



Using Assessment and Coaching to Build Innovation Capacity

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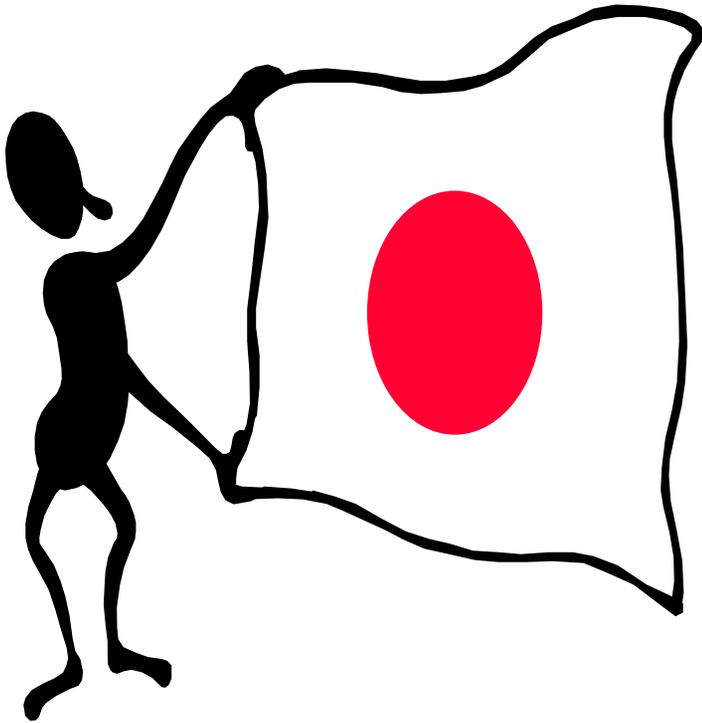
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Today's objectives

1. Increase awareness of innovation assessment tools and methodologies
2. Benchmark against best practices in innovative companies
3. Learn how to coach innovators and their teams to maximize innovation potential



The “Japanese Bill Gates” challenge: One company’s quest for innovation



- Intelligence
- Personality
- Potential
- Behavior
- Experience
- Learning
- Motivation
- Environment



What is innovation?

- “the introduction of something new; a new idea, method or device; a novelty” (Dictionary)
- “the process of harnessing creativity to create new value in new ways through new products, new services, and new businesses” (Ronald Jonash & Tom Sommerlatte)
- “turning new ideas into stakeholder benefit” (Katherine Holt)



The business imperative:

Conventional **vs. unconventional** wisdom

Invest in innovation to:

- Avoid obsolescence
- Achieve competitive advantage
- Create opportunities for growth
- **Sustain innovation culture**
- **Attract & retain innovators**

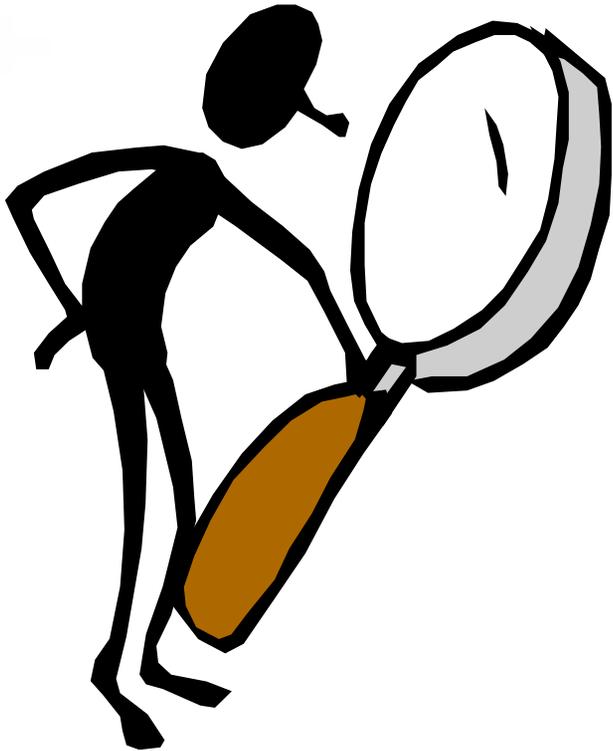


“People think it’s cool to have new things to sell that will resonate with customers.”

