"Bangsa yang tidak percaya pada kekuatan dirinya sebagai suatu bangsa, tidak dapat berdiri sebagai suatu bangsa yang merdeka."

Ir Sukarno
Proklamator Kemerdekaan

AGILE ASN SERIES

INNOVATION
FOR PUBLIC SERVICE

Arief Mustain
D&CSIO PT Indosat Ooredoo, Tbk

f Arief Mustain ☺ 08559991111 ☺ ariefmustain in Arief Mustain ☺ arief@musta.in

01

Inovasi itu seperti password

Dia bisa membuka berbagai **peluang dan kesempatan** di area manapun yang bahkan belum pernah dijelajahi manusia sebelumnya.
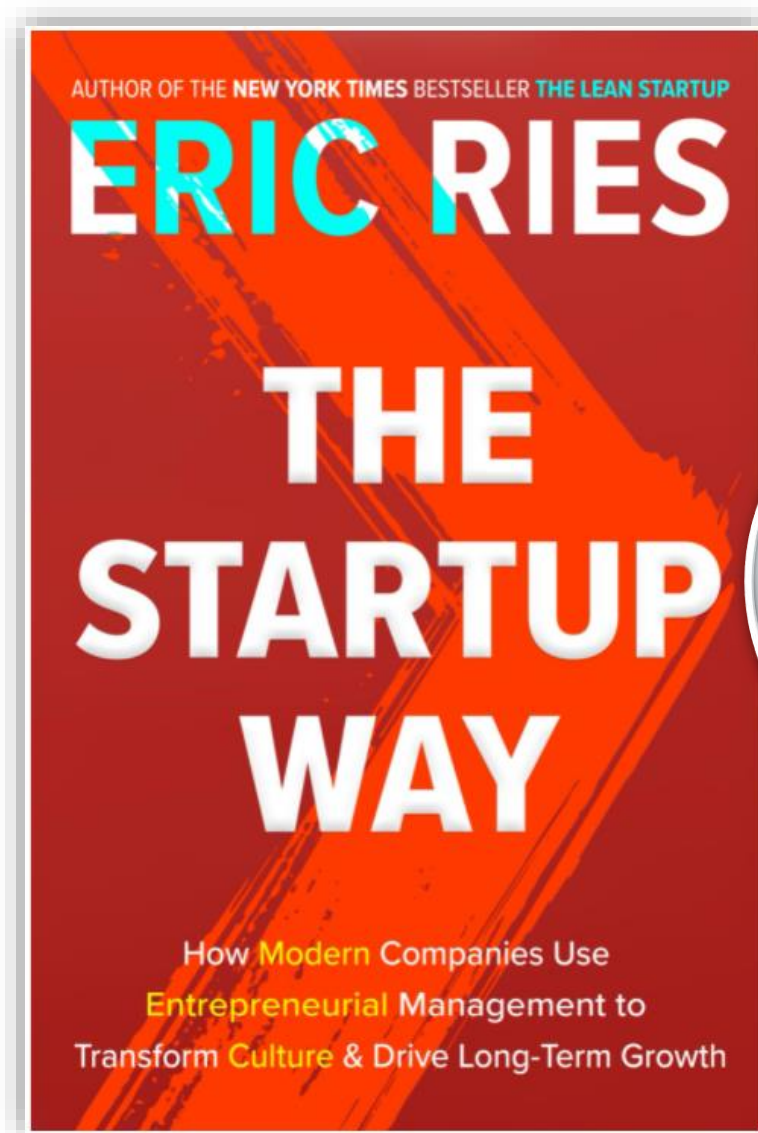Peluang dan kesempatan yang memungkinkan kita memiliki peran dan kontribusi **yang berdampak besar kepada publik** yang melampaui peran dan fungsi formalitas kita selama ini, sepanjang jalur karir professional kita hingga saat ini sebagai ASN

02

Call to Action

THERE IS NO
INNOVATION
WITHOUT
EXPERIMENTATION

How Innovative Our Organization ?

1 If employee had a brilliant idea that would unlock a dramatic new source of growth for the organization, how would he or *she get it implemented*?

2 Does the organization *have an automatic process* for testing a new idea, to see if it is actually any good?

3 Does the organization have the *management tools* necessary to scale this idea up to maximum impact, *even if it doesn't align with* any of the organization's current lines of business?

10 CORPORATE INNOVATION PROGRAMS

How Large Corporations Avoid Disruption by Strengthening Their Ecosystem

Though corporate innovation is rife with challenges, leaders are paving the way for enterprise-wide efforts through their implementation of 10 types of programs. Corporations often excel in one program initially, then add programs to their innovation portfolio as they mature and are able to justify related expenditures.

