



Delivering a Healthy WA

# *Culture Of Innovation*

## *Assessment Tool*

# Session Objective



- Enable participants to...
  - constructively challenge status quo thinking
  - encourage flexibility and innovation through new ways of thinking
  - assess your organisation's culture for innovation
  - set priority work areas

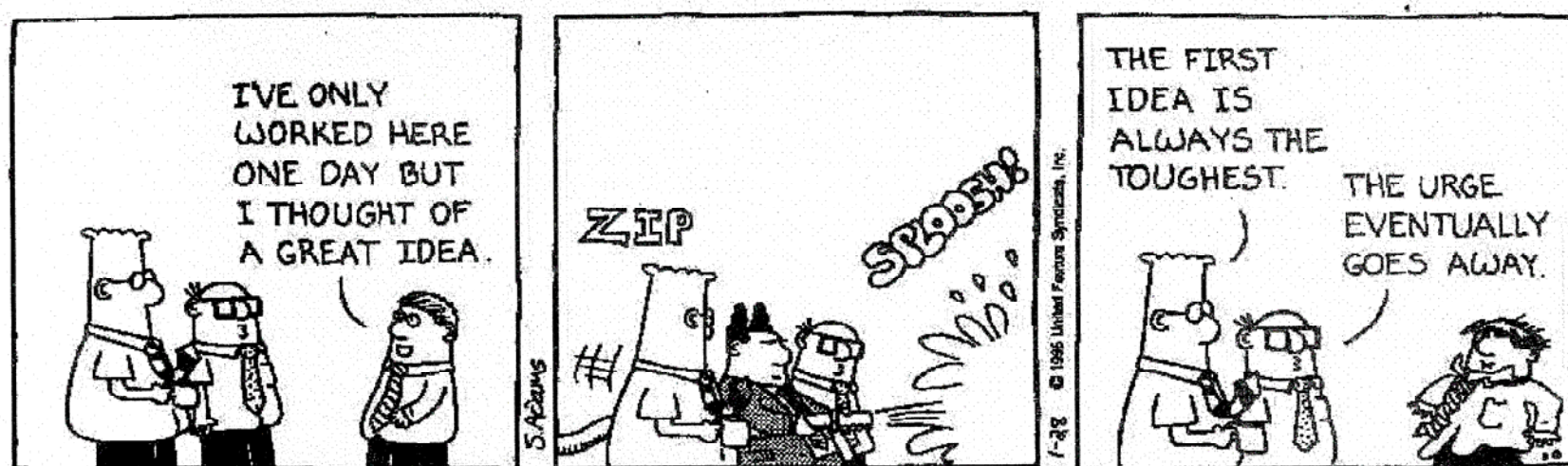


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This is an interactive session  
Try to sit next to someone who is  
Bright and Friendly!



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What are the key dimensions you need for a culture of innovation?



# Dimensions Of Innovation Culture



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- **Risk taking** – support, encouragement and reward for testing of new ideas
- **Resources** – available time, authority, autonomy, money and information
- **Widely shared information** – sourced widely and disseminated to all staff, collaborative with colleagues
- **Specific targets** – innovation is highly desirable and links in with operational and strategic plans

# Dimensions Of Innovation Culture



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- **Tools and techniques** – supportive process for innovation, investment in building capacity and support to select tools
- **Rewards systems** – meaningful reward and recognition
- **Team environment** – high level of honesty, respect and open communication
- **Leadership** – shared, multi-level, visionary and responsive

# Spider Chart



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## Key points

- to display multi-factor information where all factors can be related to a common scale and are roughly equal in importance
- also called a factor chart, window chart, or portal chart
- the greater the “opening” the better



# Uses Of The Chart



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- assess current environment
  - via dialogue
  - via survey measurements



