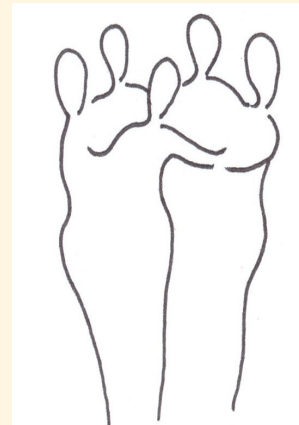


INNOVATION 

... stimulating innovation and learning

July  
2006



# INNOVATION PROFILE

Innovation Plus is a consortium of consultants:

Bill Wright

Marcus Tomlian

Dr Alan Stewart

The consulting team has qualifications in business administration, economics, commerce, human resources etc.

Collectively, we have over 75 years of management consulting experience in the private and public sector.

# 3 Preliminary Innovation Questions for Top Management



1. Is it important for us to innovate?
2. If so, how good are we at innovation right now?
3. How innovative do we have to be to ensure future success?

# THE CASE FOR INNOVATION

- New organisations are driven by innovation. Old organisations have to innovate or die. The need to innovate is no longer optional but essential, even in the public sector.
- Innovation touches all areas of an organisation, particularly products, processes and people above, from strategy to operations, across all functional areas
  - general management
  - marketing
  - finance
  - operations
  - human resource management

# Innovation Plus Objectives

To stimulate innovation and learning for individuals, organisations and communities. In particular:

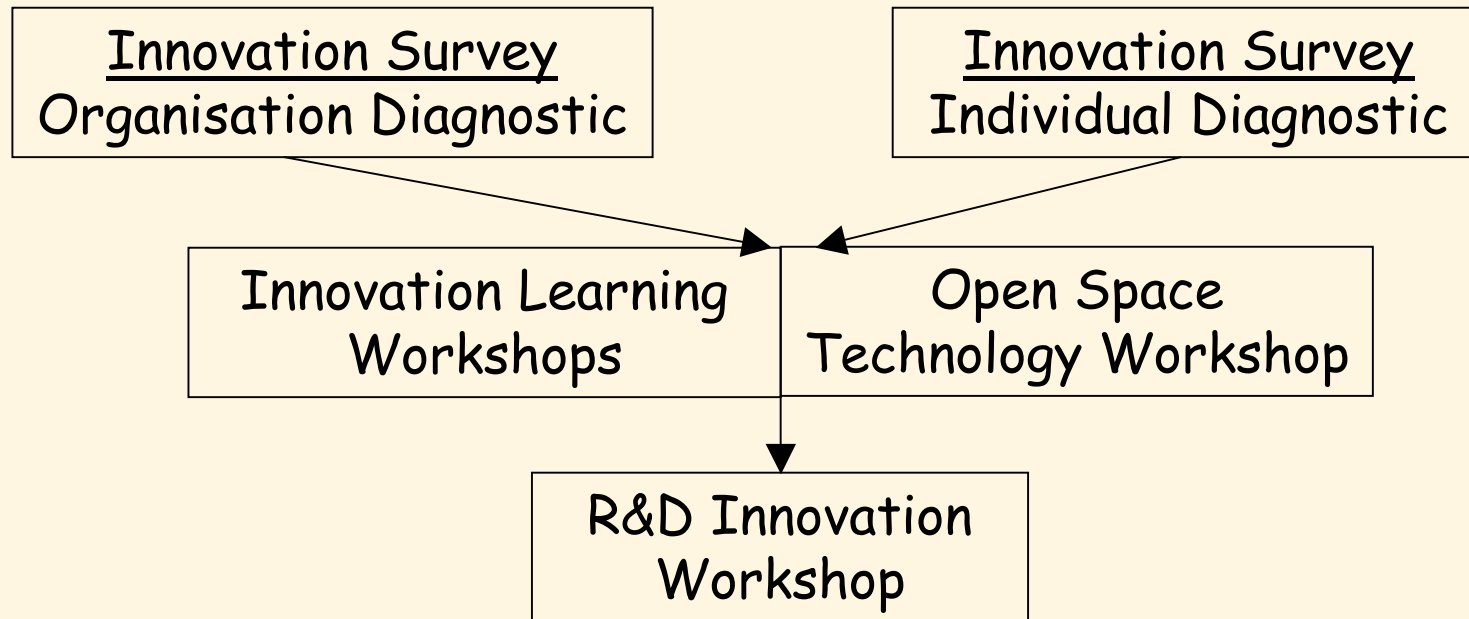
1. To stimulate innovative thinking, capability and outcomes
2. To encourage interest in individual lifelong learning and the development of learning organisations
3. To help design and implement a "balanced scorecard" philosophy and framework for strategic management and performance improvement

# Innovation Plus Services

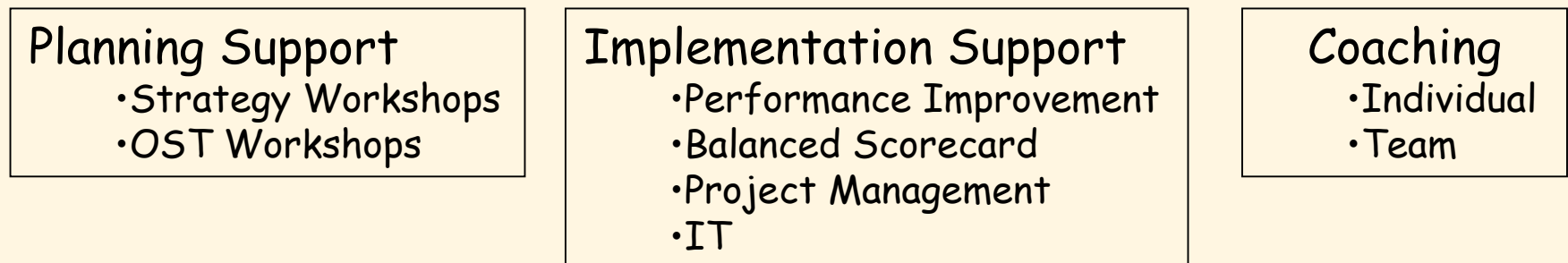
- **KICK-START**
  - Innovation Surveys
    - Individual Diagnostic
    - Organisational Diagnostic
  - Innovation Workshops
    - Innovation Learning Workshops
    - Open Space Technology (OST) Forum
    - Research & Development Workshop
  