INTERNAL PROGRAMS   EXTERNAL PROGRAMS

1 Dedicated Innovation Team:
A team of full-time employees dedicated to developing the strategy, managing, and activating innovation programs.

2 Innovation Center of Excellence:
A cross-functional, multi-disciplinary group to share knowledge throughout the company.

3 Intrapreneur Program:
Rather than rely solely on external programs, internal employees are given a platform and resources to innovate.

4 Open Innovation:
Hosted inside a corporate office, large corporations invite startups to embed at their physical locations. Other variations include crowdsourcing and hackathons.

5 Innovation Excursion:
Corporate leaders tour innovative organizations, companies, and regions to discover trends in various industries, learn from speakers, meet partners, and be inspired as they immerse themselves in innovation culture.

By Jeremiah Owyang
jeremiah@CatalystCompanies.com
@jowyang, August 2017

- 5. Innovation Excursions
- 10. Startup Acquisition
- 1. Dedicated Innovation Team
- 6. Innovation Outpost
- 4. Open Innovation (Hackathon or Internal Incubator)
- 2. Innovation Center of Excellence (CoE)

10 CORPORATE INNOVATION PROGRAMS
KALEIDO INSIGHTS

- 9. Startup Investment
- 3. Intrapreneur Program
- 7. Technology Education/University Partnership
- 6. External Accelerator Partnership

EXTERNAL PROGRAMS   INTERNAL PROGRAMS

EXTERNAL PROGRAMS

6 Innovation Outpost:
A dedicated physical office staffed with corporate innovation professionals whose job is to sense what's occurring in a market, connect with local startups, and integrate programs back into the corporate HQ.

7 Technology Education/University Partnership:
Tap into new graduates, early-stage projects and companies, and the network of an established educational institution.

8 Accelerator Partnership:
Partner with third-party accelerators to provide sponsorship and/or funding in exchange for relationships with startups and integration opportunities.

9 Startup Investment:
Placing bets among the startup ecosystem, with both small amounts for early-stage startups and larger amounts of corporate funding.

10 Startup Acquisition:
Acquire successful startups and then integrate.

1		Dedicated Innovation Team
2		Innovation Center of Excellence (CoE)
3		Intrapreneur Program
4		Open Innovation (Hackathon or Internal Incubator)
5		Innovation Excursions
6		Innovation Outpost
7		Technology Education / University Partnership
8		External Accelerator Partnership
9		Startup Investment
10		Startup Acquisition

Innovation
Paradox

An Ambidextrous Mindset: The simultaneous ability to manage the paradoxes in organization

Exploration

includes things captured by terms such as creativity, doing different, discovery, search, variation, risk taking, experimentation, trying the new things and flexibility

Exploitation

includes such things as control, doing better, refinement, choice, production, efficiency, selection, implementation, execution

Innovation
Paradox

An Ambidextrous Mindset: The simultaneous ability to manage the paradoxes in organization

- The plantation model operates in very linear manner, where outcomes are (expected) well known

- Our Organizational Structure Is Limiting Talents Potential and Their Learning & Dream

Innovation
Paradox

An Ambidextrous Mindset: The simultaneous ability to manage the paradoxes in organization

Organizations that have a rainforest approach allow for unplanned outcomes (included failure) – Expect the unexpected

Dual Mode Mindset In Agile Organization

Organisations that have a rainforest approach allow for unplanned outcomes (included failure)

The plantation model operates in very linear manner, where outcomes are (expected) well known

AUTONOMY

Self-directing
based

Structural
based

COMMAND AND CONTROL

Guiding Principles

Policy and SOP

Expect the unexpected, and whenever possible, be the unexpected (*Jack Dorsey, Twitter Co-founder*)
Change comes from where you least expect it . . . The next Google won't do what Google does (*Eric Schmidt*)

How many people and organizations do you know that pedal the bicycle like crazy but never seem to arrive anywhere? They just keep pedaling harder, hoping that something will eventually stick (*Saul Kaplan*)

What we find in the rainforest models which are ***kind of more chaotic and robust*** is that it allows for these very unplanned outcomes. So many other great inventions that were created either accidentally or where they were not the originally intended goal

https://www.dbs.com/innovation/dbs-innovates/dax-conversation-why-innovation-is-like-a-rainforest.html