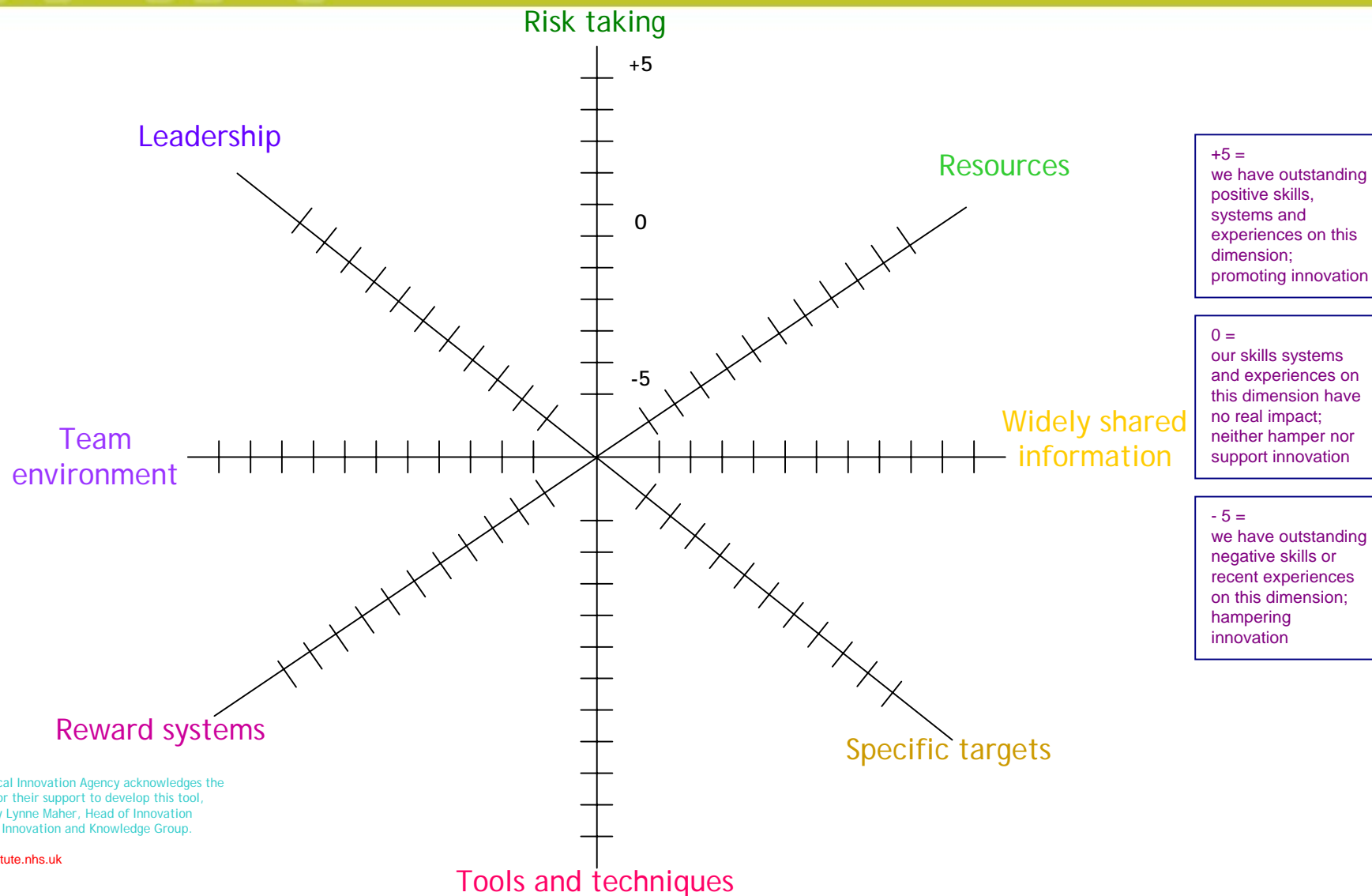
- plan actions to increase likelihood of innovation



# Tool: Spider Chart



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The Clinical Innovation Agency acknowledges the NHS UK for their support to develop this tool, especially Lynne Maher, Head of Innovation Strategy, Innovation and Knowledge Group.

