

How to promote leader's innovativeness?
Experience from Estonia

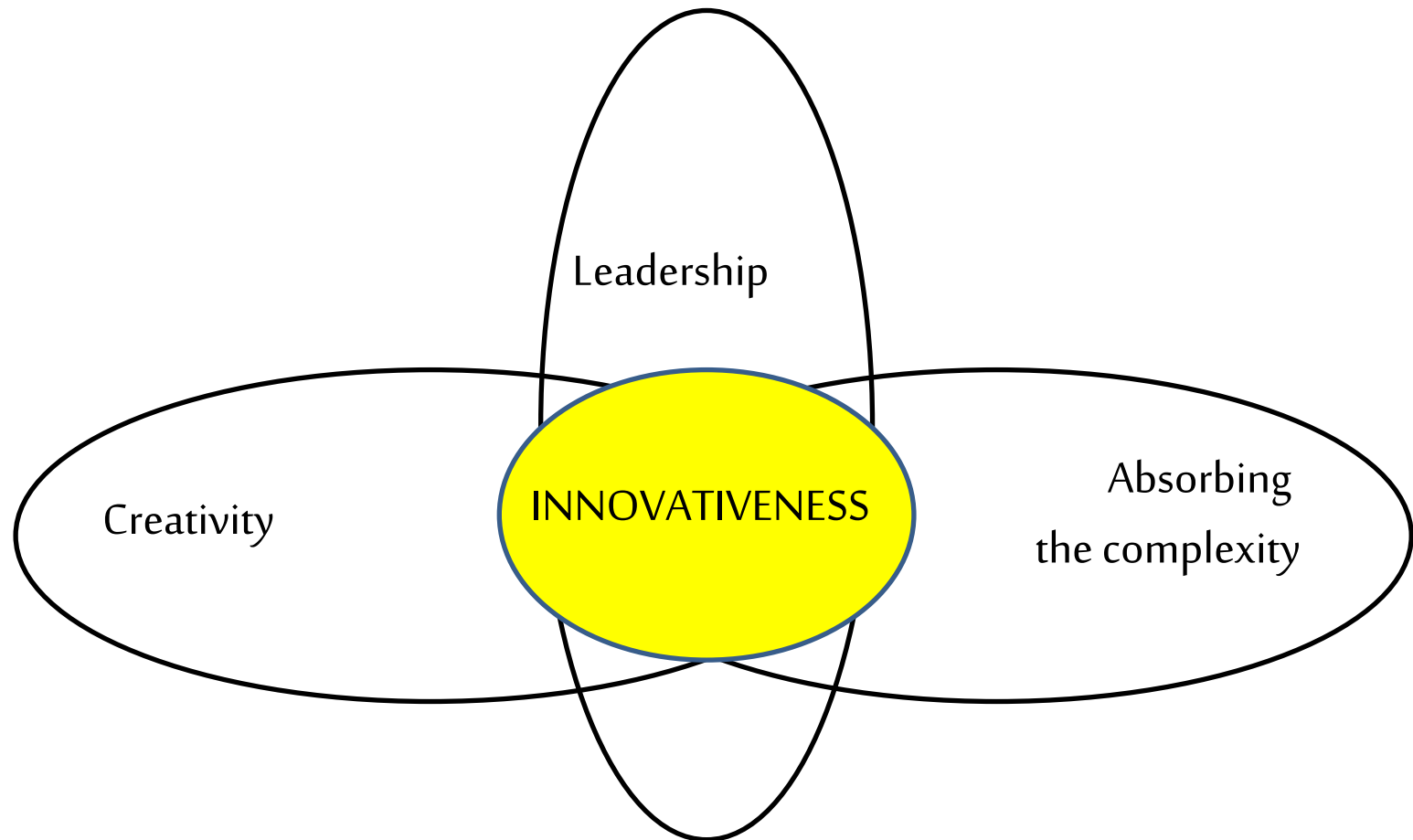
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WHAT is innovation?

- Innovation is finding, building, and taking a new idea to the marketplace.
- Innovativeness is a set of skills and qualities that could be developed.
- Are we ready to meet innovativeness in public sector?

Context Maps of Innovativeness



Creativity

Openness and curiosity

Challenging assumptions

Ability to see above obvious connections

Courage to experiment

Self confidence

Playfulness

- **Presenting techniques and tools for creative thinking, e.g. design thinking, prototyping, behavioural insights.**
- **Networking**
- **Benchmarking**
- **Coaching**
- **Reserve time for digesting and experimenting**

Entrepreneurial Leadership

Observing the surroundings

Envisioning and sensegiving

Inspiring and motivating

Supporting risk-taking and tolerating mistakes

Making change happen

- **Hiring for mission**
- **Providing ways and methods to overcome structural and cultural inertness**
- **Coaching skills to create the organisational culture**
- **Building collaborative bridges**
- **Talent management**

Absorbing the Complexity

Openness and empathy

Ability to see behind the information

Understanding cultural diversity

Gathering insights

Generating understanding of changes

Working with data

- **Providing foresight tools**
- **Experiencing different environments**
- **Study-visits**
- **Developing digital literacy and language skill**
- **Collaboration**

Estonian experience

Systematic approach to leadership development:

- **Mentoring, coaching, consultancy**
- **Job-shadowing, benchmarking**
- **Guided networking**
- **Study-visits**
- **Workshops, development programmes**
- **Annual conference**
- **Innovation Boot Camp for Public Sector Leaders**