- **ACCELERATION**
  - Planning Support
    - Strategy Workshops
    - OST Workshops
  - Implementation Support
    - Performance Improvement
    - Balanced Scorecard
    - Project Management
    - Information Technology
  - Coaching
    - Individual
    - Team

# INNOVATION SERVICES PROCESS

## Kick-Start



## Acceleration



"KICK-START"  
INNOVATION SERVICES



# ORGANISATION INNOVATION SURVEY

- organisation wide survey examining all aspects of innovation
- 52 questions focusing on innovation practices
- questions based on published "best practice" innovation guidelines
- Provides a "snapshot" of the organisation before and after any changes are made affecting culture and creativity
- Used once yearly since cultural change is usually a slow process
- results reported in Balanced Scorecard format (customer focus, knowledge and learning, financial and strategic, business process)
- used as a stand-alone measure or as a basis for performance measures to improve the standard of innovation over time.

# INDIVIDUAL INNOVATION SURVEY

Questionnaire with 109 questions, administered to individuals before-hand (and used for a report on individual creative behavior to help individuals, small teams, departments or special purpose team design) in Myers Briggs format:

**Artisans** - The Sensible Perceiving Type (SP) - this type is adaptable, artistic, athletic, do not fight reality, are easy going, act with effortless economy, enjoy life, are gifted with machines and tools and have no use for theories or abstractions.

**Guardians** - The Sensible Judging Type (SJ) - this type is dependable, factual, painstaking, thorough, conservative, consistent, detailed, hard-working, sensible and stable. They are not impulsive or distractible and are good at maintenance procedures.

**Rationals** - The Intuitive Thinking Type (NT) - this type is analytic, abstract, complex, curious, efficient, impersonal, independent logical, scientific and research oriented.

**Idealists** - The Intuitive Feeling Type (NF) - this type is enthusiastic, humane, subjective, sympathetic, creative, imaginative and heavily language based.

# INDIVIDUAL INNOVATION SURVEY (cont'd)

Specific innovation sub scales are included in the survey:

## **OPENNESS TO INNOVATION**

Innovativeness is a personality trait underlying the adoption of innovations. Innovators are described as being individuals open to new experiences and novel stimuli as possessing the ability to transform information about new concepts, ideas, products or services.

## **COGNITIVE INNOVATION**

Cognitive innovation is a preference for engaging in new experiences with the objective of stimulating the mind. Cognitive innovators enjoy thinking for its own sake and have a propensity to devote mental energy to problem solving.

## **SENSORY INNOVATION**

Sensory innovation involves the enjoyment of fantasy and daydreaming and adventure. Sensory innovators enjoy action for its own sake and devote physical energy toward problem solving.

# INNOVATION LEARNING WORKSHOPS

- The aim of these workshops is to stimulate innovation in the workplace.
- Each workshop is of 3 hours duration,
- Workshop design based on a collaborative assessment of business needs.
- Each workshop blends innovation theory with current and desired innovation practices
  - Workshop 1 - Building Blocks for Innovation
  - Workshop 2 - Customer Focused Innovation
  - Workshop 3 - Knowledge & Learning Focused Innovation
  - Workshop 4 - Financial & Strategy Focused innovation
  - Workshop 5 - Internal Business Process Focused Innovation
  - Workshop 6 - Final Session Feedback

# FIRST WORKSHOP – “Building Blocks”

- Covers 3 core areas for innovation (Intelligence, Creativity and Wisdom)
- Outlines the innovation process for the generation of ideas for new and upgraded products and services
- Explains how individual innovation style is based on personality, risk taking behaviour and the perceived need for change.
- Provides an assessment of strategic innovation imperatives in Balanced Scorecard format as a basis for the next 4 workshops
- Relates innovation to the business life cycle (see next slide)

# INNOVATION AND THE BUSINESS LIFECYCLE

	INCUBATION			INFANCY		IDENTITY		IMPACT		INSIGNIFICANCE	
	R&D	Design	Development	Introduction	Survival	Success	Take-Off	Consolidation	Leadership	Stagnation	Decline
Dominant Management Style - Type	Creativity			Direction			Decentralisation	Coordination	Collaboration		
- Characteristics	Individualistic & entrepreneurial			Directive	Directive	Directive	Delegative	Watchdog	Participative		
Emerging management problem/crisis	Commercial Viability		Leadership			Autonomy	Control	Bureaucracy	Complacency		
Management Focus	Conceptual	Screening	Project management	Make & sell, cash flow	Operational efficiency	Operational efficiency	Market expansion	Organisational consolidation	Problem-solving & innovation	Maintaining status-quo	

# Next 5 Workshops

## Customer Focus

- who are your existing and prospective customers?
- what are their present and future needs?
- how do you determine this?

## Knowledge and Learning

- is your organisation ready for constant learning and improvement of its knowledge base?
- what changes do you need to implement to build your group into a learning organisation?

## Financial and Strategic

- financial success only comes with a complete understanding of the strategies necessary to achieve that return on investment.
- what strategies are appropriate to ensure innovation and appropriate cash flow?

## Internal Business Process

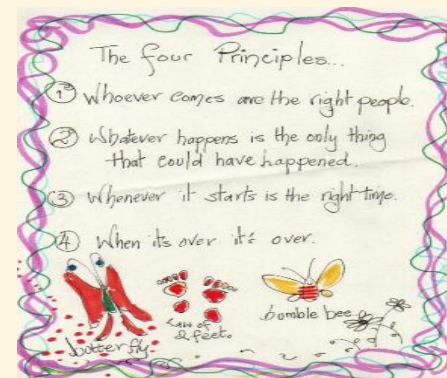
- given that innovation is the basis for all product and service creation and modification, is your organisation<sup>1</sup>'s systems set up to ensure a free flow of creative ideas?

