

Strategies for Fostering Innovation at Work

Participant's Workbook

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Excellence in... Innovation

by Dr. Adam Stoehr



What is Innovation?

The successful implementation of ideas



Implementation of ideas that create value

Value side: Creating more value
 Cost side: Providing value more efficiently





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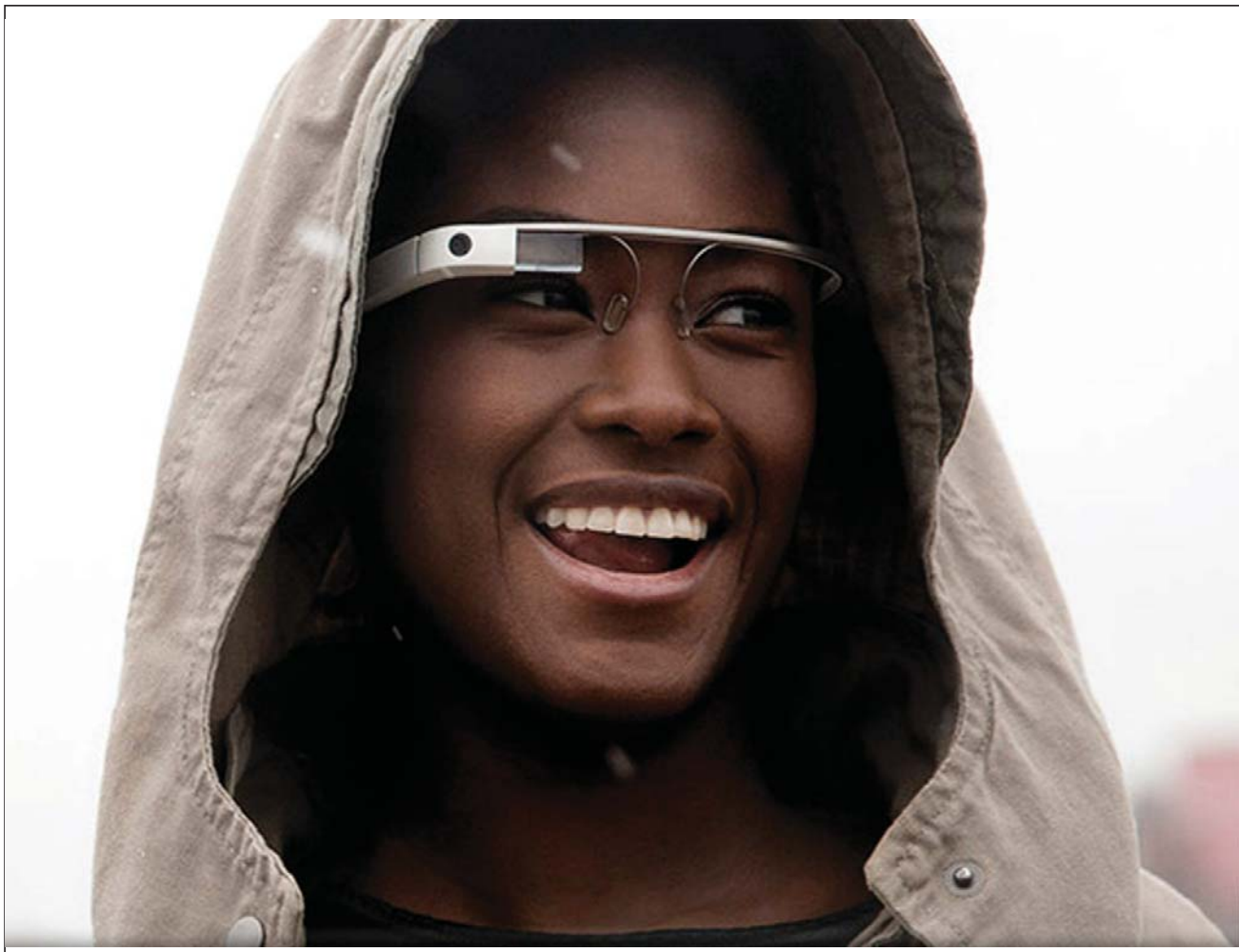




*Way beyond Products
and Technology!*









Types of Innovation

- Process
- Service
- Business Model
- Value
- Product

Something new, better, or different occurs...