Dual Mode Mindset In Agile Organization
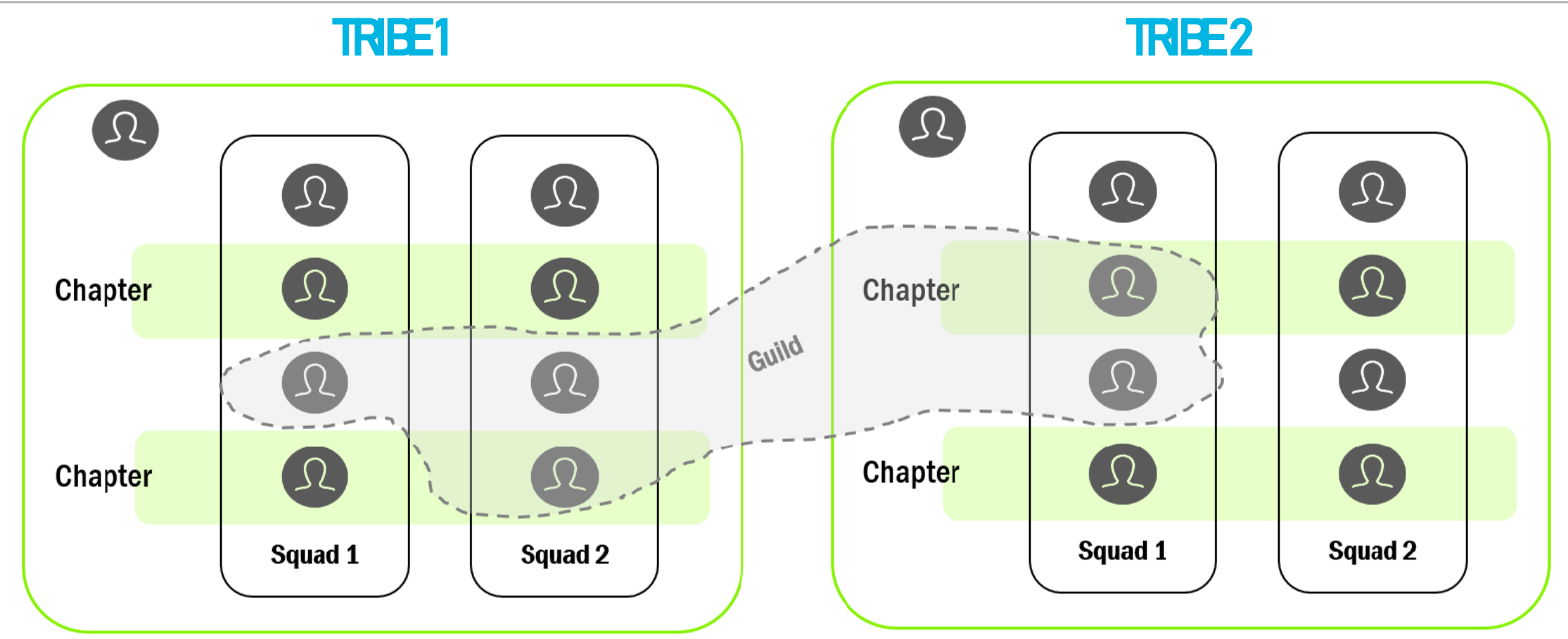