

Nicholas Scott

Public Sector Transformation & AI Practice

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PROFILE

Public-sector transformation leader and professional facilitator with fifteen years building and leading innovation and digital transformation inside government. Pairs that operating experience with an active AI practice exploring agentic systems for senior public-sector audiences. Nine years assessing Dubai government against its own standards, three of them calibrating 360 cycles with today's decision-makers.

EXPERIENCE

ShiftFlow Innovation and Design Founder & Principal Consultant

DECEMBER 2021 – PRESENT · FREDERICTON / REMOTE

A boutique consultancy in innovation strategy, facilitation, and transformational design, helping government and public-service organizations become human-centred and adaptive. The practice now pairs that work with an active AI practice that augments service delivery for senior public-sector audiences:

- Published a framework for government's transition to agentic operations (agentic.shiftflow.ca), naming the failure modes.
- Built the ADCX Suite: three agentic prototypes (Assessment, Jury, Simulator) anchored to senior-official audiences, including six-juror agentic deliberations with declared perspectives and a policy simulator.
- Built two products: ShiftHub and FlowState, a facilitation-intelligence platform for designing, running, and synthesising live sessions.

GovDesign Academy Senior Partner

APRIL 2022 – PRESENT · OTTAWA / ABU DHABI / DUBAI

Contributed to Abu Dhabi's Effortless Customer Experience transformation across 2022–2024. Led the development of a Service Innovation Lab methodology and a multi-level CX training program for public servants, designed the governance structure, and delivered a CX maturity assessment alongside international assessors. Delivered CX design workshops to government entities and mentored GovDesign staff.

Hamdan bin Mohammed Award for Smart Government (Dubai Model Centre) Juror / 360 Assessor

OCTOBER 2017 – PRESENT · DUBAI

Evaluate submitted applications annually for the smart-government award, conducting local site visits and interviews and scoring each application with written feedback. For the past three years, sat within the 360 assessment cycles, calibrating evaluations alongside the senior officials who run Dubai government. The award recognises entities achieving remarkable, sustainable improvement in their public services.

Think Digital Associate

NOVEMBER 2021 – PRESENT · OTTAWA

Help organizations adapt and thrive amid digital disruption, advocating agile, user-centred approaches that use digital technology and data in service of the public good.

Government of Canada, Canada School of Public Service Director of Innovation Services (EX-01)

FEBRUARY 2021 – NOVEMBER 2021 · OTTAWA

Executive lead at the Digital Academy, leading a 30-person team across the Digital Accelerator Programme, UX research and practice, digital experimentation services, and the vExpo platform.

Government of New Brunswick Executive Director, Open Government & Innovation

FEBRUARY 2017 – 2021 · FREDERICTON

Built a public-sector innovation function from the ground up and advised directly on the province's digital transformation strategy. Established the Public Innovation Challenge, the Deputy Minister Innovation Council, the Public Innovation Internship Program, the

i-Team incubation program, and the GNB Innovation Lab; reached over 500 GNB staff through training, workshops, presentations, and project support.

NouLAB Co-founder, Facilitator

MAY 2014 – 2019 · FREDERICTON

Co-founded New Brunswick's first public and social innovation lab. Developed the NouLAB Academy with MaRS Solutions Lab and GovLab NY, delivered five annual lab programs for 80+ participants and 15+ teams, and co-designed the three-year Economic Immigration Lab.

NB Social Policy Research Network Executive Director

NOVEMBER 2012 – FEBRUARY 2017 · FREDERICTON

Advanced a networked-governance approach to evidence-based policy and citizen engagement across a network of 1,000+ members. Established the GovMaker Conference, hosted the Canadian Open Data Summit, and supported millions of dollars in research funding.

University of New Brunswick & St. Thomas University Part-time Professor

2013 – 2022 · FREDERICTON

Courses: Leadership for Social Innovation; Technology and Social Change; Current Social Issues; Science, Technology and Society; Sociology for Cyborgs: The Social Organization of the Internet.

EDUCATION

Acadia University Master of Arts, Sociology

2007 – 2008 · WOLFVILLE

St. Thomas University Bachelor of Arts, Sociology (Honours)

2003 – 2007 · FREDERICTON

TRAINING

Interaction Design Foundation UX Management: Strategy & Tactics; User Research

2020 – 2022

Schulich, York University Social Impact Analysis Certificate

2015 · TORONTO

GovLab Academy Lab Design

2017 · NEW YORK

University of New Brunswick Management Development Certificate

2010 – 2011 · FREDERICTON

INVITED SPEAKER *(highlights)*

- Aspiring Leaders Conference: Leading Innovation in Government (Fredericton, 2026)
- Policy Mission Fellowship, Open European Dialogue: Prototyping for Policy (Berlin, 2026)
- ISSA International Conference on Management and Innovation in Social Security: Leading Collaborative Innovation (Cairo, 2025)
- ISSA World Social Security Forum: Innovation on Purpose (Kuala Lumpur, 2025)
- FWD50: What I Wish My Boss Knew About Digital (Ottawa, 2024)
- Public Policy Forum: Public Policy Leadership Program (Ottawa, 2022)
- GovLab / InnovateUS: Leading Innovation in Government (USA, 2022)
- Code for Canada Summit: Leading Agile in Government (Toronto, 2020)
- Public Sector Innovation Show: Open Government Innovation (Ottawa, 2020)
- Relating Systems Thinking and Design 7: Liberating Structures & Design Thinking for Systemic Change (Turin, 2018)
- IPAC 69th Annual Conference: Public Innovation Labs (Charlottetown, 2017)