

National Center  
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Public Services



# The importance of leadership in creating innovation culture

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# Innovation culture in public sector

Innovation is mandated in all parts, and at all levels, of public sector

Inescapable tensions between bureaucracy and expertise vs innovation and change

What 1000 healthcare managers say



# What is innovation culture and how is it created?

Shape culture through action – do things differently!

Indicators of ‘innovation culture’ (an oxymoron, btw)

- Tools, skills, resources, incentives, accounting for innovation
- Psychological safety – voice, failing & learning, bootlegging
- Boundary work – competitive, collaborative, configurative



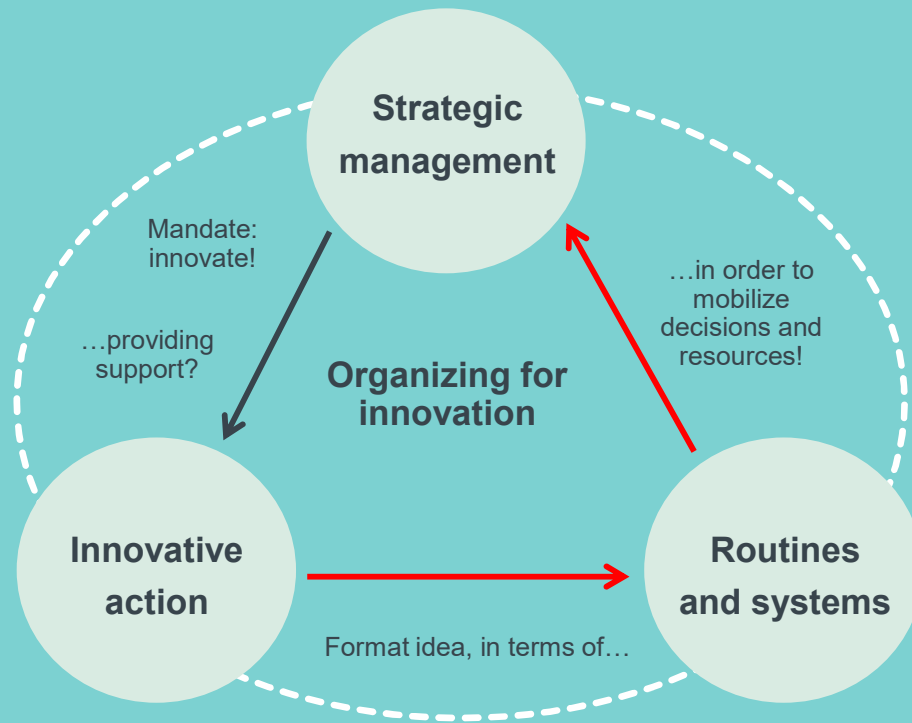
# Innovation is challenging

Innovation – by definition – uncertain and controversial

- Destroying and recombining knowledge and practices
- Creating anxiety
- Redistributing tasks and rewards



# Strategic support for innovation - or for innovators?



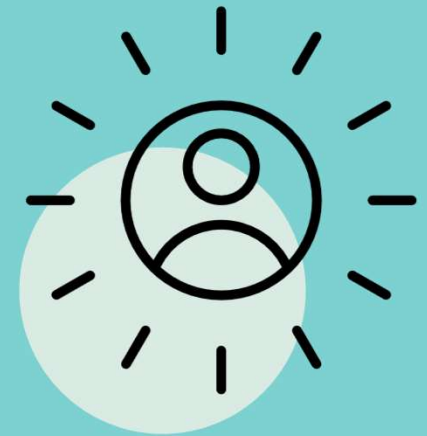
# Importance of leadership?

If indicators of 'innovation culture' are found in:

- Tools, skills, resources, incentives, accounting for innovation
- Psychological safety – voice, failing & learning, bootlegging
- Boundary work – competitive, collaborative, configurative

Then, leadership need to demonstrate:

- Transparency about issues of power: decisions, priorities
- Authenticity in backing trial & error learning
- Humility in collective reflection



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Thanks!