



public service
transformation
academy

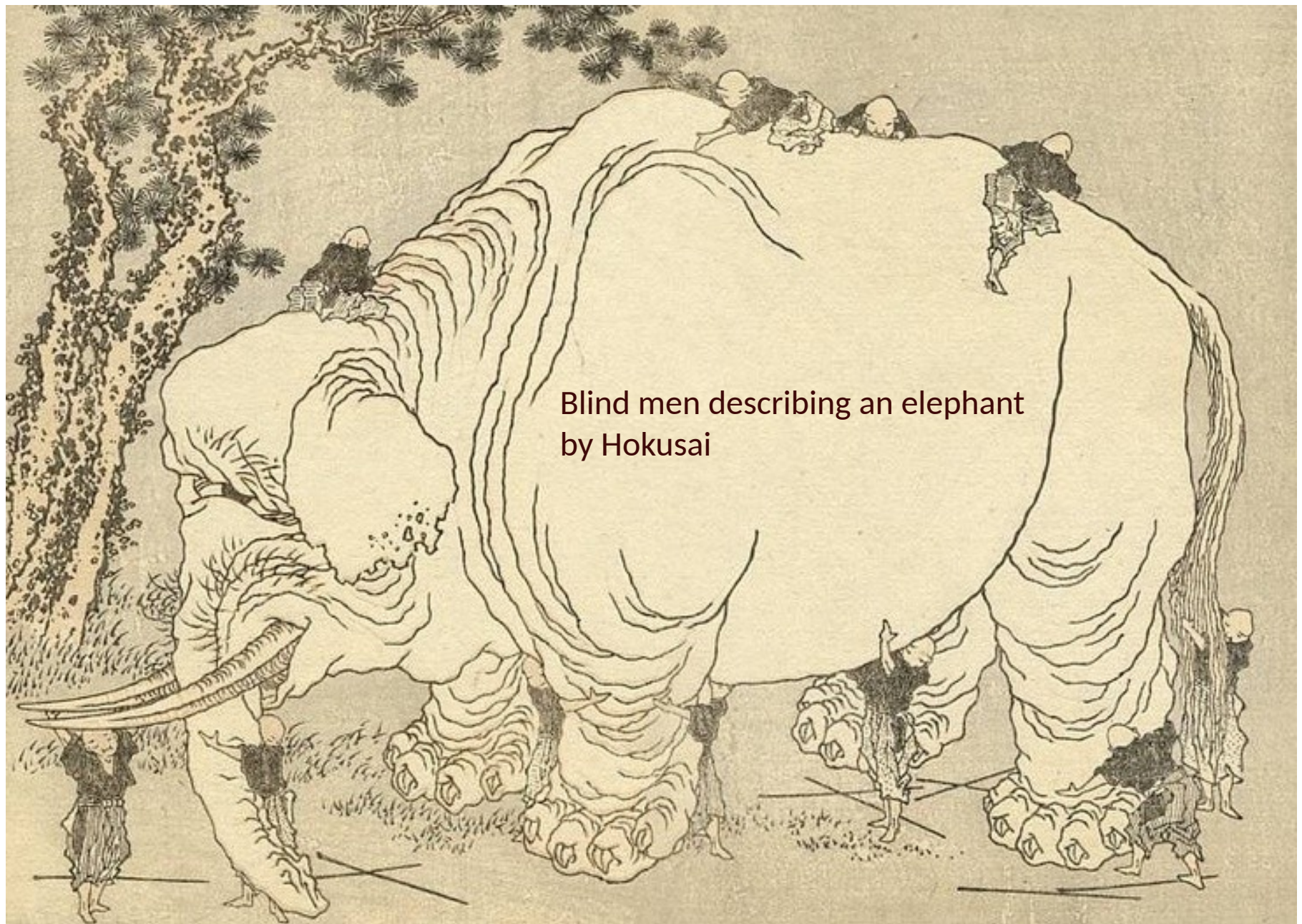
Outcomes are the
results of complex
adaptive systems

