

Building Your Innovation Toolkit

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Building Your Innovation Toolkit

- *Content:* Will define and describe innovation in the workplace using lecture, video and practical exercises.
- *Behavioral Objective:* Will provide seminar participants Innovative Tools to be used to develop their own local Innovation Program.

Roundtable ...



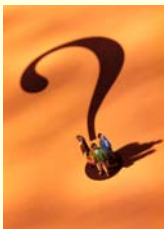
The Team ...



What is Innovation?

- “New ideas” – plus action or implementation which result in an improvement, a gain, or a profit.
 - Not enough to just have a good idea.
 - Only when you act, when you implement, do you truly innovate.

What is Innovation? ...



- Ideas.
- Action.
- Implementation.
- Gain.
- Profit.
- All good words, of course, but there's still one piece left out.
- **PEOPLE!**

What is Innovation?

■ *“People creating value through the implementation of new ideas.”*

- People make it happen through their imagination, willpower, and perseverance.

What Innovation is NOT!




- NOT ... – Just New Technology
- NOT ... – Just for the R&D Department
- NOT ... – Isolated to Special Teams
- NOT ... – Just Creativity Training

Don't just stand there ...

Probably the biggest challenge you face is just getting started – understanding all the components or facets of the opportunity and prioritizing them

Tool#1

Aligning Innovation to Organizational Goals



- Define what “Innovation” means in your organization
 - Create an “Innovation Charter”
- **Understand the expected outcomes of the Innovation Process**
- Establish Executive Level Sponsorship
- **Communicate the Value that innovations can provide**
- Link Innovation to the Organization’s Operational – Strategic Plans

Innovation Requires



Must have ...

- Strategic alignment
- Innovation processes
- Clear, consistent communication
- Roles and responsibilities

Aligning Innovation to Organizational Goals



- Innovation Charter
 - Purpose
 - Mission
 - Priorities
 - Responsibilities
 - Proposed Outcomes
 - Composition
 - Funding
 - Scope



Innovating on Purpose

- **Intentional Innovation** – What we call ‘Innovating on Purpose’ requires an organizational commitment to innovation. You must PLAN to make it happen ... and then make it happen.
- **Becoming a truly innovative organization is more than a facelift** – It is radical surgery that can dramatically improve the life of the organization, but requires the commitment to adopt the changes necessary to implement the concepts.

Tool#2

Tool #2 - Getting the Management Team on Board

- You must determine how to convince the entire management team to be supportive of the Innovation initiative
- Innovation is not solely a “business” function
- Develop a clear, consistent communication plan for the Executive Team on the importance of Innovation

Getting the Management Team on Board

- Phase I: **Target Senior Executives**
 - Understand the strategy, purpose of Innovation. How the Innovation System will function
- Phase II: **Develop communication plan for the entire organization**
 - Introduce the concept of Innovation
 - Purpose / Rationale / Use of e-mail / Web portals / Forums / Posters / Newsletters

Getting the Management Team on Board



- Phase III: Define processes that cross organizational lines and create new working relationships
- Develop an innovation process that crosses organizational lines – create new working relationships

Tool #3 - Create an Idea Management Process

Tool#3

- Create, design and deploy a process that facilitates the flow of ideas that will produce better ways of doing things – new products – new services
- Define an end-to-end process
- Develop an Idea Evaluation Process
 - Establish a clear, consistent evaluation process that will help the idea submitters understand how their ideas will be judged

Create an Idea Management Process



- How well does the idea meet the needs of the organization?
- How is the idea different from current process?
- How expensive to implement ?
- What is the projected ROI?

Possible Management Process

Timeframe	Three to four weeks
Deliverable	A defined "end to end" process detailing the significant phases of the innovation process. Document the hand-offs, information generated, teams or individual involved
Responsible	Innovation Team

Tool #4 - Develop a Funding and Approval System

Tool#4



- Some ideas require investment
 - Determine ROI
 - Review Operational Plan
 - Shift funds as priorities change
- Develop an Innovation Fund
 - "Venture Capital"
- Fast Track Review and Approval Process
 - Executive Leadership Champions

Tool #5 - Define Roles and Allocating People

Tool#5



- Recruit the right people to be Network Champions
 - Training on creative thinking, innovation and new approaches to problem solving can impact the way people think, and will indicate to the existing team that innovation is important.

Define Roles

- As part of your evaluation and selection of people to play important roles in your innovation initiative, you may want to test them for their perspectives about innovation using the KAI assessment
 - Another tool to encourage diversity is the 'Four Sight Thinking Assessment Tool'
 - This assessment indicates the preferences of the individuals on the team and breaks them into four categories –clarifiers, ideators, developers and implementers

Tool#6

Tool #6 - Build an Innovation Culture



- **Thesis:** Everyone in your organization is capable of generating valuable ideas
- The "Innovation Culture Shift" begins by changing the concept that innovation "belongs" to one segment of the organization

Build an Innovation Culture

- **THE KEY** - Cultural acceptance of Innovation as a way of life is probably the most important factor for long-term success
- **Challenge of Culture**
 - *Fear of submitting ideas*
 - *Fear of failure – a "bad" idea*
 - *Lack of participation*
 - *Lack of commitment from Senior Leaders*
 - *Lack of cooperation from other business units or functions*
 - *Focus on short term bottom line results*
- The Importance of "Values Statement"



Tool #7 - Develop Innovation Metrics

■ The Importance of Organization

- The types of ideas to be generated and how they align to operational and strategic goals
- Who should "own" and evaluate the ideas
- Where these ideas should be worked and where the skill sets reside



Develop Innovation Metrics

■ The Importance of Measurement



- The number of ideas submitted
- Innovation implemented by type
- ROI
- Outcomes
- Report Results – **Share!**

Tool #8 - Using Systems and Databases

■ For Innovation to become sustainable several system components need to be put in place:

■ Idea submission

- Idea suggestion cards and drop boxes: shortcomings – reactive in nature; context of idea difficult to understand or evaluate; ideas often not aligned with organizational goals or strategy

Using Systems and Databases



- **Electronic submission medium allows expansion of idea; give and take with Innovation evaluators; real time feedback.**
- An idea database should provide a framework to generate, capture, manage and evaluate ideas

Using Systems and Databases



- Key Requirements for Idea Database
 - **Simple to use**
 - Broadly accessible
 - **Promote collaboration**
 - Easily searchable
 - **Provide feedback to submitter**
 - Document original idea
 - Provide visibility and tracking

Tool #9 - Benchmark ... Benchmark ... Benchmark

- **Open Innovation:** Receive and manage ideas from individuals and teams outside of your organization; allow anyone – anywhere to submit ideas or suggestions to specific challenges
- **Trend Spotting and Forecasting:** Examine what's happening in your industry, your market, with your customers.

Benchmark ... Benchmark ... Benchmark

- Really listen to your customers – identify trends; attempt to forecast them – what products or services will be important in sustaining the trend?
- Partner: Co-develop with other innovators to generate “second generation” ideas

Tool #10 - Maintain the Innovation Momentum Rewards & Recognition

- Recognize and Reward...
 - Recognize and Reward
 - Recognize and Reward
- Gain Sharing Possibilities
- Innovation Celebrations
- Media Releases
- Innovation Quotient (IQ) Moments
- Innovation Heroes / The Innovation Hall of Fame

References

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