[www.institute.nhs.uk](http://www.institute.nhs.uk)

# Spider Chart Scale



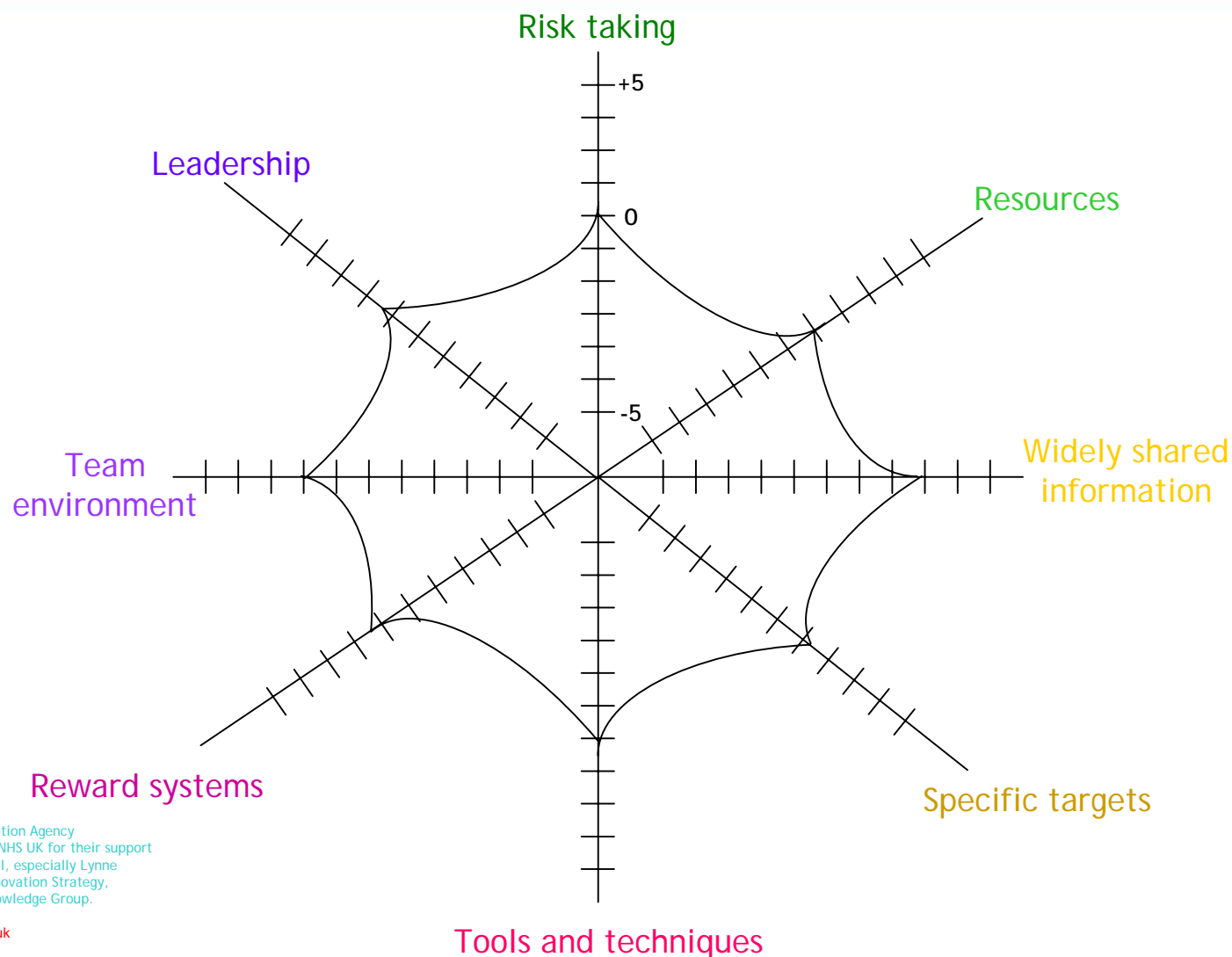
- 5 = we have outstanding negative skills, systems or recent experiences on this dimension; hampering innovation
- 0 = our skills, systems and experiences on this dimension have no real impact; neither hamper nor support innovation
- +5 = we have outstanding positive skills, systems, and experiences on this dimension; supporting innovation

