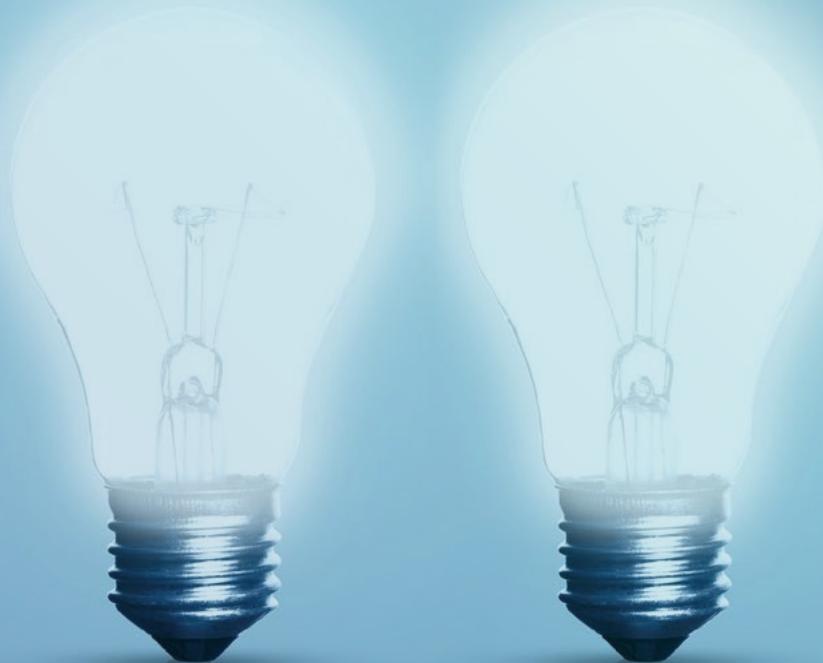# A maturity model for
High involvement innovation – Part 2

by **John Bessant**

In <u>part 1 of this white paper,</u> we have developed an idea of the key behaviors which would make up a high involvement innovation culture. We also looked at questions to determine which level an organization is operating at.

In part 2, we are going to define the road for high involvement innovation: how can you plan for progress and success? But let's start with the main driver here: the innovation imperative.

The innovation imperative

It's a simple message – innovation matters. In today's environment, organizations need to change (and keep on changing) what they offer the world and the ways they create and deliver that. It doesn't matter what kind of organization we are – big or small, public or private. The innovation imperative lies at the heart of what we do. Staying ahead means innovating daily. And not just the big projects – we need a steady stream of incremental improvements, a regular pulse of innovation in our products, processes, and services.

That's not going to happen by merely waving our arms and making bold statements about the importance of innovation. To enable everyday innovation, we need people who will get behind this concept and make it a reality. Most organizations have specialists – teams and individuals working in areas like R&D, product, and service development, whose formal role is to contribute to the innovation agenda. But there's a much bigger resource which can be engaged: everyday innovation from everyday people. High involvement innovation (HII) taps into the creativity and energy of employees, harnessing their shared efforts towards strategic goals.

High involvement innovation

High involvement innovation of this kind is all about building a culture of innovation. A place where 'the way we do things around here' includes behaviours around questioning, exploring, challenging, and suggesting new approaches. And other behaviours around sharing ideas and building upon them, knocking them into shape and carrying them forward. And other behaviours around picking ideas up and running with them, co-operating and working together to overcome obstacles and find a way to create real value from the original good idea.
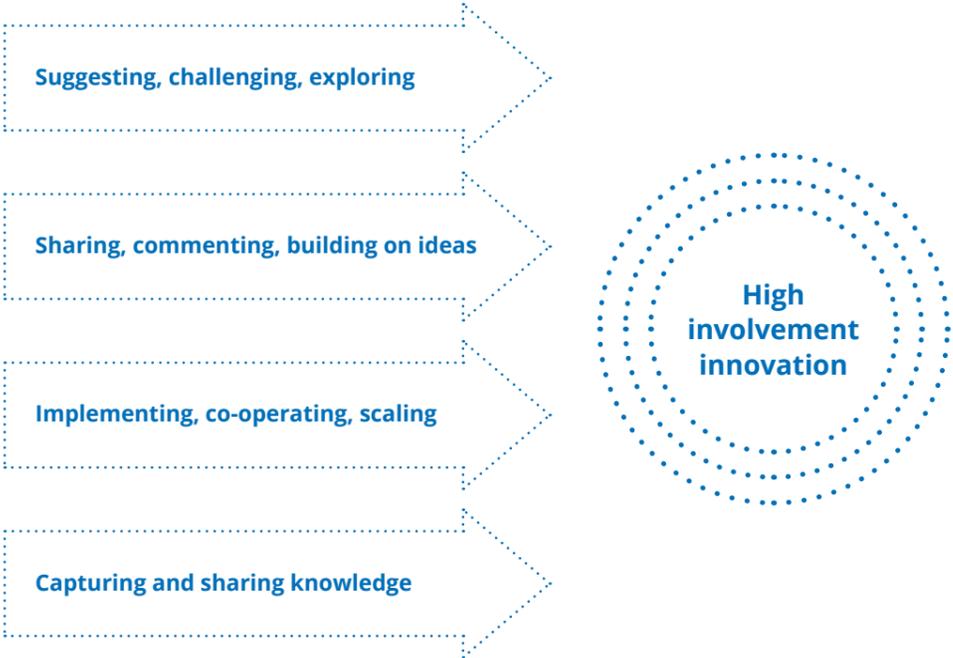
Why it matters