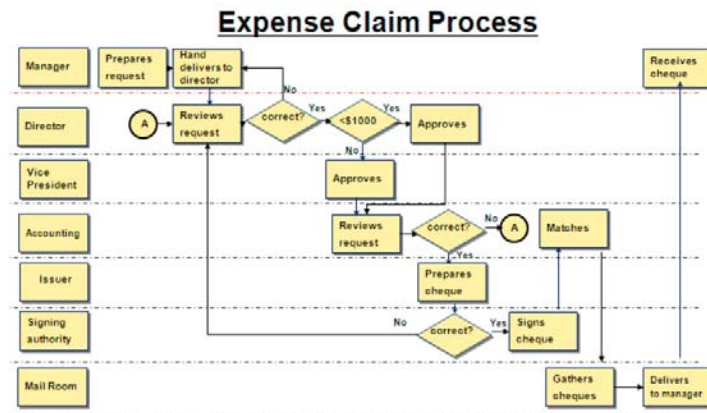
PROCESSES

Less complicated

Faster

Better

Less re-work



Fewer headaches

SERVICES

Higher
Satisfaction

Faster

More Valuable



Better
Customer
Experience

Fewer
Headaches

BUSINESS MODEL

Better Future

Survival



Advantage

Desired

Development of new, unique concepts supporting an organization's viability, including its mission, and the processes for bringing those concepts to fruition.

VALUE

Find the uncontested

New

Make competition
irrelevant



Leap in value

unlocking
new demand

Most organizations focus on matching and beating their rivals. Value innovation is not done by battling competitors, but by systematically creating "blue oceans" of uncontested market space ripe for growth.

Way beyond Products and Technology!