-- Microsoft HR executive



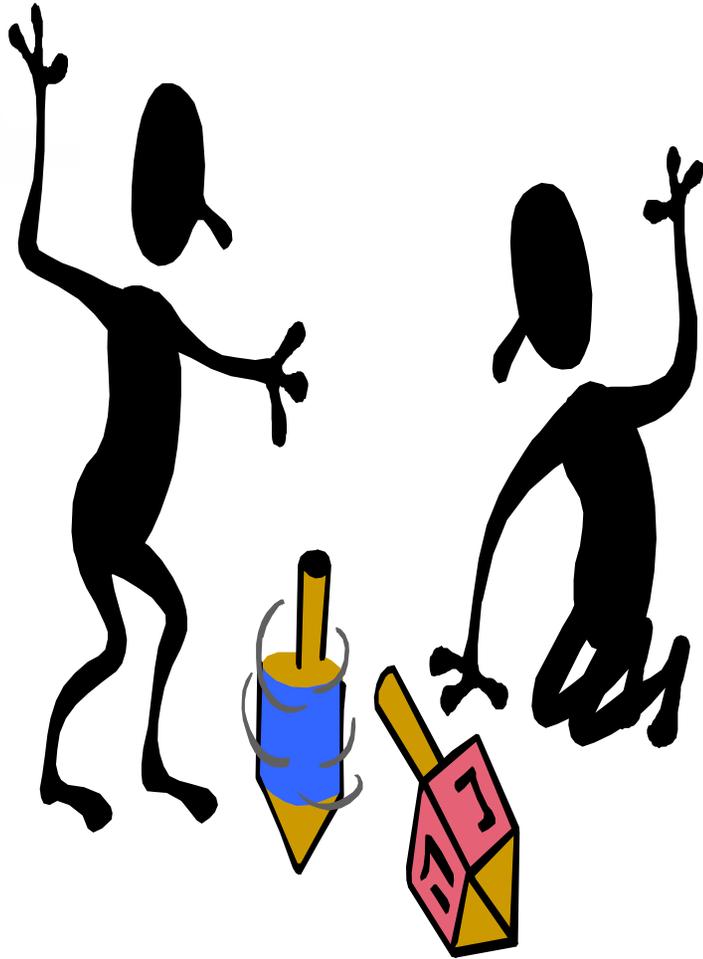
Innovation inquiry



- Strategic focus: Is innovation a leadership priority?
- Organizational culture: Where is innovation alive?
- People: Who plays a role in innovation?
- Processes: What drives ongoing innovation?
- Opportunities: How to improve the practice of innovation?



Best people practices for innovation



It's a matter of talent...

- Recruit
- Hire
- Cultivate
- Encourage
- Support
- Leverage
- Play
- Celebrate



“We create happiness in our theme parks. We want potential cast members to have a great time going through the hiring process, and walk away feeling good.”

-- Larry Lynch, Disney



Building innovation capacity



- Acquire promising new technologies
- Increase new product development efforts
- Develop innovation mindset & passion for risk-taking in culture
- Hire more innovators
- Deploy diverse, cross-functional teams



Applying best practices

CULTURE

- Develop innovation mindset & passion for risk-taking in culture
- Deploy diverse, cross-functional teams

STRATEGY

- Make innovation a strategic priority
- Acquire promising new technologies

TALENT

- Recruit, hire, cultivate, encourage, support, leverage, play with, and celebrate innovators

PROCESSES

- Increase new product development efforts
- Engage people in focused idea campaigns