What do companies as diverse as Airbus, Liberty Global, Conoco Philips, the University of California (San Diego), Fujitsu, and Nokia all have in common? Whether manufacturing or service, public or private sector they all have been able to harness some of the innovation potential across their workforce.

And it pays off – by mobilising insights and creativity across their organizations they have managed to make significant cost and time savings, enhance productivity, improve customer service and generate new businesses.

This isn't a new thing – high involvement innovation has been around for decades and its systematic application underpins the success of major corporations like Toyota, General Electric or Haier. And one of the 'secret' recipes for success amongst what might be called the 'hundred club' – firms like Hella, Wilo, Merck – which have survived and prospered over more than a century is, once again, engagement of their employees in innovation.
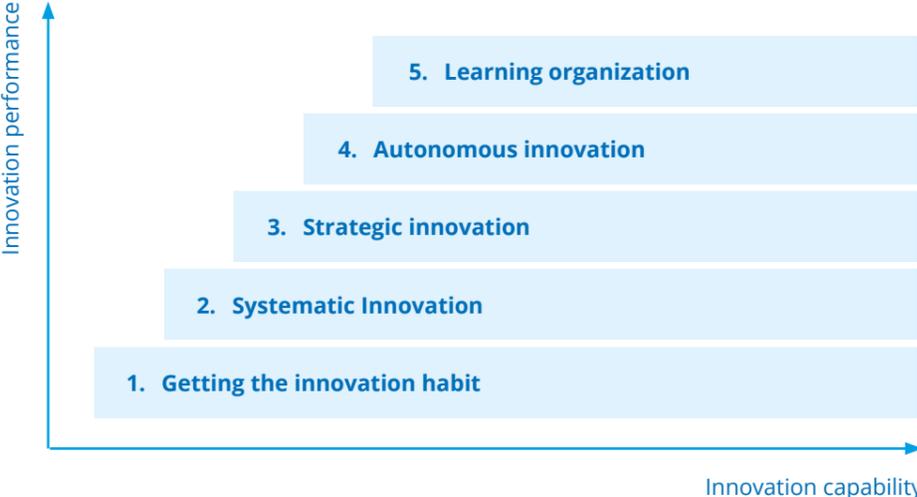
Key behaviors contributing to High Involvement Innovation

Suggesting, challenging, exploring

Sharing, commenting, building on ideas

Implementing, co-operating, scaling

Capturing and sharing knowledge

High involvement innovation

Rome wasn't built on a day

Although we might all aspire to such a culture, the reality is that it doesn't happen by accident. We must build it from the bottom up and based on learning and experimenting with new ways of working. Figure 1 shows the step-by-step development towards a high involvement culture, and it describes what we could call a '**maturity model**' – a roadmap for how high involvement innovation might develop in an organization.

Figure 1: Evolving High Involvement Innovation capability

Innovation performance

5. **Learning organization**

4. **Autonomous innovation**

3. **Strategic innovation**

2. **Systematic Innovation**

1. **Getting the innovation habit**

Innovation capability

TABLE 1

Level 1 | Getting the innovation 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.

There's a risk in this that early users will be turned off because nothing seems to happen with their ideas – it's just another one 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 are provided by someone inside the organization doing it part-time or from temporary external consultants.