## Final Session Feedback

- individual and team change for improved innovation practices and culture

# OPEN SPACE TECHNOLOGY

- \* This is a powerful new way to enable all kinds of people, in any kind of organisation, to create inspired meetings and events through coming together to converse.
- \* Opening space, as an intentional leadership practice, can create inspired organisations, where ordinary people work together to create extraordinary results with regularity.
- \* Participants create and manage their own agenda around a central theme of strategic importance, such as: How do we make the most of this opportunity? How can we improve on what we are doing? What is required to meet the changing needs of our clients/customers? How do we maintain our competitive edge?





# OPEN SPACE TECHNOLOGY WORKSHOP

A half-day or one day forum including:

- Features of Open Space Technology
- Benefits of Open Space Technology
- Principles of Open Space Technology
- Outcomes of an Open Space Tecnnology Session

Complemented by conducting an OST workshop for those attending.

Some of the organisations that have used *Open Space* to good effect are Levi Strauss in Sydney and a large number of organisations in the USA, including Honeywell, Owens Corning Fibreglass and PepsiCo. It was also used widely in South Africa in the lead up to the 1994 elections.

# Features of Open Space Technology

- Stakeholders with diverse interests in the issue are invited to attend.
- No preset agenda other than the topic previously agreed to and the time allotted for the meeting
- No planned panel discussions or plenary sessions
- The agenda is created by all participants taking the opportunity to nominate issues that they are passionate about and are prepared to take responsibility for, and to offer them to a marketplace for consideration.
- The participants then choose which sessions to attend and the meeting is underway.
- From then on until the agreed end time people meet in groups to discuss and make recommendations for action which they consider are relevant to the specific issue.
- Groups large and small (5-1000+) demonstrate their capacity to rapidly create effective meeting agendas and deal with highly conflicted issues.
- skilled facilitation is required for success.

# Open Space Workshop – City of Marion



# The Marion Story Spreads

**Thank you for sharing the Marion story on The World Café website. It has, indeed, had a tremendous impact on introducing our intentions of moving our association membership towards meaningful conversation. ... I handed it out over and over to various people in our organization so they would see how "real" (and effective) the Cafe is."**

**... It was important to me to present a real-life application to the board and staff when introducing the Café process. Academic style papers go so far.**

**Your Marion story provided the perfect example. Purpose, process and outcome. From a very human perspective.**

**See: 'In Conversing Cafes citizens come out on top downunder' at [www.theworldcafe.com/storyconversing.html](http://www.theworldcafe.com/storyconversing.html)**

***The Financial Planning Association is an international membership organization of with 28,000 members, mainly in the USA and with affiliated associations in Australia and the UK.***

**Kim Porto, Community Facilitator, Financial Planning Association (USA)**

# **A Testimonial from a CEO**

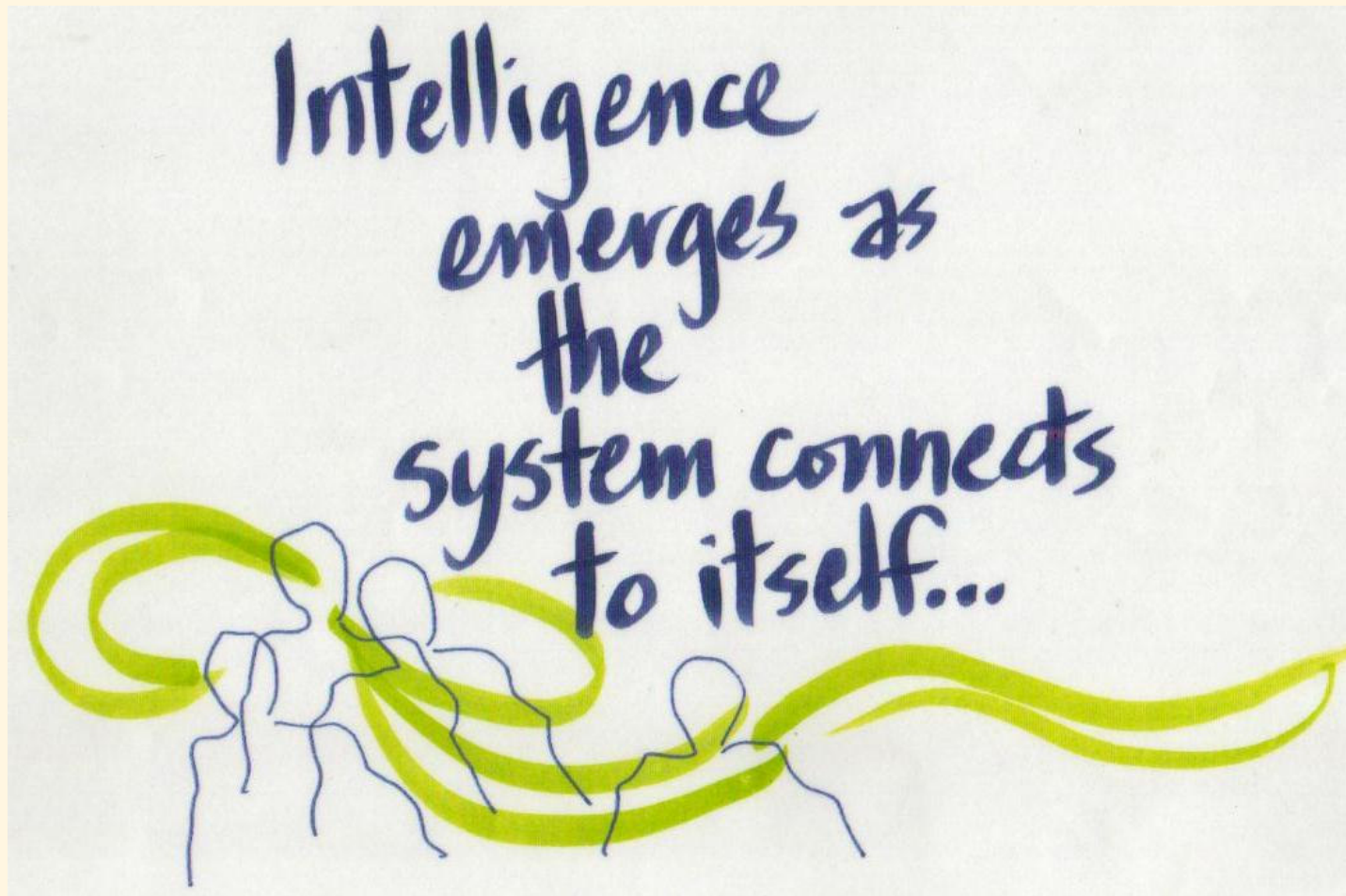
**“Over my 20 years as a CEO in different industries, I have distilled leadership down to two key elements - Vision and Values. Two key elements, that is, until I met Alan Stewart - now there is a third. I have been trying to put a heading to this third element, especially a 'V' word to match Vision and Values, but the best I can come up with at the moment is 'Informality'. By this I mean having informal communications in an organisation can contribute immensely to the development of a positive organisational culture.**

