

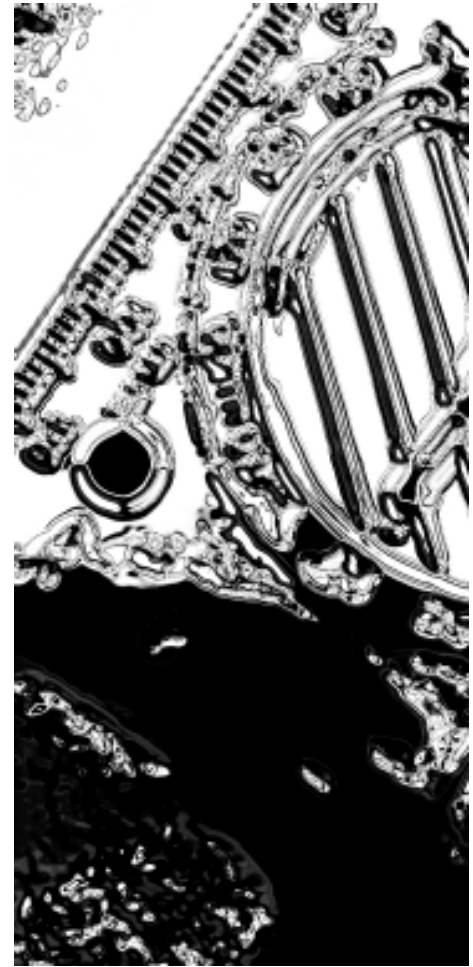


**The Innovative Manager™ Programme**

# The Innovative Manager™ Programme

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Alisdair Wiseman - The Innovation Zone



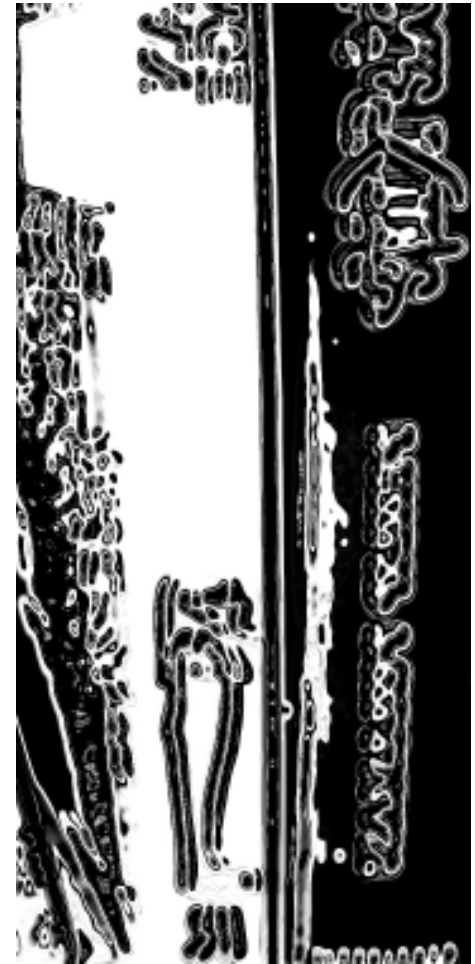
## The Innovative Manager™

Looking after the talent in your organisation has never been more important. These key individuals – I like to call them ‘Stars’ – represent the future of your organisation. You spend all that time recruiting them, inducting them, placing them in the right posts and making sure they get the right sort of experience. Making the most of their ongoing development is crucial. Look after them, keep them interested, stimulated and challenged, and they will stay with you. Let things slip and they get itchy feet and start to look around. Before you know it, you have become the recruiting ground for your competitors. You already know that it is better by far to be proactive. But what do you do? How do you invest, sensibly and coherently, in your Stars?

Perhaps the Innovative Manager™ Programme is just what you are looking for.

All the senior people I talk to tell me they want people with ideas and the courage and capability to follow through with them. Progressively, they are coming to realise that sustainable competitive advantage will come from doing things in a more innovative way – reducing costs and simple efficiency improvements will not deliver a leading position.

The Innovative Manager™ Programme aims to develop the innovative capabilities of your best people so that they deliver the best results to your organisation and stick around to see the fruits of their labours.