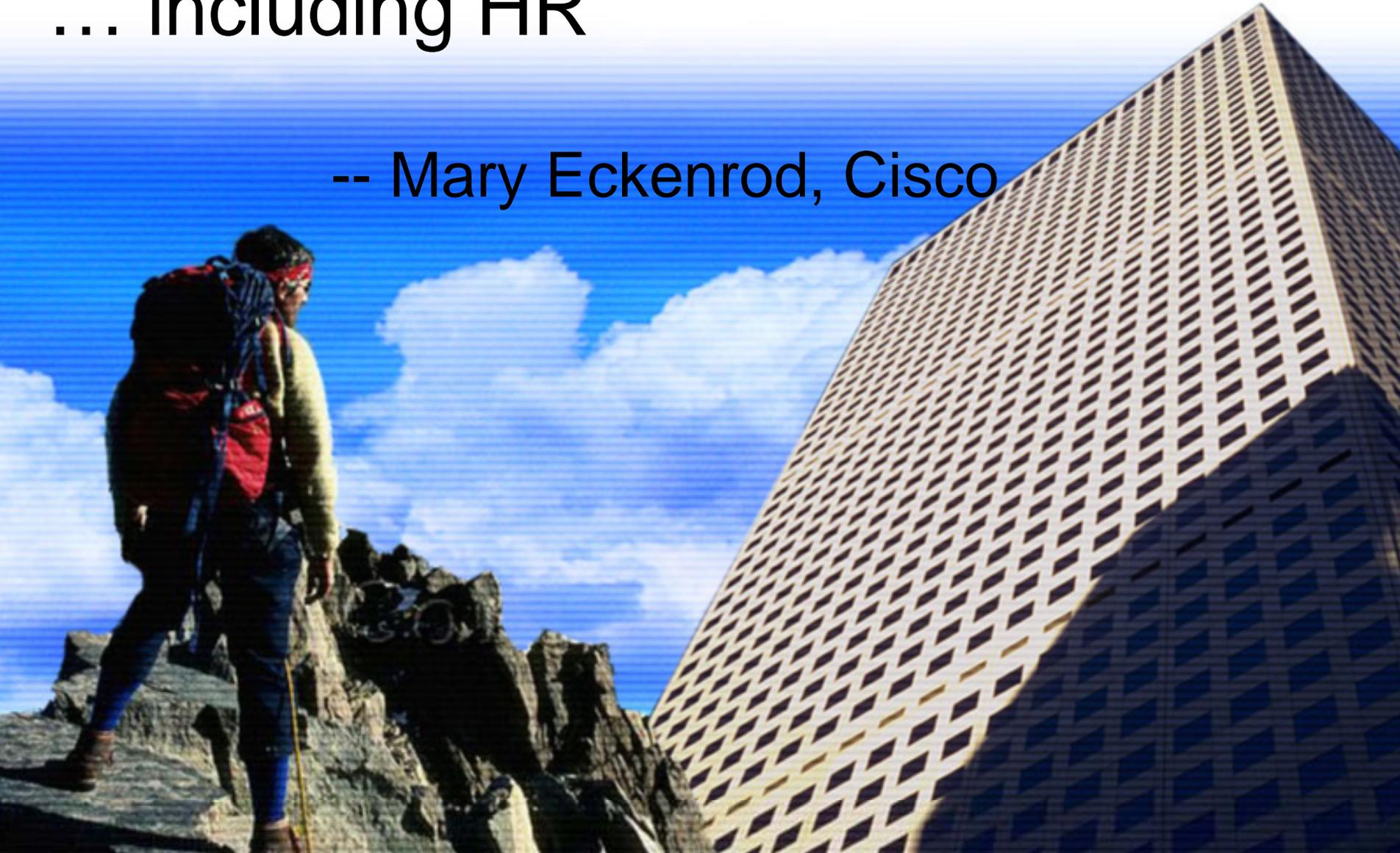
Applying best practices

CULTURE	STRATEGY
TALENT	PROCESSES

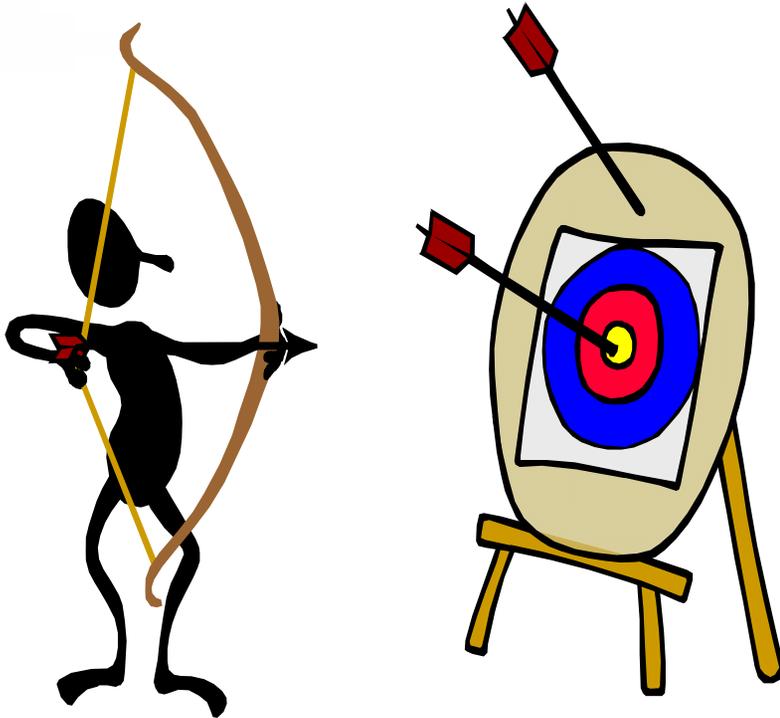


“In Cisco, innovation is everywhere
... including HR”

-- Mary Eckenrod, Cisco



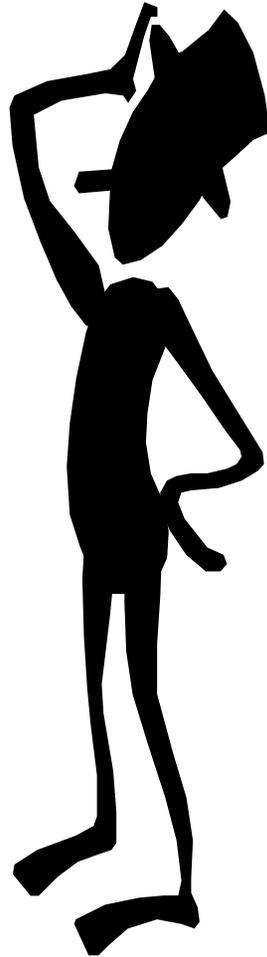
Individual assessment goals



- Personal insight
- Self-development
- Leadership development
- Team-building
- Creativity training
- Diversity training
- Selection



Innovation vs. creativity assessment



- *KAI*
- *Innovation Horizons™ 360*
- *Keys® to Creativity*
- *Herrmann Brain Dominance Instrument (HBDI™)*
- *Innovate with C.A.R.E. Profile®*
- *Innovation Styles Profile™*
- *Interviews*
- *Simulations*
- *Etc.*



KAI (by Michael Kirton)



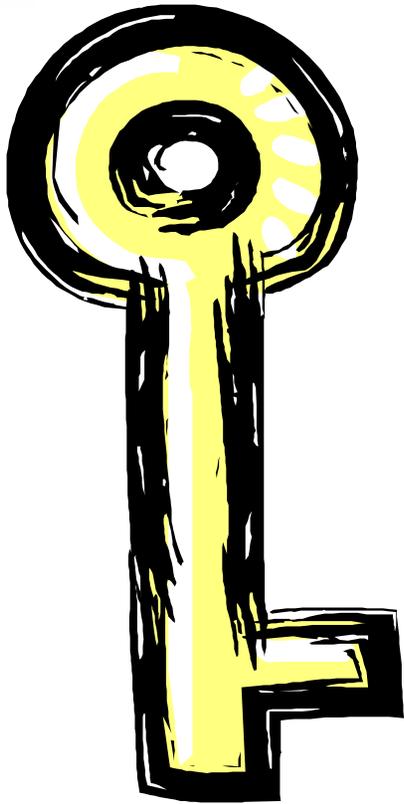
Adaptors try to resolve problems; want to improve the system and do things better

