A maturity model for
High involvement innovation

by **John Bessant**

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Scratch any organization and you'll find below the surface an army of would-be entrepreneurs. People who have ideas about new products, service, processes, new business models – all sorts of interesting possibilities. They have a significant advantage over external entrepreneurs – they know the company in detail. They understand who has what particular kinds of knowledge, they have a close sense of the customers, they have a feeling for who they need to get the job done. In other words they are the perfect team for carrying new ventures forward.

Except that they don't. For most organizations, there is a frustrating sense of sitting on top of untapped potential and for many of these employees it is equally frustrating seeing formal innovation strategy implemented but missing out on the ideas which they believe could make a difference. Sometimes this frustration spills over, it starts to affect their day job and they become disaffected – in extreme cases giving up and leaving to find pastures new.

There are many reasons for unfulfilled potential of internal entrepreneurship. On the part of the employees there is a risk level they are often uncomfortable with – unlike start-up entrepreneurs, they're not necessarily prepared to bet everything on the venture. They may have family and other commitments, it may be too early in their career, they may just feel uncomfortable about going it alone. Plus, there is the whole incentive question – why bother? In a start-up, the upside of betting the family home is the chance to make

a real impact and reap the rewards for all the sleepless nights and worried days. But in a corporate context, the best to hope for might be a pay rise and the worst is being stifled, seeing the ideas go nowhere or someone else harvesting the benefits.

And there is a skills issue – the dream of being an entrepreneur is one thing, but it's clear that having a good idea is not the same as succeeding with it. It's a craft and many would-be entrepreneurs are put off by the lack of skill. Writing business plans, securing finance and resources, pitching the idea to cynical senior managers – it's not necessarily an easy ride.

On the organization side, there are some big barriers as well. First is the challenge to strategy; by its nature, entrepreneurial activity is looking to find gaps, exploit cracks, push the organization in directions and places it hadn't planned. This sets up a tension – which can be healthy but often risks stifling ideas because of 'not invented here' and other effects.

Then there is the resource allocation challenge. Simply saying that the organization wants ideas to bubble up from below is not enough – people need to be enabled to do so. And by definition, if they spend time on their new ideas, they won't be spending it on the projects they are supposed to be working on. Even if their ideas are worth exploring, it will cost more resources to find out – develop the technology, explore the market, test the concept. So somehow, the extra resources have to be found – or cannibalised from existing budgets.

As a result, organizations and individuals wrestle with a frustrating challenge and achieve a sort of working compromise. For most of the time, people do the innovative activity they are paid for, contributing in different ways to the agenda within the established strategic framework. But alongside this, there is a grey area in which they are invited to push their own ideas – they contribute some extra energy, perhaps working out of hours, perhaps allowed a little time at the margin of their day job.

But what if the organization tried to create a little more space and incentive? What if they recognised the untapped potential and put efforts into trying to make it happen – and taking on board the new ideas when they come through? This theme of internal entrepreneurship ('intrapreneurship' as it's sometimes called) is an old one, but remains a challenge – and there are now some powerful new tools to help make it happen, especially using hybrid online/offline approaches across large organizations.

A map of innovation involvement

So where do people contribute to the innovation agenda? And, more important, where could they make a contribution? Figure 1 shows a simple map of the territory.
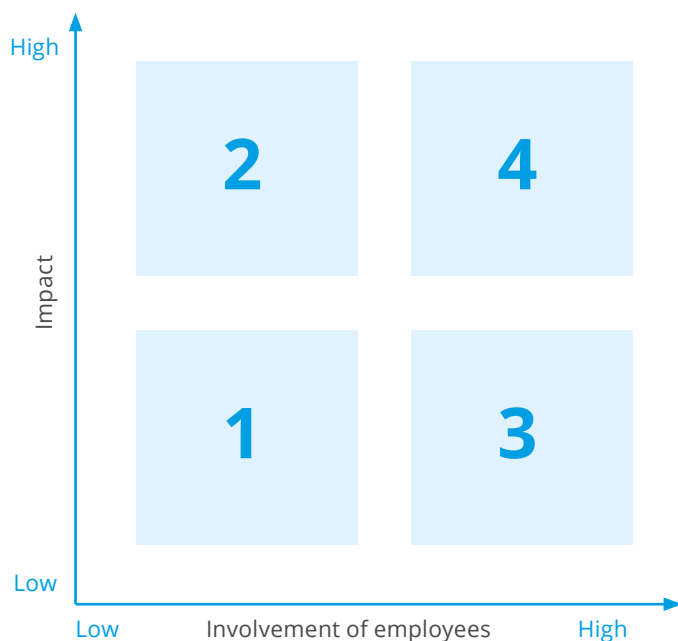
Let's discount the lower corner – quadrant 1 – there's not much point in working hard to enable a few people to deliver low impact innovation.

Quadrant 2 has relatively few people involved and high impact. This is typically where groups like R&D or new business development sit, the people tasked with creating the future. They are dedicated to this and the expectation is occasional radical innovation. And the good news here is that we've learned a lot about how to organise this group, how to equip them with tools and techniques, how to maximise their contribution.

Quadrant 3 - many people involved but low impact - would be where formally mobilised continuous improvement activity sits. This is high involvement innovation of a 'do what we do but better' kind, focused on a clear strategic

target and incremental in nature. And it's where we've made a lot of progress in innovation management – learning how to enable and support people in contributing regular improvements as part of their daily working lives.

This is powerful because whilst each idea may be simple and have a relatively low impact, the cumulative effects can be significant. Toyota's position as the world's most productive carmaker stems not from some specialist expertise or equipment but from a decades-long commitment to mobilising its workforce in kaizen – continuous incremental improvement.