The focus is on local-level issues with little cross-functional or interdisciplinary activity. Knowledge management is rudimentary – perhaps a simple Excel spreadsheet on which to record ideas coming into the system. And there's little in the way of a reward/recognition scheme, and little in the way of motivation to start and continue 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 decided to invest – not just in a platform but in providing facilitation (perhaps on a full-time basis) and encouraging people to take part. 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 only 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 commitments 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 of 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 systematically built in level 2 and pointing in a particular direction. Campaigns are identified and clearly 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 that emerge because they'll help move the organization forward. 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.

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. 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 the 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 moved to include a core training, coaching, and development one.

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 reinvention of the wheel and more sharing of good ideas and practices.

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

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 engaged in ideation, judgment, and implementation.

In addition, there is now encouragement of highly committed internal entrepreneurs – 'intrapreneurs.' Teams of people form around these major projects and work offline to develop them further, creating 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. People by this time 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 the 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 offer support and encouragement but also to commit to seeing through the ideas that fit their need. 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 a 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. 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.

So how do we go about building our high involvement innovation culture? And, having put something in place, how can we build on it, strengthen, and extend it?

An excellent place to start on this journey is with a clear idea of where we are now – whereabouts on this maturity model is our organization?

And as we've seen, high involvement isn't just about doing one or two things – there are several dimensions involved. So we want to understand where we are in relation to having those behaviours in place in our organization...

" Where are we now? A self-assessment

IN OUR COMPANY …	1 (strongly disagree) to 5 (strongly agree)
… Ideas matter from everyone	
… People are expected and encouraged to contribute and share their ideas – it's part of the job	○ ○ ○ ○ ○ 1 2 3 4 5
… People constructively comment and add to other's ideas	○ ○ ○ ○ ○ 1 2 3 4 5
… People can see what happens to their ideas – they don't just disappear off into space	○ ○ ○ ○ ○ 1 2 3 4 5
… People's ideas can turn into action – they feel they can make a difference	○ ○ ○ ○ ○ 1 2 3 4 5
… Most people are regularly involved in suggesting and contributing comments, etc.	○ ○ ○ ○ ○ 1 2 3 4 5
Your find the complete questionaire in the appendix	

Moving forward isn't about making the same progress along all the dimensions; in fact, it's likely that you'll have a profile for your organization with some areas where things are highly developed and others where there is a need to focus improvement efforts. In particular, a critical reflection on this will highlight strengths on which you can build and other areas where it will be worth investing development efforts.

Positioning – whereabouts on the model are we?

Rather than simply trying to make an educated guess at where we are on the model, we could use a more structured approach. Think about your organization as it is and the kinds of things people might say or do around the innovation theme. Use the statements of the questionnaire and try to answer them, building up a picture of how you might describe 'the way we do things around here.'

Plot a simple profile chart by shading in everything to the left of your level. You should see a dominant clustering under one number – there may be some further right or left, but you have a sense of where most of your scores lie.

For example, you might have a full set of scores for Level 2, or some Level 2 with shades of Level 1 and Level 3, etc.

That's a simple visual snapshot of your maturity level on the model.

Figure 2: This is what a profile might look like

LEVEL	1	2	3	4	5
CORE VALUES					
Ideas matter from everyone	▓	▓			
Innovation needs an enabling process, not just magic	▓			▓	▓
People need to learn to be innovative	▓	▓			
Leadership really believes in the concept, not paying lip service	▓				
Strategic role of innovation	▓				
…	▓	▓			

So far, this is your assessment of the organization – a useful next step is to ask relevant colleagues to fill it in as well to get a sense of where they feel the organization is on the journey.

Cross-checking your assessment

It's also useful to cross-check, to make sure that the picture we have built actually reflects the reality of innovation in our organization. One way to do this is to look again at the patterns of behaviour we'd expect to see in a mature organization and map our organization against these. Do we have these behaviours present, are they part of the 'how we do things around here' routines? If we took someone on a visit to our organization what would they see or hear which would confirm the picture?