Innovators look for new problems; want to change the system and do things differently

Bridgers help leverage diversity in creative problem-solving teams



KEYS® to Creativity (by Teresa Amabile & Center for Creative Leadership)



Environmental factors:

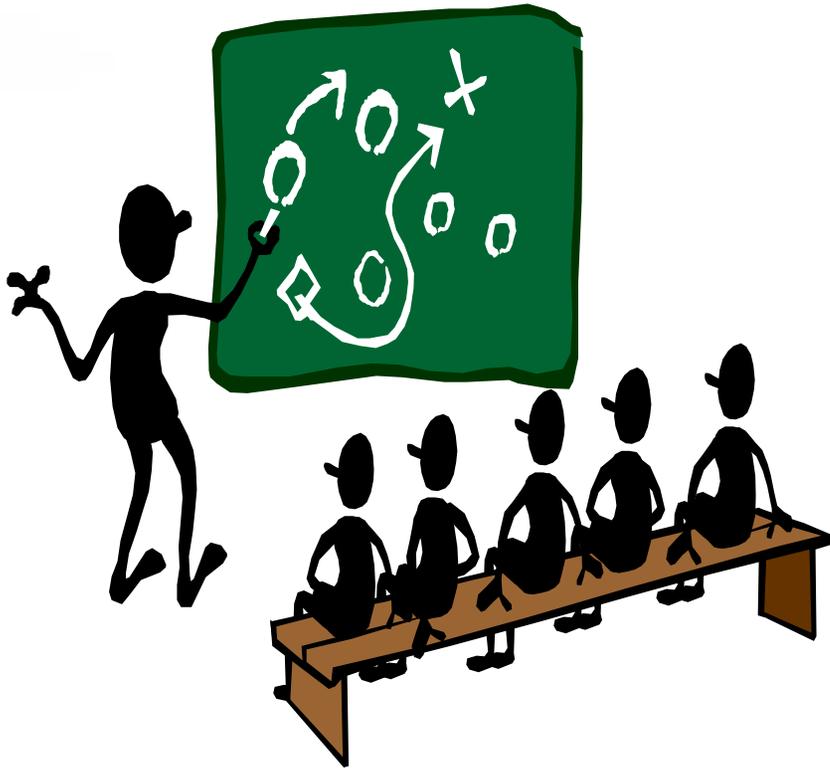
1. Organizational encouragement
2. Supervisory encouragement
3. Work group support
4. Sufficient resources
5. Challenging work
6. Freedom

Obstacles that inhibit creativity:

1. Organizational impediments
2. Workload pressure



Innovation Horizons™ 360



1. Scout
2. Inquisitor
3. Networker
4. Collaborator
5. Catalyst
6. Prototyper
7. Builder
8. Evangelist
9. Challenger
10. Advocate
11. Ecologist
12. Cultivator



Innovation Horizons™ Role Definitions

Scout: Explore new frontiers to identify innovations and growth opportunities.

Inquisitor: Pursue in-depth inquiries to discover unique answers.

Networker: Cultivate personal relationships with key players to exchange significant information.

Collaborator: Facilitate cross-functional participation to enrich diversity in problem solving.

Catalyst: Engage in creative problem-solving that stimulates inventiveness in others.

Prototyper: Experiment with new designs to test performance under different conditions.

Builder: Drive process execution to create durable competitive advantage.

Evangelist: Communicate a compelling case for innovation that inspires action and wins support.

Challenger: Confront status quo thinking and take risks to bring about change.

Advocate: Promote the need for innovation to add value for customers.

Ecologist: Champion the need to eliminate waste and work toward sustainability.

Cultivator: Focus on continuous learning and improvement to help the organization evolve.

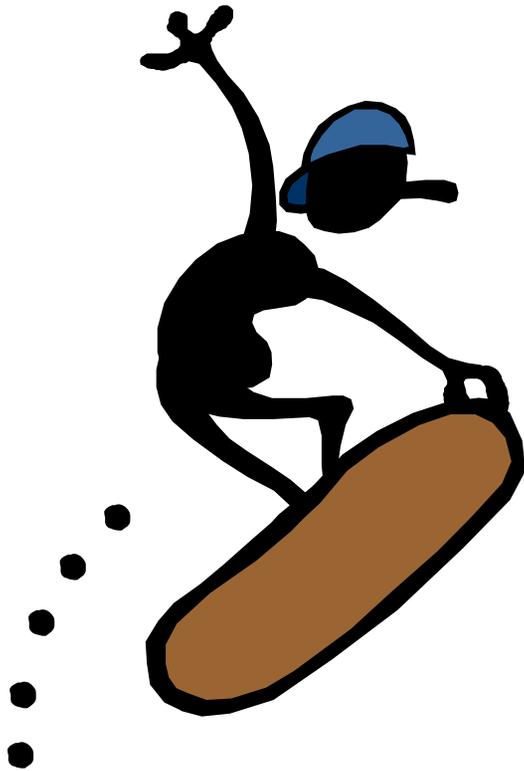


Innovation Role Self-Assessment

Important? Why?	Role	Strength vs. Challenge
	Scout	
	Inquisitor	
	Networker	
	Collaborator	
	Catalyst	
	Prototyper	
	Builder	
	Evangelist	
	Challenger	
	Advocate	
	Ecologist	
	Cultivator	