The interesting space is the fourth cell – where we have many people involved but we're also looking for higher impact innovation. How do we target and enable this in our organizations – and how can we migrate from the low impact quadrant of continuous improvement to build on some of the more radical ideas from there as well? In other words, how do we enable internal entrepreneurship, people coming up with bright ideas outside their mainstream and have them develop and carry those ideas through?

Let's call this 'High involvement innovation' (HII).

Lessons from the past

The good news about this map is that we understand some of the territory quite well. We've learned a lot about how best to organise specialists (quadrant 2) and how to mobilise a workforce to deliver a steady stream of continuous incremental innovations in shop floor or workplace teams (quadrant 3).

And we've also got the results of a number of 'expeditions' into quadrant 4 territory, from which we can learn about what works and what the key barriers and problems might be.

For example

Imagine you have a workforce who enthusiastically take up your challenge and begin to suggest ideas. You employ a hundred people and after week one your suggestion box contains 100 ideas; not all of them will be great and you need time to read through them and sift out the good ones from the rest. And some of the good ones will require a lot more effort and input from other people to make them happen. You're also conscious of the need to acknowledge all the ideas and give people an update on what you will do with them. All of this takes time – so you find yourself at the end of week two still struggling to process, choose, act on, and report on the first batch of ideas. But another 100 come through the box, and next week another hundred…. So that by the end of the month you are drowning in ideas, unable to respond and also not doing all the other things you are supposed to be doing to keep the business going. Idea management has become your fulltime occupation.

Outside the employees are getting restive: all these ideas they've put in – and what has come out? Some begin to think that it's not worth suggesting anything, because no one is listening, they're not doing anything with the wonderful new initiatives offered to them.

Pretty soon the flood of ideas slows to a trickle – making your task more manageable but actually reflecting the fading out of interest in the whole process. And rather than a slow death, the model just fades away into the background.

What went wrong?

- No capacity to organize and manage the ideas
- No feedback on progress
- No clear pathway for further implementation
- No clear selection criteria – people think you just back pat ideas
- No transparency – the closed box problem
- No resources for further implementation
- No management of the idea process – no dedicated resource
- No direction, a reverse blunderbuss approach
- Good ideas dismissed because no one has capacity to own them

Not surprisingly, the effort is likely to fail. Not from a lack of commitment to its principles, either from leadership or from employees both of whom see its potential value. Not because of a lack of ideas – the problem is the reverse. It fails because of a lack of a system to enable it to happen. Just as the dedicated teams in R&D or business development have a pathway and process to enable the movement of ideas to value, so the organization needs something to manage high involvement innovation. And by its nature the channels and mechanisms for doing this can't be the dedicated specialist tracks – it needs a new route.

Part of the solution is to take the simple ideas and close the loop fast. Provide feedback to the people who suggested them and allow the contributors to implement them. That has several benefits – it's fast, they get feedback, they feel a sense of autonomy, they can influence and change their workplace. And this model works well in CI programs where we are mostly dealing with many suggestions for incremental improvement innovations.

Having lots of ideas to manage can be helped if we organise them quickly into categories based on implementability. If they are small and simple, just do it. The consequence of this is that we can get a high volume of incremental improvements and implement them fast – essentially the basis of a good kaizen system. Systems like this still need organizing, but if we set the boundaries as requiring simple ideas that are easy to implement, we can get high-frequency, short-cycle innovation.

Where this model breaks down is when we need to explore bigger ideas. Ideas with more potential impact, but which may take other resources to implement. Ideas which need time and perhaps a different perspective to review. Ideas which also might benefit from polishing, modifying, refining.

Or how about bootlegging bottom-up innovation, done in guerrilla fashion, below the organization's radar screen?

Here we're trying to encourage experimentation, relying on natural energy and the dynamics of teamwork to come up with ideas, argue about them and select and refine and put their energies into making them happen. 3M is a company famous for this approach – it has worked hard to create a culture of 'intrapreneurship' in which motivated employees go beyond their job (and very often way beyond their normal working hours) and function like a start-up. They work on their idea, solving problems, finding resources, refining and testing until it is robust enough to present to the company for possible approval and further support.

3M have worked hard over many years to perfect the system, creating an infrastructure which supports these intrapreneurs – for example with access to 'venture finance', with the possibility of getting some formal time and resource to take the project further if the initial pitch is successful. It rides on the motivation of frustration, perceived new opportunity for the individuals, autonomy and intrinsic motivation – but it also benefits from external support. 3M can look to great success stories like PostIt Notes as the results of such an intrapreneurship approach.

This model works, just as the CI one does – but both of them are stepping stones in figure 1, moving towards the goal of high involvement high entrepreneurship innovation. The challenges posed by the 3M route are essentially about taking an informal social process and making it more widely available. In particular:

- Getting more people involved
- Drawing in wider cross-functional perspective rather than the 'local' team of friends
- Exposing the ideas to wider community to add and help shape it
- Engaging a wider set of people to contribute energy and resources
- Providing the management and facilitation to help this to happen

Enabling high involvement innovation (HII)

Innovation isn't like the cartoons – that magic moment when a light-bulb flashes on above someone's head. That's an idea – but on its own, it's not worth much. There's a lot more to do if that idea is to create real value – and there are plenty of examples where innovation fails because we fail to recognise the other parts of the journey.