We do not 'deliver' outcomes

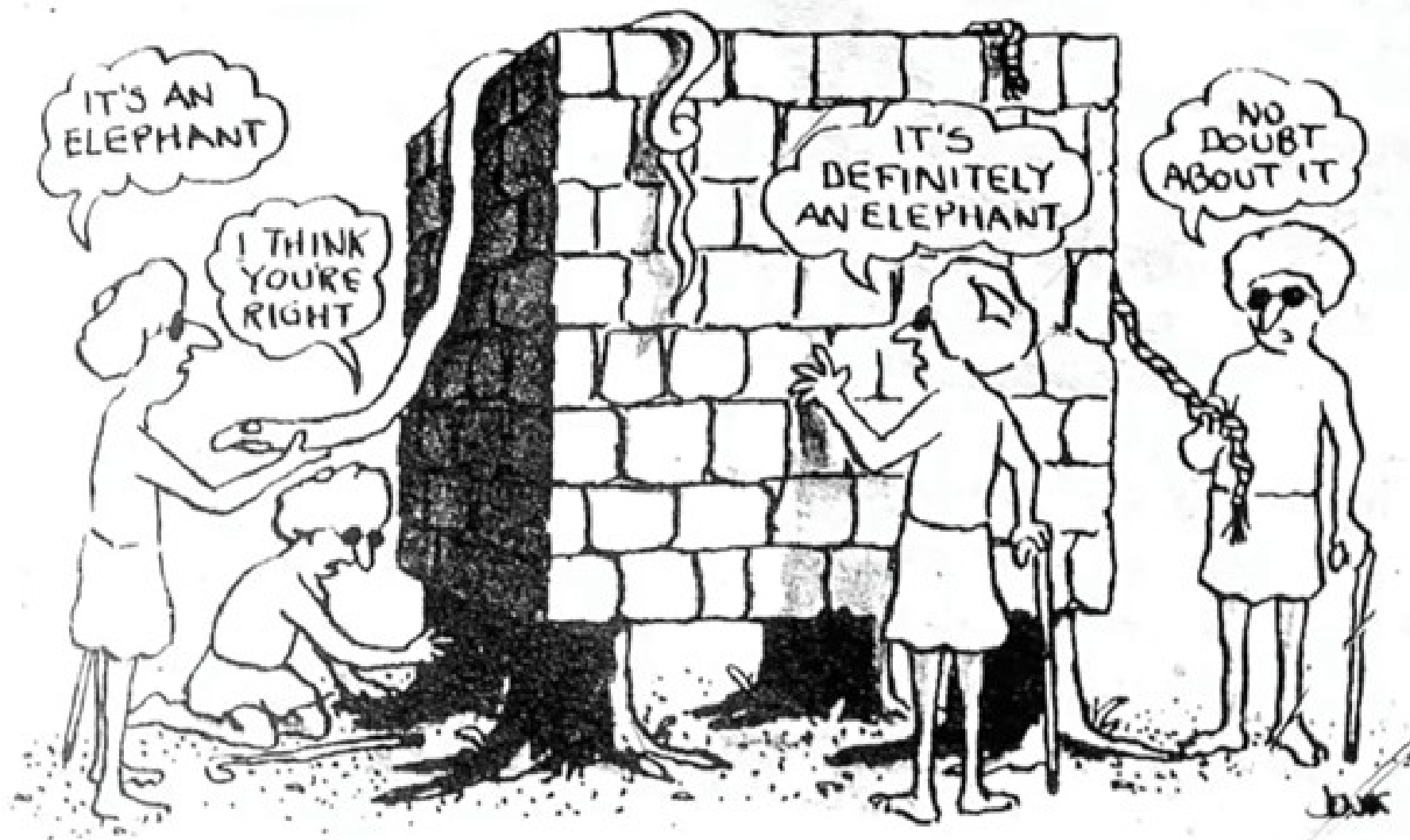
- Pre-school childcare
- Operation Cat Drop Borneo
- Mao's sparrow campaign
- The cobra effect
- Beer and Red Bead Games
- BVPIs – Isle of Wight etc
- Jamie's School Dinners
- Doctors and prescriptions
- Smoking-related mortality
- Wolves change rivers
- Language – are you an 'ally'?
- The Chinese farmer



Where are the 'parachuting cats' in your work?