Example: Scout role



**Scouts explore
new frontiers
to identify
innovations
and growth
opportunities**



Example: Scout 360 assessment

1. Scan and monitor revolutionary developments in other industries
2. Search for problems that seem to have no current solutions
3. Seek inspiration for innovative solutions from sources on the fringe
4. Sense emerging opportunities that could be seized for competitive advantage
5. Construct future scenarios, anticipating how trends may impact and shape the industry



Example: Scout interview

1. What is the most significant revolutionary development that you are monitoring?
2. Tell me about the last time you identified a significant problem to work on.
3. Describe your most recent inspiration and where it came from.
4. Tell me about a time when you sensed an emerging opportunity and seized it for competitive advantage.
5. Describe the last time you were surprised by an industry development that had a negative impact on your business.



Example: Scout behavior anchors

LOW	MEDIUM	HIGH
Read magazines and surf internet for information related to own interests	Skim business publications and surf internet for new information related to own business area	Scan and monitor revolutionary developments in other industries
Work on solving problems that are identified by others	Investigate important problems to discover potential solutions	Search for problems that seem to have no current solutions
Look to traditional sources and experts for tried-and-true solutions	Conduct benchmarking to identify solutions that are being implemented elsewhere	Seek inspiration for innovative solutions from sources on the fringe
Exercise caution when new opportunities come along	Identify new ideas and technologies for potential application in own areas	Sense emerging opportunities that could be seized for competitive advantage
Keep up-to-date with trends in own area of responsibility	Investigate political, social, economic and technology trends and their implications	Construct future scenarios, anticipating how trends may impact and shape the industry



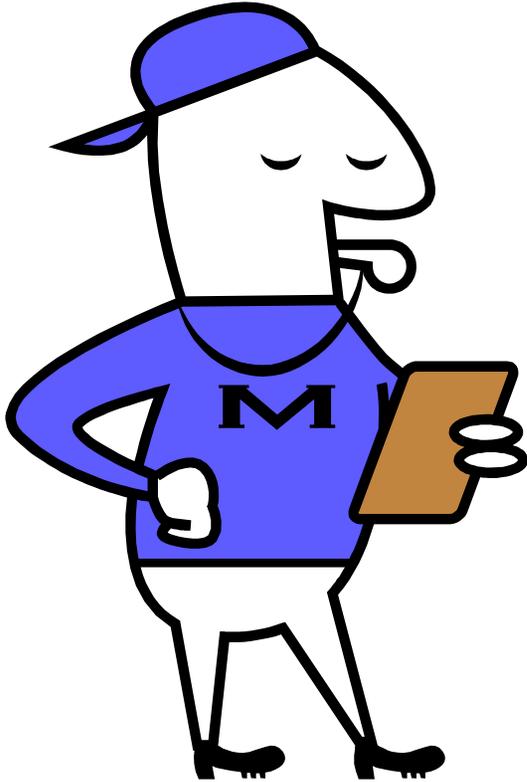
Many options & tools available



- Recruit known talent
- Assess culture fit
- Develop diversity & deploy cross-functional teams
- Offer creativity training
- Implement culture change
- Performance consulting
- Coaching
- Etc.



Typical innovation coaching goals



- Improve innovation performance
- Learn creative problem solving techniques
- Transition quickly into new role as innovation project leader
- Leverage team diversity in solving problems
- Build innovation culture



Coaching comparisons

LIFE	BUSINESS	INNOVATION
Discover life purpose	Explore & enhance personal effectiveness	May involve team, not just individual focus
Identify personal passions	Identify strengths, weaknesses & gaps	Diagnose constraints & opportunities
Create vision for life and work	Create goals & development plans	Focus on specific innovation challenges
Provide support and encouragement	Provide tools, support for behavior change	Do creative problem-solving about strategy & business issues
Achieve greater personal fulfillment	Improve personal performance & results	Change trajectory of the business