So if we're going to put HII in place, we need to hook it up to a full innovation process – not just mobilising another suggestion scheme, but something which can enable the transit from ideas to value creating reality. And this process – as figure 2 shows - has at least three key elements:

- Ideation – sourcing ideas
- Selection – choosing which to back
- Implementation – carrying them forward down the road from 'gleam in the eye' to fully functioning and value creating

Figure 2 : Simplified model of the innovation process.

Search ❯ **Strategic selection** ❯ **Implementation**
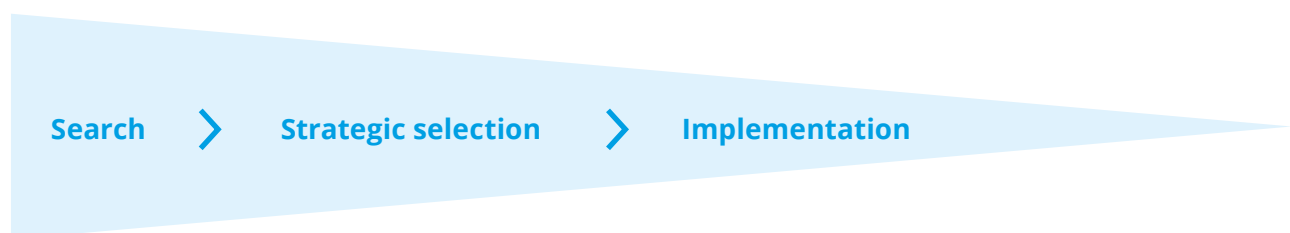
We already know how to do this in quadrant 2 - the specialist tracks for 'professionals' in the innovation game such as R&D, production engineering or new business development. And we have a similar, simpler model for continuous improvement – here it's about many people going through short cycles of finding a problem, generating ideas to solve it, choosing one, implementing, reviewing and repeating.

So what about the high involvement innovation zone – how can we build a model for these three phases there? It's clear that we need a systematic approach – not just a cosmetic one-off; otherwise we risk not being taken seriously. And we need to replicate the whole innovation process – not just the front-end ideation. How can we do that?

The emergence of software platforms

One option is to make use of online collaboration platforms. Their history goes back to the early days of automating the suggestion box – essentially they made it possible for many people to submit ideas and get some acknowledgement and feedback on their status. As a way of enabling the fast collection of ideas, they worked fine but the real benefits began to emerge when they could help with the idea management process – choosing and developing ideas and keeping people updated on progress.

Innovation management software of this kind has matured rapidly; typically today's platforms offer support for:

(A) FINDING IDEAS....

- Ideation support – open gateway for people to contribute their ideas
- Database to store and keep track of all ideas submitted
- Comment facility, so others can add their responses and reactions – a kind of Facebook's 'like' and comment feature
- Shared idea development, in which different comments can be used to refine and improve the idea
- Grouping – so that ideas (and the people suggesting them) can be linked together

(B) SELECTING IDEAS

- Giving users of the system a chance to rate and evaluate ideas, again both with simple scores and with comments and refinements
- Using flexible approaches to evaluation, adapted to the quality and quantity of submissions
- Enabling multiple perspectives – for example, evaluation by users, by experts of various kinds, by 'the crowd' as well as by managers
- Feedback and status – transparency, so that everyone can see what is going on and what happened to their ideas, where they are in the process

(C) IMPLEMENTING IDEAS

- Providing online meeting places where teams can take their ideas further forward and develop them for full evaluation
- Offline support for teams to work up their ideas
- Online and offline pitching events at which ideas are judged and decisions about formal backing and support are taken

(D) TARGETING IDEATION

- Using campaigns of various kinds to target and focus ideation along key strategic directions

(E) KNOWLEDGE MANAGEMENT

- Capturing and synthesising all information from the platform and looking for patterns, mining for linkages, helping redeploy the knowledge held within across the organization

The chance to work at scale, the embedding of a rigorous process model, which provides a structured route for moving from idea to implementation and value creation, and knowledge management offer a powerful boost to the idea of high involvement innovation. There's an evolutionary aspect to the way in which platforms have developed, moving (as the table shows) from simple support for ideation to creating a powerful innovation infrastructure within and even beyond the organization.

| FUNCTION	CHARACTERISTICS
1. Simple front end ideation	Automating the suggestion box, providing a mechanism to 'crowd-source' ideas and collect them
2. Interactive front end	Engaging other people in reviewing, refining, commenting on ideas
3. Targeted interactive front end	Using targeted campaigns and challenges to draw out ideas in a particular direction of strategic importance. Requires an 'owner' / 'sponsor' of the challenge
4. Ideation and judgment	Adds in possibility for others to evaluate and judge, contribute to selection of 'good' ideas. Can bring in specialist/expert judges. Also possibility of 'investors' – mobilising 'idea markets' to get a sense of which ideas achieve popular support
5. Building communities of practice	Enables teams to form and interact in the further development of their ideas after selection in the early rounds. May involve off-line/physical meeting to develop ideas. May involve training inputs of various kinds to help strengthen the core idea and make it ready for 'pitching' in final selection rounds.
6. Connection to mainstream innovation system	Involves some kind of 'pitch' of entrepreneurial idea to senior managers who wills elect and allocate development resources to take the idea forward. At this point the team may be augmented with specialists to help move the idea forward. The results are measured using organization KPIs and reward systems linked to those.
7. Integration into the innovation system	This pattern of innovation becomes part of the culture, running in parallel with other activities. Knowledge is captured and stored, re-used to support new targeted campaigns and recombined creatively.
8. Extension to players outside the organization	Mobilising the model to bring in suppliers, users and others as part of co-creation infrastructure

Software is just software – it's culture that counts!