THESE ARE THE KINDS OF PATTERN WE MIGHT SEE IN A HIGH-SCORING ORGANIZATION

CORE VALUE	What sort of behaviours would we expect to see around the organization?	What sorts of 'routines' – embedded behaviour patterns – would be present?		How would we know – things to look for, listen for
1. Ideas matter from everyone	People suggesting ideas and extending the range of what they suggest about – refinements, constructive criticisms, etc. This eventually leads to innovative behaviours right through from ideation to implementation	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		• 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 behaviours over time
2. Innovation needs an enabling process; it's not just magic	People using a process to find and solve problems, create new possibilities	Established formal process – ranging from a simple plan-do-check-act type of cycle through to a full-scale idea/select/implement model Eventually leads to multiple parallel processes to enable different types and levels of ideas. For example, in addition to a core platform, there would be offline training for innovation teams to develop and pitch their ideas for further development.		• 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. –
3. People need to learn to be innovative	People undergoing training and development, given opportunities to extend and practice innovation skills	• Training inputs of various kinds, including online 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		• 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	Managers 'walking the talk' – sponsoring, endorsing, supporting High Involvement Innovation	• Ownership of campaigns • Identifiable people supporting and owning campaigns and the bigger innovation mission • Overall blessing and resourcing from senior management		• Resource commitment – time, money, permission, management attention and time

TABLE 2

A maturity model for High Involvement Innovation – Part 2

CORE VALUE	What sort of behaviours would we expect to see around the organization?	What sorts of 'routines' – embedded behaviour patterns – would be present?		How would we know – things to look for, listen for
5. Strategic role of innovation	• People demonstrating policy-driven innovation behaviours – linking what they do to a bigger strategic framework	• Policy deployment via campaigns • Alignment of bottom-up innovative activity with clear directions from senior management about strategic priorities • Measurement of progress against those strategic targets		• Clear campaign structure – focused 'sprints' around clear problem targets, SMART goals and measurable outcomes, key success indicators • Pattern is repeated across 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	• Establishing a capability for facilitating and enabling HII • Reviewing and reflecting on this and exploring ways of improving it • Learning to innovate	• 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		• Identifiable individuals/team with the responsibility for managing the HII system • 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	• Leveraging knowledge – primary ideation but also recombination, deployment, etc. • Exploiting data mining and other knowledge transformation activities	• Knowledge management routines – active search and (re) configuration of ideas, not simply collection and passive warehousing • Searching for connections and potential re-application of ideas in new domains		• Identifiable individual/team with the responsibility for 'curating' the organization's knowledge base • Evidence of a 'living knowledge bank' being used • Knowledge warehousing, knowledge deployment, and recombination, knowledge curation • Examples of knowledge management in these forms?
8. Cross-boundary working	• People regularly working across organizational boundaries – between areas, departments, functions, and even beyond to external players • Boundary spanning ideation, selection, and implementation • Engagement of multiple perspectives • Emphasis on 'open innovation' and diversity of input	• 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		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	• People are supported, encouraged, and enabled in HII by the organization • People get recognition, feedback, encouragement to take part – and they continue to do so	Routines to enable motivation to participate in all stages from ideation through to implementation, and to maintain involvement in the long-term		Clear motivation devices and mechanisms: • Feedback and acknowledgment • Peer recognition • Senior management recognition • Gamification of ideation, selection, etc. • Formal rewards – celebration events, prizes, bonuses linked to implemented ideas, etc.
10. Idea management	People are making use of different routes/pathways for different scale/novelty of ideas These pathways cover all stages of the innovation journey: • Ideate • Judge • Implement • Capturing learning	Portfolio of parallel routes for different idea types – for example: • 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		Clear and identifiable pathways for all of these

A maturity model for High involvement Innovation – Part 2

Benchmarking against others

As a further cross-check, we could go back to the 'archetypes' we saw earlier (Figure 1)
Look at the description most closely corresponding to your position – does that feel about right?

