

INNOVATE

STRATEGY + INNOVATION

Foster a culture of innovation to stay ahead

RUN SHEET | UP TO 20 MANAGERS | 2 x 90 MINUTE SESSIONS

Session 1

WHAT IS INNOVATION?

- An explanation is given around holding off on an intro and that we will be starting off with a quick activity instead.
- Activity:
 - Participants work through some different statements and decide whether the statement represents innovation or not.
 - Outtake - Innovation is not just about creating new products and services. It is about the ways of working happening behind the scenes that gives a company its edge.

INTROS

- Facilitator intro.
- Personal intros.
- Background on innovation - today is not about turning your workspace into a mini google office!
- Agenda for today.

WHY IS INNOVATION SO IMPORTANT?

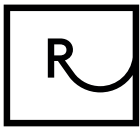
- The group discuss the benefits of innovation and the consequences of failing to innovate.
- Activity:
 - Participants are placed in breakout groups dependent on how long they have been in the company e.g. over 5 years, less than 6 months.
 - Each group is then given a relevant question to prompt discussion around their ways of working e.g. What do you think is done well here? What has changed here since you started?
 - They also explore examples of innovation from other companies.
 - The whole group then come back together to discuss and note down reflections.
- Top Tip #1 - Throughout this session a variety of top tips are shared. The first one is shared here - 'Beginners Mind'.



<h2>CULTURES THAT FOSTER INNOVATION</h2>	<ul style="list-style-type: none">• This section explores what needs to be in place for people to feel able and willing to contribute ideas at work.• Activity:<ul style="list-style-type: none">• On (virtual) post-its everyone writes something they think gets in the way of innovation at work.• On reflection the ideas are grouped by themes e.g. People, Leadership, Process, Resources.• Different groups are then given one of the themes and then they use a brainstorming technique for ideas to overcome this blocker.• Everyone shares back so people have a whole host of ideas to use going forwards.• Top Tip #2 shared – ‘Play’.
<h2>YOUR INNOVATION DNA</h2>	<ul style="list-style-type: none">• Here, participants identify the scope of innovation that is right for their team. When it comes to innovation every team and every company is different – Apple will be different to a hospital A&E.• Activity:<ul style="list-style-type: none">• Participants personally reflect in their workbooks on how innovation in their teams should work on the given scales e.g. Where should they sit on a ‘Revolution’ vs ‘Evolution’ scale?• In pairs, they then compare and explore each other’s innovation DNA.• We highlight the importance of having boundaries in place when it comes to innovation – just saying ‘let’s be innovative’ is not very helpful in a company.
<h2>YOUR ROLE AS A MANAGER</h2>	<ul style="list-style-type: none">• Participants now look at the key manager behaviours that are most likely to drive innovation.• Activity:<ul style="list-style-type: none">• They work through the behaviours and reflective questions.• On the back of that they form action plans for what they can further do to foster a culture of innovation in their teams.• Top Tip #3 shared – ‘Take a Creative Safari’.



Session 2	
THE INNOVATION PROCESS	<ul style="list-style-type: none">• It is crucial to build a system around your innovation and creative practices.• We talk through our innovation process and model: UNDERSTAND > IDEATE > ANALYSE > IMPLEMENT
STEP 1 > UNDERSTAND	<ul style="list-style-type: none">• How you define your problem sets the direction for any future innovation.• Tool: 'Problem-Statement' – We talk through why and how to write brainstorm topics as questions rather than statements.• Activity:<ul style="list-style-type: none">• Everyone is invited to think of a challenge they are facing at work and come up with a relevant problem statement/question.• We also share other tools and resources that can help with this stage of the innovation process: '5W1H' and 'Define and Understand Canvas'.
STEP 2 > IDEATE	<ul style="list-style-type: none">• This is the stage of coming up with lots of ideas for the challenge.• Tool: 'Random Stimulus' – This tool looks at the principle of substitution to get a new perspective and stimulate ideas.• Activity:<ul style="list-style-type: none">• In groups everyone has a go using this tool on an outlined challenge. They reflect on how helpful they found it and where they could use it again.• We also share other tools and resources that can help with this stage of the innovation process: 'Identity Theft' and 'Reverse Brainstorming'.
STEP 3 > ANALYSE	<ul style="list-style-type: none">• This is the stage for evaluating the ideas.• 'Divergent' vs 'Convergent' thinking is explained.• We then talk through 2 tools that can help with this stage: 'I Like, I Wish, I Wonder' and 'Head vs Heart'.



<h2>STEP 4 > IMPLEMENT</h2>	<ul style="list-style-type: none">• Innovation is as much about moving ideas on as it is about generating those ideas in the first place.• One important part of this phase is the notion of 'failure'. We share famous stories of failure.• Activity:<ul style="list-style-type: none">• We explore failure and get people to think about how they manage failure and mistakes in their teams.• We then talk through the 'SWOT' tool which can help with this stage.• Activity:<ul style="list-style-type: none">• People have a go at using the SWOT tool to consider anything in their team – and how they work – relating to innovation.• We then finally share the 'One Page Business Case Template'.
<h2>ACTION PLAN</h2>	<ul style="list-style-type: none">• Recap on what has been covered.• Everyone reflects on personal actions they are going to take – as well as actions they will take with their teams.• We get people to really think about how they will prioritise innovation.
<h2>FOLLOW UP PLAN</h2>	<ul style="list-style-type: none">• We provide a series of 'nudge' ideas people can try out in the course of their work – to embed the new behaviours.