But platforms alone won't deliver effective and sustainable high involvement innovation. Experience suggests that getting the best out of these powerful tools doesn't happen by accident – it's a learning process in which capability is gradually built and embedded. It's not a case of automating innovation but rather of learning to use tools more precisely. And above all, it underlines the need to keep people in the equation.

Just like the long-term challenge of engaging staff in widespread improvement initiatives like lean or total quality, the proof of the pudding lies in the way in which people change their behavior. It's an old chestnut, but the secret to successful HII is going to be a change in culture.

Technology

Challenge

vs.

Challenge

Technology & Culture
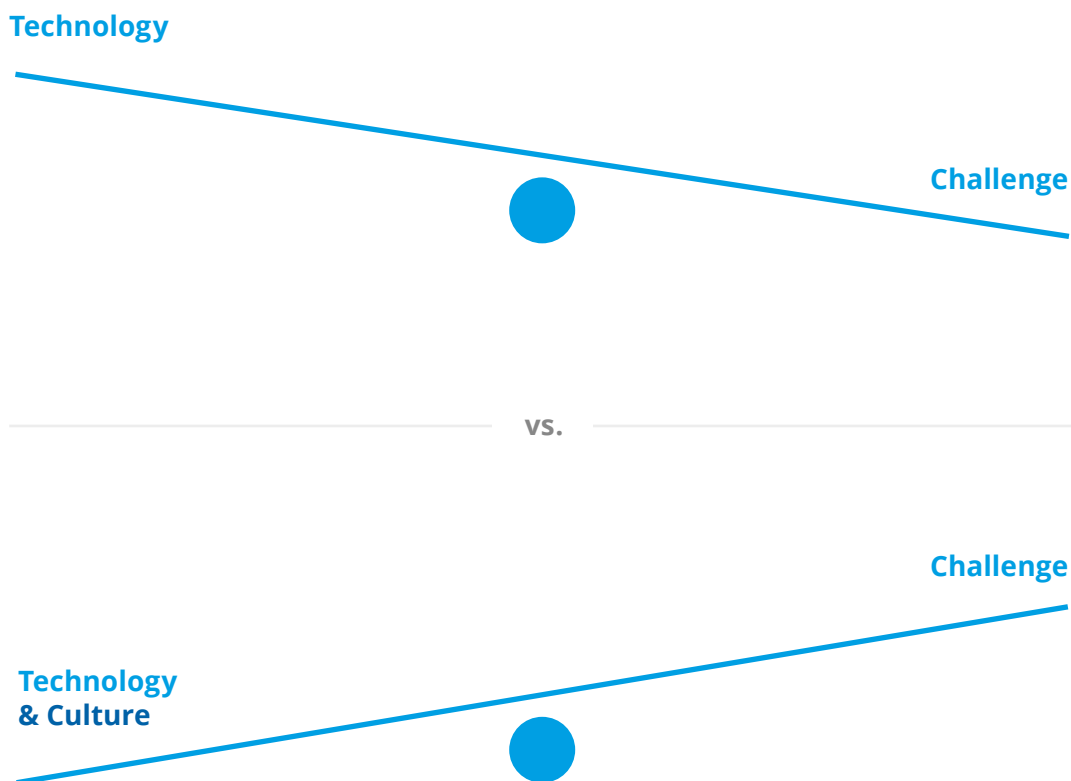
So what do we mean by 'culture'? A useful working definition is simply 'the way we do things around here' – the assumptions and beliefs which we share and which shape the way we behave inside our organizations. The trouble is that 'culture' is a notoriously slippery concept – what does it mean exactly, and more important, how might we work with it, how might we change it? A very helpful model framework for thinking about the way culture 'happens' in organizations is offered by US professor Edgar Schein.

Cultures don't just happen – they are built up in a hierarchical way. At the base we have our individual values and beliefs – the things which matter to us and shape the way we think about the world. We share these with others and arrive at some common views – norms – which we agree on and which we then use to shape how we behave alongside each other in our organizations. And over time these patterns of behavior become routine, embedded in the way we do things around here. Eventually they become 'hard-wired' into the organization in its processes and procedures, its rules and structures. Edgar Schein calls these visible expressions of culture 'artefacts'

It's a useful model. Even though we have never met an ancient Egyptian citizen, we can do a pretty good job of reconstructing the way they lived and how their society worked by looking at the artefacts they left behind. Pictures on the walls of pyramids, the items they valued enough to have buried with them, the gods and goddesses which they worshiped – even the pyramids themselves.

It's the same with organizations – we can infer a lot about their underlying beliefs and behavior by looking at the artefacts. Status symbols, organization charts, rules and procedures for getting things done – they all tell us a lot about how the organization works and the underlying beliefs of the people who choose to work in it.

