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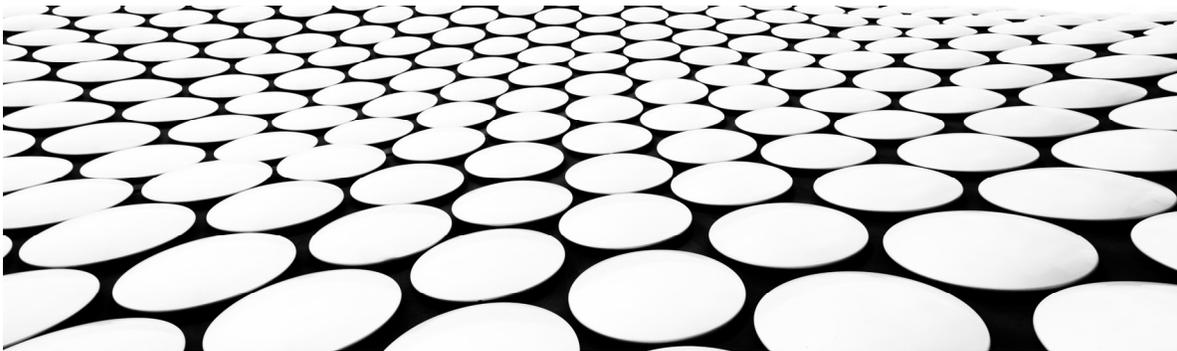
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INNOVATIVE BEHAVIORS: WHAT ARE THEY AND HOW TO PROMOTE THEM

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LEARNING OBJECTIVES

- Describe the three (3) stages of Innovative Behaviors
- Identify tools to encourage Innovative Behaviors
- Summarize how to measure Innovative Behaviors among teams

empowering
innovation



WHAT ARE INNOVATIVE BEHAVIORS?

- All employee behavior directed at the generation, introduction and/or application (within a role, group or organization) of ideas, processes, products or procedures, new to the relevant unit of adoption that supposedly significantly benefit the relevant unit of adoption”.
 - (West and Farr 1990)
- “Instead of accepting present circumstances or being content with gradual improvement, you go for a breakthrough”.
 - (Pritchett 1990)

WHY IS INNOVATION IMPORTANT?



Introducing innovation can help you to:

- improve productivity
- reduce costs
- be more competitive
- build the value of your brand
- establish new partnerships and relationships
- increase turnover and improve profitability



Businesses that fail to innovate run the risk of:

- losing market share to competitors
- falling productivity and efficiency
- losing key staff
- experiencing steadily reducing margins and profit
- going out of business

WHY IS INNOVATION IMPORTANT?

Innovation helps companies grow.

