

Public service operating principles

the old default: useful, but not as a blanket approach	the (future) new default? do this much more, but sometimes use the other
traditional: path of least resistance	innovation: initial learning curve
doing to, doing for: consultation, engagement, participation	doing with: co-production & involvement
deficit based: what's wrong?	strengths based: what can we build on?
specialised silos: specific focus, no need to share	networked, open: collaboration & connections lead to new ideas
outputs and target setting: what can we measure?	outcomes and what matters: what difference do we make in people's lives?
transactional: we deliver	relational: we create together
hierarchies & incentives: extrinsic motivation	communities & shared values: intrinsic motivation
professional as expert: our job is to have the right answers	professional as facilitator: our job is to ask the right questions
service-driven: where do people fit in to the service?	relationship-centred: how do we understand each other?
extractive and interpretive service design and research	participative and co-productive service design and research
complicated: linear, predictable systems	complex: networked, adaptive systems
control - failure is catastrophic: we can't afford to fail	curiosity - failure is learning: we learn by doing at the right scale
centralised decision making: management / services are engineered	distributed decision making: evolutionary / services grow
risk averse: plan up front and cover every eventuality	purposeful, calculated risks: we need to discover as we go along
replicability of solutions: creating the right results	replicability of practices: creating the right conditions
best practice: one model to aspire to, fixed	good practice: this is what worked for us, situational
traditional evaluation	developmental evaluation
top down strategy deployment	whole system continuous learning
representative democracy	participative democracy