An important part of any organization's culture is the way it handles the idea of innovation. We'd expect to see structures for creating ideas and developing them into something which creates value. There would be reward and recognition systems in place, measurement frameworks, resource allocation rules, all sorts of things to enable innovation to happen. People working within this system would behave in particular ways, reflecting their shared belief about innovation.
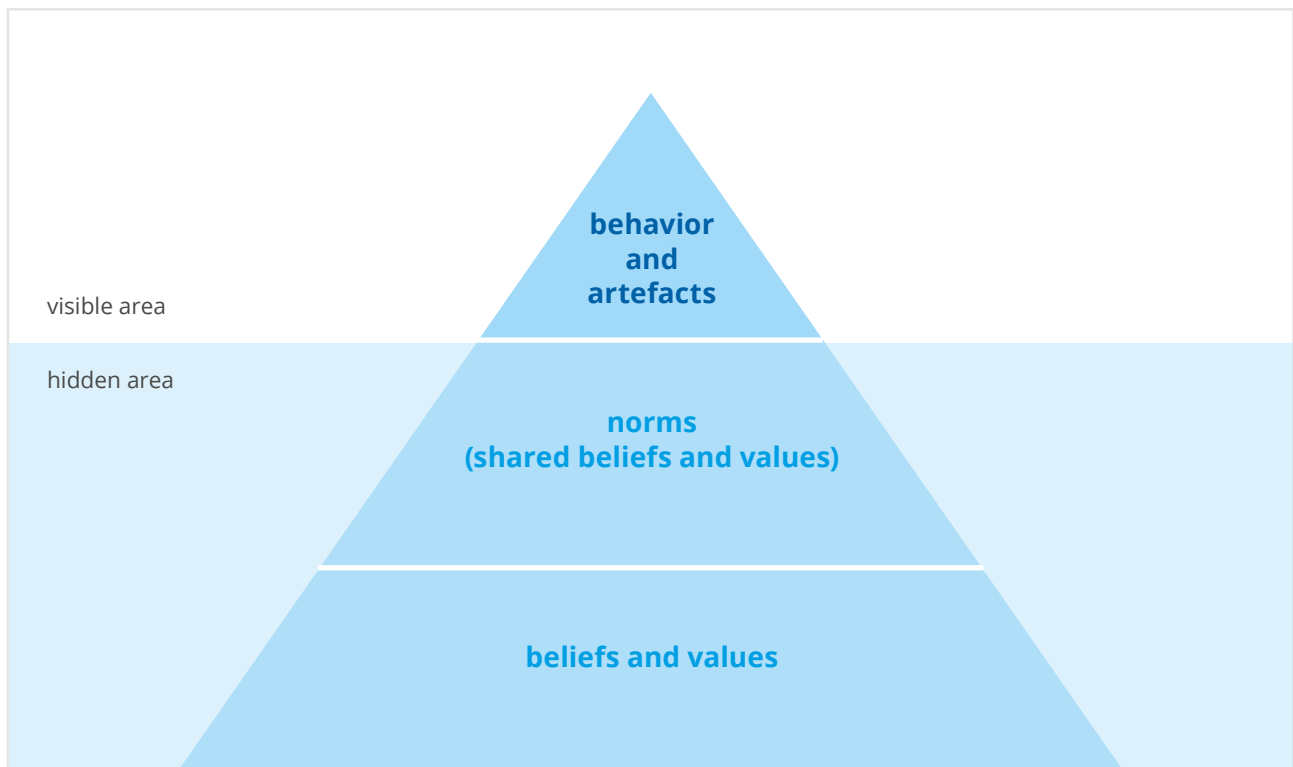
The technical term for these innovation behavior patterns is 'routines' – and they are a bit like the genetic code which provides the program's shaping how the organization behaves. And just like DNA, these routines are to some extent specific to any particular organization – its personality. How we search for ideas. How we make choices about which ones to back. How we manage the process of development and launch.

So what are the routines , the behavior patterns which we'd associate with successful HII? What 'genes' code for success – and can we think about 'genetic engineering' and splice in some new ones to help us strengthen our HII?

To answer this question we need to remember that HII is not a binary state – either on or off. HII is something which takes time to evolve, but can pay

long-term strategic dividends. So we are really looking at a 'maturity model' , embedding and developing the key behaviors, and learning, strengthening and extending them over time.

We can imagine a simple staircase model through which organizations learn to use collaboration platforms effectively.

So what constitutes the set of behaviors – the culture – we associate with each of these levels in the model? What would we see, hear, notice in an organization operating at a particular level? Using the Schein approach we can begin to characterise different levels in terms of the underlying beliefs, behaviors and artefacts.

Evolving HII capability

LEVEL 1 | GETTING THE HABIT

Organizations at this level are often newcomers to the idea, playing around with it and exploring before fully committing themselves. Their activities would often be small-scale pilots and the impact limited, picking up some low-hanging fruit, but not really engaging with the big challenges. Support and sponsorship for the approach would be limited and of a temporary nature – little or no top-level long-term commitment. Most of the activity across the platform would be around ideation – essentially an upgraded suggestion box with little thought to developing ideas further or identifying implementation pathways. There's a risk in this that early users will be turned off, because nothing seems to happen with their ideas – it's just been another of those 'interesting initiatives' which go nowhere. There's little or no training provided, so most learning comes about by doing; facilitation and support for the platform is provided by someone inside the organization doing it on a part-time basis or else from external consultants doing it on a temporary basis. The focus is on local-level issues with little cross-functional or interdisciplinary activity. Knowledge management is rudimentary – perhaps a simple Excel spread sheet on which to record ideas coming into the system. And there's little in the way of a reward/recognition scheme, little in the way of motivation to use and keep on using the platform.

LEVEL 2 | SYSTEMATIC INNOVATION

By contrast, an organization at this level would be much more systematic in its approach. It is taking HII seriously and has made the decision to invest – not just in the platform but in providing facilitation (perhaps on a full-time basis) and encouraging people to participate. One measure of this is that participation rates are good and sustained – this is not just an initial wave of enthusiasm. And people join in not just with their ideas but with comments, refinements, improvements – a collaborative innovation activity. There is an idea management system in place to enable ideas to move from initial suggestion, through refinement and improvement to downstream implementation, and different pathways for implementation have been identified.

And there is more evidence of support from senior leadership, in terms of both commitment of resources and active sponsorship for the program. But this still takes the form of overall umbrella support rather than directly linked to the line or operating structure of the organization. And the targets for ideas are still mostly bottom-up suggestions; there is little in the way of linkage to the strategic goals of the organization.