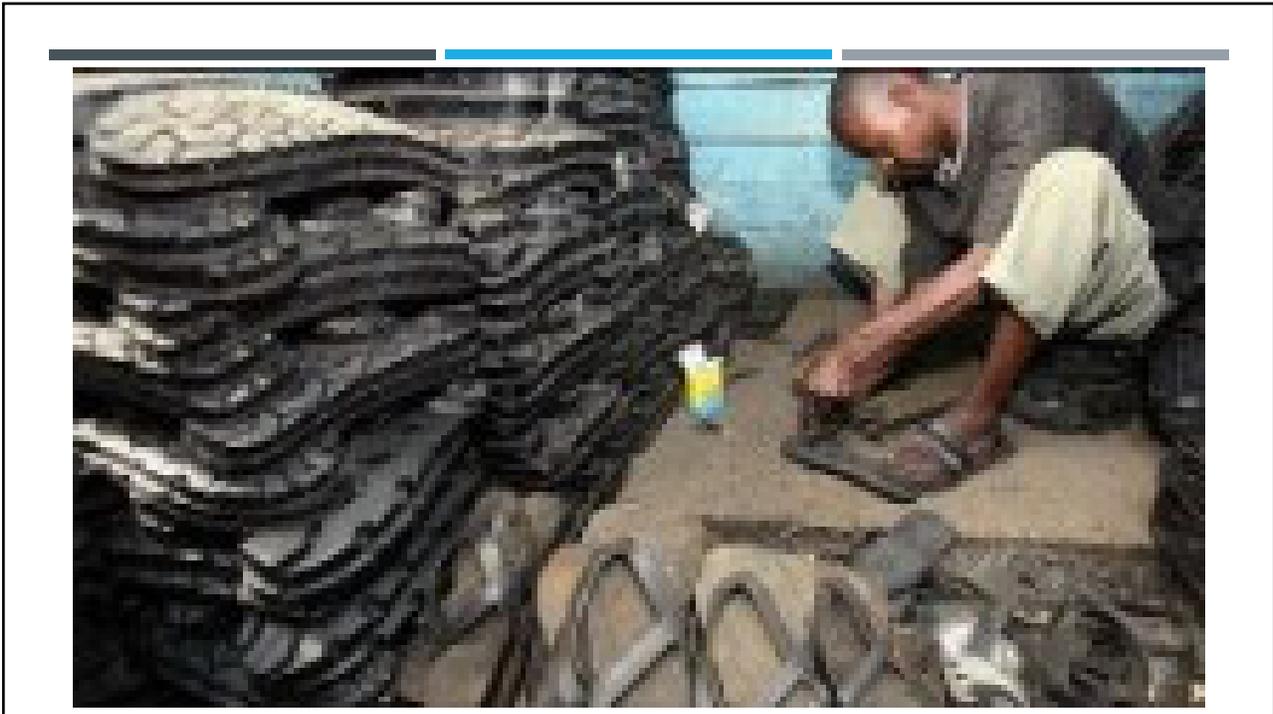
- Boston Consulting Group found that 79% of surveyed executives claimed innovation ranked among their top three business initiatives.

Innovation keeps organizations relevant.

- The world around us is constantly changing, and for your business to remain relevant and profitable, it will eventually need to adapt in order to meet these new realities.

Innovation helps organizations differentiate themselves.

- Innovative processes save time, money, or other resources, and give a competitive advantage.



WHAT ARE THE THREE INNOVATIVE BEHAVIORS?

Idea Generation

- Process of developing new strategies to address challenges and create efficiency.

Idea Promotion

- Process of gaining organizational buy-in to pursue and implement new strategies.

Idea Realization

- Process of implementing new ways of conducting business.

MEASURING INNOVATIVE BEHAVIORS

- Likert-scale Questionnaire:
 - Developed by Scott and Bruce (1994) to test their path model for individual innovation in the workplace, this survey included six questions originally.
 - Janssen (2000) applied and expanded this survey to nine questions to measure how fairness moderates the relationship between job demands and Innovative Behaviors.

MEASURING INNOVATIVE BEHAVIORS

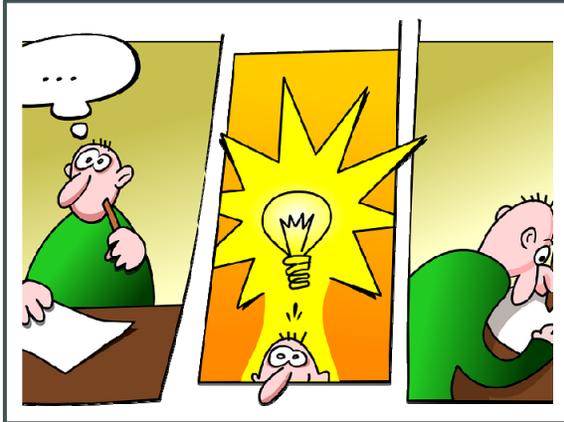
Likert Scale:

- 1. Never
- 2. Infrequently
- 3. Neutral
- 4. Frequently
- 5. Always

Questions:

- Idea Generation
 - Creating new ideas for difficult issues.
 - Searching out new work methods, techniques or instruments.
 - Generating original solutions for problems.
- Idea Promotion
 - Mobilizing support for innovative ideas.
 - Acquiring approval for innovative ideas.
 - Making important company members enthusiastic for innovative ideas.
- Idea Realization
 - Transforming innovative ideas into useful applications.
 - Introducing innovative ideas into the work environment in a systematic way.
 - Evaluating the utility of innovative ideas.

