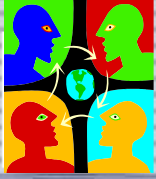


Structured innovation & learning

Action Learning **using a Suggestion Program** **that emphasizes Innovation**

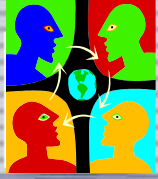
Ross A. Wirth, Ph.D.

5/1/2007



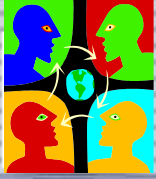
Structured Innovation Program

- Structured innovation
 - Need to replace “not invented here” with **“enthusiastic borrowing”**
 - SIS (Steal Ideas Shamelessly) @ Milliken & Co.
 - Originator helps develop the suggestion
 - Focus on cross departmental learning
 - avoid rejection (not invented here), educate others
 - idea rejection indicates a need to cross-educate



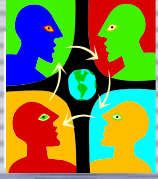
Implementation

- Implementation approaches
 - On-going program open to all ideas
 - Periodic program focused on particular problem (Southwest Airlines)
 - Focus on “What made you mad today?”
 - spot inefficient and wasteful policies and procedures
-



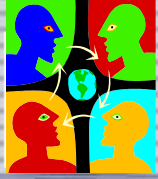
Benefits

- Benefits
 - Significant potential for bottom line impact
 - Critical element of knowledge management
 - Communicates the company is open to change and innovative thinking
 - Overcomes bureaucratic barrier of being “too busy”
 - easiest response is no response (status quo remains)
-



Tracking Progress

- Tracking system that rewards implementation
 - not just a program for suggesting ideas
 - Systems approach to program measurement
 - Ideas submitted for consideration
 - Percent of ideas adopted
(or modified and adopted)
 - How idea is mapped to strategic plan (Honda)
 - relationship to Balanced Scorecard
-



Implementation Plan

- Implementation Plan
 - Create an Innovation Clearinghouse
 - preliminary business review (triage)
 - coordinate with idea originator & impacted area
 - additional feasibility testing
 - idea development
 - implementation & results measurement
 - ensure all ideas are captured with at least some response
 - Budget a reward system tied to bottom line impact
 - includes non-financial rewards
-