ARE YOU LEADING A BALANCED INNOVATION TEAM?

This tool will provide you with a rough and ready insight into both your own innovation leadership behaviours, and those of the people you draw together to work on your internal collaboration activity.

What is your style of innovation leadership behaviour?

Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

Over 500 public sector organisations

in local government, NHS, police, fire, housing, HE and FE are applying the SSA toolkits in their collaborative working.

Over 300 recognised practitioners and architects

SSA awards Collaborative Transformation Practitioner and Architect recognition, as part of the Postgraduate Certificate in Collaborative Transformation, in partnership with Canterbury Christ Church University and CIPFA

Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

The benefits of these tools to your collaboration projects and your partnerships

What are the benefits of these tools to you and your colleagues?

For your organisation: It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

For your partnerships: These tried and tested tools will help accelerate your collaborations, ensuring they are set on strong foundations from the outset, and will avoid the expensive pitfalls experienced in too many partnerships.

For staff and project teams: Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

*In-house, taught sessions
on applying the tools can be arranged.*

**Enquire about sessions for your department, or team, by emailing
Dominic.Wallace@sharedservicearchitects.co.uk
...or phone Dominic on 0333 939 8909**

These are pathway seminars to the Postgraduate Certificate in
Collaborative Transformation at Canterbury Christ Church University

sharedservicearchitecture

Tool: CLW5.01

ARE YOU LEADING A BALANCED INNOVATION TEAM?

Let's start with a caveat, that these four Innovating Leadership Behaviours (IBLs) are extreme stereotypes.

Tool CLW5.01 will provide you with a rough and ready insight into both your own innovation leadership behaviours, and those of the people you draw together to work on your internal collaboration activity.

Effective innovation leadership is about getting a balanced mix of people in the room. Tool CLW5.01 will help you begin the journey to assembling the right mix of people to make innovation stick.

Getting your ILBs in balance…

Below are the four *Innovating Leadership Behaviours[1]* (ILBs) that are required for successful and effective innovation to (a) be developed *(Creator)*, (b) made practical *(Translator)*, (c) implemented *(Stabiliser)*, (d) applied to the right circumstance *(Navigators)*. Let's start with a caveat, these four Innovating Leadership Behaviours are extreme stereotypes.

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[1] From: "The Innovator's Got To Do It - A Work In Progress" by Victor Newman © 2010. All rights are reserved.

Usually (but not always) everyone's profiles have relative proportions of each in their own personal 'portfolio' depending on the limitations of their experience, work environment and their natural work preferences.

What happens if the mix of ILBs is out of kilter?

Your role as a collaborative leader is to ensure that there is a balance of those behaviours in the innovation delivery team that will develop and implement innovation.

For example, if your delivery team is only made up of Creators, they will rapidly become bored and want to move onto their next idea.

If your team is only Stabilisers, they will attempt to interpret the innovation in terms of projects they have done in the past.
That will provide them with the security Stabilisers seek of being in *'known territory'* with *'less likely to go wrong'*.

Fig 20

Navigators – Anticipate what's coming, knows when to get in or get out and how to manage it

Creators – provide the source of new disruptive ideas

Stabilisers – Build quality delivery systems for products & services

Translators – Connecting new ideas to new opportunities

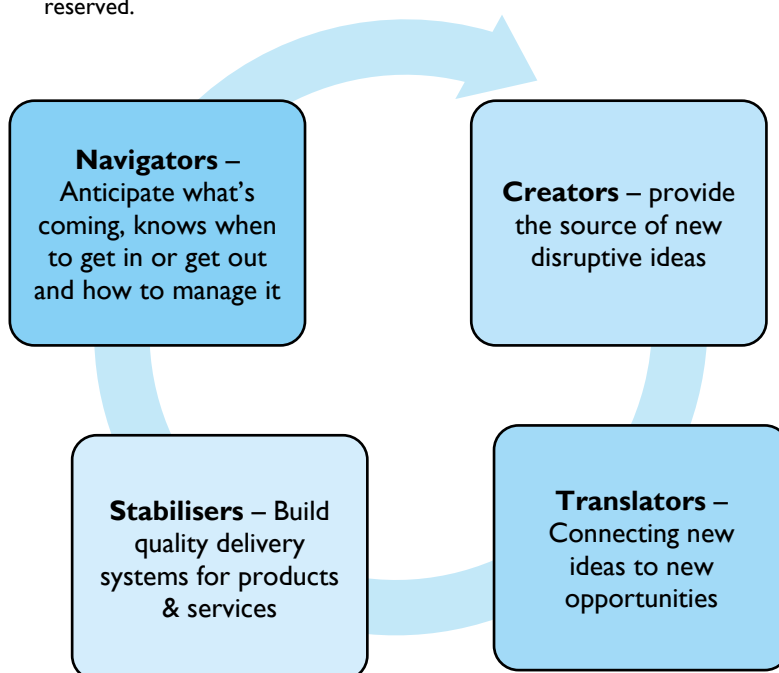*For a more in-depth assessment of the innovation behaviours across your leadership team, you can contact Professor Victor Newman on
E: knowledgeworks@aol.com*

The starting point is to gain some insights into your own ILB profile and that of your colleagues who will be working on your internal collaboration projects.

