



# From Engagement to Implementation

A Practitioner's Guide

A Practitioner's Guide

# Welcome to the HYPE Webinar Series



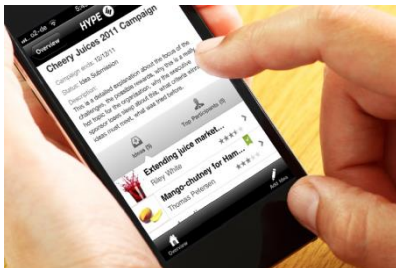
## Upcoming Webinars and Events

### Webinar Series:

- New format: coffee-break webinars, 10 min each, available online
- TBD: The “Business Sprint” – Concept Implementation and Prototyping, with XL Family

### Events:

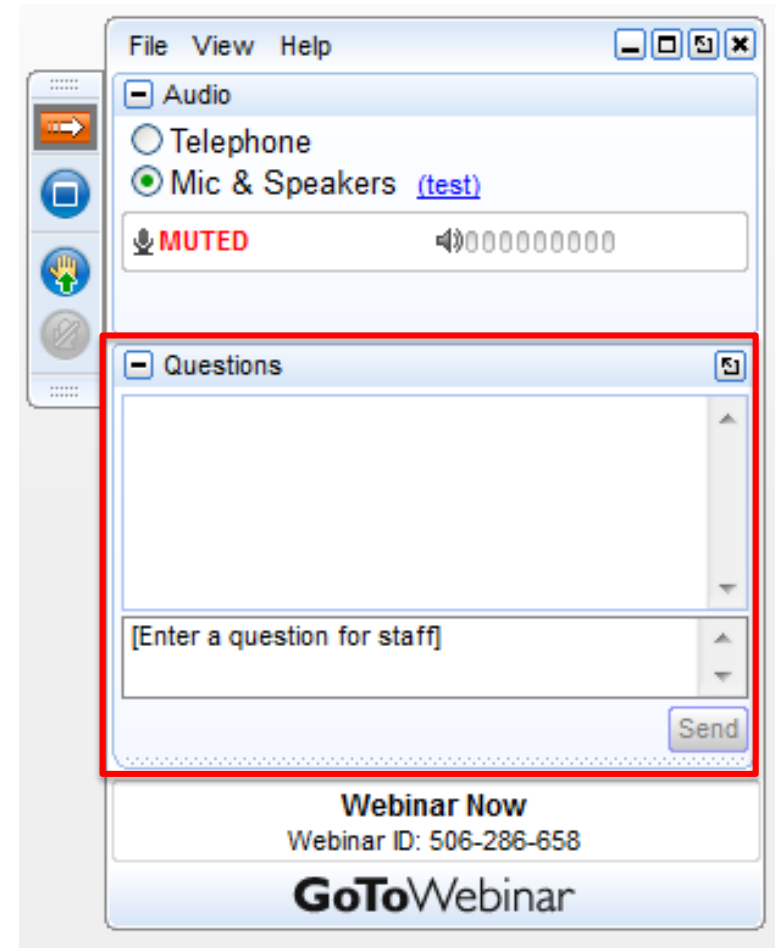
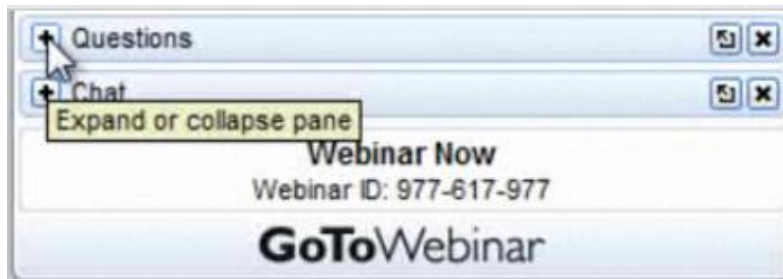
- November 5<sup>th</sup>, Regional Forum US, Chicago, hosted by Veolia
- November 20<sup>th</sup>, Regional Forum Germany, Dortmund, hosted by Wilo
- January 29<sup>th</sup>, Regional Innovation Managers Forum Switzerland, Lausanne, hosted by Romande Energie



More info at [www.hypeinnovation.com](http://www.hypeinnovation.com)

# Q&A: How Does It Work?

Please use the “Questions” window to direct questions at the presenter – during the presentation or in the Q&A session at the end of the webinar.



Hi!



Anne Twilt

Innovation Specialist

Employee Engagement



Jaspas Roos

Co-Founder

Ideation



Tudor Cobalas

Co-Founder

Acceleration



# Get Engaged Employees

*Insights from the XL family rebels*

**XL**  
family

*“How do I get more engagement on the innovation platform?”*

- Almost every innovation manager at the HYPE conference in Bonn, 2015


**Remember:** Your Innovation Platform is a means for innovation. Engagement on the platform should never be a goal in itself

**The REAL question is:** How do I get my employees more engaged in innovation?

If employee engagement grows, involvement on the platform should automatically grow with it. As long as employees are not engaged with your organization’s mission, vision, strategy and goals they will not feel the necessity to be active on the platform.

