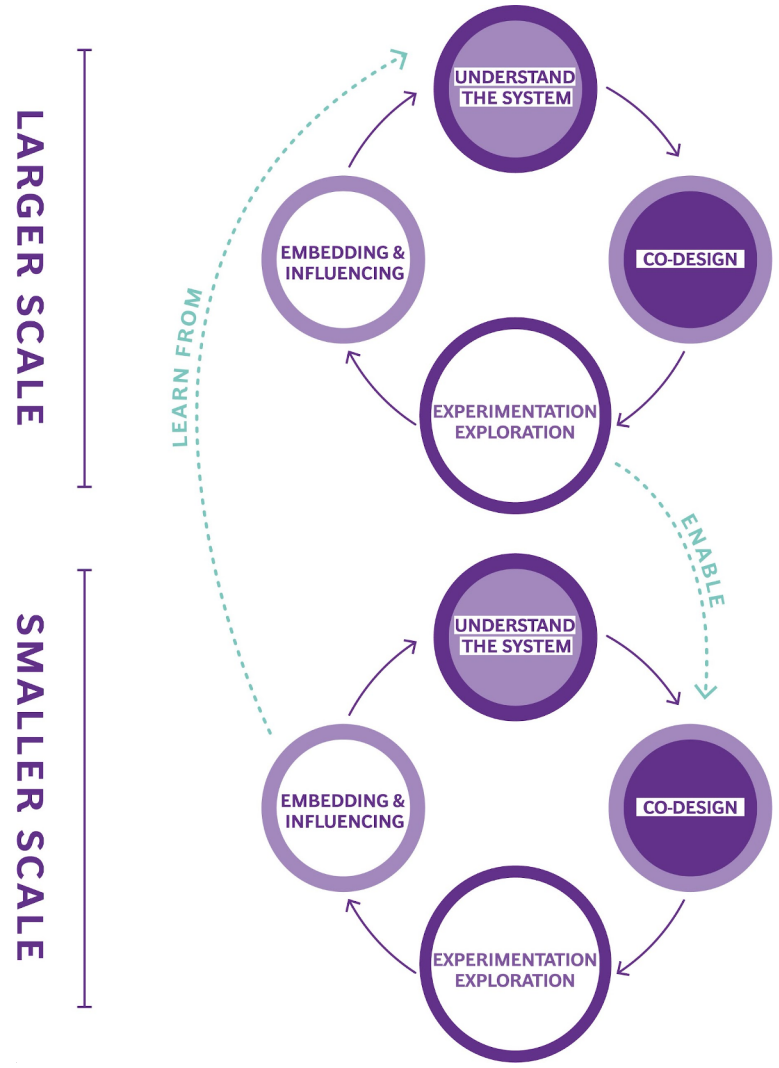
ORGANISATION **SYSTEM SCALES**

"Learning from" questions:

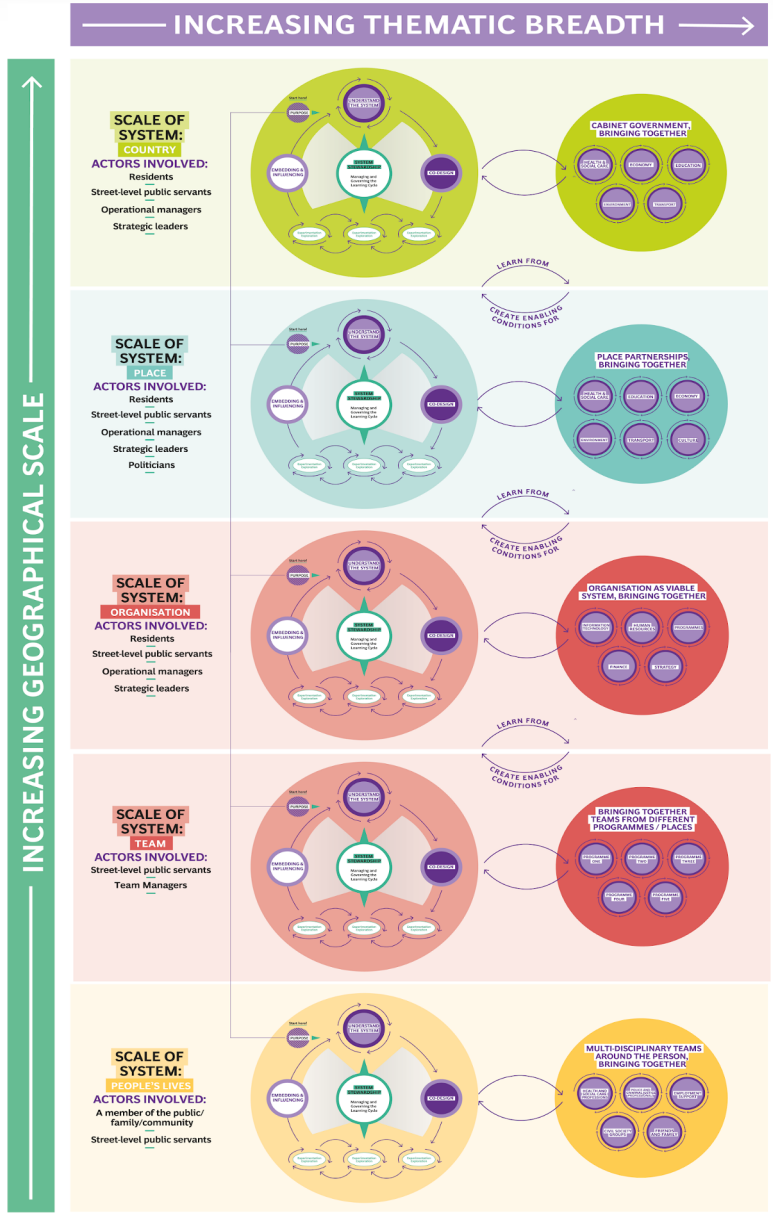
- What patterns do we see from across all the "person's life as systems"?
- What policies do we need to change to enable change for people?
- e.g. do we need to change how equipment is allocated?

"Enabling" questions:

- What are maximum case loads for workers?
- What information systems do we need?
- What shared reflective practice spaces?
- What staff capabilities?