Some consideration has gone into the motivation question – there is some form of reward and recognition coming back to people in return for their engagement. Training is provided to help people learn to use the platform and develop their skills and understanding around innovation.

Knowledge management is on a more organized basis now but is still mostly around capturing and storing information – for example recording suggested ideas.

LEVEL 3 | STRATEGIC INNOVATION

Level 3 brings in the strategic dimension, hooking up the innovation engine which has been systematically built in level 2 and pointing in a particular direction. Campaigns are clearly identified and explained, they are sponsored from a high enough level to communicate that this is an important direction for the organization to move in. And there is a clear owner, interested in the innovations which emerge, because they'll help move the organization forwards. With clear targets comes the possibility of measuring progress against those strategic objectives – something which helps justify the costs (in terms of time and other resources) invested in HII by the organization.

A big part of the shift between level 2 and 3 is breadth of focus. At this level, an organization would be trying to run different types of campaign to generate both strategic and tactical results:

- Feedback campaigns – for insights
- Discovery campaigns – to find rare knowledge or expertise
- Creative campaigns – to develop something new
- Testing campaigns – to validate and improve
- Problem solving campaigns – to fix issues

Creative	Diverse opinions collaborating to develop something that doesn`t yet exist
Problem Solving	Using collective insight and diverse opinions to fix a knwon issue
Discovery	Finding hidden insights and expertise from the corners of our organization or 3rd parties
Testing	Testing a concept or idea with those likely to to be impacted by its implementation
Feedback	Gather feedback on currend activities, with the goal to refine and improve

By their nature, many of the campaigns cut across organizational boundaries and so the platform increasingly engages people from different parts – there may even be scope for working with external players like suppliers or customers in key campaigns.

At this level the underlying structure for HII is in place and working well. There is extensive facilitation, perhaps involving more than one person working full-time to review and improve the system and help develop it further. Participation rates are higher, appropriate to the nature of the challenge, and spreading out across the organization and people are regularly engaged in the full spectrum of activity on the platform, from ideation through comment and refinement, judging and helping focus and supporting implementation of the strongest ideas. In particular the selection/judgment phase now has clear criteria against which to assess ideas, and many people can help bring 'the wisdom of crowds' to this process.

People are experienced in using the platform and continue to be trained in innovation-related skills. In particular, the organization has a growing library of tools and techniques available to support the innovation process and the role of facilitators has developed to include core training and coaching, as well as development.

Knowledge is now not only being created and stored in the form of ideas – it is being recombined and deployed, key lessons from one area being available to others to use. As a result there is less re-invention of the wheel, more sharing of good ideas and practices.

LEVEL 4 | AUTONOMOUS INNOVATION

Level 4 builds on this, but also starts to provide an environment in which bigger ideas can be explored alongside the steady stream of campaign-focused innovations. Participation is now at a high level, broadly spread across the organization and people are engaged in ideation, judgment and implementation. In addition, highly committed internal entrepreneurs – 'intrapreneurs' – are now enocuraged to take action. Teams of people form around these major projects and work to develop them further to create detailed business cases and models. To support this, there is extensive training and skills development in key areas such as business planning, project management and financing, plus the allowance of time and other resources to the team to support their efforts. At this stage, people are learning to use the innovation process autonomously – enacting entrepreneurship.

The nature of both campaigns and team-driven entrepreneurial ideas increasingly moves the organization towards cross-functional engagement, linking up across various boundaries and even to outside organizations, such as suppliers.

When ideas have matured, they are presented in a 'pitching' session to senior management for possible further development and adoption within the organization's major innovation portfolio. This places a challenge on senior management, not only now to provide support and encouragement, but also to commit to seeing the ideas that fit their need through. Just like the role of sponsors as 'owners' in the campaign-led route, this stage requires active leadership.

Knowledge management at this level operates in sophisticated fashion, not only capturing and storing ideas in a 'knowledge warehouse' but also actively searching and using the knowledge to support a wide range of projects. In particular, it allows for recombination and redeployment across different areas; the role of supporting and enabling this becomes one of significance. Organizations begin to think about 'knowledge curation' as a key activity.

LEVEL 5 | INTEGRATED LEARNING ORGANIZATIONS

Level 5 involves the strategic use of HII capability, spreading it widely. It is about building and growing innovation communities – with clients, with the external crowd, with suppliers. In a sense, the organization becomes increasingly 'borderless', operating several parallel innovation activities with these communities but ensuring they remain aligned and focused. There is extensive use of the functions of the online platform, but a growing parallel offline organization of active entrepreneurial groups.

Knowledge management becomes central to the organization, harvesting, processing and redeploying a wide range of knowledge assets and engaging increasingly in open innovation with a wide range of players and stakeholders. The platform becomes the intelligent infrastructure, on which a community of sharing co-creators operate.

These are, of course, sketches, caricatures –
but they do highlight some of the differences
between levels in terms of capability to organize
for high involvement innovation.

Let's look a little more closely – within each of
these levels what are the key dimensions and
behaviors we might expect to see?