# Tool: Spider Chart

## Assessment of current culture for innovation



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+5 =  
we have outstanding  
positive skills,  
systems and  
experiences on this  
dimension;  
promoting innovation

0 =  
our skills systems  
and experiences on  
this dimension have  
no real impact;  
neither hamper nor  
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- 5 =  
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# Quickly Rating Dimensions For Discussion



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*Increase the score*



Representative of  
positive scores

Factors that lead  
to a high rating on  
this dimension

*Decrease the score*



Representative of  
negative scores

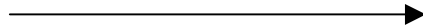
Factors that detract  
from this dimension

# Risk Taking



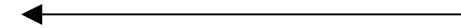
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## *Increase the score*



Senior leadership team provide public and private emotional support. Encouragement and reward for individuals and teams that want to try out new ideas. Organisation actively seeks learning from others.

## *Decrease the score*

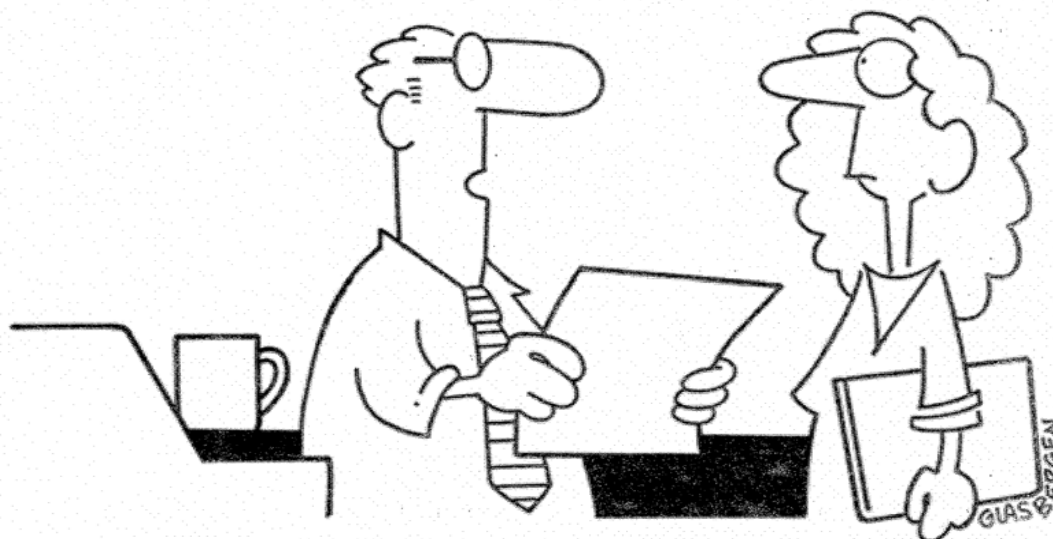


Formal leaders and opinion leaders fear failure. There is no support or encouragement. Assessment of risk is inaccurate. They fear the worst and that is the end of the idea.



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**“New safety regulations won’t allow us to think outside of the box anymore because boxes have sharp corners.”**

# Resources For Innovation



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## *Increase the score*



Protected time, authority or autonomy to act, information and money is available for individuals and teams who wish to innovate. There is active encouragement for creative thinking. Funding is available for unusual opportunities, secondments etc.

## *Decrease the score*



All resources are tied up in delivering services in the way we always have. Innovation is not a priority and resources not allocated for it. Staff are actively discouraged from thinking differently.



# Widely Shared Information



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## *Increase the score*



Information is gathered from a wide range of sources and is freely available or quickly sent out to staff. Information is circulated for comments or proposals or to stimulate debate. Staff encouraged to make partnerships outside of health. Lots of displays that are exciting and well maintained.