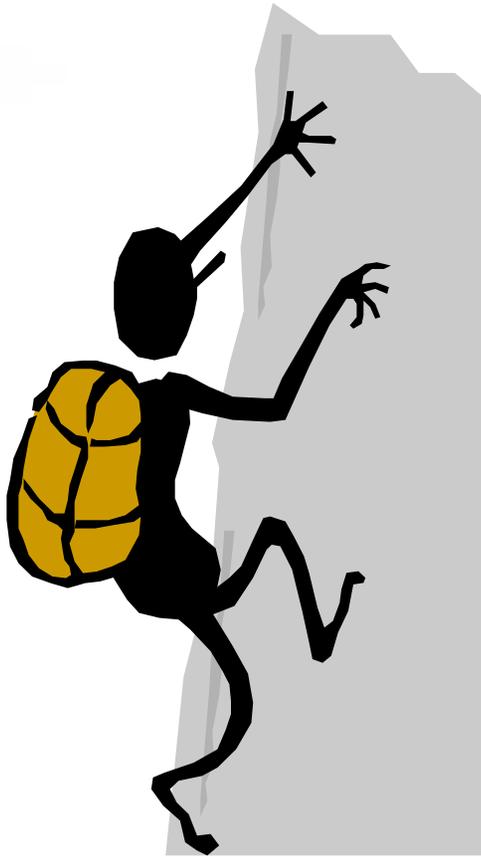
Case study: Coaching scouts



- **Identified problems with scout role on 360**
- **Brainstormed specific scouting activities**
- **Planned & rehearsed approaches with coach**
- **Reflected on learnings**
- **Shared findings & proposed new initiative**



Innovation coaching may function as shadow consulting



- Identify innovation opportunities & constraints
- Conduct stakeholder (force field) analysis
- Guide inquiry by asking lots of questions
- Reinforce insights
- Plan & rehearse applications
- Encourage reflection



Dialogue: Organization focus

- Where is innovation most constrained in your organization? Why?
- Does the constraint involve strategy, process, product/service or people?
- What would it take to change the situation?
- Who are the key stakeholders?
- What role could you play in the change?
- Who else could you enlist?
- What is your first step?

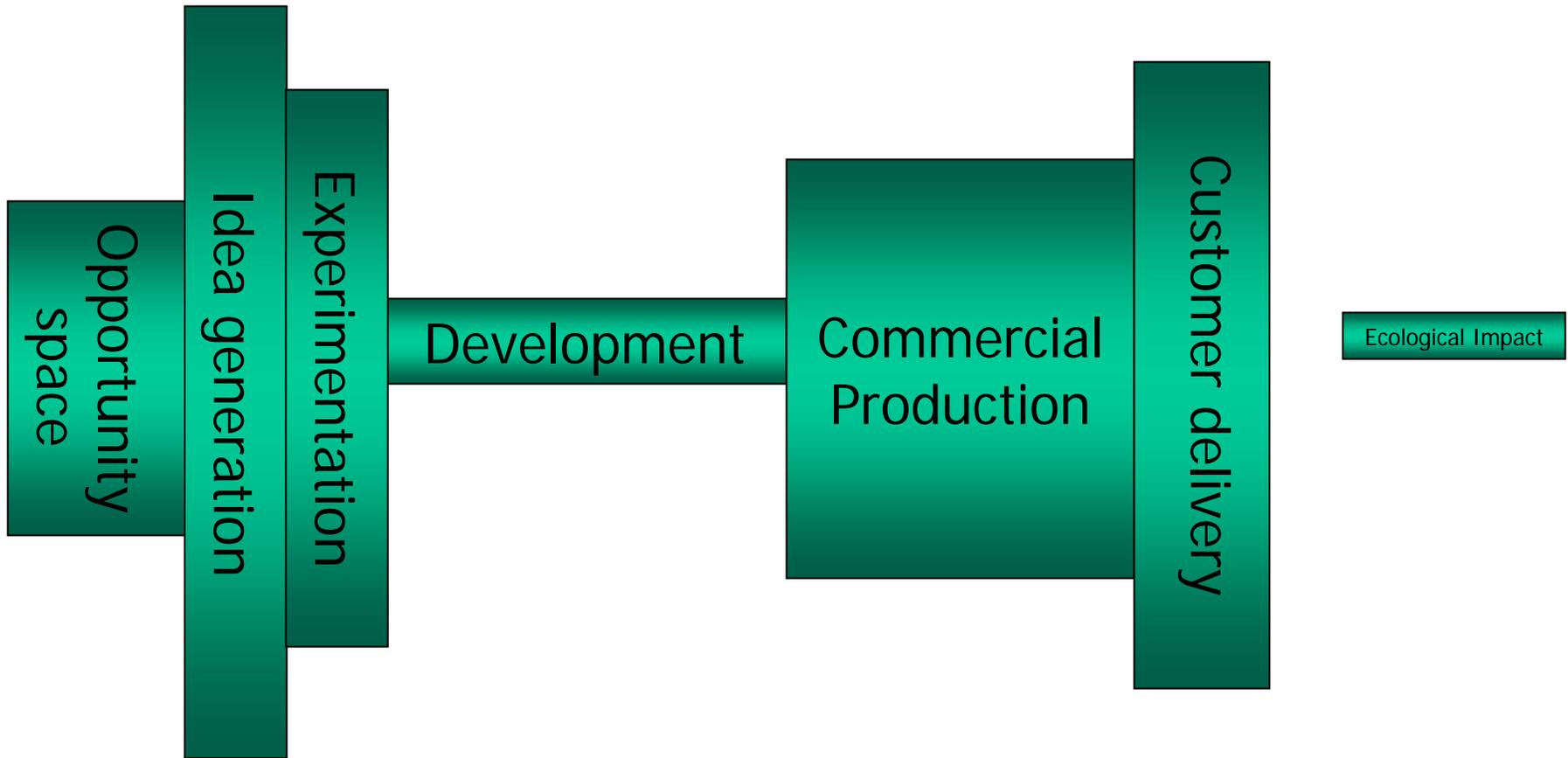


Dialogue: Personal role focus

- Which role is most important now? Why?
- Does it feel like a strength or a challenge?
- Describe the last time you played that role.
- What worked and what didn't?
- What feedback did you receive, if any?
- What did you learn?
- What would you do differently next time?
- Where will you play this role next month?
- What is your plan?