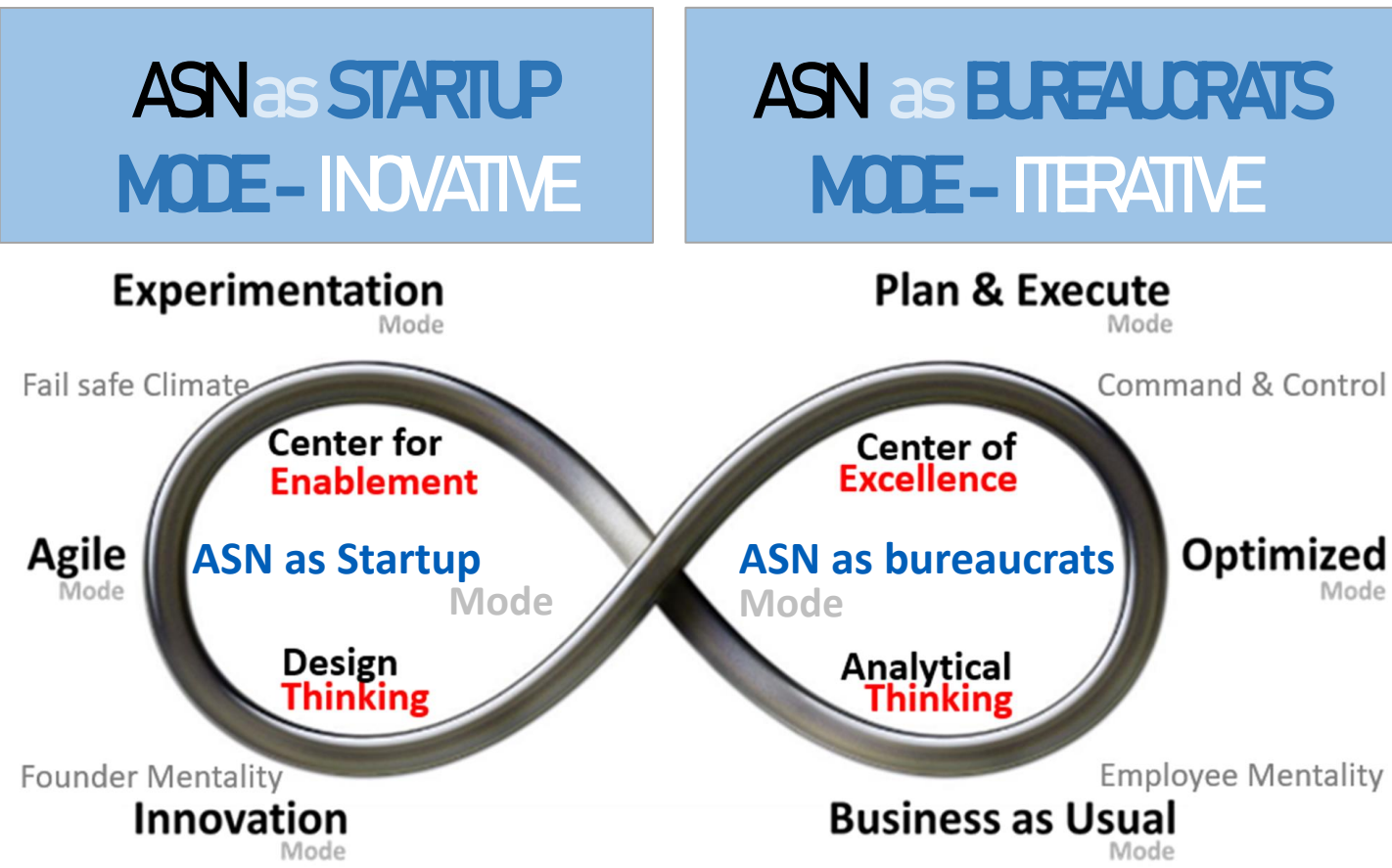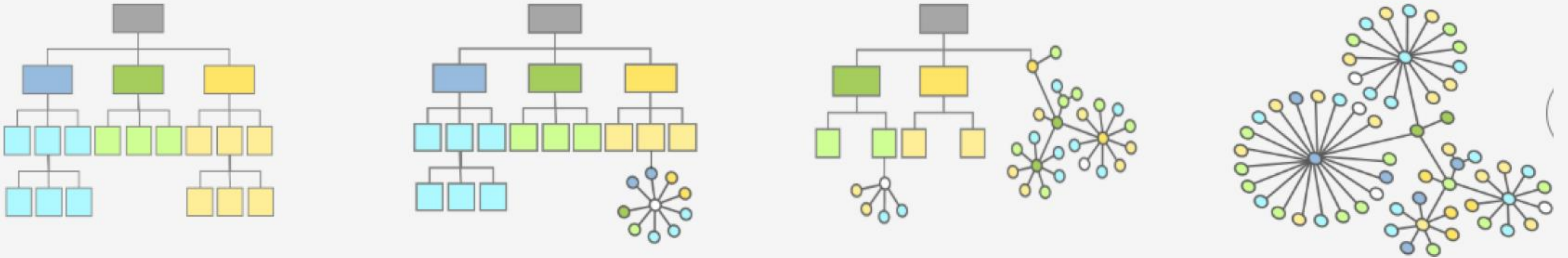
Innovation Guiding Principles#1