Evolving High Involvement Innovation capability
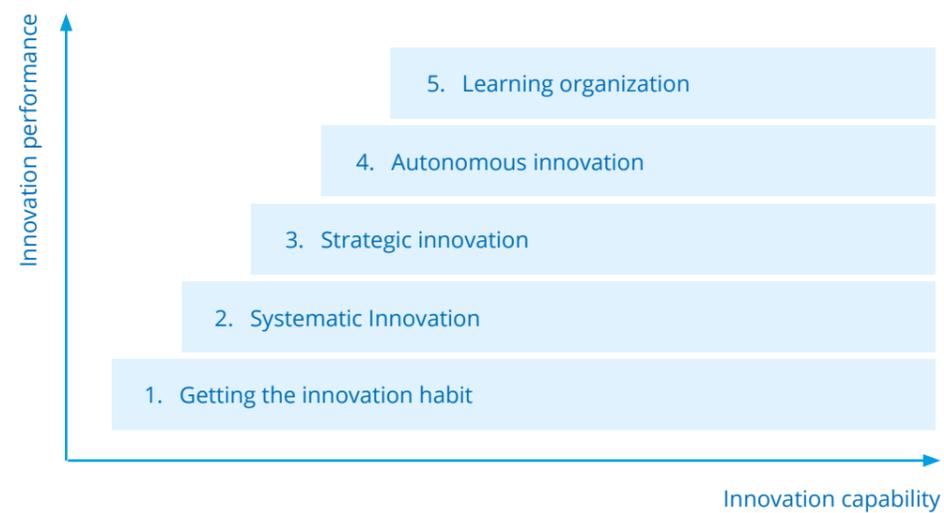
What's next?

The good news is that you now know where you are starting from on your journey towards a high involvement innovation culture. But unless you have a perfect score, this is going to trigger the obvious next question – how do we develop further? Where do we go next, what do we change, and how do we move forward?

You have two choices to make for your organization. Either you continue to strengthen within the current level you are working on, or you decide it's time to stretch and move for the next level.

That's where having a profile can help. If there are several areas within your level which still need improvement, then it might make sense to concentrate on dealing with those challenges first before trying to move up a level.

The Table on the next table gives some ideas about what low scores mean and how you might avoid some of the roadblocks and potholes and get ahead on your journey.

TABLE 3

What do low scores mean –
and what can you do about them?

CORE VALUE	Why you might have a low score	What you can do about it
1. Ideas matter from everyone	People don't believe their ideas are valued or don't understand how their voice might be heard. This might give rise to symptoms like: • Low participation rates, not many people involved • People offering simple suggestions, little in the way of comment or building on ideas • Infrequent use of the platform – not many people getting involved in campaigns • 'Honeymoon effect' – initial enthusiasm and then participation falls away	• Communicate the message frequently and widely • Create case examples and role models to underline the message • Build a network of 'ambassadors' who can act as reference points • Celebrate success publicly and share the stories broadly • Engage top management endorsement and support
2. Innovation needs an enabling process; it's not just magic	People aren't aware of the existence of a process or the need to follow it to create value from their ideas. This might give rise to symptoms like: • People don't know about the process • People don't know where or how to connect to the process - People don't understand what happens to ideas when they suggest them or how they can stay involved throughout the process • Lack of visibility of the way the process works – no transparency in things like volume of suggestions, status of ideas, etc.	• Make platform easy to access and use by anyone from anywhere • Provide a clear visualisation of the road map – a full-scale idea/select/implement model • Train people and support them, facilitate early users • Install multiple parallel processes to enable different types and levels of idea – for example, in addition to a core platform, provide offline training for innovation teams to develop and pitch their ideas for further development
3. People need to learn to be innovative	• People lack the understanding or skills to take part in the innovation process • They feel that 'innovation isn't my job'	• Training inputs of various kinds, including online and offline • Clearly identifiable training resources – trainers and coaches, courses, etc. • Adding to their skill sets – for example, bringing in entrepreneurial skills like business planning and pitching • Deepening their skill sets – for example training in different tools to support different innovation activities • Establish a library/resource centre containing tools, methods, background information about innovation
4. Leadership really believes in the concept, not simply paying lip service to it	• Managers don't appear to 'own' the innovation project or support it with their actions and words • People think they are just paying 'lip service' to the idea of innovation, but they don't really believe in it or the role which they might play. They don't feel there is support or interest from senior management and that their attention will shift t the next initiative	• Ownership of campaigns • Identifiable people supporting and owning campaigns and the bigger innovation mission • Regular statement of support and commitment of resources from senior management • Long-term consistency in top level support – and publicise this
5. Strategic role of innovation	People may take part, but there aren't mechanisms for linking what they do to a bigger strategic framework	• Policy deployment via campaigns • Alignment of bottom up innovative activity with clear directions from senior management about strategic priorities • Measurement of progress against those strategic targets **Clear campaign structure** • focused 'sprints' around clear problem targets, SMART goals, and measurable outcomes, key success indicators 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

A maturity model for High involvement Innovation – Part 2

(TABLE 3 CONTINUED)