## *Decrease the score*



Information is given on a need to know basis determined by leaders. Format may be difficult to understand and not useful. Papers are summarised with key recommendations but decisions have been made before staff see them.

# Specific Targets



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## *Increase the score*



Leaders make clear that innovation is considered highly desirable. There are clear links with operational and strategic plans. Creative ideas are actively sought, they are the only way that some of the targets will be met.

## *Decrease the score*



Targets are set and focussed without any encouragement for new thinking. Plans stipulate how targets must be met. Only numbers are important. *'Hit the target, miss the point'.*

# Tools & Techniques

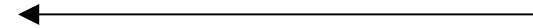


## *Increase the score*



The organisation supports a conscious and deliberate process for innovation. A lot of investment in building capability. Staff are supported in choosing tools & techniques but are able to make own selection.

## *Decrease the score*



The organisation has no awareness of tools & techniques to support creative thinking. There is no method or approach for innovation. Creative ideas are discouraged in favour of status quo.

# Reward Systems



## *Increase the score*

→

Teams & individuals are rewarded fully for their efforts with things that are important to them.e.g: Protected time, help from other areas, greater influence, recognition. Lots of team rewards, good process for celebration even if ideas not successful.

## *Decrease the score*

←

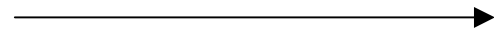
Teams and individuals who want to improve something are isolated. Discouraged from trying new approaches. Mechanisms in place to reinforce status quo. No thanks or reward.

# Team Environment



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## *Increase the score*



High level of honesty, respect and open communication. Many highly motivated teams with a good mix of skills and styles. Teams supported with ongoing 'team' development. Good networks of intrinsically motivated people working together for a common aim.

## *Decrease the score*



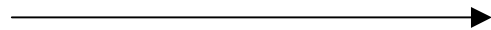
The organisation does not promote team-based working and does not support the development of networks. People feel controlled. No developmental leadership style. High level of distrust, lack of respect and honesty.

# Leadership



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## *Increase the score*



Leadership across the organisation at all levels. It is visionary and responsive to needs as they arise.

Clear visions and direction with strategic and operational plans.

Good governance structures.

Leadership training and support.

## *Decrease the score*



The organisation does not have operational plans or strategic intention. Visions is not communicated.

No governance structures

Leadership and decision points held by one or small group. No leadership development program.

# Your Project/Organisation



## Exercise 1

- Score and mark the 'spider web' on each of the 8 dimensions
- Can be your own project Or the organisation
- Join up the lines to form a web.

# Sharing



## Exercise 2

- Get up, take your 'spider web' move around the room and find someone who has a high score for a dimension in which you have a low score.
- Find out more about why they have a high score.....take their name, organisation and email so that you can find out more if needed.



# Tips to Promoting an Improvement Culture



- Don't tolerate blame
- Put patient first
- Focus attention on improvement
- View mistakes as learning opportunities
- Treat all staff as equals

# Tips to Promoting an Improvement Culture



- Create fun and humour
- Promote honesty, trust and transparency
- Encourage creativity and strive for perfection
- Promote positive responsibility & accountability
- Commit to make improvements

# Seek and Share Sheet



## Exercise 3

- Describe what your organisation does to achieve scores for each dimension that you have scored **+4** and above
- What were some of the great ideas?
- Write your name and organisation at the bottom of the sheet we will compile this information and return it to you

# Call To Action



## Tomorrow

- Identify the positive dimensions within your own project – celebrate them
- Plan actions which will increase your innovative potential

# An Old Issue



“That it (the stethoscope) will ever come into general use, notwithstanding its value, is extremely doubtful because its beneficial application requires much time and gives a good bit of trouble; both to the patient and practitioner. Its hue and character are foreign and opposed to all our habits and associations.”

*The Times, 1834*