Imaginary pipeline



Imaginary pipeline

- **Opportunity space:** This is where an organization sets parameters around innovation, defines what kinds of innovation it is interested in, and determines who should work on these innovations.
- **Idea generation:** Ideation occurs in this segment. This may involve either individual or group effort. The focus of ideation can range from solving a particular problem, to creating new products, to developing new business models.
- **Experimentation:** Here the organization tests some of the new ideas. The organization may construct early prototypes to check the feasibility of particular concepts. Lots of collaborative learning occurs.
- **Development:** Organizations typically invest R&D resources to refine new concepts here. Trials may be conducted on technical features and alternative packaging. New programs and services may be piloted to get feedback.
- **Commercial production:** This is where products are manufactured, or where people are trained to deliver services. Quality management and continuous improvement processes may introduce changes over time.
- **Customer delivery:** Here the organization sells and delivers products or services to customers. Note that customer requirements, expectations, and needs should figure into earlier pipeline interactions as well.
- **Ecological impact:** This segment represents efficiency in product design and use of natural materials; energy usage, environmental pollution, and waste during production; recycling and disposal of product at end of life cycle.



Typical innovation constraints

Opportunity space	Narrowly defined focus for innovation
Idea generation	People with different backgrounds/thinking are not invited
Experimentation	Limited collaboration with people in other functions
Development	Sequential processes cause delays and lengthen cycle time
Commercial production	Original champion resists process/product changes
Customer delivery	Customers not involved in reacting to new ideas, prototypes
Ecological impact	Waste not considered as a design parameter

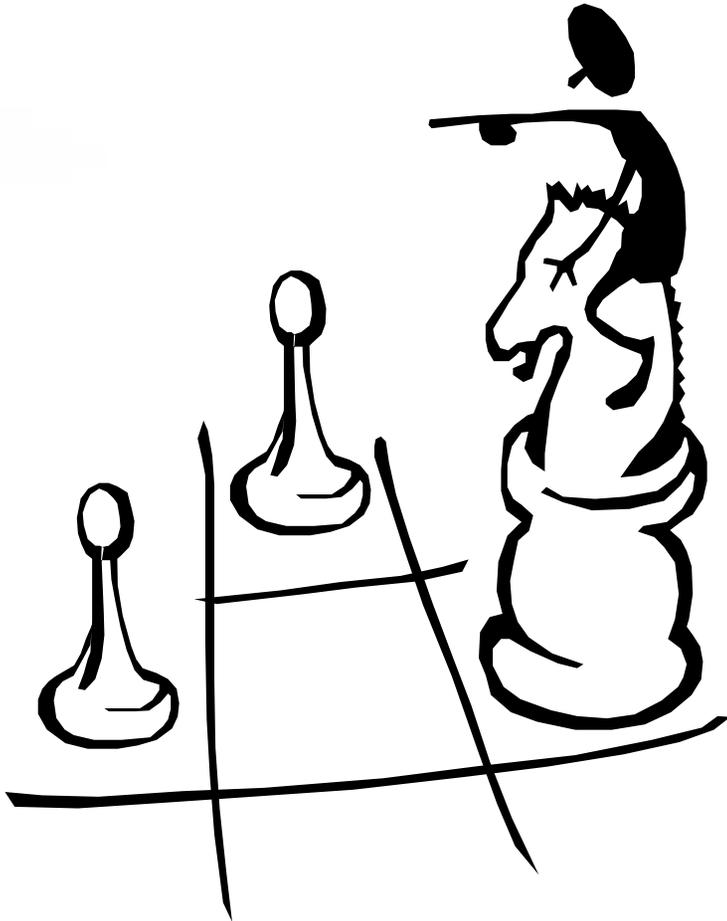


Analyze your organization's constraints

Opportunity space	
Idea generation	
Experimentation	
Development	
Commercial production	
Customer delivery	
Ecological impact	



Team activity: Innovation audit



1. Identify need
2. Organize project/resources
3. Choose assessment model
4. Communicate purpose & process
5. Conduct interviews/survey
6. Analyze & prepare report
7. Provide feedback
8. Plan goals & actions
9. Implement with metrics
10. Monitor & evaluate