CORE VALUE	Why you might have a low score	What you can do about it
6. Continuous review and improvement of the HII program – building dynamic capability	There is no capability for facilitating and enabling HII Lack of reviewing and reflecting on this and exploring ways of improving it No strategic review and development of the innovation programme	• Identifiable individuals/team with the responsibility for managing the HII system • Clear strategic review points • Development pathways – review results and identifiable development steps • Work with ambassadors – 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 • Roadmap for the HII journey, with identified blocks and enablers, understanding of what enables progress to higher levels, development strategy for HII capability
7. Knowledge at the heart of innovation – and pathways to ensure it creates value	• Weak or no capture of knowledge from the platform • No leveraging knowledge – emphasis only on primary ideation and little/no recombination, wider deployment • Few or no knowledge transformation activities – looking to adapt and reuse knowledge in different areas • Ideas are simply captured, not worked on or with • No curation of the knowledge base • Reinventing wheels	• Knowledge management routines – active search and (re) configuration of ideas, not simply collection and passive warehousing • Identifiable individual/team with the responsibility for 'curating' the organization's knowledge base • Evidence of using a 'living knowledge bank' • Knowledge warehousing, knowledge deployment and recombination, knowledge curation • Searching for connections and potential re-application of ideas in new domains
8. Cross-boundary working	• Absence of working across organizational boundaries – between areas, departments, functions, and even beyond to external players • No boundary spanning ideation, selection, and implementation • Lack of engagement of multiple perspectives • Lack of 'open innovation' and diversity of input	• 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
9. Motivation	People don't feel they are supported, encouraged and enabled in HII by the organization People don't think get recognition, feedback, encouragement to participate – and they continue to do so	Routines to enable motivation to take part in all stages from ideation through to implementation, and to maintain involvement in the long-term Clear motivation devices and mechanisms: • Feedback and acknowledgment • Peer recognition • Senior management recognition • Gamification of ideation, selection, etc. • Formal rewards • celebration events, prizes, bonuses linked to implemented ideas, etc.
10. Idea management	People don't make use of different routes/pathways for different scale/novelty of ideas These pathways cover all stages of the innovation journey: • Ideate • Judge • Implement • Capturing learning	Clear and identifiable pathways for all of these Portfolio of parallel routines for different idea types – for example: • 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

A maturity model for High involvement Innovation – Part 2

Jumping to the next level

There's plenty to keep us occupied in trying to bring our scores up to a reasonable degree of maturity within a particular level on the model. But at some point, we're going to want to move onwards and upwards – making a step change in our capability.

If you're ready to move up a level, it's important to be clear about the things which would change. Imagine your organization six months down the line – what are they doing differently (in terms of behaviours making up the culture)? What would you see and hear (artefacts) to tell you that you were performing at this level of capability? And then look at the steps which you'd need to put in place to help you achieve this.

Table 4 gives an overview of the key challenges in moving to different levels and some of the enablers which can help embed these shifts.

TABLE 4: MOVING TO DIFFERENT LEVELS

Challenges	Enablers
Level 1 to 2 – moving from simply getting the habit of HII to widespread and systematic engagement	• Move to a systematic approach • Repeatable process • Use a platform or some other enabling structure • Address a variety of smaller topics to help deliver quick wins and pull in different communities
Level 2 to 3 – moving from establishing a systematic capability to linking it to the strategic goals of the organization	• Identify strategic targets and organize into campaigns • Have a clear champion/owner responsible for campaign • Have the champion communicate the wider program outcomes on a regular (quarterly basis) • Focus on inclusivity, ensuring that all corners of the organization are invited to join in • Careful design of campaigns • Policy deployment via campaigns
Level 3 to 4 – moving from high strategic involvement to autonomous innovation	• Providing additional mechanisms for individuals/groups to take their entrepreneurial ideas further • Identify/select/train entrepreneurial teams • Online and offline support for these teams • Engagement of senior management to receive and act upon the 'pitches' developed by internal entrepreneurial teams • Deliberately address topics where cross-divisional groups can be addressed to break down silo thinking • Establish an 'Innovation Curator' to help make the best use of the innovation data, ideas, and concepts
Level 4 to 5 – moving from autonomous innovation to a learning organization	• Extend involvement across boundaries, including working with customers, suppliers, and other external agents • Extensive knowledge curation, managing the knowledge process, reconfiguring, reusing, recombining, etc. • Multiple parallel routes for innovation – platform, offline entrepreneurial teams, cross-boundary task forces, etc. • Space, time, and support for innovation activities

Learning from and with others

Building a high involvement innovation culture is all about learning, a process of experiment, reflection and reinforcement. It's a journey – but it doesn't have to be a lonely one. There's a wealth of research to back up the view that learning with others – shared learning – can help accelerate and consolidate learning.

