

To Innovate: Create the structures & culture that *allow* it!

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By:

Jeff Parks, Performance Breakthroughs, Inc.

<http://www.PerformanceBreakthroughs.com>

& Veronica Adams, Riding the Wave Training & Development

www.ridingthewave.net

Management Innovation Needed Before Process, Product & Services Innovation

- ❖ Dominant 21st century management model based on mechanistic Industrial Revolution thinking.
- ❖ Management approaches must:
 - Evolve as society evolves & build in flexibility.
 - Learn from natural adaptation and democratic social movements.
 - Create the vehicle for the creative problem-solving of staff to manifest.

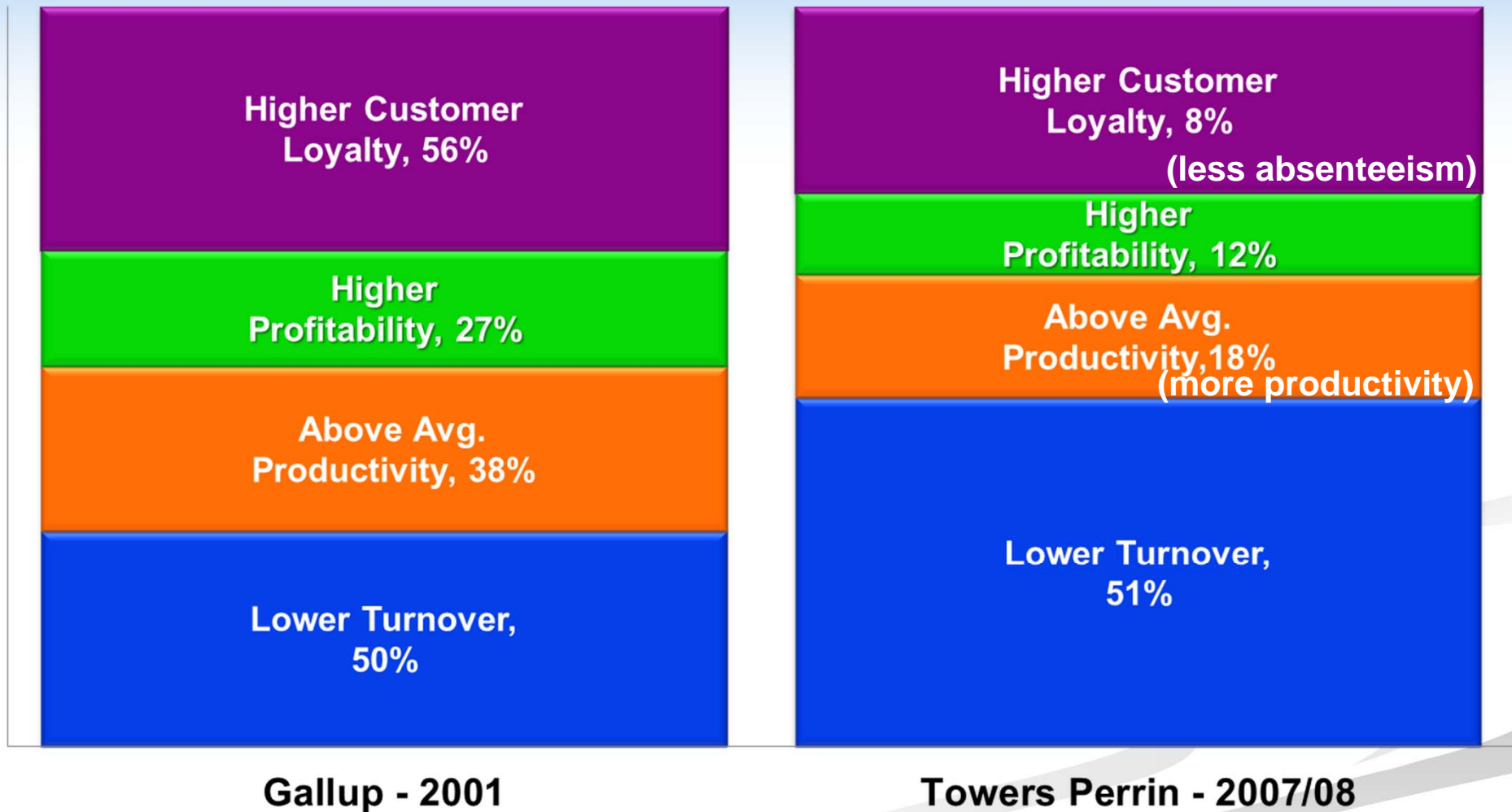


Let Them Eat Cake!