1. IDEAS MATTER FROM EVERYONE

Behaviors expressing it
People suggesting ideas and extending the range of what they suggest about – refinements, constructive criticisms, etc. This eventually leads to innovative behaviors right through from ideation to implementation

Routine = embedded behavior patterns
It's what we do, people know where to take ideas, feel it's part of their job to contribute them, don't hesitate to get involved in commenting and refining

Artefacts – look for, listen for
Participation levels – many people involved
Participation type, offering ideas but also comments, refinements and judgments
Frequency of activity – people repeatedly getting involved in different campaigns rather than one-off suggestions
Consistency – maintaining these behaviors over time

2. INNOVATION NEEDS AN ENABLING PROCESS, IT'S NOT JUST MAGIC

Behaviors expressing it
People using a process to find and solve problems, create new possibilities

Routine = embedded behavior patterns
Established formal process – ranging from a simple plan-do-check-act type of cycle through to a full-scale ideate/ select/ implement model.
Eventually leads to multiple parallel processes to enable different types and levels of idea

Artefacts – look for, listen for
Existence of a process – something the organization uses and people can explain. Formal process flow chart or similar
Clear route for the innovation journey – where do suggested ideas go, what happens to them?
Use of the process and related measures – volume of ideas in system, status of those ideas, etc. – in process measures
Balance of activity – how much is front end ideation and how much further down?

3. PEOPLE NEED TO LEARN TO BE INNOVATIVE

Behaviors expressing it
Training, development and practice of innovation skills

Routine = embedded behavior patterns
Training inputs of various kinds, including on- and offline
Adding to their skills sets - for example bringing in entrepreneurial skills like business planning and pitching
Deepening their skills sets – for example training in different tools to support different innovation activities

Artefacts – look for, listen for
Clearly identifiable training resources – trainers and coaches, courses, etc.
Skilled users of the system
Evident in participation rates and the quality of engagement on the platform
Evident in the use of different tools – for example, business model canvas as framework for robust new business pitches
Established library/ resource centre containing tools, methods, background information about innovation

4. LEADERSHIP REALLY BELIEVES IN THE CONCEPT, NOT SIMPLY PAYING LIP SERVICE TO IT

Behaviors expressing it
'Walking the talk' – sponsoring, endorsing, supporting

Routine = embedded behavior patterns
Ownership of campaigns
Overall blessing and resourcing from senior management

Artefacts – look for, listen for
Resource commitment – time, money, permission, management attention, and time,

5. STRATEGIC ROLE OF INNOVATION

Behaviors expressing it
Policy driven innovation behaviors

Routine = embedded behavior patterns
Policy deployment via campaigns

Artefacts – look for, listen for
Alignment of innovative activity bottom up with top down clear directions
Clear campaign structure – focussed 'sprints' around clear problem targets, SMART goals and measureable outcomes, key success indicators
Multiple campaigns, not just a single experiment
Range of campaigns – involving different people, functions, topics, etc.
Timing of campaigns.
Mature organizations may have varying length and mix of general/ long-term programs and tightly focused sprints

6. CONTINUOUS REVIEW AND IMPROVEMENT OF THE HII PROGRAM – BUILDING DYNAMIC CAPABILITY

Behaviors expressing it
Establishing a capability for facilitating and enabling HII
Reviewing and reflecting on this and exploring ways of improving it
Learning to innovate

Routine = embedded behavior patterns
Facilitation roles and activity
From individuals to teams to amplifiers and networks to self supporting communities
Formal and frequent review mechanisms focused on the capability development not just the targets of campaigns

Artefacts – look for, listen for
Clear strategic review points
Development pathways – review results and identifiable development steps
Roadmap for the HII journey, with identified blocks and enablers, understanding of what enables progress to higher levels, development strategy for HII capability
Historical evidence of progress on the journey – milestones achieved, lessons learned

7. KNOWLEDGE AT THE HEART OF INNOVATION – AND PATHWAYS TO ENSURE IT CREATES VALUE

Behaviors expressing it
Leveraging knowledge – primary ideation but also recombination, deployment, etc.
Exploiting data mining and other knowledge transformation activities

Routine = embedded behavior patterns
Knowledge management routines - active search and (re)configuration, not passive warehousing

Artefacts – look for, listen for
Evidence of a 'living knowledge bank' being used
Knowledge warehousing, knowledge deployment and recombination, knowledge curation
Examples of knowledge management in these forms?
Who does this?

8. CROSS-BOUNDARY WORKING

Behaviors expressing it
Boundary spanning ideation, selection and and implementation
Engagement of multiple perspectives
Open innovation and diversity of input

Routine = embedded behavior patterns
Routines to enable boundary spanning in agreeing strategic challenges
Routines to enable boundary spanning in ideation and solution selection
Routines to enable boundary spanning in implementation

Artefacts – look for, listen for
Examples of boundary spanning:
Breadth – who is involved, across which boundaries?
Range – how tight is the focus vs. open innovation?
 - cross discipline?
 - cross function?
 - cross division?
 - cross to include suppliers?
- cross to include customers?
- crowd-sourcing and community innovation?
Frequency – is this a one-off or a regular phenomenon?

9. MOTIVATION

Behaviors expressing it

Behaviors by the organization/ management to provide recognition, feedback, encouragement to participate and continue to do so

Routine = embedded behavior patterns

Routines to enable motivation to participate in all stages from ideation through to implementation, and to maintain involvement in the long term

Artefacts – look for, listen for

Clear motivation devices and mechanisms:
- Feedback and acknowledgement
- Peer recognition
- Senior management recognition
- Gamification of ideation, selection, etc.
- Formal rewards – celebration events, prizes, bonuses linked to implemented ideas, etc.