Difference between invention and innovation

Invention



Laying Eggs

Innovation



Laying, incubation, and hatching

vs

VALUE

Find the uncontested

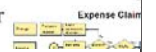


Leap in value

PROCE

Less comp

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Invention



VS

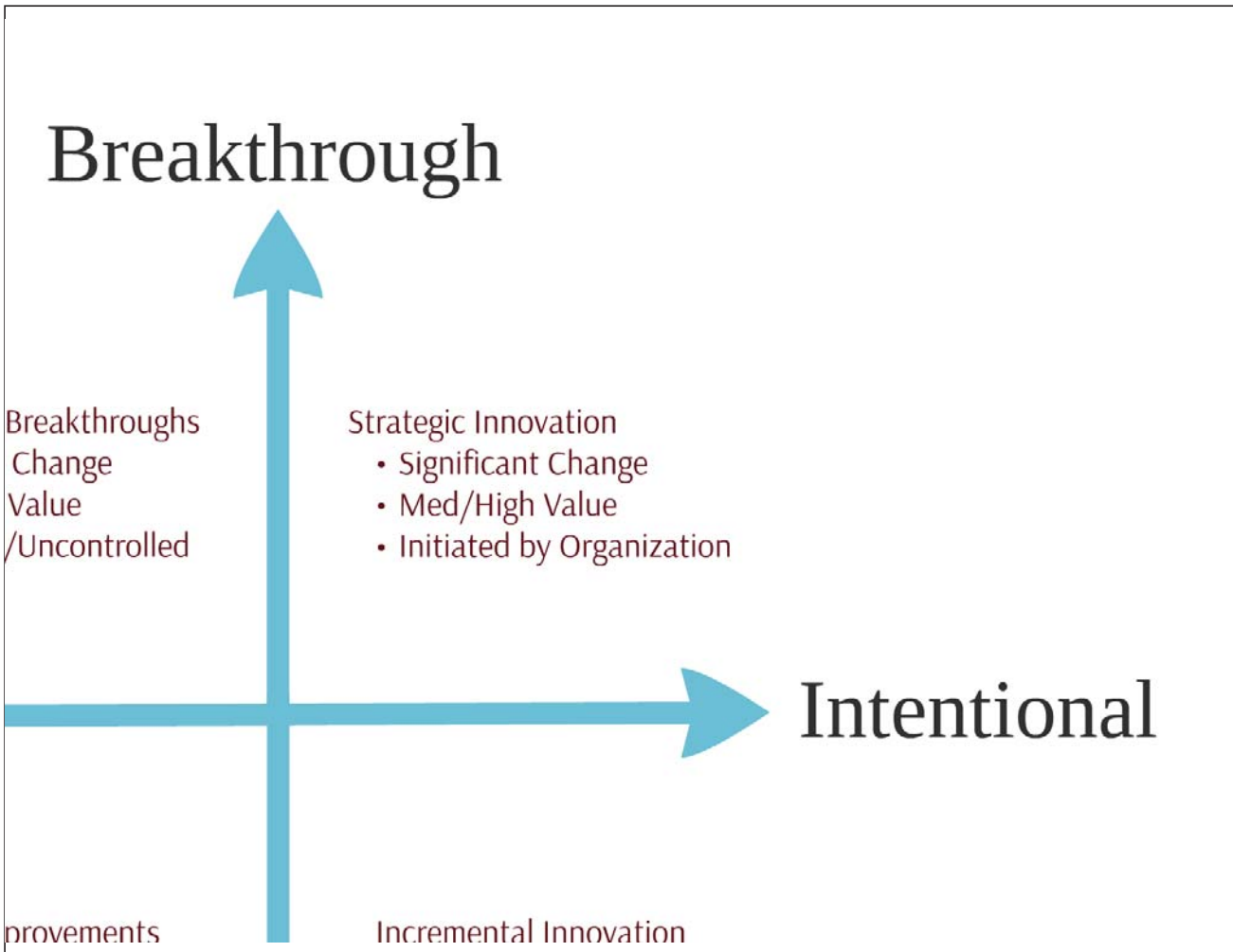
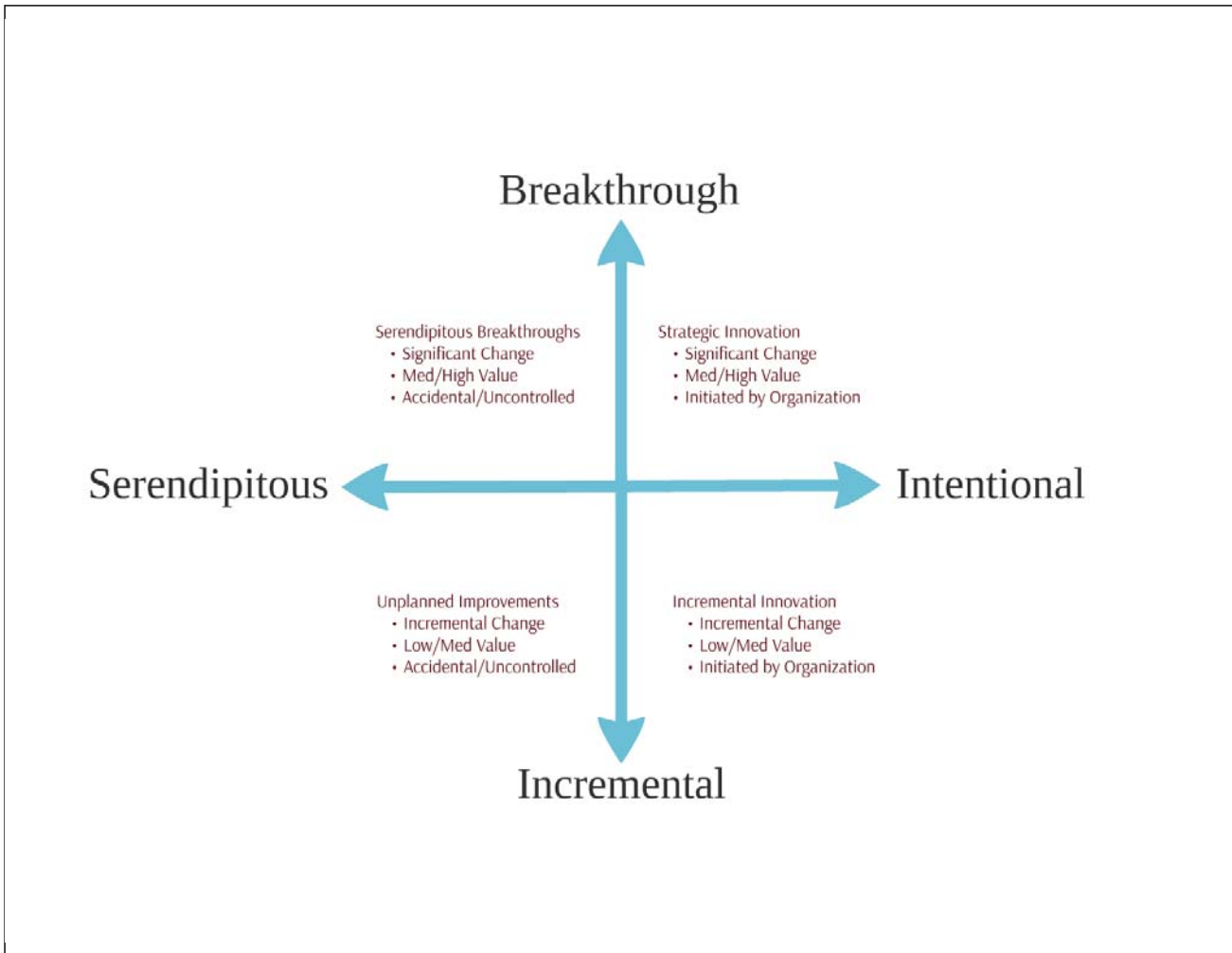
Laying Eggs