Nothing BIG Starts BIG

Innovation Guiding Principles#2

THE LIGHT BULB
Wasn't Invented by
Continuously Improving
THE CANDLE

Innovation Guiding Principles#3

Best Practices

Next Exit →↗

NEXT**PRACTICE**

Moving forward from best practice to next practice

Innovation Guiding Principles#3
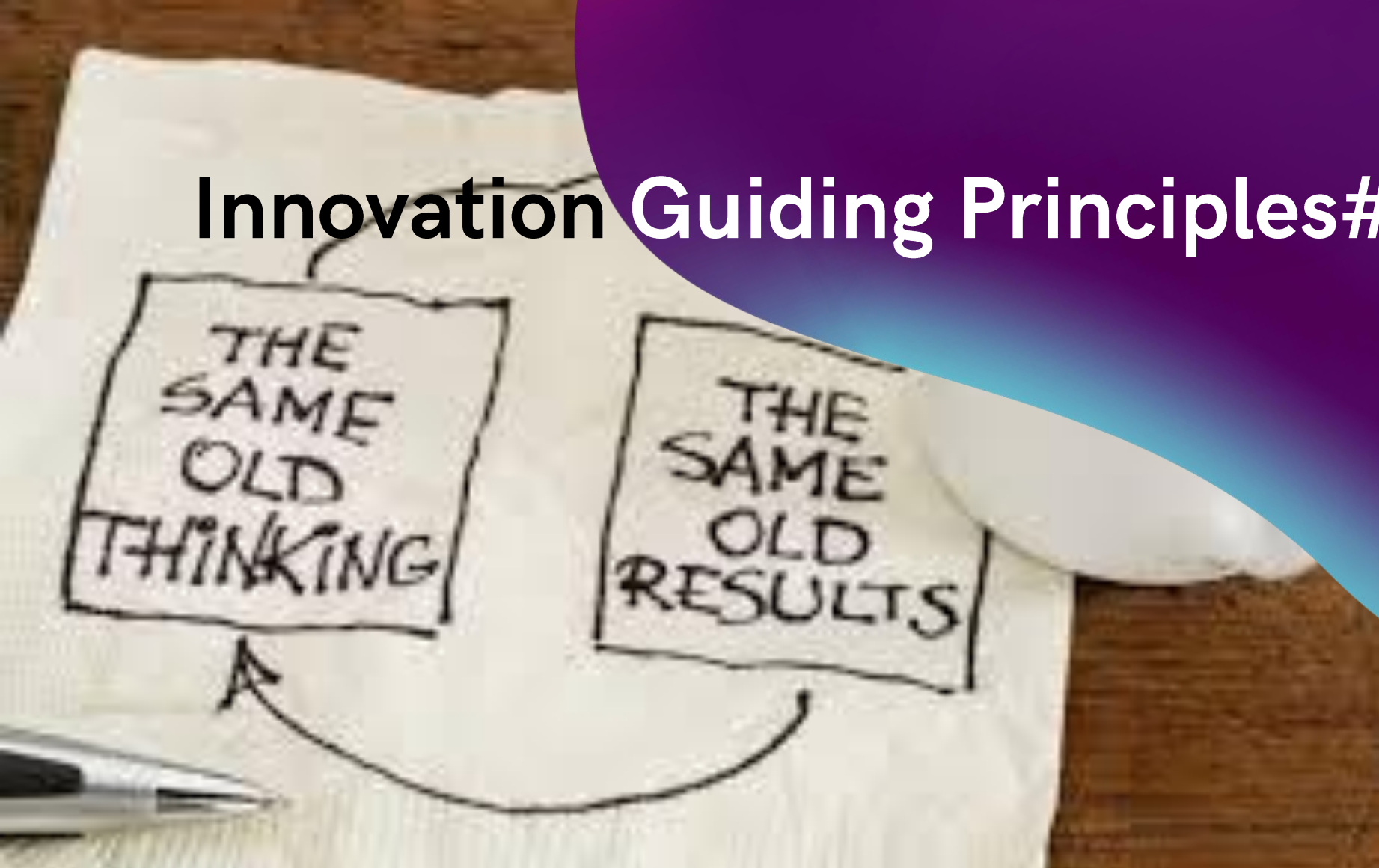
If You Follow Best Practices, You're Really A Follower, Not A Leader

Innovation Guiding Principles#4

DON'T FALL IN LOVE
WITH YOUR IDEA,

FALL IN LOVE WITH THE PROBLEM
YOU'RE SOLVING.

STELI EFTI

INFLUENCIVE

TOP 10
STARTUP MISTAKES

#1
Building something
nobody wants

#2
Hiring Poorly
Score: 153
18% of Tot.