Blind men describing an elephant
by Hokusai

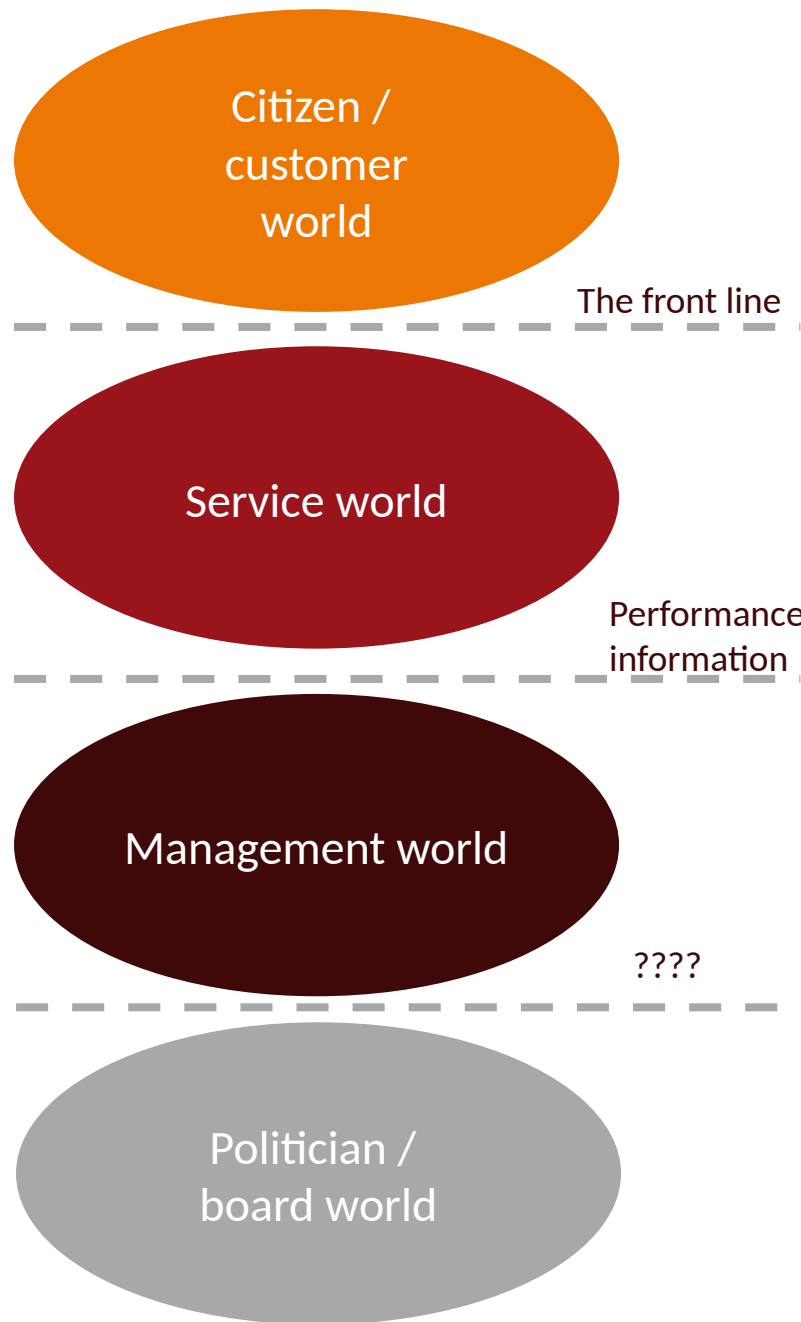




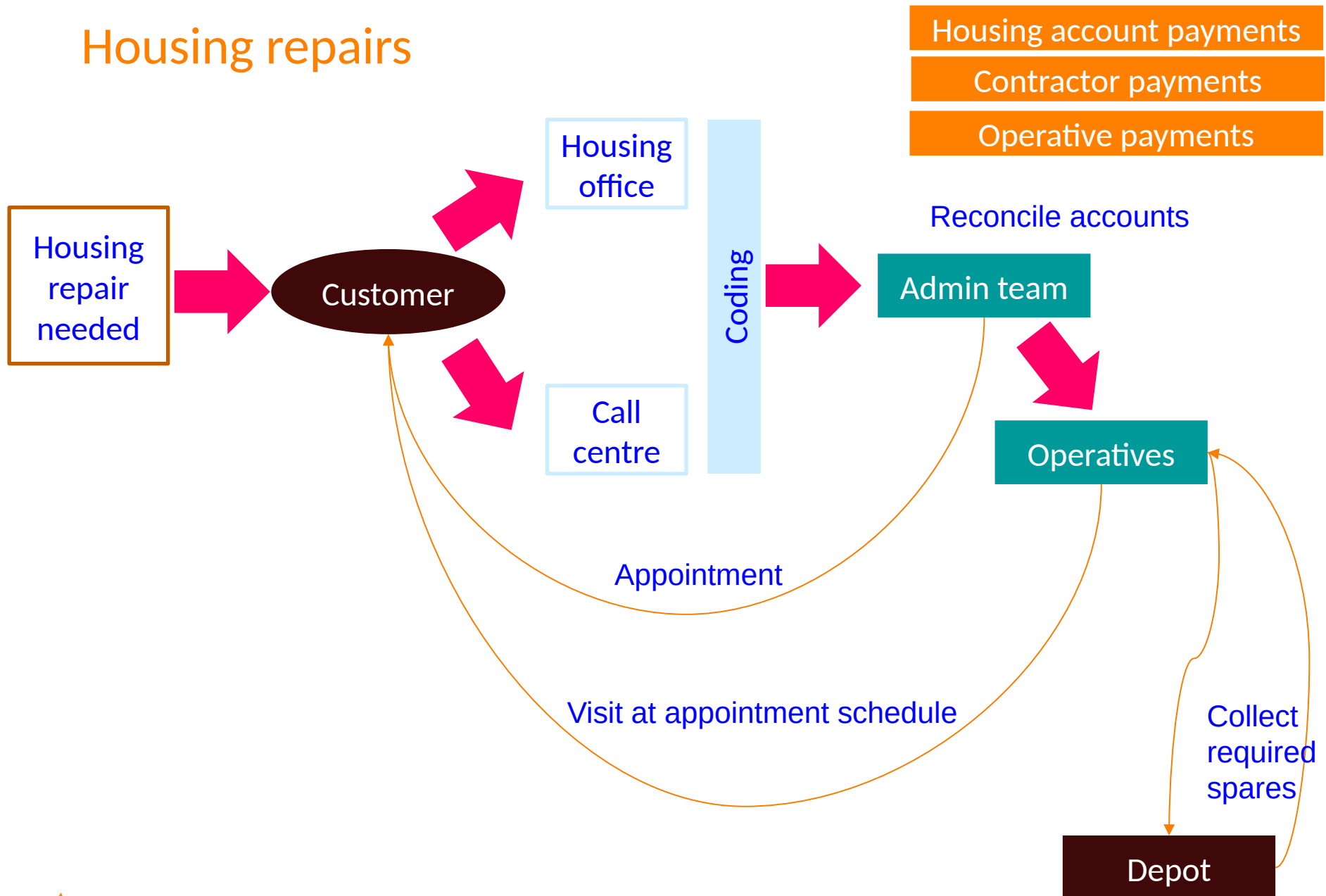
| Commissioning Academy

DIFFERENT WORLDS

Worlds matter



Housing repairs



‘The more efficient you are at doing the wrong thing, the wronger you become. It is much better to do the right thing wronger than the wrong thing righter. If you do the right thing wrong and correct it, you get better.’