Innovation



Laying, incubation, and hatching

Strategic Innovation is an intentional, repeatable process that creates a significant difference in the value delivered to customers, partners, and the organization.





Ingredients/ Dimensions

- Trust
- Curiosity
- Diversity
- Faith
- Confidence
- Lack of Fear
- Will to make the world better
- Will to take risks and fail



Ingredients of Innovation

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Ingredients of Innovation

Organizationally we need

- Written innovation strategy/plan
- An innovation process
- Strategic Alignment
- Industry Foresight
- Customer Insight
- Organizational Readiness
 - Reward and recognition
 - Technologies and competencies
- Disciplined implementation



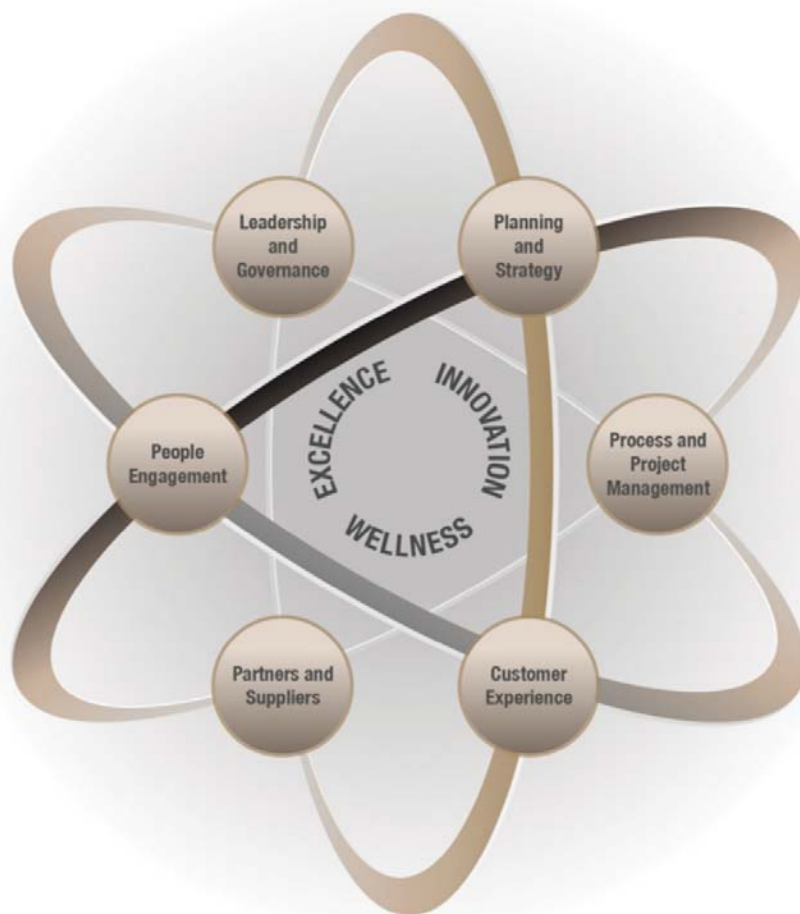
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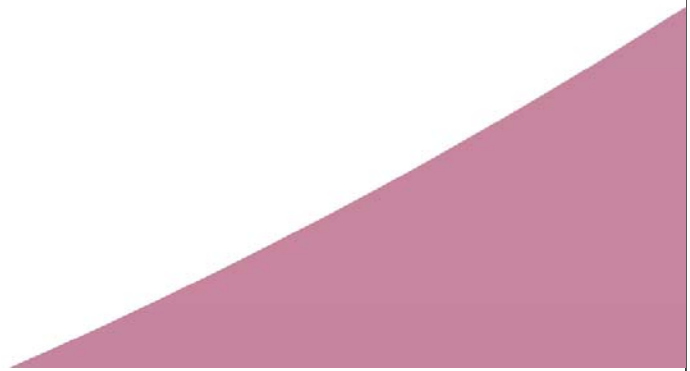
Importance of Innovation

- Increases productivity
- Improves processes
- Improves services
- Lowers costs
- Makes work more interesting
- Creates growth



Principles:

A focus on continual improvement and innovation



Bronze:

- Leadership →
- Senior management has communicated that innovation is a priority

Silver:

- Leadership → • Leaders at all levels promote and nurture innovation, and successes as well as lessons learned are shared and celebrated.
- Planning → • An Innovation plan has been developed and shared.
- Customer → • Baseline Voice of the Customer feedback measures for both internal and external customers have been implemented. Results have been collected, and used to inform planning and innovation.
- People → • Employee engagement and innovation is measured, results are shared and employees are involved in developing and implementing action plans.
- Process → • Key internal stakeholders across organizational levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes in an environment that encourages innovation.

Gold:

- Leadership → • Leaders continue to promote and nurture innovation, and successes continue to be celebrated.
- Planning → • Innovation is becoming a way of life, informing product, services and process design.
- People → • Innovative ideas are systematically encouraged, shared and celebrated. Innovation is included in employee surveys and results of the surveys are shared and used for ongoing improvement.
- Process → • Key processes are reviewed using the deliberate application of innovation.

Platinum:

Leadership →

- The organization is recognized externally as a leader in innovation.

Planning →

- Innovation is a way of life and continually informs product, services and process design.

Strategic Innovation



Strategic Planning for Business
Discovery and Evaluation

Management: Creating the Business
Execution and Implementation

Alignment

Process of engaging the entire leadership
team in a broad cross-section of the
organization and key external stakeholders
the development of a shared vision and a
path forward.