So, what do I mean by an Innovative Manager™? This is an individual that:

- Is bursting with ideas,
- Enjoys a challenge,
- Infects other people with energy and enthusiasm,
- Sees the upside in every situation,
- Gets things done in novel ways,
- Sticks with the situation till it is completed,
- Acts as a role model for others, and
- Leads by example.

These are great people to have around. They are the future of your organisation.

## **How the Innovative Manager™ Programme works**

In essence, I:

- Gather up to ten Stars – no more than three from each organisation;
- Create an Action Learning Group - one where people learn by doing and learn from each other;
- Confirm the different locations where the workshops will take place;
- Guide these Stars through a series of 10 workshops over a six-month period, covering all the key aspects of being an Innovative Manager™;
- Support them as they experiment with their new knowledge and skills;
- Keep you posted about their progress throughout the entire process;
- Get everyone together six months later to share experience, and cement the network that has developed.

## What's in the Innovative Manager™ Programme

The programme is very comprehensive and covers all the key areas that an Innovative Manager™ needs to know about:

- Workshop 1: Getting to know each other – 1 day
- Workshop 2: Getting to grips with innovation – 2 days
- Workshop 3: Becoming more innovative – 1 day
- Workshop 4: Creating an innovation environment – 1 day
- Workshop 5: Leading the innovation process – 2 days
- Workshop 6: Mobilising projects – 1 day
- Workshop 7: Facilitating team activities – 3 days
- Workshop 8: Building a strategy – 1 day
- Workshop 9: Developing personal resilience – 1 day
- Workshop 10: Consolidating what we've learnt – 1 day

This represents an investment of 14 days over the six-month period – a substantial commitment, but we're talking about individuals who will deliver many years of effort to the organisation. As the emphasis is on learning by doing, limited preparation is required in advance of each workshop.

Delivery is energetic, enthusiastic and great fun. Each workshop will be a real experience for those involved, which ensures that participants apply the knowledge and skills they acquire.



## What sits behind the Innovative Manager™ Programme

The programme is fully supported by a series of workbooks, publications, and psychometric tests. There are workbooks to support each of the workshops. The publications include:

- **Welcome to the innovation zone!** is a whistle-stop tour of the entire innovation process and is full of information, tips, tools, and anecdotes.
- **Rapid Innovation™** is a how-to handbook that helps people to find new solutions to any challenge or problem, with anyone, any place, any time, and all in less than 30 minutes.
- **Innovation Trade Secrets** is a collection of tips that helps people behave more innovatively, turning skills into habits.
- **Team-based Project Management** offers a flexible and yet robust approach to mobilising and delivering innovation projects.

The three psychometrics are:

- **The I2Q™** (Individual Innovation Quotient) measures the extent to which individuals behave in an innovative manner.
- **The ICQ™** (Innovation Culture Quotient) measures the extent to which an existing organisational culture permits innovation to flourish.
- **The ILQ™** (Innovation Leadership Quotient) measures the extent to which the behaviours of senior figures in the organisation promote innovation.



## Benefits – what you will get out of involving your Stars

The concept of ‘benefit’ is always a highly personal one. Obviously, the participants will emerge as more rounded and capable individuals, bursting with ideas as well as the confidence and capability to do something about them. They will learn with people from different organisations which will extend their perspectives. They will build strong relationships with the other people in the Action Learning Group, which can then act as a forum for resolving issues.

From an organisational perspective, you will build on these individual benefits to gain:

- **Higher organisational performance** as individual performance increases;
- **Higher retention as your Stars** see no need to look outside the organisation;
- **A more innovative culture**, so that innovation becomes a way of life;
- **A more energetic organisation**, so that you become a more attractive prospect to new people;
- **The chance to lead with ideas** rather than follow those of others.

You will be laying the foundations for an Innovation Organisation™. This is a situation where innovation permeates the entire organisation. It is not one of anarchy or change for change’s sake. It is one where innovation is a way of life for everyone – so much so that people do not realise they are innovating. They thrive on change and address every challenge with energy, enthusiasm and confidence. They find and implement new and exciting solutions to the challenges they face.

In short, an Innovation Organisation™ is a robust organisation. One that is ready for anything that comes along, one that succeeds while others struggle, one that remains at least one step ahead while others follow. And your Innovative Managers are the key to this success.