If the team is only made up of Translators, they will be unable to exploit their talent in building the bridge between the Creators and Stabilisers.

Finally, if you only have Navigators in the delivery team, then the innovation will only ever be in a strategic phase.

Your innovation will be talked about, visioned to death, identified as efficient and effective, but never stabilized.

How can leaders identify the right people with the right mix of innovation behaviours?

The starting point is to gain some insights into your own ILB profile and that of colleagues who will be working on your internal collaboration projects.

The best way to do this is to use the full diagnostic suite developed by Victor Newman[2].

However, to get you started we suggest you use this ready-reckoner tool, watching and gaining a sense of where colleagues fit into the four behaviours.

It helps them, subjectively, assess which behaviours feel dominant in their day-to-day work activity.

The key to using this tool is not what is written down, but the discussion that is created afterwards. What made them put their project in a particular ILB role? How do they feel about their innovation skills? How could they be developed?

Your action as a leader is to identify if the group is balanced, and if not, what ILB behaviours are missing and how can you address these gaps[3]?

How to use this tool

Tool CLW5.01 will provide you with a rough and ready insight into both your own innovation leadership behaviours and those of the people you draw together to work on your internal collaboration activity.

Effective innovation leadership is about getting a balanced mix of people in the room. Tool CLW5.01 will help you begin the journey to assembling the right mix of people to make innovation stick.

Step 1: Bring together the group of colleagues who will make up the work team on your internal collaboration projects. Ask them to bring a list of all the projects they have worked on over, say the last 12/24 months[1].

Step 2 : Share with them the concepts and behavioural types set out in the Innovation Leadership Tendencies matrix on the next page.

Step 3: Give them a version of the *ILB Subjective Diagnostic Tool* shown on the next page. Ask them to reflect on their contribution to the projects they have been working on and write into the middle column the name of a project in which they feel they were the Creator, or Translator, Stabiliser or Navigator.[2]

Step 4: Ask them to work out roughly what percentage (adding up to a total of 100%) of their role fell into each ILB, based on the number of projects in it. Then ask the team to share results with one another and reflect on what they feel about their subjective assessment.

Step 5: From their self-diagnostic, decide if you need to re-balance the team.

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[2] © 2010 Professor Victor Newman. From: *"The Innovator's Got To Do It: The Art of Innovation Leadership"* .
Victor can be contacted on E: knowledgeworks@aol.com
[3] See the *Shared Service Architect's Innovation Toolbox* to help with this.

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[1] You may have to modify this to take in sub-projects if they have only worked on a small number of large project over this period.
[2] They may have had a dual role so could be, for example, the Translator and Stabilisor.

Tool: CLW5.01

Innovation Leadership Tendencies

Discipline
(Consciously working within a discipline)

Stabilisers *manage their work systematically, focusing on improving the performance of processes by reducing unwanted variation. They like making things predictable and consistent. They tend to focus on the familiar and the 'here and now' – inheriting and reinforcing existing business formulas, avoiding ambiguity and uncertainty.*

Navigators operate within the world of the big picture and strategic decision-making. Navigators are at home in a world that is in continual flux and flow. Navigators understand the nature of continuous innovation and the dangers of obsolescence.

Creators *develop ideas that create instability within organizations and markets. They create new ideas but as soon as their idea becomes a stable prototype, they lose interest and want to move on to the next idea. The Creator's reference point lies in the future – the 'what might be' ideas.*

Translators *bridge the gap between Creators and Stabilisers, acting as the intermediary or glue between the two. Translators help Creators to stabilize their prototype ideas, then to package their prototype to sell to the Stabilisors, who in turn develop the workable versions and necessary delivery systems.*

Contextual Awareness
(Interpretive behaviour within an evolving fluctuating market)

Based on © 2010 Professor Victor Newman - E: knowledgeworks@aol.com
From: "The Innovator's Got To Do It: The Art of Innovation Leadership"

ILB Subjective Diagnostic Tool

ILB Tendency	Name all the projects you have worked on over the last 24 months in which you feel you contributed a particular ILB role	Based on the number of projects in each ILB, give yourself a weighting in favour of each ILB. (They must add up to 100%)
Creator	*None that I can think of*	0%
Translator	*Social housing interaction programme* *ICT intelligence sharing*	20%
Stabiliser	*LEP development* *Finance Change Management* *Whole service integration with HR* *Project Avantis - service integration with frontline* *Procurement of data management services*	60%
Navigator	*LEP development* *'Blurring the boundaries' health team development*	20%

Tool: CLW5.01

USER LOG

Project & date tool used	What was the desired outcome of using this tool?	What actually happened?	What would you do differently next time?