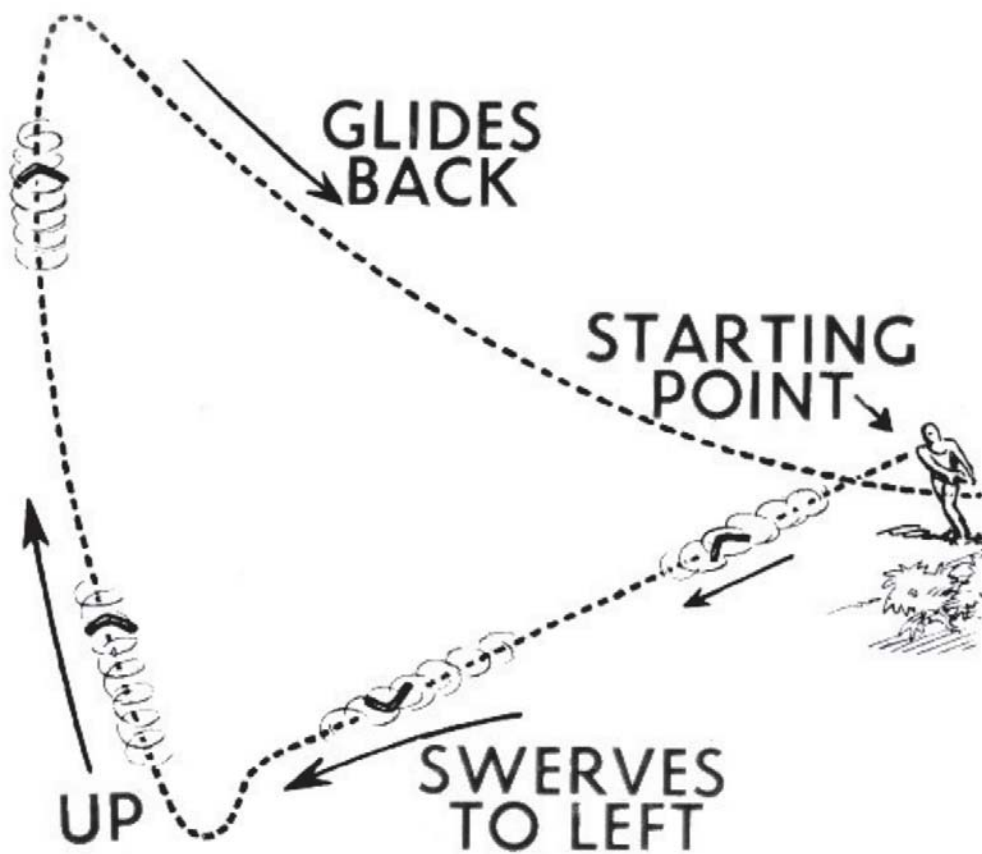


Industry Foresight

Business foresight is when organizations monitor or
analyze for monitoring the external landscape of key
actors that may potentially impact their organization.

Enabling foresight of
- market
- technology
- environmental
- political
- competitive
- and other trends.

Book: Horizon Risk, SWIFT Analysis





Managed Innovation Process

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Managed Innovation Process



Plan:

- Scoping & Planning
- Industry foresight
- Customer insight
- Opportunity Identification

Do

- Define/prioritize opportunity

Check

- Customer Validation

Act

- Implementation

Managed Innovation Process



Plan:

- Scoping & Planning
- Industry foresight
- Customer insight
- Opportunity Identification



Divergent: Throwing the Boomerang
Discovery and Exploration

Do

- Define/prioritize opportunity



Check

- Customer Validation

Convergent: Catching the Boomerang
Evaluation and Implementation

Act

- Implementation

novation Process

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Strategic Alignment

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Strategic Alignment

Process of engaging the senior leadership team, a broad cross section of the organization and key external stakeholders in the development of a shared vision and a path forward



Cross functional participation

Fosters:

- Ownership
- Enthusiasm and commitment
- Foundation for successful implementation

People support what they help create

Strategic Alignment	Strategic Implementation
1. Define the vision and path forward	1. Define the vision and path forward
2. Engage the senior leadership team	2. Engage the senior leadership team
3. Engage a broad cross section of the organization	3. Engage a broad cross section of the organization
4. Engage key external stakeholders	4. Engage key external stakeholders
5. Develop a shared vision and path forward	5. Develop a shared vision and path forward

and celebrated.

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People → • Employee engagement and innovation is measured, results are shared and employees are involved in developing and implementing action plans.

Process → • Key internal stakeholders across organizational levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes in an environment that encourages innovation.

Leadership → • Leaders continue to promote and nurture innovation and successes continue to be celebrated.