10. IDEA MANAGEMENT

Behaviors expressing it

Different routes/ pathways for different scale/novelty of ideas
Ideate
Judge
Implement
Capturing learning

Routine = embedded behavior patterns

Portfolio of parallel routines for different idea types:
- Simple incremental, just-do-it ideas
- More complex ideas requiring development and resources to refine and implement
- Large scale ideas involving multiple players and resources
- Radical ideas, new business cases

Artefacts – look for, listen for

Clear and identifiable pathways for all of these

A capability maturity model

So now we have some idea of the key behaviors which would make up a high involvement innovation culture. How would we know which level an organization is operating at? That's a useful question, not least because knowing where you are can help target where to move next, how to learn and build capability.

In the following table we can see each of our core values and the differences in how well they are embedded in an organization's culture, from level 1 (skin deep) to level 5 (deeply ingrained)

If we visited an organization, these are the kinds of thing we'd expect to see …

Core value	Level 1	2
1. Ideas matter from everyone	No or little	Acceptance of the principle and systematic opportunity /invitation to participate. Patchy involvement moving to reasonably broad base
2. Innovation needs an enabling process, not just magic	No process, 'superstition', sketchy or only for ideation	Formal process in place – platform has full architecture to support ideation, selection, implementation and capturing learning
3 People need to learn to be innovative	No training or ad hoc	Formal training and resulting ability to use the platform
4. Leadership really believes in the concept, not paying lip service	Token or short-term support, fashion item	Formal commitment and resources. Top level support, some sponsorship and ownership
5. Strategic role of innovation	No link to strategy, playing around, picking low hanging fruits	Systematic but local level improvements and wide remit
6. Continuous review and improvement of the HII program – building dynamic capability	No or patchy facilitation, part time or externals	Internal facilitation, full or part time, and expertise centre building in organization
7. Knowledge at the heart of innovation – k to value	None or rudimentary – e.g. Excel sheet	Simple structured storage of ideas – building a knowledge database
8. Cross-boundary working	Little or none, random	Local focus, within function, little cross-functional
9. Motivation	Little or none	System transparency, feedback, some reward and recognition
10. Idea management	Little or none	Simple split – triage with main focus on low impact ideas for immediate and direct implementation

3	4	5
High participation and breadth	High participation and breadth	Full participation from many directions
Formal process with links to and measurement from strategic / campaign goals	Multiple processes – for mainstream volume but also offline for taking big ideas through an entrepreneurial process	Multiple parallel activities all linked to aligned process architectures
Formal training in process plus understanding of strategy and campaigns – 'know why' Supported by library of training modules and tools	Skills development across a broad range, including simple ideation through to entrepreneur training. All supported by library of training modules and tools	Learning organizations, acquiring and deploying multiple entrepreneurial skills Supported by library of training modules and tools
Leadership engaged in campaign ownership and leading activities Resources linked to these. General support from the top	Engagement as left, plus Dragon's den commitment to help both the process and take forward the outcomes	Engagement as left, and HII as a key strategic resource, managed and supported from the top and enabled in multiple sites
Focused and targeted via campaigns to deliver specific traction; measured against these	As left, plus alignment of business cases for big projects with underlying strategy of the business	As left, and engaging and aligning multiple players – e.g. with suppliers
As left and increasing in capacity and remit. Support for current process and tasked with developing the next generation	As left, plus supporting the new entrepreneurial strands as well	As left, and supporting the roll out and engagement. Community of facilitators across organizations
Systematic and strategic knowledge management, using not only storage but also informed retrieval and recombination.	As left, but strengthening the knowledge management; data mining, recombination, etc. Curation role	As left, but strategic deployment of knowledge curation across a large community
Cross-functional at level of campaign, focus on issues from multiple perspectives	As left, but extensive cross-disciplinary and cross functional, plus big projects may create new synergies	As left, but blurring boundaries, with suppliers, customers, the crowd, etc.
As left, but linked to campaigns – celebration and acknowledgment at (successful) conclusion Maybe bonus or other reward linked to hitting strategic targets	As left, plus intrinsic motivation of being part of entrepreneurial team with time, money and other resource control	Self-motivating communities, peer recognition and intrinsic reward as primary motivator Portfolio of formal reward and recognition tools
Extensive triage and follow through, linked to strategic projects and additional resources	Parallel system of platform triage plus entrepreneur-led projects with business models and cases	Full portfolio of multiple parallel idea pathways

Developing the high involvement innovation organization

In an ideal world, everyone would be contributing their creativity, sharing ideas and linking up their different knowledge sets to help take the organization where it is trying to go. Going right back to the days when we still lived in caves the idea of shared co-operative activity has been what helped us survive and grow. Pooling our ideas as much as our physical strength helped keep us fed, clothed, warm and sheltered. And in today's challenging business environment, the same story applies – mobilising high involvement innovation is critical.

But simple slogans about how much 'our organization relies on people's creativity' isn't going to be enough. There's a practised art to successful innovation and if we're serious about mobilising high involvement, we need to recognise it's a learning journey. We can pack some powerful support tools into our luggage as we pack for this trip, but at heart the big question is around building and sustaining an innovation culture.

About HYPE Innovation

HYPE Innovation is a global leader in full-lifecycle innovation management software. HYPE's powerful platform allows organizations to engage thousands of employees in idea generation and collaborative problem solving. We help you focus on measurable business outcomes that can be tracked through to execution. Companies work with HYPE for our flexible products, our deep expertise in innovation management, and our long history of success with some of the largest organizations in the world. Our client community includes global companies such as Siemens, Bosch, RWE, AkzoNobel, Bombardier, DHL, Roche, Nokia, Daimler, Airbus, Petronas, Saudi Aramco, Clorox, and many more.

Visit our website at **www.hypeinnovation.com** to learn how HYPE enables companies to transform their best assets – employees, customers, partners, and suppliers – into dynamic and engaged innovation communities.

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