It's more than just finding moral support when the journey gets hard – though don't underestimate the value of a shoulder to cry on or a helping hand when you're trying to negotiate a tricky path. What Reg Revans, (the founder of the 'action learning' approach) called being 'comrades in adversity' is still a pretty good description of the value of being able to share the learning journey.

But there's more to shared learning than just support; it also offers things like:

- the potential for challenge and structured critical reflection from different perspectives
- different perspectives which can bring in new concepts (or old concepts which are new to the learner)
- shared experimentation which can reduce perceived and actual costs risks in trying new things
- shared experiences which can provide support and open new lines of inquiry or exploration
- helping see the bigger picture, enabling a step back so you can see the patterns , separate 'the wood from the trees'

So there's plenty to suggest that building or joining a 'community of practice' is a useful next step. It's a widely used approach and many organizations (like 3M, Procter and Gamble, Corning, Google) already place great emphasis on bringing together people across their organizations to focus on shared learning. Collaboration platforms increasingly provide underpinning for this kind of approach – and it needn't stop at the boundaries of the organization. Indeed brining together people rom different environments with similar learning objectives is even more powerful because it leverages their diverse experiences. There's plenty of evidence to support the view that a high involvement learning approach can help with building a high involvement innovation culture.

The various HYPE forums offer an example of such learning communities. They are organised around the principles of opening up key challenges and questions and then facilitating experience sharing and exploration around them. And they seem to work – examples of feedback from such events suggests they are a powerful resource to draw upon in supporting the learning journey towards high involvement innovation.

Find our more at www.hypeinnovation.com/events

Core value	At our company …	Level – from 1 to 5
1	**Ideas matter from everyone**	
	People are expected and encouraged to contribute and share their ideas – it's part of the job	1 2 3 4 5
	People constructively comment and add to other's ideas	1 2 3 4 5
	People can see what happens to their ideas – they don't just disappear off into space	1 2 3 4 5
	People's ideas can turn into action – they feel they can make a difference	1 2 3 4 5
	Most people are regularly involved in suggesting and contributing comments, etc.	1 2 3 4 5
2	**Innovation needs an enabling process; it's not just magic**	
	People know how to take ideas forward, there's a clear roadmap and process for innovation	1 2 3 4 5
	People use a formal process to help them innovate – from ideas to implemented value	1 2 3 4 5
	There are several routes to taking ideas forward, such as contributing to various campaigns on the platform, working in teams to develop big ideas for pitching to senior management. etc.	1 2 3 4 5
	The organization uses and understands the process as a way of creating value from ideas and manages KPIs – volume of ideas in system, status of those ideas, etc. – in process measures	1 2 3 4 5
	The process is balanced – it isn't just about collecting ideas but also about evaluating, shaping, developing them	1 2 3 4 5
3	**People need to learn to be innovative**	
	People are given regular training in how to innovate	1 2 3 4 5
	People understand what's involved in innovation and the skills associated with the journey	1 2 3 4 5
	People are trained to use different innovation tools and understand how to use them – for example, how to pitch ideas, prototyping and pilots, etc.	1 2 3 4 5
	Someone is responsible for facilitating and coaching the idea suggestion process	1 2 3 4 5
	There are clearly identifiable training resources – trainers and coaches, courses, a library of tools, etc.	1 2 3 4 5
4	**Leadership really believes in the concept, not simply paying lip service to it**	
	There is a senior role – someone identifiably responsible – around leading innovation in the company	1 2 3 4 5
	Innovation is 'owned' by senior managers – ideas and their implementation is their responsibility, and they carry it through	1 2 3 4 5
	Leaders walk the innovation talk. sponsoring, endorsing, supporting it	1 2 3 4 5
	Innovation campaigns and sprints have a clear leader with responsibility and 'ownership'	1 2 3 4 5
	Innovation is more than a slogan – there is commitment of time, resources, support	1 2 3 4 5