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Cross functional participation

path forward



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Internal Stakeholders

Inspirational
- Visionaries
- Energetic Change Agents
- Future Leaders

All Levels
- Senior Leadership
- Management
- Front Line

Difference Makers
- Subject Matter Experts
- Decision Makers
- Implementers
- Free-thinkers

Balance
- Exploratory Thinkers
- Analytical problem solvers

External Stakeholders

Partner Organizations

Suppliers

Customers

External Thought Leaders
- Academics
- Visionaries
- Practitioners

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Industry Foresight



"I skate to where the puck is going to be, not where has been."

Wayne Gretzky

Where is the puck going to be?



Top-down approach to explore

- Drivers
- Trends
- Enablers
- Dislocations



Ongoing monitoring of a complex, intertwined set of meteorological forces allows us to develop a viewpoint on how they may collide to impact our world in terms of weather

Industry foresight is when organizations establish a process for monitoring the complex interplay of key trends that may potentially impact their organization.

Exploring intersections of:

- social
- demographic
- technical
- environmental
- political
- competitive
- and other trends



Tools: Horizon Scan, SWOT Analysis



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Where is



Ongoing meteorological
on how the weather

July 2010

Where is the puck going to be?



Top-down approach to explore

- Drivers
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SkyTracker

Summer Forecast



Ongoing monitoring of a complex, intertwined set of meteorological forces allows us to develop a viewpoint on how they may collide to impact our world in terms of weather

Digital

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Exploring intersections of:

- social
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nt
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Tools: Horizon Scan, SWOT Analysis



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Mindset

What if?

Curiosity for a fresh perspective...

Stretch our thinking

No blind spots



Customer
Insight

Customer Insight

Understanding Articulated and Unarticulated Needs



"Bottom up" approach leverages:

- Insights
- Behaviours
- Perceptions
- Needs

of current and potential customers

Tools: Customer Experience Mapping, Feedback Channels, Analytics, Creativity Brainstorming, Problem Solving

Mindset

- Deep understanding
- Fresh thinking
- Customer Involvement
- Exploratory methods
- Future possibilities

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Mindset

Deep understanding

Fresh thinking

Customer Involvement

Exploratory methods

Future possibilities

Organizational Readiness

Organizational Readiness



Ready and able to transform imaginative ideas into practical opportunities for improvement

Can we do this?

- Technologies
- Competencies

Are we ready to reward and recognize the right things?

Can we act upon and implement the idea for improvement?

- Cultural Readiness
- Process Readiness
- Structural Readiness

Cultural Readiness - Mindset and Norms



Process Readiness



Enable functional groups to:

- Operate effectively
- Collaborate towards common goal

Readiness

Are we ready to reward and recognize the right things?

plement the idea for improvement?

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Cultural Readiness - Mindset and Norms



- Leadership styles and directives
- Long vs. short term focus
- Employee profiles and thinking styles
- Organizational values
- Mental models about boundaries
- Decision making styles
- Bureaucracy levels
- Internal power struggles
- Political agendas
- Willingness to embrace change

Process Readiness



Enable functional groups to:

- Operate effectively
- Collaborate towards common goal

Set of tools and methodologies to drive the innovation process

Structural Readiness



- Hierarchy
- Levels of flexibility
- Available resources
- Technologies

Readiness informs: scoping, time horizons, expectations, and a realistic approach to implementation

Cultural Readiness - Mindset and Norms



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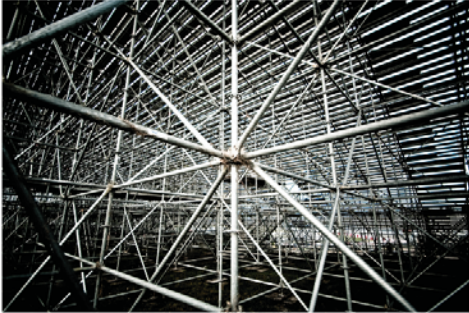
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Structural Readiness



- Hierarchy
- Levels of flexibility
- Available resources
- Technologies

Readiness informs: scoping, time horizons, expectations, and a realistic approach to implementation

- Willingness to embrace change



- Technologies

Readiness informs: scoping, time horizons, expectations, and a realistic approach to implementation

Are we Ready?