**In my own organisation, it is still early days with Alan's involvement, but I can say that I have seen the breaking down of barriers and the introduction of organisational environmental settings that facilitate the ready discussion of issues with joint resolutions. We have our coffee clubs! And it's fun!”**

**Richard Hancock**

**CEO James Brown Memorial Trust, Adelaide. Sept 2002.**

# Innovation through conversation



# Benefits of Open Space Technology

- produces useful answers to complex questions from the collective passion and intelligence of all who come
- enables organisations to address directly complex issues in which nobody knows the answer and the ongoing participation of a number of people is required to deal with the questions.
- releases creative energy to organisations facing complex challenges.
- works best with strategic/future planning issues of passionate concern to stakeholders in an enterprise, for example:
  - How to adapt to changing circumstances?
  - What vision to pursue?
  - How to achieve cooperation between people who may have very different views of the issues to be considered?
- builds stakeholder commitment to creative solutions
- encourages self-managed teams to work on key issues after the meeting as people offer to take responsibility for action

# Principles of Open Space Technology

There are four principles which underpin the process:

- *whoever comes are the right people*
- *whatever happens is the only thing that could have happened*
- *whenever it starts is the right time*
- *when it is over it is over.*

and 'The Law of Two Feet' (which emphasizes that everyone is free to move as they wish - including to leave - any time throughout the event)



# Outcomes of an OST Session

- The reports of every small group discussion are the proceedings of the meeting. (With high speed printing, these can be available to all participants very soon after the completion of the meeting).
- Most tangible is widespread ownership of possible solutions from which action plans can be devised. This is also reported as a change of mood of the organisation to being more trusting, nurturing and supportive.
- In a curious way *Open Space* always seems to work. Often reported outcomes are release of ideas and creativity that nobody knew were there, self managed work teams, distributed leadership, a spirit of ongoing learning, greatly increased levels of productivity and experiences of high playfulness and FUN.

# RESEARCH & DEVELOPMENT INNOVATION WORKSHOP

A "group-think" management audit approach concerning innovation in the development of products and services, including the following questions:

1. Key buying factors for each product group?
2. Relationship of these buying factors to key design variables?
3. Limits of the key design variables?
4. Direct and indirect competitors?
5. Limits of competitors' approaches?
6. Has R & D productivity been rising or falling? Do we need to know?
7. Economic consequences (i.e. impact on price and profits) of new technology introductions (ours and competitors)?
8. Which of our businesses are most vulnerable to technical attack?
9. Have we a plan for containing the threat?
10. Quality of communication between technical, marketing and manufacturing?
11. Is the chief technical officer part of the CEO's inner circle?
12. Alternatives approaches.
13. Identifying performance parameters.
14. Calculating limits.
15. Drawing S-curves (historical analysis; plotting the limits; forecasting the future).
16. Alternative product (or process) concepts.
17. Estimate returns.