## What you have to invest

The cost per individual is £3,500 plus VAT at the standard rate, based on a maximum of ten participants for each programme. This represents a daily per capita training rate of £250 – great value for money from any perspective. This cost will include:

- Preparation for, and delivery of, all the workshops;
- Hire of equipment, where this is required;
- Provision of three psychometrics: I2Q™; ICQ™; and ILQ™;
- Supporting documentation and publications;
- Consolidation of the output from each workshop.

One of the reasons that I can keep the cost at this low level is that I have made no allowance for venue costs. And this is because I would like you to agree to provide facilities for one workshop for each participant you nominate. In other words, nominate two participants and you provide facilities for two workshops, and so on. You just need to provide a comfortable room where we can work and a plentiful supply of refreshments throughout the time we are with you. Workshops are between one and three days in duration and allocation will work on a first-come-first-served basis. And you must agree to keep work-based distractions away from your particular Star(s).

Payment for the Programme will be required in advance of the first workshop – I want to ensure that you have a compelling reason to keep your Stars involved!

You can also opt for a coaching support package where I will work with any of the individuals you nominate on a one-to-one basis to address any specific issues you consider important. This is contracted separately, on an hourly basis, and invoiced monthly at a rate of £200/hour.



## Alisdair Wiseman - programme facilitator

I am the founder of The Innovation Zone, a consulting, training and facilitating business set up in 2000 with the aim of helping people to create an innovation organisation – a place where innovation becomes a way of life.

In the last four years, I have worked with organisations including the BBC, Boots, the Daily Mail Group, Ernst & Young, News International, Roche, and Saint-Gobain.

I have created all the workshop designs, workbooks, publications and psychometrics that are used in the Innovative Manager™ Programme.

Prior to The Innovation Zone, I ran a general management consultancy called the Bowman Group, which I set up in 1988 with a number of my old colleagues from my four years in Coopers & Lybrand consulting arm.

My early career was spent in Operations Management roles, latterly with the Mars Corporation.

I am an energetic and enthusiastic individual, especially with regard to my work in the field of innovation. My guiding principle is to make everything we do together a real experience.

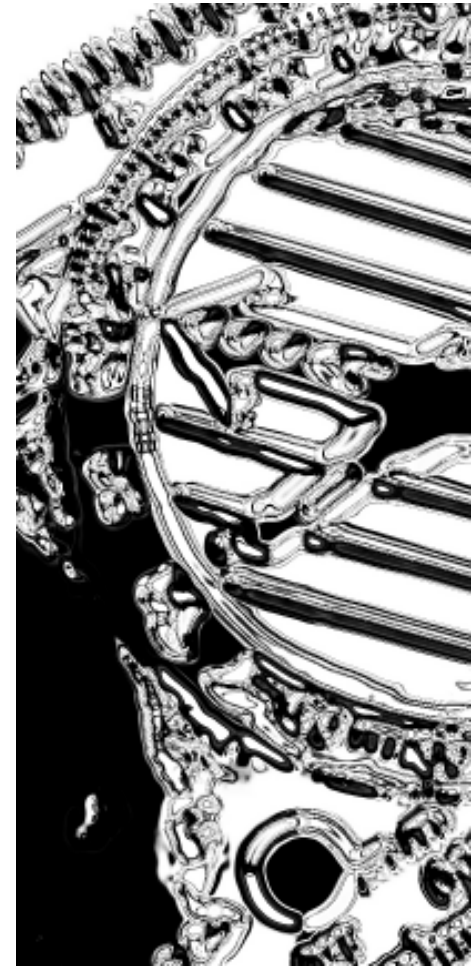
When not working, I spend my time walking, mountain biking and painting on the Isle of Harris.