Sample innovation metrics

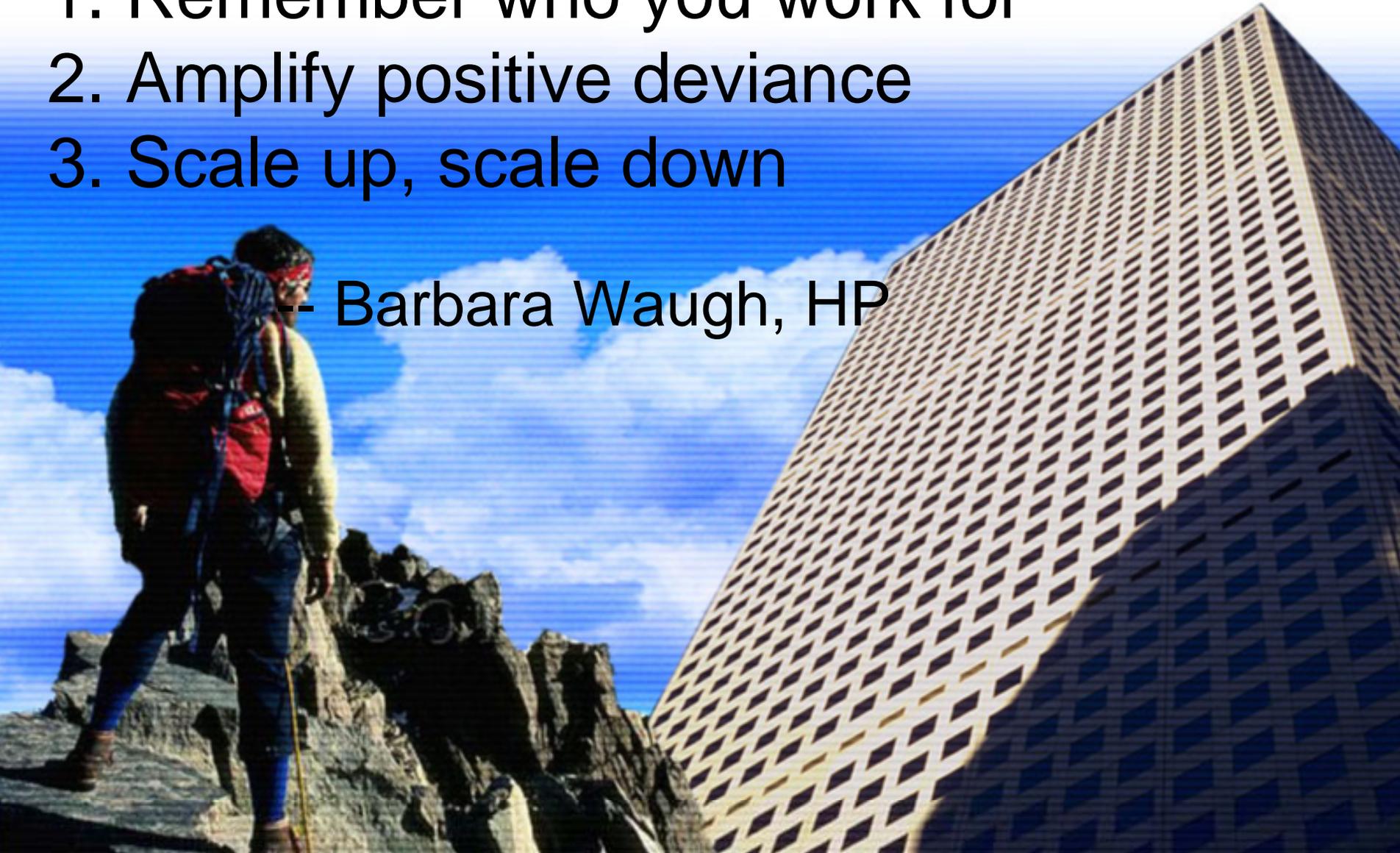
Opportunity space	Competitive advantage in target segment Size of strategic opportunity
Idea generation	New concepts and new products identified Total number of ideas generated
Experimentation	% of potential products killed Speed of prototyping
Development	Average development cost per product or service Development cycle time
Commercial production	% resources and investment dedicated to sustaining existing products Launch on time
Customer delivery	Customer acceptance and satisfaction Number of customer touches
Ecological impact	% reuse of design and property Total energy usage



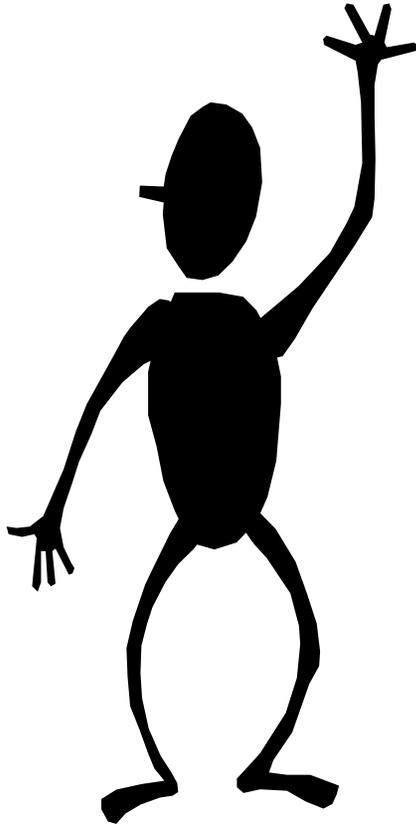
Advice from a Revolutionary:

1. Remember who you work for
2. Amplify positive deviance
3. Scale up, scale down

-- Barbara Waugh, HP



What are YOUR questions about using assessment and coaching to build innovation capacity?



- Ask now
- Ask after session
- Send email later to:
katherine@peakinsight.com



Peakinsight LLC



Peakinsight LLC fosters catalytic connections between people, organizations, and the environment to impact how business will operate profitably and evolve sustainably in the future.

Contact katherine@peakinsight.com or visit www.peakinsight.com for more information.