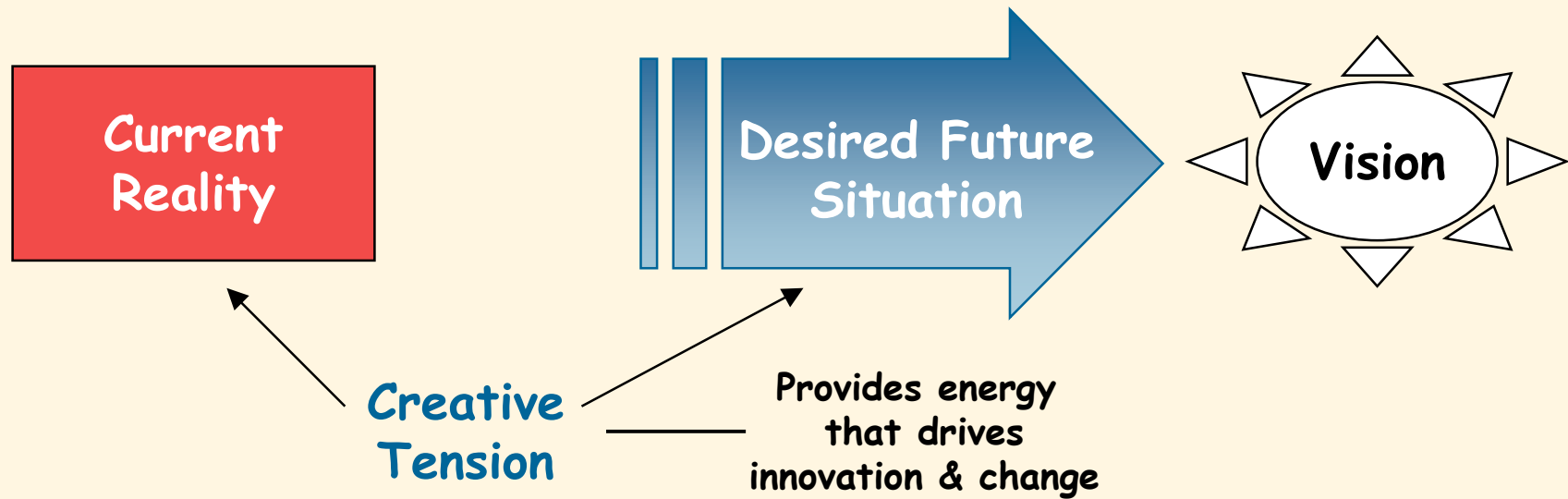
**ACCELERATED  
INNOVATION  
SERVICES**

# PLANNING SUPPORT

## 1. STRATEGY DEVELOPMENT & ALIGNMENT

- This innovation service follows the traditional strategic planning process
- It aims to ensure however that an effective level and quality of innovatory thinking and analysis will be (or has been) articulated throughout the organisation during its planning process
- It includes the following components:
  - Relating innovation to Vision
  - Relating innovation to Mission
  - Relating innovation to Objectives
  - Relating innovation to Culture

# Relating Innovation to Vision



1. What is the essence of your vision?
2. How much innovation will be required to achieve your vision?
3. What is the most important ingredient for achieving this vision?
4. How much innovation is required for this ingredient alone?
5. What score (out of ten) would you give your current innovation capability compared to your desired future innovation capability?

# Relating Innovation to Mission



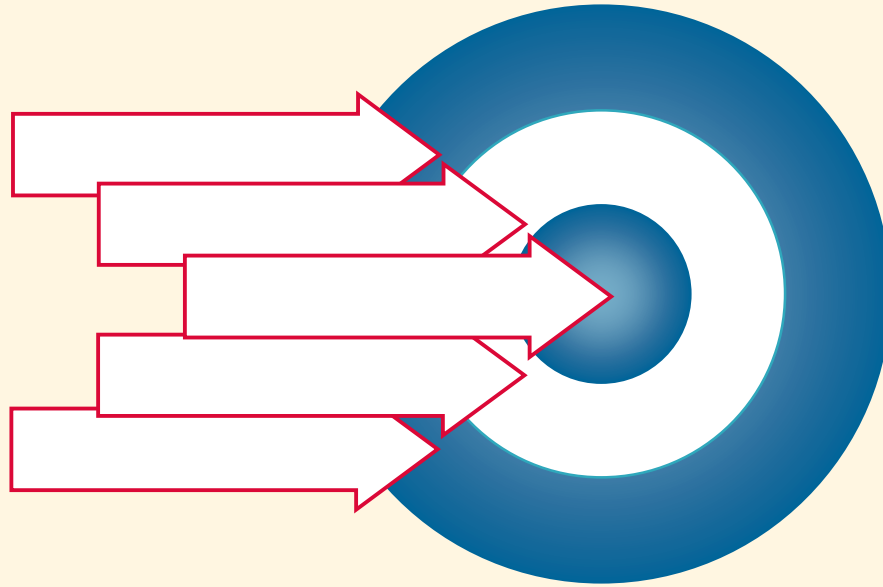
## Mission

A clear statement of the business you are in

- activities
- products & services
- markets

1. How much innovation is expressed or implied in your mission statement?
2. How much innovation are your stakeholders looking for?

# Relating Innovation to Objectives



For **one** key objective only:

1. How relevant is it?
2. What probability is there of achieving it?
3. Has it been quantified and is it measurable?
4. How flexible is it (ie responsive to changing circumstances)?
5. Has it been delegated?
6. Is it motivational?
7. How much innovation is required in absolute and relative terms?

# How much innovation is there?



1. In the top 3 strategies for future growth?
2. To overcome the top 3 weaknesses?
3. In key initiatives in the last 3 years
4. To re-invent ourselves?
5. To align strategy to our external situation?
6. To align our structure to strategy?
7. To align our service delivery to customers?
8. To align our corporate plans with community needs and plans?
9. In our past R&D programs?
10. In our future R&D portfolio?
11. In our plans for strategic alliances?



# Do we have an innovative culture?

**“Culture is the way things are done around here”**

- .... observable values
- .... learned group behavior and knowledge
- .... distinguishing practice and customs

1. Did innovation make the list of agreed cultural values?
2. How should adaptation and innovation be instilled as core values?
3. What level of commitment is there to innovation?
4. What level of innovative competence is there to deliver superior performance?
5. How well is culture aligned to vision, mission, strategy and objectives?

# PLANNING SUPPORT

## 2. OST WORKSHOPS

### A CULTURE OF CREATIVITY

- No one executive in an organisation can be expected to have the answers to today's complex issues.
- Everyone in an organisation can contribute to generating an organisation's future
- We need to harvest the collective intelligence of the organisation
- In an increasingly complex business world, can we afford not to do this?
- We need to tailor-make conditions in which innovation is nurtured ..... a collaboration climate for generating new ideas
- Open Space Technology and Conversing Café are excellent tools for addressing questions that matter.
- In gatherings underpinned by these processes all present are invited to express what they feel strongly about and are prepared to take responsibility for. This can be done both within and among organisations. And between an organisation and the end users of its products or services.
- When many minds are addressing such questions the likelihood of finding solutions is greatly enhanced. And the risks inherent in implementing innovative ideas reduced.

### OTHER OST WORKSHOPS AS REQUIRED

# IMPLEMENTATION SUPPORT

## 1. ORGANISATION PERFORMANCE IMPROVEMENT

- To survive and prosper in an increasingly competitive environment organizations must continually:
  - improve their quality, productivity and service and
  - reduce operational costs.
- To satisfy this requirement InnovationPlus! has developed a programme to achieve these goals.
- It has been developed using a range of tried and tested techniques combined with over 30 years of experience in applying these techniques.
- The programme requires commitment from the senior management team and the participation of staff.

