



The Citizen, The State and The Practitioner

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Some social trends

- *From* mainly top down – *to* much more bottom-up system targets
- *From* send, receive, deliver – *to* interaction and co-creation
- *From* autonomous units – *to* collaboratives become the main unit
- *From* leadership from on high – *to* co-leadership and co-creation
- *From* linear accountabilities – *to* multiple accountabilities
- *From* set targets and expectations etc – *to* designing new incentives
- *From* centre administers the system – *to* centre animates the system

Charlie Leadbeater

The reform programme ...

- Pedagogy
- Curriculum
- Leadership
- Structural change
- Tackling school failure
- Learning environments
- Early years ed/care expansion

... this is centre-led innovation

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Questions confronting contemporary public services

- Innovation is a non-negotiable priority, so what are its sources to be?
- How are the insights and imagination of practitioners to be employed in a powerful, disciplined way to generate innovation?
- How blend a relentless drive to spread good practice across systems, whilst enabling the design of the new?
- How to manage the D&R process capacity?

Our initiating questions ...

1. How is good practice to be spread systematically across the system? (*innovation as transfer*)
2. How do you get bottom-up systemic change? (*practitioner-led innovation*)
3. How do you move from 'good / best practice' – sharing current knowledge – to 'next practice' – orchestrating new ways of working? (*generative, radical innovation*)

“There is a lot of research focused on best practice, but I focus on Next Practice. Next Practice by definition has three problems: firstly it is future-oriented; secondly, no single institution or company is an exemplar of everything that you think will happen; and third, next practice is about amplifying weak signals, connecting the dots.

Next Practice is disciplined imagination.”

CK Prahalad,
University of Michigan

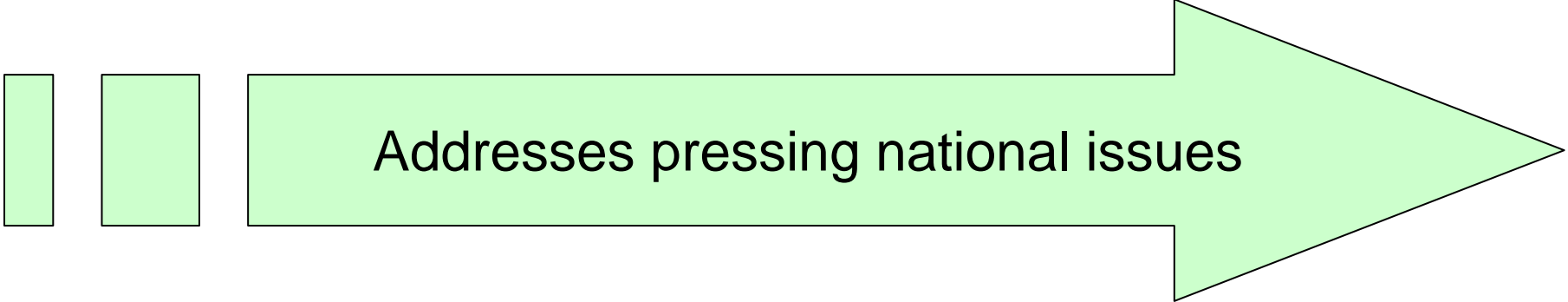
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Why Next Practice?

Good / best practice asks: what is working?

Next Practice asks: what could work – more powerfully?



Addresses pressing national issues

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The 4 *NEXT*PRACTICE Projects

- **System Leadership**
- **Resourcing Personalisation**
- **Communities for Learning**
- **Parents & Schools Learning Together**

Next Practice Innovation Model