#3
Lack of Focus
Score: 113

Believing is Seeing

1 FROM A SEED IDEA, WHERE YOU'RE NOTHING

2 WITH A FERTILE SOIL AS HYGIENE FACTOR, WHERE YOU'RE STRUGGLING & ALMOST GIVING UP

3 BECOMING A MASTERPIECE WHERE EVERYBODY TALKS ABOUT YOU

A Compelling Lessons Learned on Agile

A Compelling Lessons Learned on Agile: No Final Version

Windows1 1985   Windows 3.1 1992   Windows 95 1995   Windows XP 2001   Windows Vista 2006   Windows 7 2009   Windows 8 2012   Windows 10 2015
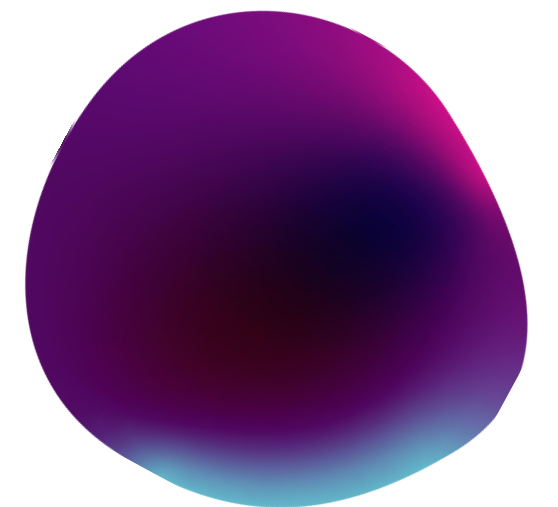
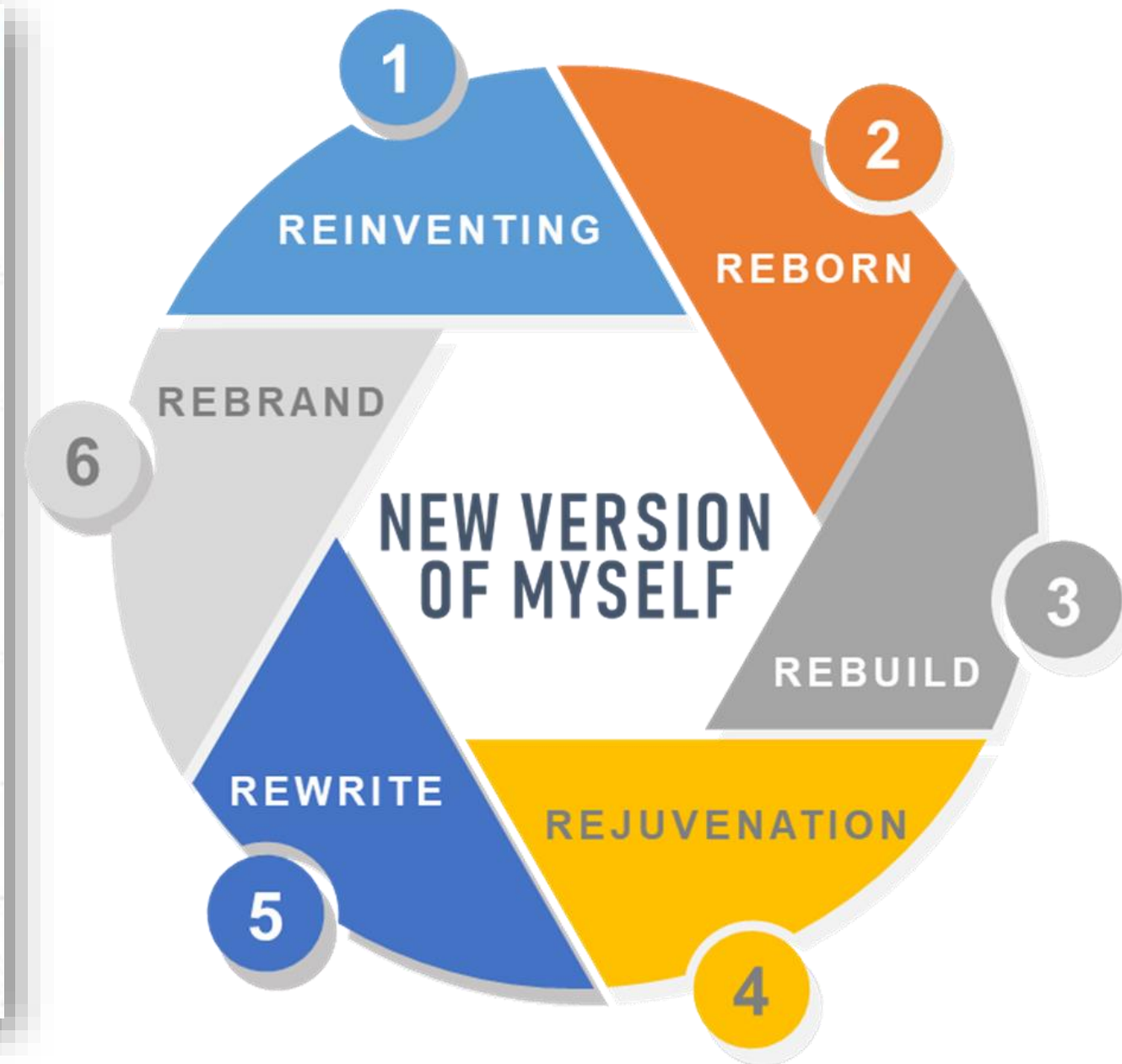# A Compelling Lessons Learned on Agile

We are
being frozen
by our SOP internal policy

A Compelling Lessons Learned on Agile: The New Version of Me

Company	Deploy Frequency	Deploy Lead Time
Amazon	23,000 / day	minutes
Google	5,500 / day	minutes
Netflix	500 / day	minutes
Facebook	1 / day	hours
Twitter	3 / week	hours
Typical enterprise	Once every 9 months	Months or quarters