# ORGANISATION PERFORMANCE IMPROVEMENT (cont'd)

The programme comprises the following elements:

- CEO and senior management team awareness and commitment
- Diagnostic survey to identify the opportunities to improve quality, productivity and service. The benefits will be estimated at this stage
- Briefing of the CEO and senior management team to agree the programme of work which will include the establishment of improvement teams
- Management, supervisor, union and staff briefings to explain the programme
- Selection of improvement projects
- Training of teams to work on the projects
- Work on projects to develop and implement improvements.

# ORGANISATION PERFORMANCE IMPROVEMENT (cont'd)

The tools and techniques will include the following:

- Process re-engineering
- Analytical and creative problem solving
- Quality management principles
- Quality assurance systems
- Work study and method study
- Team working.

The consultants will train selected staff in these techniques and assist them to apply them to obtain the benefits.

# IMPLEMENTATION SUPPORT

## 2. PROJECT MANAGEMENT

- The planning and execution of successful projects has increasingly become part of the common day-to-day routine for most organisations.
- Introducing a computer system, managing innovation projects, implementing a new information system, launching a new product or managing an internal consulting project are just some examples of management activities that can be enhanced by the application of project management principles.
- Project Management has become an essential management skill.
- InnovationPlus! can train staff in project management skills and assist them to implement these skills in practice
- In a typical programme we will use worked examples, group work, individual work, case studies and application to organisation projects, providing opportunities to learn and develop skills, reinforce concepts, practice techniques and apply them to work situations

# PROJECT MANAGEMENT TRAINING PROGRAM

- Project Management principles and philosophies
- The key stages in the process of formulating and completing a project, from initial concept to final completion
- The different types of projects - from the tangible construction project to the intangible organisational change programs and those in between
- Assessing project scope
- Evaluation and selection of projects
- The Critical Path Method of project planning and control
- Determining project schedules, resources and budgets
- Managing project execution
- Managing small projects
- Managing multiple projects
- Implementation coaching.

# IMPLEMENTATION SUPPORT

## 3. BALANCED SCORECARD WORKSHOPS

A 1-day workshop can present a more in-depth view of BSC rationale, structure and methodology and covers the following topics:

- **Strategic Overview**
  - vision, mission, strategy
- **Financial Perspective**
  - normal financial techniques, risk assessment, cost-benefit analysis
- **Customer Perspective**
  - customer focus, process and satisfaction as leading indicators
- **Business Process Perspective**
  - relating internal business processes to customer requirements
- **Learning and Growth Perspective**
  - for employees, corporate culture and knowledge.



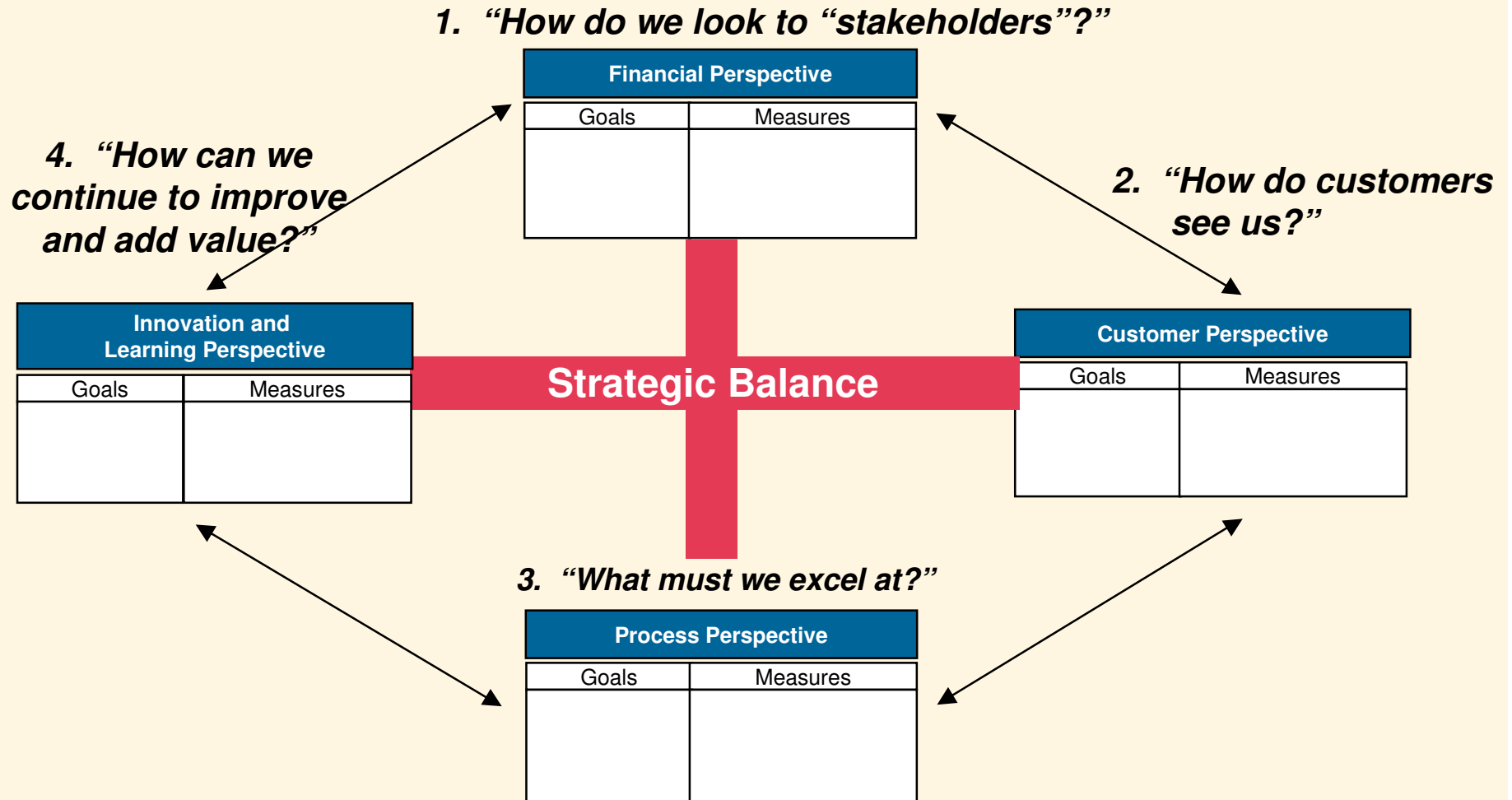
# BALANCED SCORECARD

- The "Balanced Scorecard" strategic thinking and performance management technology was developed in the early 1990's by Drs Robert Kaplan and David Norton to provide a clear prescription as to what organisations should measure in order to 'balance' the financial perspective.