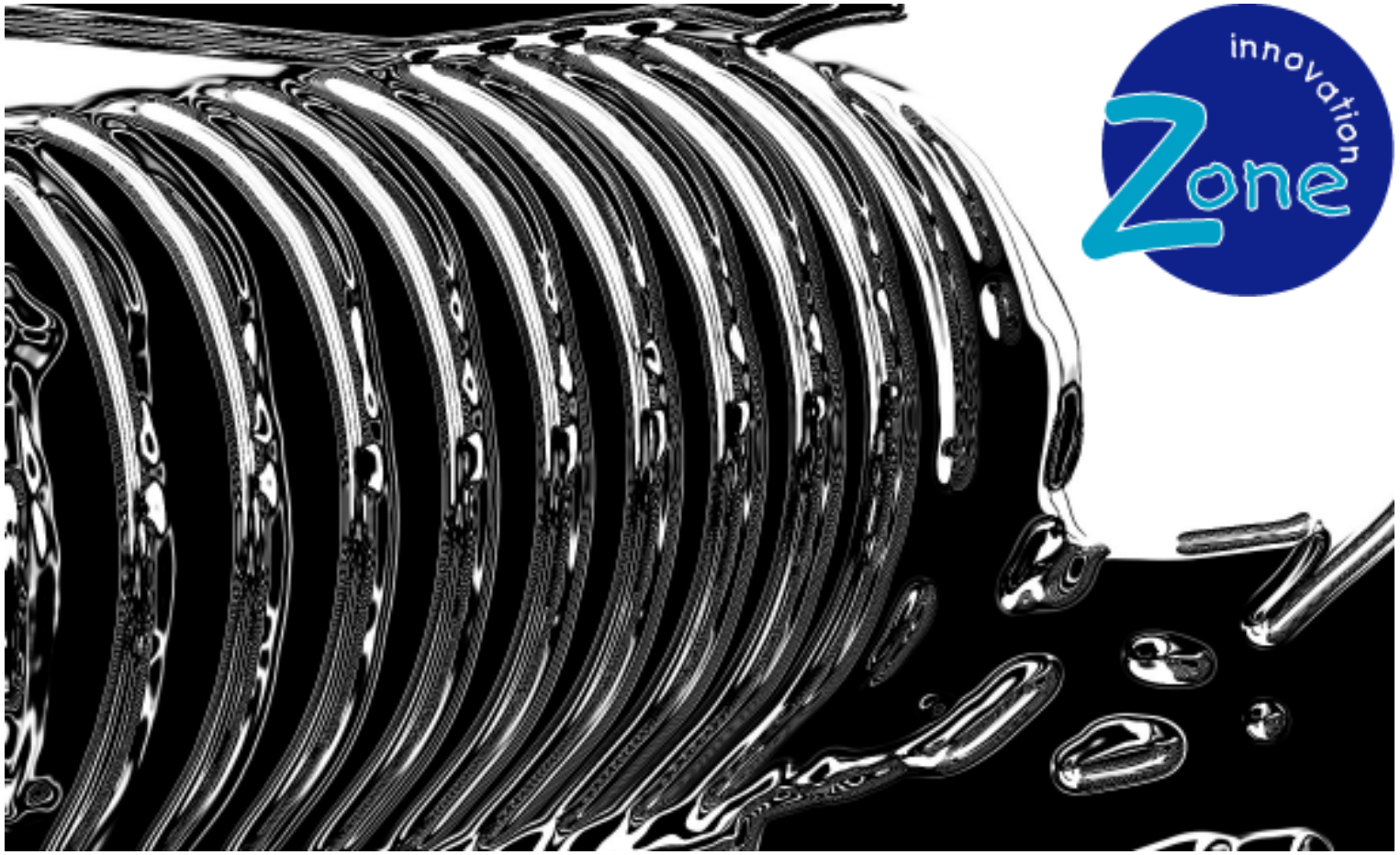


## How to take things forward

This is the simple part. Identify your Stars, invite them to participate, and book your place(s). Do get in touch if there is anything that you would like to discuss. Once I have the ten participants I require for the next Innovative Manager Programme, I will get in touch with the schedule of events and we can synchronise diaries.

**Alisdair Wiseman - The Innovation Zone.**





**The workshops in the programme**

## Workshop 1: Getting to know each other – 1 day

I will use an Action Learning approach throughout the programme. This means that there will be high levels of participation and interaction. I am keen that we are able to adopt a high work rate as quickly as possible. This mobilisation workshop is therefore designed to accelerate the process of getting to know each other and to provide an overview of everything that will follow.