- ❖ **Bottom Layer:** Mission, Basic Functions: OD 101
- ❖ **Top Layer: Open Structures & Systems** that support an *organization-wide innovative process*
- ❖ **The Icing:** Adding fun to daily operations to foster *culture of experimentation and creativity!*



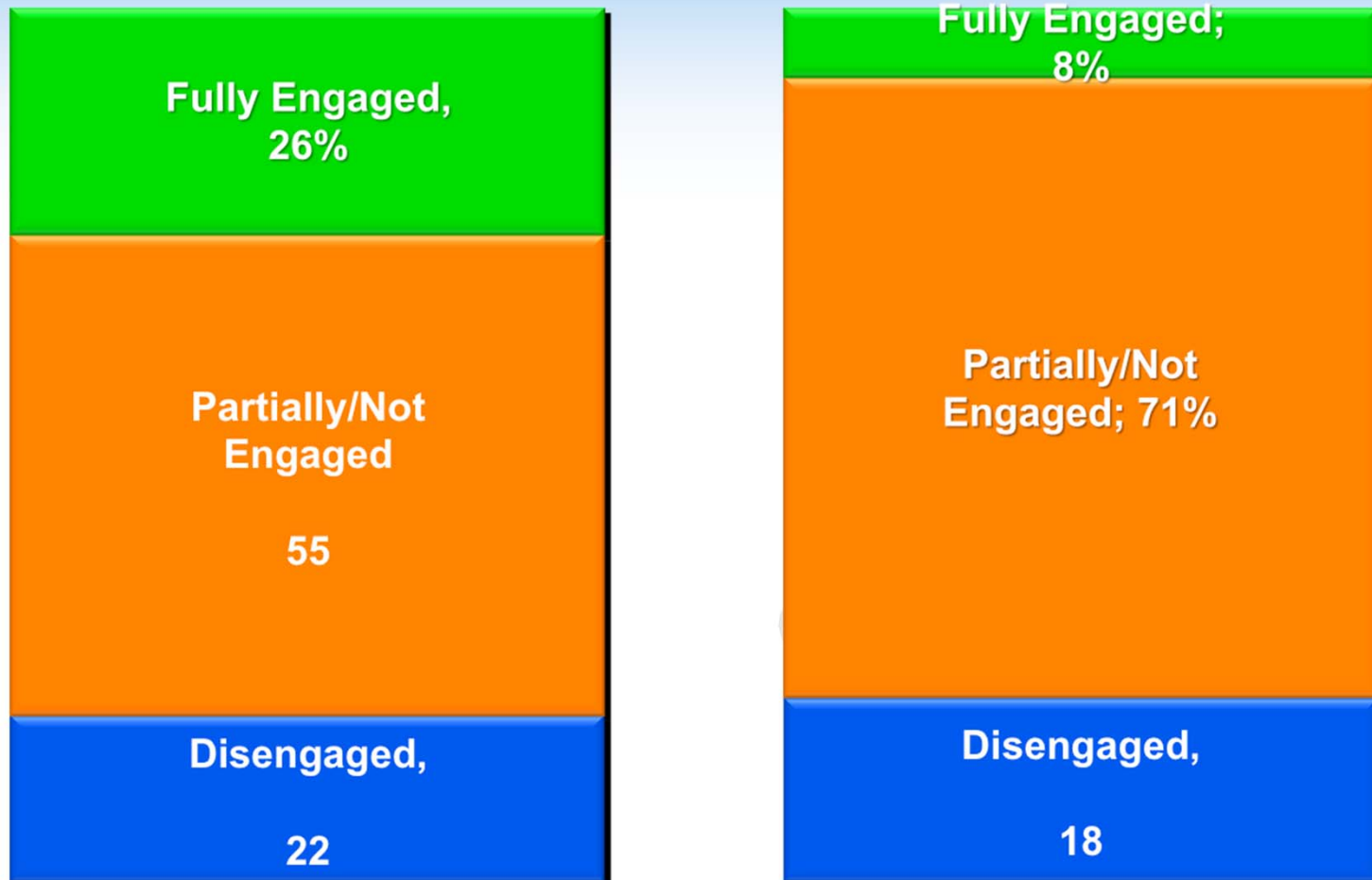
Outcomes of Engaged Workforce



Source: Towers Perrin 2007-2008 Global Workforce Study
(90,000 employees of midsize to large organizations)

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Engagement Comparison Over Time



Gallup - 2001

Towers Perrin - 2007/08

Source: Towers Perrin 2007-2008 Global Workforce Study (90,000 employees of midsize to large organizations)

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Top 5 Behaviors That Influence Employee Engagement – *version 1.0*

- ❖ Is sincerely interested in employee's well being
- ❖ Communicates openly & honestly
- ❖ Tries to be visible & accessible
- ❖ Communicates reasons for business decisions
- ❖ Leader's actions are consistent with employee's values

Anything missing here?

Source: Towers Perrin 2007-2008 Global Workforce Study
(90,000 employees of midsize to large organizations)



Top Behaviors That Influence Employee Engagement – *version 2.0*

- ❖ Understands that the **employees ARE the organization**
- ❖ **Opens & simplifies communications channels** while flattening silos and hierarchies
- ❖ IS visible & accessible as a **coach and mentor**
- ❖ **Includes employees input into the decision-making process** & empowers some front-line “executive decision-making.”



Remember:

**Inclusion = Full Engagement
+ Open Processes
& Flattened Structures
that support
Ideas & Collaboration
= Rewarding Innovation:**



Ride that Wave of Change to Your Success!

Jeff and Veronica

Jparks@PerformanceBreakthroughs.com (703) 897-0724

adams#@ridingthewave.net (202) 340-0488