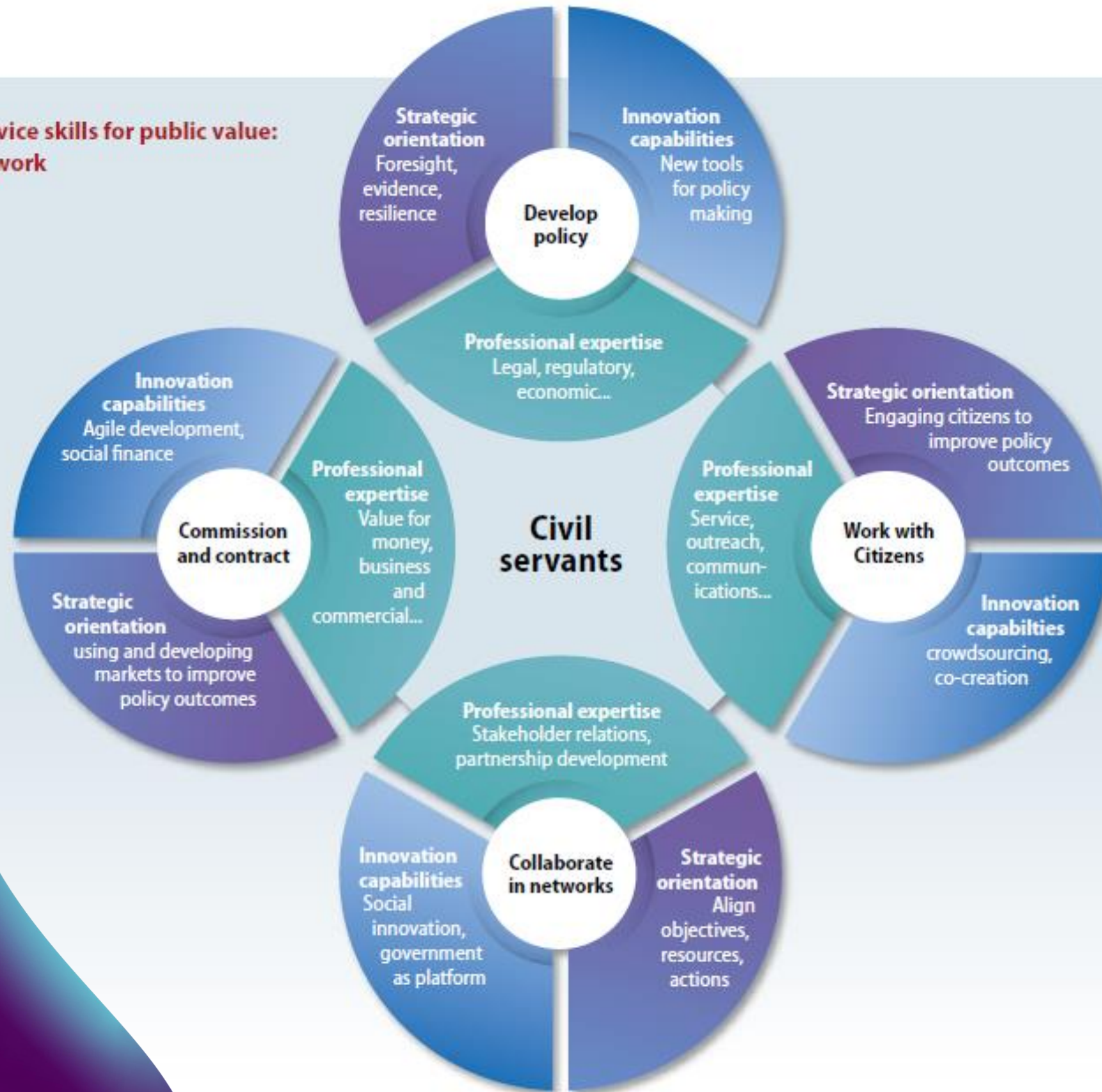Kim, Gene. "Phoenix Project: A Novel about IT, DevOps, and Helping Your Business Win" 2014.

1. REINVENTING
2. REBORN
3. REBUILD
4. REJUVENATION
5. REWRITE
6. REBRAND

NEW VERSION OF MYSELF

Innovative Civil Servants

	Professional	Strategic	Innovative
Needs civil servants who are:	• Qualified • Independent • Values driven • Ethical	• Outcomes driven • Evidence based • Future oriented • Proactive • Networked	• Iterative • Data literate • Citizen centred • Curious • Storytellers • Insurgent
In a civil service which is:	• Merit based • Capable of integrating soft skills, ethics, talent management (future potential vs. past performance) • Able to structure the right balance of generalist and specialist professions and career paths	• Agile • Attractive to skilled job seekers • Planned and managed to ensure the right skills and competencies are effectively allocated to areas of current and emerging need • Future oriented and responsive	• Open and collaborative cultures, leadership and management • Engaged • Autonomous (e.g. work design) • Mobile • Diverse • Learning oriented
Led by Senior Civil Servants who are:	• Trusted policy advisors and effective transactional managers	• Transformational leaders, change managers	• Collaborative leaders and adaptive managers