### Objectives: mobilisation workshop

- To get to know each other
- To understand the programme
- To set ambitions

### Programme: mobilisation workshop

- Welcome and introductions
- Team exercise I
- The objectives and the programme
- Learning process & principles
- Personal development objectives
- Team exercise II
- Personal maps
- Team exercise III
- Schedules and venues
- Addressing any lingering concerns
- Finish on a high



## Workshop 2: Getting to grips with innovation – 2 days

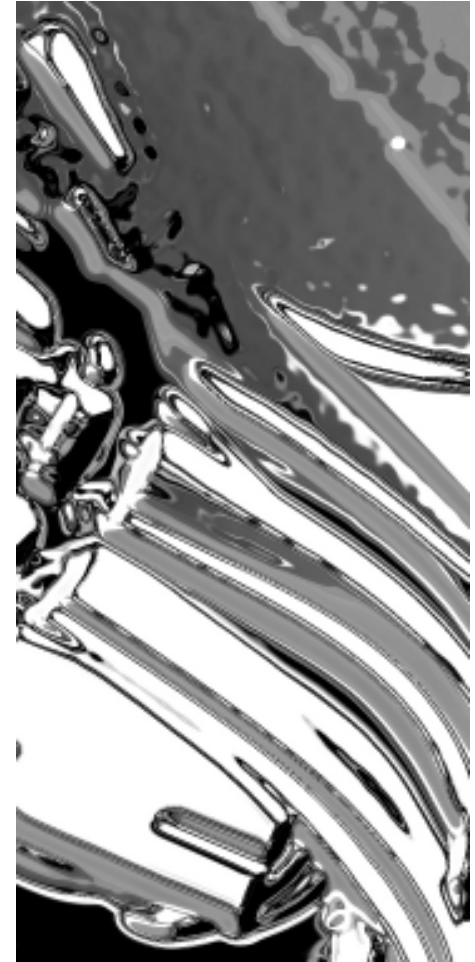
We are all innovative – it is hard-wired. However, we quickly come to learn, as we grow up, that there are some aspects of our innovative capabilities that are unwelcome. Progressively, we find fewer channels for our creative talents and using them becomes more difficult. This workshop is designed to confirm that we are already innovative and to provide some robust and practical tools and techniques that can be used in any situation.

### Objectives: getting to grips with innovation

- To liberate innovation capabilities
- To provide robust, practical tools & processes
- To develop courage & confidence

### Programme: getting to grips with innovation

- Innovation trade secrets
  1. Make sure you feel good!
  2. Believe that you are already creative!
  3. Have fun!
  4. Get beyond the first answer!
  5. Bend those rules!
  6. Keep judgement at bay!
  7. Keep it fast and furious!
  8. Be outrageous!
  9. Digress!



10. Use your imagination!
11. Connect the unconnected!
12. Hang onto those bad ideas!
13. Make it up as you go along!
14. Change the mix!
15. Finish on a high!

- Mastering Rapid Innovation™
- Innovating in a work context – returning to the real world
- Developing the courage to take risks
- Dealing with set-backs

## Workshop 3: Becoming more innovative - 1 day

The second workshop looks at tools and techniques for innovation. Being an innovative person is also about behaviours – ones that are enacted on a regular and consistent basis. This workshop shows how to turn the key innovative behaviours into habits.

### Objectives: becoming more innovative

- To demonstrate that being innovative is more than a capability
- To introduce the concept of behaviour change

### Programme: becoming more innovative

- Characterising innovative people
- Understanding the I2Q™ & the innovation attributes
- Developing our innovative attributes
- Understanding behaviour change
- Planning the next steps

### Preparation

- Complete the I2Q™ (Individual Innovation Quotient) psychometric



## Workshop 4: Creating an innovation environment – 1 day

Innovation does not take place in a vacuum – it occurs in an organisational environment. Where this is supportive, innovation can flourish. Where it is not, frustration abounds. This workshop looks at the different dimensions of an innovative environment and provides practical guidance on creating one – on whatever scale.