Core value	At our company…	Level – from 1 to 5
5	**Innovation plays a strategic role**	
	People have a clear idea of the organization's strategy and use that to focus their ideas – we know where and how our ideas can help move the organization forward	1 2 3 4 5
	There is a clear link between our strategic goals and our innovation activities and campaigns help us focus on these	1 2 3 4 5
	Innovation activity is focused on key strategic campaigns and targets and performance against these is measured and shared	1 2 3 4 5
	There is a clear campaign structure – focused 'sprints' around clear problem targets, SMART (Specific, Measurable, Achievable, Relevant and Time-bound) Goals, measurable outcomes, key success indicators	1 2 3 4 5
	We have multiple campaigns involving different people, functions, topics, etc. and there is a mix of general/long-term programs and tightly focused sprints	1 2 3 4 5
6	**Continuous review and improvement of HII**	
	There are identifiable individuals/team with the responsibility for managing the innovation system, reviewing and improving it	1 2 3 4 5
	There's a strategic plan for how high involvement innovation (HII) happens and will develop – and regular review against it	1 2 3 4 5
	We use a roadmap for the HII journey, with identified blocks and enablers, understanding of what enables progress to higher levels, development strategy for HII capability	1 2 3 4 5
	We actively work to extend the network of people involved in innovation and to build a community of innovation activists	1 2 3 4 5
	We regularly take time out to review and reflect on our HII programme and how we might develop it further, focusing on capability development not just the targets of campaigns	1 2 3 4 5
7	**Knowledge needs active management at the heart of innovation**	
	We manage actively all stages of the knowledge process – from capturing ideas through to their development and deployment	1 2 3 4 5
	We work at leveraging knowledge, looking to adapt and reuse good ideas elsewhere in the organization, actively searching for connections in new domains	1 2 3 4 5
	There is an identifiable individual/team with the responsibility for 'curating' the organization's knowledge base.	1 2 3 4 5
	We learn from our mistakes and reapply this knowledge to build organizational capability – we don't reinvent the wheel	1 2 3 4 5
	There are clear mechanisms for knowledge to be captured and used/reused	1 2 3 4 5

A maturity model for High involvement Innovation – Part 2

Core value	At our company...	Level – from 1 to 5				
8	**Cross-boundary working**					
	We regularly share ideas and insights across organizational boundaries – between departments, functions, geographical areas	○ 1	○ 2	○ 3	○ 4	○ 5
	We work with people outside our own area in our innovation activities, including suppliers, customers, and other organizations	○ 1	○ 2	○ 3	○ 4	○ 5
	We work regularly on campaigns which involve many different areas in meeting the strategic challenges posed	○ 1	○ 2	○ 3	○ 4	○ 5
	We cooperate with others outside our area in developing and implementing good ideas	○ 1	○ 2	○ 3	○ 4	○ 5
	There are mechanisms in place to help us identify cross-organizational challenges and focus on them as innovation projects	○ 1	○ 2	○ 3	○ 4	○ 5
9	**Motivation**					
	People regularly get feedback on their ideas and that their ideas are valued	○ 1	○ 2	○ 3	○ 4	○ 5
	People are supported, encouraged, and enabled in HII by the organization	○ 1	○ 2	○ 3	○ 4	○ 5
	People get recognition, feedback, and encouragement to participate from senior management – and they continue to do so	○ 1	○ 2	○ 3	○ 4	○ 5
	People feel motivated and encouraged to take part in innovation	○ 1	○ 2	○ 3	○ 4	○ 5
	People feel part of a community and are motivated by the support and recognition of their peers	○ 1	○ 2	○ 3	○ 4	○ 5
10	**Idea management**					
	We actively manage ideas in our innovation system; it's not just a suggestion box	○ 1	○ 2	○ 3	○ 4	○ 5
	We apply our idea management system right through the innovation journey, with different pathways for different types of ideas as they move from ideation, judging, implementing, and capturing learning	○ 1	○ 2	○ 3	○ 4	○ 5
	We have a portfolio of different tracks for different idea types – for example: • 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	○ 1	○ 2	○ 3	○ 4	○ 5
	We don't assume all ideas are the same – we take care to sort them and manage them if different ways	○ 1	○ 2	○ 3	○ 4	○ 5
	We make sure ideas go somewhere – there's no such thing as a bad idea, each one is captured, reviewed and signposted.	○ 1	○ 2	○ 3	○ 4	○ 5

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.

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