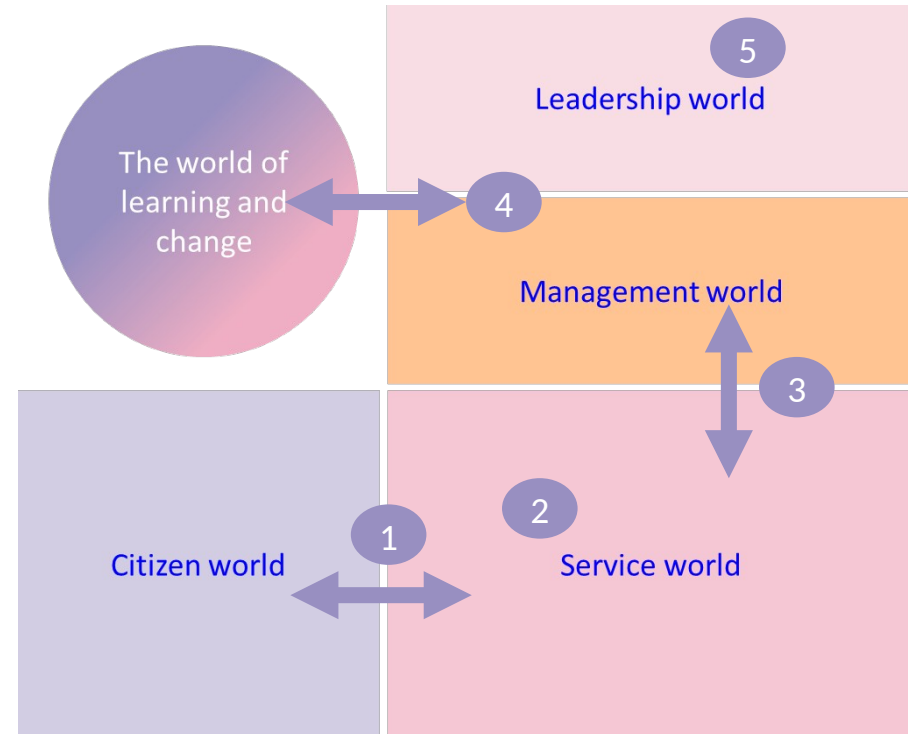
Russ Ackoff

WHAT MAKES A SYSTEM WORK?

Organising to deal with complexity

Capacity, capability, connectedness and *variety* to understand and respond to:

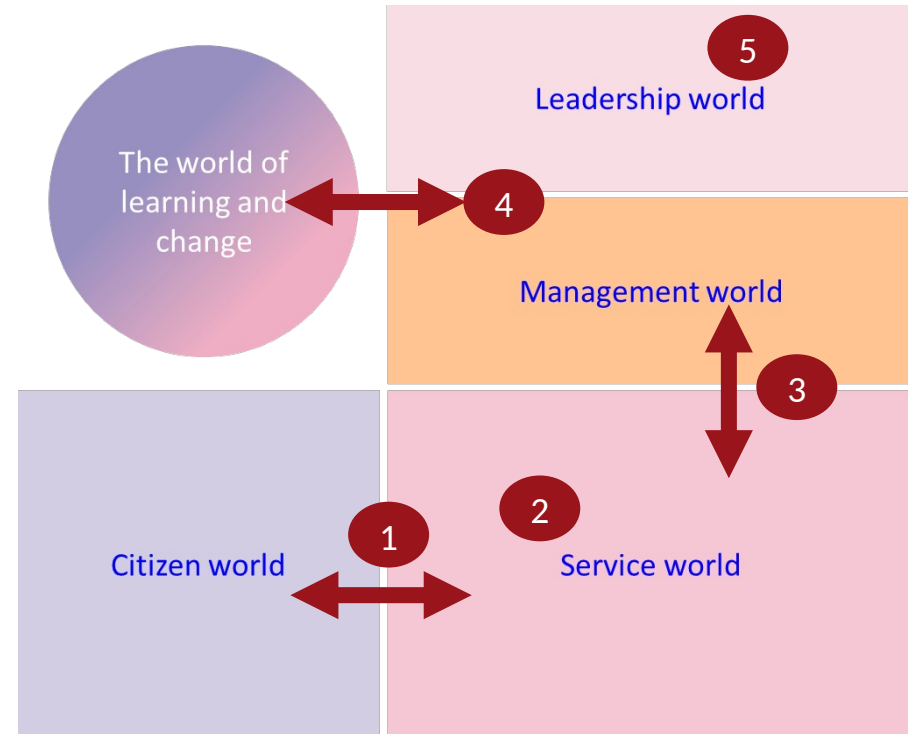
1. The complexity of the world
2. Day-to-day work and turbulence
3. The complexity of the organisation
 - How the work works
 - Where to put the resources
 - Accountability
 - Change
4. What will be demanded of us in the future
5. Balancing the needs of now and the needs of the future... who we are, what our role is, our legitimacy



Are we only *in* the system? Or are we something more?

Appreciative approach to see the system

1. Are the right interventions happening in the system?
2. Are those doing the intervening working together, day-to-day?
3. Are system resources being put intentionally in the right places?
- 3* Are we achieving effective results, and do we understand why (not)?
4. What will the system need to adapt to in the future?
How does the system need to change?
4. What will it need to *do* and *be*?



What relationship do systems interventionists have to the system?

FROM SERVICES TO OUTCOMES

MOVING ON FROM THE POOR SICK MISERABLE PERSON PARADIGM

An outcome is something that the citizen or community would recognise as an actual benefit to them, in their life

What is a service?

- A service co-creates value with and for the citizen
- Our mission is to reduce the effort, time, cost, steps, process...

■ FROM citizen need

■ TO positive outcome

The best way to do this is to CHEAT

purpose

needs

demand

control

'Affordances' to peoples' lives

- Find the work
- Find the joy
- Get political
- Get critical.

Where are we farming Poor Sick Miserable People?