Cultural

- Do the organization's mindset and norms allow individuals and teams:
- to think imaginatively,
- to take risks,
- to seek out, create and introduce innovative solutions?

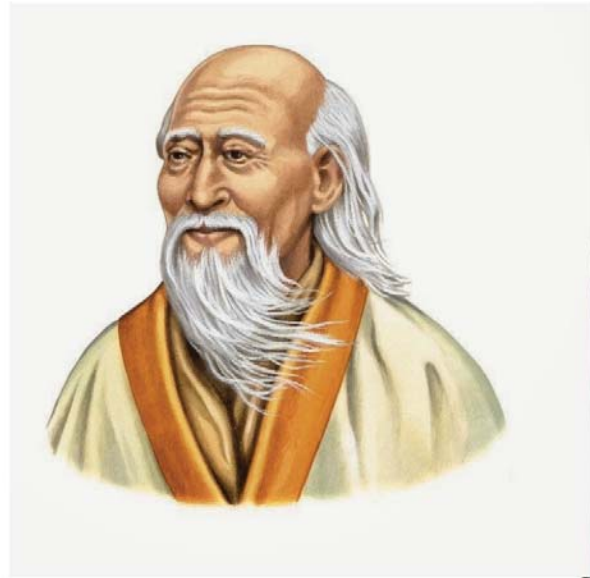
Process

- Does the organization have the general processes and practices that enable groups to operate effectively and collaborate towards a common goal?

Structural

- Is the organization designed to allow for smart flexible decisions about resources?
- Do supporting technologies help or get in the way?
- Is collaboration and communication easy across functional groups/silos?

"A journey of a thousand miles must begin with a single step."



Lao Tzu

Disciplined
Implementation

Disciplined Implementation



Need support and buy-in

- transition efforts
- building a business case
- effective communication
- defining success metrics
- developing new processes
- creating new structures
- hiring and training
- establishing feedback loops

Ambiguous and Exploratory



Transition

- Key considerations
- Implementation skill sets and mindsets
 - Maintaining momentum
 - A formal project management approach

Concrete and operational



Formal Project Management

-
- Project Management Practices
- Expectations
 - Timing
 - Performance goals
 - Resource allocation
 - Access to information
 - Progress measurements
 - Status reporting

Momentum is up against: higher priorities, political agendas, competing demands for time and resources.

Keep it going:

Need support and buy-in

- transition efforts
- building a business case
- effective communication
- defining success metrics
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Ambiguous and Exploratory



Concrete and operational



Transition



Key considerations

- Implementation skill sets and mindsets
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Implementation skill sets

- Energy
- Tenacity
- Persuasion
- Communication
- Political savvy
- Credible

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Momentum is up against: higher priorities, political agendas, competing demands for time and resources.



Keep it going:

- Strategic Alignment
- Demonstrate Success
- Maintain internal visibility
- Great communication
- Stating success factors
- Keep a direct line with senior leadership

Formal Project Management



Project Management Practices:

- Expectations
- Timing
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Scoring Key

35-40: **Strategic Innovator**

- Congrats! Keep on moving forward and seek breakthrough opportunities.

29-34: **Inspired Innovator**

- You are doing well.
- Focus on the areas of weakness and begin to close the gaps.
- Isolate the questions that you scored as “Disagree” and “Agree” and see if anything can be done to raise the score by 1.

24-28: **Aspiring Innovator**

- There are areas of innovation present.
- Find them and find ways to multiply them.
- Isolate the questions that you scored as “Strongly Disagree” & “Disagree” and see if anything can be done to raise the score by 1.
- Look at the process for innovation and allocate specific resources to the appropriate stages that need extra focus.

<23: **Challenged Innovator**

- Your current process needs structure.
- Results are likely not that impressive.
- Isolate the questions that you scored as “Strongly Disagree” and see if anything can be done to raise the score by 1.
- Educate more people about what innovation is and how it can help your organization achieve its goals.
- Dedicate resources to a small scale, focused innovation initiative with measurable deliverables.



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