

PROPOSAL- outline



“Valuing an integrated framework for innovation” – workshop outline

Introducing the Executive Innovation work Mat”

If we are in a world of a transient advantage as Rita Gunther McGrath suggests, then: ***“Innovation needs to be a continuous, core, well-managed process rather than the episodic and tentative process it is in many companies”.***

Purpose / objective of why are we doing this now.

Commonality within innovation is becoming increasingly important. We need to build clear common languages of innovation, frameworks, methods and approaches. We need to build a resilient and resourceful capability and capacity to innovation, in rapidly changing market conditions that can be volatile, unpredictable and increasingly disruptive. To align our forces that combat change we need to seek ever increasing alignment and innovation engagement.

The work mat framework outlined here moderates and organises innovation alignment.

The Executive Innovation Work Mat approach has seven domains that need specifically describing by the leadership of an organisation for determining the necessary innovation alignment.

The intent is to reduce the gaps between innovation and the goals of the organisation

Creating clear goals and linking/aligning innovation to those more agile strategies is a vital role for board members and senior executives. Senior executives must establish the manner in which innovation fits within the strategic context established by goals, vision and strategies. They cannot abdicate this role. Change is hard, so is innovation, it needs engaged leadership.

However, even when executives understand the linkage, they often fail to understand how to ensure the linkages between corporate strategy and innovation actually do align. Then once articulated and captured this work mat becomes the appropriate means to communicate this throughout the organisation, having a cascading effect.

The work mat is designed to resolve this strategic- innovation gap

Why is there this need ? Often the reasons can be explained in the following ways:

When executives simply request innovation and delegate the decisions and definitions to business line leaders or executives outside the boardroom they are delegating the growth and future of the organisation to others. They are often at risk of killing the true potential of innovation if it remains unaligned. This cannot continue, we need to bring innovation into the boardroom as a core design.

Often it is the case executives fail to understand or appreciate their critical role when they:

- are unaware their vision needs to be framed into a compelling message;
- don't understand the importance of their role in communicating and motivating;
- miss articulating the value, importance and benefits to both the company and the individual;
- don't resolve the 'hearts and minds' in engagement that innovation requires;
- are unable to set out an overall framework for innovation and define its value creation;
- delegate the role to others who don't have the power to execute and compromise too readily;
- are constrained in their role due to time pressures and/or competing initiatives;
- fail to shape, inspire or clarify the necessary linkages and synergies across the company.

The intent of the Executive Innovation work mat is to resolve these points of misunderstanding.

Target Audience of who will be involved and the cascading effect will be determined by the initial outcome.

It is our senior leaders within organisations that have the ability to:

- link innovation to strategy, and
- create focus, engagement and passion for innovation, and
- direct funds and resources to good innovation programs, and
- speed good ideas to market as new business models, products and services, and
- ensure the processes and relevant metrics exist so innovation is sustainable and integrated.

Then it will be a **cascading of this innovation framework** into the larger organisation to be adopted and validated in steps through further workshop activity as a further option step.

Coverage of topics: what will we cover?

The strength of **the Executive Innovation Work Mat** as a framing intent is then to provide those 'charged' with innovation leadership to gain complete organisation engagement and alignment.



Agility Innovation / Ovo Innovation. All rights reserved

This integrated framework approach simply gives a much-needed focus, many of the strategic delivery points, structures and guidance, for managing innovation. It becomes the foundation

strategic innovation document *and equally* the communicating mechanism throughout the organisation. It becomes the primary reference point of innovation understanding.

The domains we identified as critical to an innovation framework are as follows:

- Aligning innovation to corporate strategy (**Strategic Alignment**)
- Defining and sustaining an innovation culture (**Culture**),
- Identifying internal and external innovation environments (**Environment**),
- Creating a common innovation language, rationale and context (**Common Language**),
- Designing and developing an innovation structure (**Structure**),
- Establishing innovation governance (**Governance**)
- Developing innovation measures and motivation (**Motivations and Measures**)

While each of these factors in isolation or in different combinations is beneficial, it is limiting. By adopting a cohesive strategy approach, focused on developing and engaging all of these competencies does lead to an aligned and engaged innovation framework.

These domains comprise a framework that must be championed by a senior executive or team and constantly reinforced. Innovation will flourish if these domains are in place and are determined as mutually reinforcing, and innovation will splutter when one or more of the domains is lacking, not clearly articulated or absent, not clarified in design.

Each of the seven domains is a focal point requiring building individually but consciously moving towards a 'collective' integrative attention.

Learning Methodology / Pedagogy: how will you learn?

This learning engagement will be through workshops, preferably face-to-face but also over a webinar approach after the initial preparation foundation. The timing and 'drill down' of understanding will be partly determined by existing innovation domain understanding.

The value of an external facilitator is his/ her innovation knowledge that guides and explores the connections and relates these into those involved within the workshop building and sharing process.

It is the external facilitator who does provide both the triggering guidance, as well as offer the inspiration, context and clarity, on how the organisation captures the 'essence' of the organisations commitment to this workshop engagement process.

This is envisaged through a series of workshops, number determined by discussion and understanding, that build each of the domains in a level of detail, initially separately and then brings these into a cohesive whole framework that integrates as the final step for delivery and rollout.

The critical input components in knowledge building will be determined by the 'ideal' or agreed on way of learning, here we are suggesting this is through adapting the absorptive capacity approach.

As each domain is discussed this is then documented and validated towards this eventual executive innovation work mat document. We need to capture both the potential and seek the realised out.

Expected Outcomes- how do we determine success of our intervention

- This framework provides a uniformed and growing cohesion required for innovation to be focused, it seeks greater alignment in activities and engagement around innovation; it actively works at reducing barriers and many of today's uncertainties through its constant engagement, communication and dialogues prompted by its construct.
- The framework becomes the document of the leadership's commitment and engagement, it raises innovations visibility in a structured thoughtful way, it seeks to encourage and draw in the organisation for them to gather around.
- Eventually, we can see this framework becoming a sort of innovation mechanism for the "collecting house in meaningful exchange on innovation" where the essential strategic activities are captured and where the actions can be recognised, measured and valued.
- It triggers engagement and provides the motivations to delve even deeper into generating greater innovation outcomes as the end result around its framing ability.

Eventually, it forms a significant part of the required innovation ecosystem that is needed for innovation to thrive and prosper. It becomes the meeting place where common language forms, *a clear evolving and explicit one*, where context connects with the work going on and the value of this is how the people involved in innovation work, connect and engage through this framework and its mechanisms.

An organisational framework like this for innovation becomes embedded as the "force" essential for growth and over time becomes part of the "natural" daily occurrence as **the innovation 'living' engagement document.**

Time duration of how long the intervention will last

To successfully construct an integrated innovation framework does requires a minimum two day focused effort at the very least as the initial building blocks to be discussed and built up. How the final design is taken forward is to be determined in individual discussions.

Time might be determined by the amount of innovation knowledge already established and understood within each of the seven domains of the work mat , to have the clarity of who has what responsibilities within this innovation building, is highly determined by each individual organisation.

The very likely situation is this will need to be customised to the knowledge situation at hand, exploring and probing this before any commencement of a workshop. This probing will determine the timing, what and where to place the emphasis and the building of the engagement in pre-work.

Professional fees

To be discussed following the absorbing of this proposal and any further clarification it requires.

© **Provided by Paul Hobcraft**
Agility Innovation Specialists.

2017 edition.

www.paul4innovating.com
www.agilityinnovation.com

Phone : **+41 91 751 4350**
Email: paul@agilityinnovation.com