*"The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation."  
(Kaplan & Norton)*

- The balanced scorecard suggests that we view the organization from four perspectives, and to develop metrics, collect data and analyze it relative to each of these perspectives.

# Innovation and the Balanced Scorecard



# ADVANTAGES OF THE BALANCED SCORECARD

- helps clarify vision, mission, strategy and investment priorities
- helps identify, target and communicate the critical drivers of business success for rapid improvements in sales, customer service and productivity
- provides a foundation for value creation through innovation in every functional area
- Provides a platform for business literacy to help develop a creative, change-focussed organisational culture.

# "Financial" Performance

## Profitability

- EBIT Margin
- Gross Margin/Contribution Margin
- Asset Turnover
- Inventory Turnover
- Debtors Turnover
- Return on Investment (ROI)

## Liquidity

- Cash Flow
- Working Capital

## Security

- Gearing
- Interest Cover

## Questions

1. What percentage improvement to your profit/surpluses do you expect over the next 3 years?
2. Are you happy with your current liquidity position?
3. Do you think the organisation has too much debt?

Typical Balanced Scorecard indicators are: Return on Assets, Cash flow Project Profitability, Sales Forecasts, Sales Backlogs, Gross Margin and Sales Growth

# INNOVATION FOR COMMUNITIES - THE FINANCE PERSPECTIVE -

<b>BSC DIMENSION</b>	<b>ORGANISATIONS</b>	<b>COMMUNITIES</b>
<b>FINANCIAL</b>	<b>Finance</b>	<b>Economic</b>
<b>Stakeholders</b>	<b>Owners, Authorities</b>	<b>Individuals, employees, businesses, community</b>
<b>Principles &amp; Values</b>	<b>Various</b>	<b>Various</b>
<b>Task Concerns</b>	<b>Time, cost, quality, profit</b>	<b>Time, cost, quality, economic benefit</b>
<b>People Concerns</b>	<b>Engagement, capability, commitment, trust, confidence, partnership, communication</b>	<b>Engagement, capability, commitment, trust, confidence, partnership, communication</b>

# "Customer" Performance

How do you drive and measure "value-add"?

Time	Quality	Performance and Service	Cost
<ul style="list-style-type: none"><li>• Lead time</li><li>• Response time</li><li>• Downtime</li></ul>	<ul style="list-style-type: none"><li>• Standard of product or service as against:<ul style="list-style-type: none"><li>- expectations</li><li>- competitors</li><li>- other organisations</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Reliability/ accuracy</li><li>• Interaction with staff<ul style="list-style-type: none"><li>- What is done?</li><li>- How it is done?</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Value for money</li><li>• Cost components</li></ul>

**VALUE = BENEFITS - COST**

Typical Balanced Scorecard indicators are: Customer Survey, Customer Ranking, Market Share and On-time delivery

# INNOVATION FOR COMMUNITIES - THE CUSTOMER PERSPECTIVE -

<b>BSC DIMENSION</b>	<b>ORGANISATIONS</b>	<b>COMMUNITIES</b>
<b>CUSTOMER</b>	<b>Customer</b>	<b>Quality of Life &amp; Environment</b>
<b>Stakeholders</b>	<b>Customers, influencers</b>	<b>Individuals, community</b>
<b>Principles &amp; Values</b>	<b>Various</b>	<b>Various</b>
<b>Task Concerns</b>	<b>Value, usefulness</b>	<b>Value, usefulness, sustainability</b>
<b>People Concerns</b>	<b>Recognition of needs, integrity, communication</b>	<b>Recognition of needs, integrity, communication</b>

# "Process" Performance

What are the key processes to be driven and measured to deliver superior customer satisfaction?

Time	Quality	Performance and Service	Cost
<ul style="list-style-type: none"> <li>• Expense recovery</li> <li>• Outstanding receivables</li> <li>• Customer order processing</li> <li>• Order and receive supplies</li> <li>• Delivery to customers</li> </ul>	<ul style="list-style-type: none"> <li>• Defect rate</li> <li>• Rework rate</li> <li>• Proposal development</li> <li>• Accident rate</li> <li>• Conformance with specifications</li> <li>• Customer complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey assessing:               <ul style="list-style-type: none"> <li>- customer service</li> <li>- behavior change</li> <li>- outcomes</li> <li>- improvements</li> <li>- extent of participation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Relative rather than absolute measure</li> <li>• Ratio of output to input</li> </ul>
<b>PROCEDURES TO ANSWER CUSTOMER NEEDS</b>			

Typical Balanced Scorecard indicators are: Time spent with prospective customers, Tender success rate, Safety/Accident rate, Length of project lifecycle, Employee productivity and Actual introduction schedule vs plan