### Objectives: creating an innovation environment

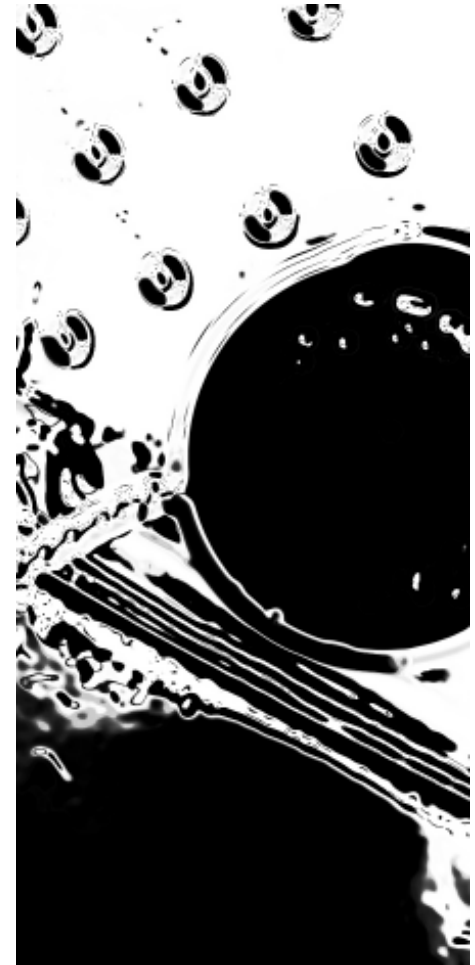
- To demonstrate what it takes to create an innovation environment
- To develop the confidence to give it a go

### Programme: creating an innovation environment

- The difficulties we face in our own organisations
- Environment explained - understanding the different dimensions
- Looking at the ICQ™ results
- Understanding organisational environment – conquering paradigms
- Understanding physical environment – getting the tangibles right
- Understanding mental environment – eliminating mental clutter
- Conclusions about environment – understanding emotional environment
- Creating an ideal environment – a competitive challenge
- Key learning points – consolidating the day

### Preparation

- Complete the ICQ™ (Innovation Culture Quotient) psychometric





## Workshop 5: Leading the innovation process – 2 days

The role of the leader in the innovation process is of crucial importance. People pay attention to what they see leaders doing rather than what they hear them say. This workshop uses the ILQ™ psychometric to explore the key innovation leadership behaviours and provides an insight into addressing blindspots – those that are constraining progress.

### Objectives: leading the innovation process

- To confirm the link between behaviours & outcomes
- To understand the key innovation leadership behaviours
- To build on the I2Q™ work

### Programme: leading the innovation process

- Characterising innovative leaders
- The link between behaviour and culture
- Innovation leadership behaviours
- The results from the ILQ™
- Looking at each of the 14 innovation leadership behaviours:
- Developing our leadership behaviours

### Preparation

- Complete the ILQ™ (Innovation Leadership Quotient) survey



## Workshop 6: Mobilising projects – 1 day

Much innovation activity is project-based. Rather than leave this dimension to chance, we look at a practical approach to setting up and running projects called Team-based Project Management. The intention is not to provide a comprehensive introduction to project management. Instead, this workshop will demonstrate how to get an innovation project, or any other for that matter, off to the best possible start on the basis that what starts well generally goes well. The Project Management Handbook describes the entire approach for those that wish to delve into this area in more detail.

### Objectives: mobilising innovation projects

- To demonstrate how Team-based Project Management works
- To develop the desire to apply TBPM to innovation projects

### Programme: mobilising innovation projects

- Project management exercise – realising that we already know how
- Project management in context – an overview of TBPM
- Building a Project Charter – the datum for the project
- Defining background, objectives, scope & outcomes
- Building a Milestone Plan
- Building a Communications Plan
- Building a Risk Analysis
- Identifying key stakeholders
- Building Activity Schedules & estimating resource



## Workshop 7: Facilitating team activities – 3 days

More often than not, Stars are called upon to facilitate innovation activity as well to participate in it. A multitude of skills are associated with facilitation – and they have application in any organisational context. This workshop describes the process of facilitation, and provides an opportunity to hone the skills individually. Each participant then facilitates an event with other members of the group acting as the audience.