Source: OECD Public Governance Reviews, 2017

Innovative Civil Servants

Civil service skills for public value: a framework

Source: OECD Public Governance Reviews, 2017

Policy skills

Professional	Traditional building blocks of policy making and advice include professionals with expertise in law and regulation, economics, political science, public administration, statistics, etc.
Strategic skills	Designing new policies and refreshing old ones by bringing multiple perspectives to a problem, using foresight techniques to test different scenarios, and building resilience into policy design from potential shocks and unforeseen events.
Innovation skills	Rethinking the tools of policy making, through, for example, experimental policy design, (big) data-driven policy development, open policy making (including the use of ICT for crowdsourcing), design/systems thinking, and behavioural insights.

Skills for citizen engagement and service delivery

Professional	Traditional building blocks of service and engagement skills include professionals with expertise in public relations, communications, marketing, consultation, facilitation, service delivery, conflict resolution, community development, outreach etc.
Strategic	Using engagement skills to achieve specific outcomes to inform, for example, better targeted interventions, or nudging public behaviour towards desirable outcomes, such as healthier eating habits or smoking reduction.
Innovative	Innovation skills applied to engagement to expand and redesign the tools themselves through, for example, co-creation, prototyping, social media, crowdsourcing, challenge prizes, ethnography, opinion research and data, branding, behavioural insights/nudging, digital service environments and user data analytics.

Table 4: Skills for managing networks

Professional	Building blocks of network management skills include professionals with expertise in stakeholder relations, partnership development, knowledge management and sharing, project management and co-ordination.
Strategic	Using partnerships and networks to establish common objectives, align responsibility and resources, and effect positive change.
Innovative	Rethinking the processes of government through approaches and tools that support innovation in and outside government, incubating social innovation, leveraging government as a platform, building partnerships around open government data, systems thinking and analysis, framing issues around results, identifying and engaging new actors, change narrative, alternative regulation (e.g. behavioural insights), etc.

#1 Innovation Culture

Ideas are most welcome

is a culture where ideas from employees are most welcome, appreciated and employees feel like they're being heard at all times.

#2 Innovation Culture

Dealing with what is possible

is a culture where people will be **more flexible** and
more **tolerance** for ambiguity and demonstrate the
ability to envision **what is possible**

#3 **Innovation Culture**

Embrace failure and learning

requires the capacity to embrace failure, take risky small bets, and quickly learn if something doesn't work

#4 Innovation Culture

Thinking like startup

is a culture where the established organisation has to think like a small start-up; stay less bureaucratic, execute plans quickly, with much faster decision-making capabilities

#5 **Innovation Culture**

Cross Functional Way

is a culture where information, ideas, and insights are
fluid flowing throughout the organisation

Innovation Culture

Pathfinding for next practice

is an environment that gives wide space for those who have refused to accept the status quo and instead have tried to do something better, something different

#7 Innovation Culture

Expecting the unexpected

is valuing failure as a learning point and that what does not work now may still be a stepping stone to the future

#8 **Innovation Culture**

Enabling the impact

produces the result of breakthroughs, useful incremental changes, and even radically new ways of doing business

#9 Innovation Culture

Nurturing the new ways

is the work environment that leaders cultivate in order to **nurture new ways of** thinking and doing things as well as **challenging** the business as usual

#10 Innovation Culture

Everyone Job

generally subscribes to the belief that innovation **is not generated** from top leadership but **encouraging anyone** in the organization

#11 Innovation Culture

Everyone Job

requires a set of cross cutting practices and processes to structure, organize, and encourage a new set of demonstrated behavior

AGILE MINDSET

How to respond the change

Agile

Embrace Uncertainty

Welcome Change

Celebrate Failure

Always Learning

People **First**

Full Collaboration

Value **Obsession**

Not Agile

Fear Uncertainty

Avoid Change

Punish Failure

Seldom Learning

People **Second**

Limited Collaboration

Value **Apathy**

Inovasi itu api peradaban

Lantas kegelapan

peradaban macam apa yang akan kita hadirkan ? Tatkala inovasi itu tak kunjung *kita nyalakan*

Tinta sejarah apa Yang tertulis

kelak buat diri kita, yang *kebermanfaatannya* akan jauh melampaui umur biologis kita ?

Ataukah kita akan menjadi

sekumpulan orang yg hanya menikmati *warisan dan jerih payah* para pendahulu kita yang telah selesai mengukir peradaban di zamannya.

Memperingati HUT RI 76, kita tekadkan diri ini untuk **menyalakan** api peradaban itu

Terima Kasih