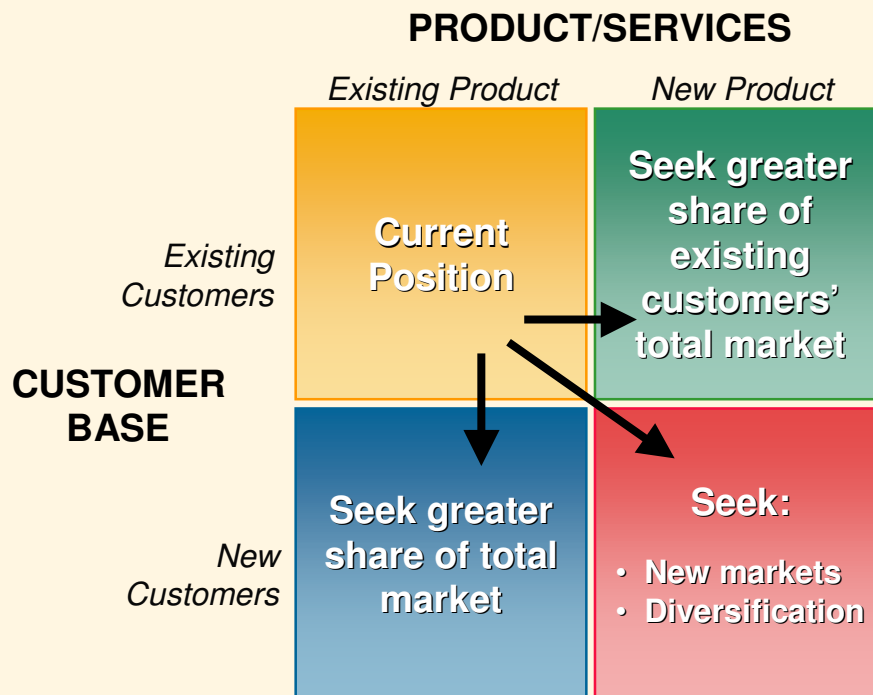
# INNOVATION FOR COMMUNITIES - THE PROCESS PERSPECTIVE -

<b>BSC DIMENSION</b>	<b>ORGANISATIONS</b>	<b>COMMUNITIES</b>
<b>INFRASTRUCTURE</b>	<b>Process</b>	<b>Social &amp; Physical Infrastructure</b>
<b>Stakeholders</b>	<b>Technologists, suppliers</b>	<b>Individuals, employees, businesses, community</b>
<b>Principles &amp; Values</b>	<b>Various</b>	<b>Various</b>
<b>Task Concerns</b>	<b>Efficiency, effectiveness</b>	<b>Efficiency, effectiveness</b>
<b>People Concerns</b>	<b>Participation, teamwork, communication</b>	<b>Participation, teamwork, communication</b>

# "Innovation & Learning" Performance

Innovation and Learning measures need to:

- focus on the ability of the organisation to develop and introduce standard products and services rapidly
- reflect high-level growth strategy (see quadrant below)



## Questions

1. What target percentages would you put in each square?
2. What score would you give the organisation for "innovation and learning" against your desired overall target?

Typical Balanced Scorecard indicators are: % revenue from new products/services, Staff attitude survey, Number of employee suggestions, Cycle time, Yields by process, New product/service introduction vs competition and % of products/services that equal 80% of sales

# INNOVATION FOR COMMUNITIES - THE HUMAN RESOURCE PERSPECTIVE -

<b>BSC DIMENSION</b>	<b>ORGANISATIONS</b>	<b>COMMUNITIES</b>
<b>HUMAN RESOURCES</b>	<b>Learning &amp; Growth</b>	<b>Social Capital</b>
<b>Stakeholders</b>	Employees, Partners, Community	Individuals, employees, businesses, community
<b>Principles &amp; Values</b>	Various	Various
<b>Task Concerns</b>	Readiness, empowerment, remuneration, growth	Readiness, empowerment, remuneration, growth
<b>People Concerns</b>	Recognition, inclusion, trust, confidence, communication	Recognition, inclusion, trust, confidence, communication

# INNOVATION WITHIN BSC AREAS

<b>OPPORTUNITIES FOR INNOVATION IN THE VALUE CHAIN</b>			
<b>STAGES</b>	<b>SUB-STAGES</b>		
	<b>Inputs</b>	<b>Processes</b>	<b>Outcomes</b>
<b>Diagnosis</b>	Research	Analysis	Plan
<b>Design</b>	Brief	Detailing	Documentation
<b>Development</b>	Contract	Construction	Promotion
<b>Delivery</b>	Demonstration	Use	Satisfaction

# ADVANCED BALANCED SCORECARD WORKSHOPS

Other workshops can be provided to assist organisations design and implement the Balanced Scorecard approach, including:

- Strategy & Objectives Clarification Workshop
- Introducing the Balanced Scorecard to your Organisation
- Balanced Scorecard Planning Workshop
- Building Strategy Maps Workshop
- Business Unit Performance Measure Workshop
- KPI Workshop (Internal Customers)
- Team KPI Workshop (External Customers)
- Key Performance Indicator (KPI) Review
- Innovation for Communities

# INDIVIDUAL & TEAM COACHING

## Developing Your People

- People make your organisation work - without them you are out of business.
- This acceleration service works with your people in a coaching and mentoring role to bring out the best in terms of innovative and "out of the box" thinking.
- We maintain that every one of your people have the potential to be creative and innovative - this service is designed to bring that pre-existing quality out into the open where it can be used to accelerate your organisation.
- The basis for this development service is that the individual is a multidimensional information system; receiving, processing and generating insight and innovation of a complex nature.
- This human system of information processing has access to a virtually infinite spectrum of information and experience.

# Developing Your People (cont'd)

- The fluid and dynamic nature of the human information processing system makes it highly responsive to learning and its awareness, performance potentials and functioning can be expanded through the use of effective learning techniques to achieve:
  - An organisational culture based on human values of wisdom, humility and learning
  - A system for generating creative conversation and co-ordinated action
  - A capacity to see work as a flow of integrated systems
- The outcome of this service is a team of people (your organisation) that looks at problems as opportunities for creative growth and obstacles as a chance to innovate and improve the products and services you offer to your customers.

# Other Core Services Related to Innovation

## STRATEGIC MANAGEMENT

- Strategic Facilitation
- Feasibility Studies
- Technology Commercialisation
- Partnering & Networking

## PERFORMANCE IMPROVEMENT

- Open Book Management

## MARKETING

- Customer Relationship Management
- Product Development

## HUMAN RESOURCE MANAGEMENT

- Organisation Development
- Management Training & Development
- Employee Surveys



# CLOSE

## - THE WILL TO INNOVATE -

*"You can have anything you want -- if you want it badly enough.*

*You can be anything you want to be, do anything you set out to accomplish, if you hold to that desire with singleness of purpose."*

... Abraham Lincoln