### Objectives: facilitating innovation activity

- To demonstrate what is involved in facilitating
- To provide the chance to practice in a zero-risk environment
- To develop the confidence & desire to use these skills

### Programme: facilitating innovation activity

- Facilitating explained
- Understanding the prevailing culture
- Understanding the audience
- Developing an ideal process
- Creating the right environment
- Getting off to a great start
- Understanding interventions
- Giving good instructions
- Asking the right questions
- Challenging ideas



- Building consensus
- Dealing with conflict
- Managing a timetable
- Managing energy & using humour
- Identifying key issues & summarising outcomes
- Improving observation skills
- Connecting with people
- Preparing for the facilitating practicals
- Facilitating practicals
- Key learning points from the practicals
- Building a contract with your Sponsor
- Breaking the rules
- Dealing with some facilitating scenarios
- Summary of key learning points

## Workshop 8: Building a strategy – 1 day

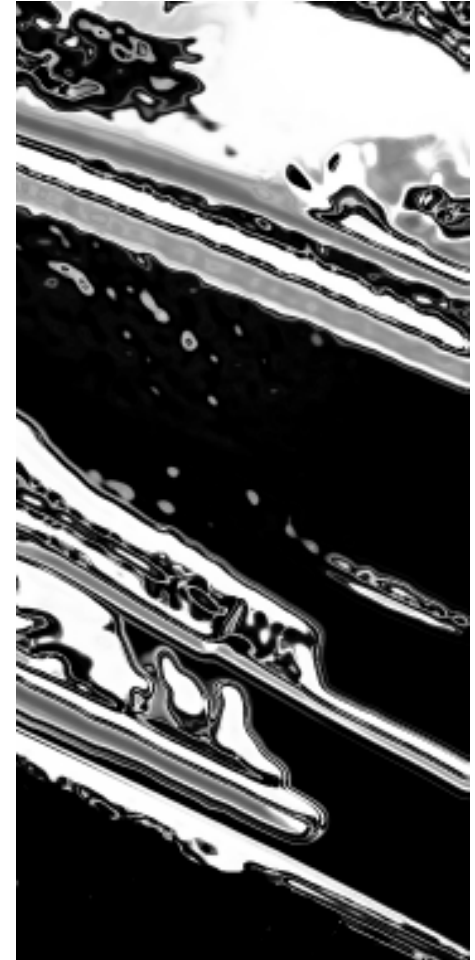
Innovation activity is more powerful when it has a strategic context. When this is the case, small activities can have a large impact. This workshop indicates the key elements of a strategy and demonstrates how to: create a strategy that features innovation; create an innovation strategy; and revitalise an existing strategy.

### Objectives: building an innovation strategy

- To demonstrate a simple yet robust strategy process
- To develop confidence using this process

### Programme: building an innovation strategy

- Understanding the key elements in a strategy
- Creating a compelling vision of the future
- Defining strategic intent
- Establishing the key strategic priorities
- Developing indicators of success
- Identifying the key strategic actions
- Looking at what will help & hinder
- Confirming the do-ability of the strategy
- Making this process work



## Workshop 9: Developing personal resilience – 1 day

Innovation can be a risky business. There is no way of guaranteeing success in advance. It is therefore inevitable that we are going to experience the odd setback. The secret lies in taking charge of adversity and using it as a resource. This workshop demonstrates how this can be done.

### Objectives: looking after me

- To develop robustness
- To develop the desire to begin the personal change process

### Programme: looking after me

- The basic proposition – we can all make choices
- Managing personal state
  1. Using physiology
  2. Understanding the power of rituals
  3. Getting self-talk to help, not hinder
  4. Understanding the questions that we ask ourselves
  5. Thinking in a positive manner
  6. Living life out loud
  7. Understanding the impact we have on other people
- Developing a strong self-image
- Developing a strong sense of personal purpose
- Developing courage to take risks
- Putting it all together



## Workshop 10: Consolidating what we've learnt – 1 day

At this stage in the Innovative Manager™ Programme, we will have covered a lot of ground together and individuals will have amassed a wide range of experiences. The purpose of this final workshop is to consolidate and share all this learning so that everyone can gain from everyone else's journey.

### Objectives: consolidating what we've learnt

- To consolidate individual learning from the programme
- To agree to maintain the network

### Programme: consolidating what we've learnt

- Key individual learning points
- Addressing lingering concerns
- Keeping the network going
- Celebrating our achievements