IDEA GENERATION



- Ideas are alternative notions of what might be possible – e.g. a different way of doing something, a different way of thinking, or a different way of working.
- Producing ideas is relatively easy – anyone can have ideas, and there are lots of tools and methods for producing more. But how do you know which ideas are worth looking at further?

IDEA GENERATION



- Effective idea generation requires an understanding of four things:
 - What's involved in finding and filtering ideas?
 - What supports an environment and process that will effectively find and filter ideas?
 - Who are the contributors of ideas to your organization, and through what channels might those ideas come?
 - What are the tools you use to engage people with the process of generating ideas?

PATHWAY INDEXING

1

Identify Pathways

- List as many pathways towards your goal as possible

2

Inventory Pathways

- Highlight the most plausible

3

Visualize Pathways

- Consider obstacles
- Brainstorm how to overcome them

IDEA GENERATION



Ignore conventional approaches



Think beyond what common sense would allow



Suspend disbelief



Choose a different set of risks

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IDEA PROMOTION

- Idea promotion is the process of gaining organizational buy-in from colleagues, executive leadership and stakeholders.
 - Start by identifying stakeholders.
 - Who makes the final decisions?
 - Draft your elevator speech.
 - Focus on the WIIFM
 - What's in it for me?
 - Pull-in colleagues as allies.



IDEA PROMOTION

Formulate

Formulate a coherent idea or vision—but keep it in draft form.

- Lay out your reasoning for others to see and provide both hard data and resonant examples that support how you reached your conclusion.

Expose

Expose the idea to outside criticism—and acknowledge it. (Invite the lions)

- If people have no opinions, no objections and no emotions, it usually means they don't care. Leverage

Leverage

Leverage others' feedback for improvement to achieve your end goal.

- You are not trying to force your idea; you are trying to work together for the benefit of the organization as a whole.

Communicate

Communicate your progress.

- People will continue to feel part of the solution if you keep them updated about the progress you're making.

WHAT'S IN IT FOR ME? (WIIFM)

Translate fact into benefit

- Go through each of your key points and think why it is relevant to the audience and how they can benefit from it.

The So-What Factor

- Another important thing to keep in mind is that one prospect's benefit is another prospect's "so what?" Not everyone has the same needs. They don't value the same things equally.

Words that work

- Use strong verbs to encourage action.
- Appeal to the senses with sensory words that tell a more engaging and persuasive story.
- Evoke emotional reactions to influence buying decisions.
- Choose positive connotations, always steering clear of words and phrases that may inspire negative thoughts or feelings.
- Remember that context matters; only use these words when they make sense and complement your brand voice.

IDEA PROMOTION

01

Focus on ends
rather than
means

02

Rely on the
unseen forces

03

Get
uncomfortable

04

Fall in love

IDEA REALIZATION

- Idea Realization is the process of implementing new ways of conducting business.
- Harsh fact is that approximately 70 percent of change initiatives fail due to negative employee attitudes and unproductive management behavior.
- There are stumbling blocks on the road to Idea Realization:
 - NO TIME busy agenda's
 - NO MONEY resources cost money
 - NO PRIORITY short term versus long term profit

IDEA REALIZATION

- Clearly define the change and align it to business goals.
- Determine impacts and those affected.
- Develop a communication strategy.
- Provide effective training.
- Implement a support structure.
- Measure the change process.

MANAGING RESISTANCE TO CHANGE

Preparing for Change

During the creation of the change management strategy, generate anticipated points of resistance and special tactics to manage them based on readiness assessments.

Managing Change

- Communication plan
- Sponsorship roadmap
- Coaching plan
- Training plan
- Resistance management plan

Reinforcing Change

Formally addressing resistance ensures that it is understood and dealt with throughout the lifecycle of the project.

- It moves managing resistance to change from simply a reactive mechanism to a proactive and ultimately more effective tool for mobilizing support and addressing objections.

IDEA REALIZATION



Trust in

Trust in the power of pursuit



Seek

Seek failure



Make

Make your move before you are ready



CLOSING REMARKS

- Innovation is critical to:
 - Providing relevant services
 - Meeting customer needs
 - Improving efficiencies
 - Attracting top talent
- Innovation may be:
 - Uncomfortable
 - Resisted
- Innovation is achievable and opportunities exist everyday