A CONNECTED **'STACK' OF LEARNING CYCLES**



VALUE OF
LEARNING TOGETHER

A new role for government

Optimizing for learning rather than control

Building more human relationships by learning together

Building trust and legitimacy through joint learning

A new approach for accountability

A multi-perspective approach that suits complex environments

MAYORS FOR ECONOMIC GROWTH

LEARNING CYCLES AT CITY LEVEL

Centre for Public Impact
A BCG FOUNDATION

Funded by the European Union

UNDP

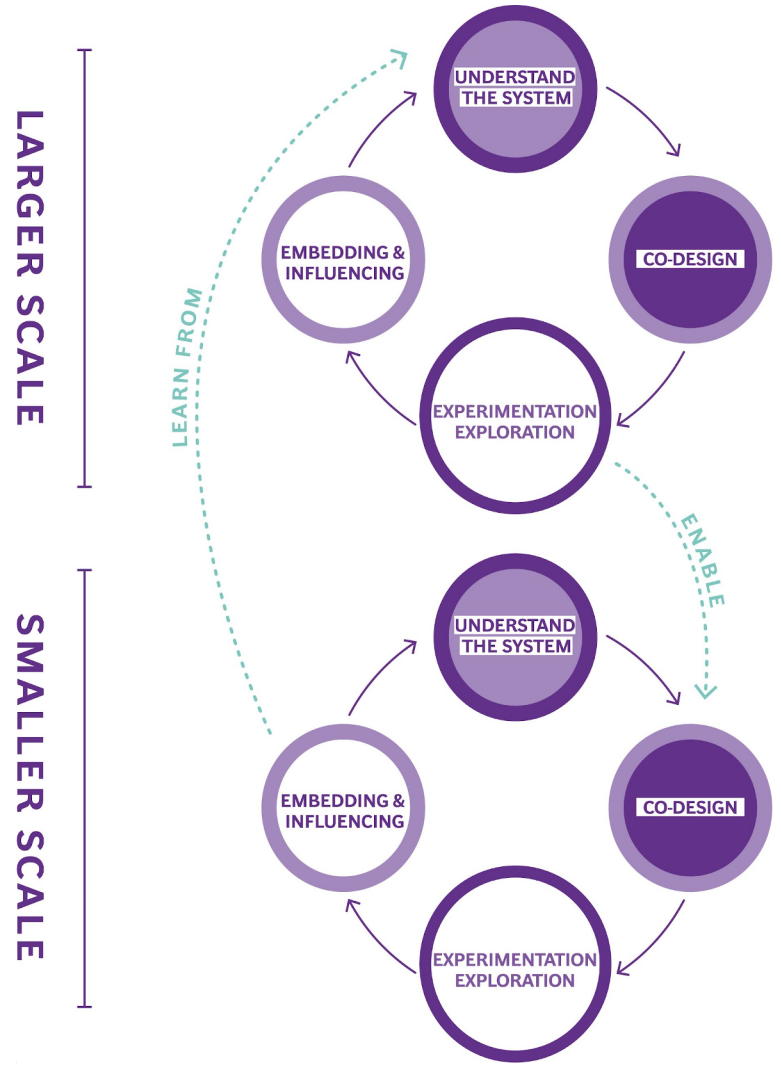
Example: **GATESHEAD LOCAL AUTHORITY**

Purpose of innovation work:

- Help improve the lives of residents who were experiencing Council Tax debt
- Change the way that the Council responded to people who were in debt

Outcomes of innovation work:

- Change of mindset for senior leaders - becoming Systems Stewards
- Change in Council Tax debt policy
- Change in how policy is made



EXAMPLE FROM

GATESHEAD COUNCIL, UNITED KINGDOM

https://miro.com/app/board/uXjVOAKWMiw=/?moveToWidget=3458764522317405137&cot=10

MAYORS FOR ECONOMIC GROWTH

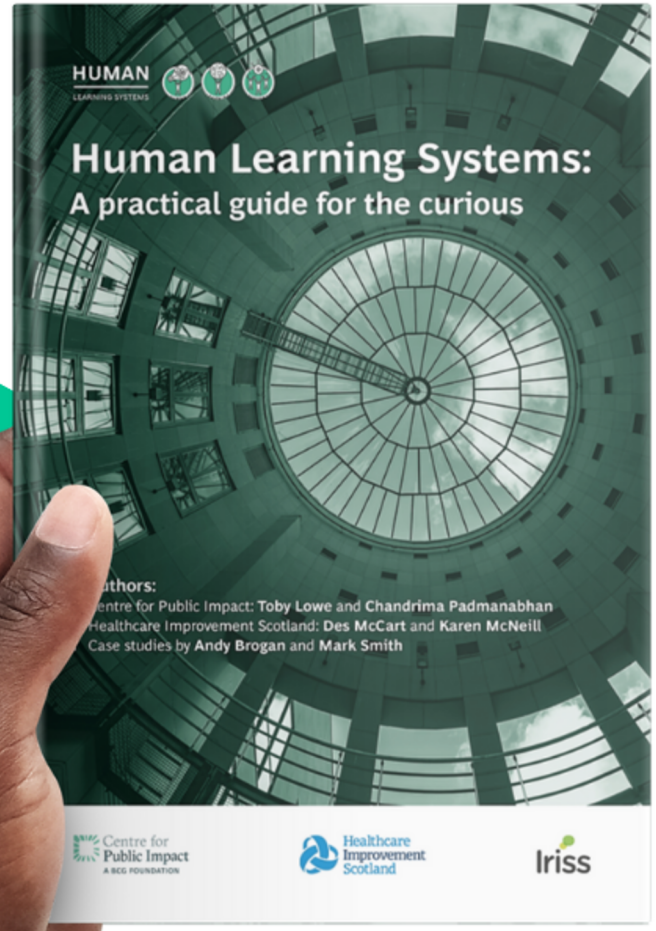
ADDITIONAL RESOURCES

Centre for Public Impact
A BCG FOUNDATION

Funded by the European Union

UNDP

ADDITIONAL **RESOURCES**



- **Download the guide:**
https://t.co/whQO9KmPmm

- Let us know how it could be improved

- Ask my colleagues at CPI for help:
https://www.centreforpublicimpact.org/

MAYORS FOR ECONOMIC GROWTH

Q&A
GROUP DISCUSSION

Centre for Public Impact
A BCG FOUNDATION

Funded by the European Union

UNDP

MAYORS FOR ECONOMIC GROWTH

THANK YOU!

Toby Lowe
toby@centreforpublicimpact.org

Centre for Public Impact
A BCG FOUNDATION

Funded by the European Union

UNDP