# What Is Employee Engagement?

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

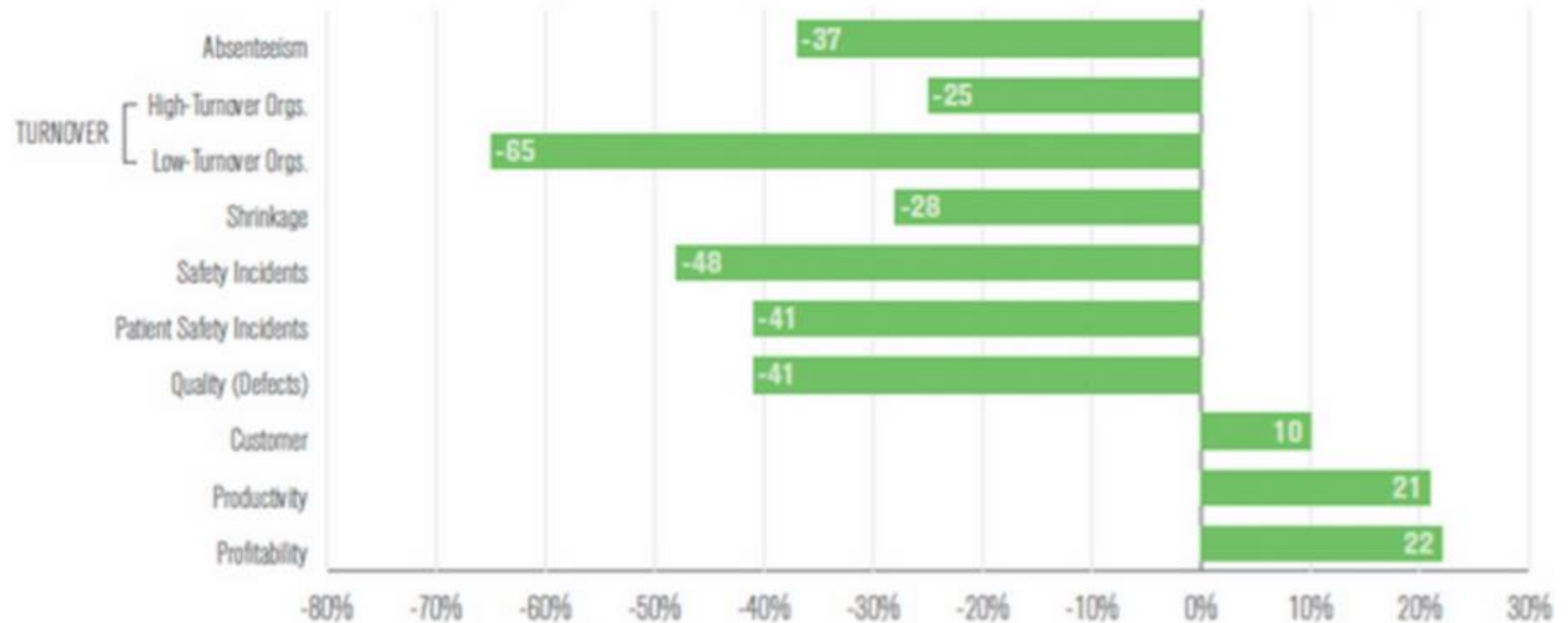


*“This is about how we create the conditions in which employees offer more of their capability and potential.”*

# Employee Engagement is relevant for many items

## ENGAGEMENT'S EFFECT ON KEY PERFORMANCE INDICATORS

Median outcomes between top- and bottom-quartile teams





# Engagement works for innovation!

According to research done by Gallup, Employee engagement is crucial for innovation as well:

- Engaged employees are the ones who are the most likely to drive the innovation, growth and revenue that their companies desperately need.
- Engaged workers build new products and services, generate new ideas, create new customers and ultimately help spur the economy to create more good jobs.



### Meaningful work

### Hands-on management

### Positive work environment

### Growth opportunity

### Trust in leadership

Autonomy

Clear, transparent goals

Flexible work environment

Training and support on the job

Mission and purpose

Select to fit

Coaching

Humanistic workplace

Facilitated talent mobility

Continuous investment in people

Small, empowered teams

Invest in management development

Culture of recognition

Self-directed, dynamic learning

Transparency and honesty

Time for slack

Modern performance management

Inclusive, diverse work environment

High-impact learning culture

Inspiration

**A focus on simplicity**

# Our Hybrid Approach

**We use a combination of techniques:**

- 1. Measure: real-time feedback**
- 2. Search for engagement triggers**
- 3. Create interventions to improve engagement**
- 4. Continue measuring constantly to monitor results**

# Business Case – Dutch Insurance Company

## The challenge:

Increase the innovation efforts of employees throughout the entire organization.

## What did they already do?

- Platform open to every employee & communicate about it.
- Clear proces.
- Sufficient budget available for the projects to be developed further.



**Hands-on  
management**

Clear, transparent  
goals

Coaching

Invest in  
management  
development

Modern  
performance  
management

# Business Case – Dutch Insurance Company

## Our solution

We organized an innovation themeday for middle management. The workshops covered the following topics:

- Back to Basics: what is innovation and why do we need it?
- How does it fit in our company vision?
- How to steer for innovation:
  - Allow time for slacking
  - Set clear, transparent and simple goals
  - Be tolerant to failures

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**Hands-on  
management**

Clear, transparent  
goals

Coaching

Invest in  
management  
development

Modern  
performance  
management



# Business Case – Dutch Insurance Company

## Results:

- A greater sense of urgency for innovation among middle management
- An increase of ideas from different places in the organization



**Hands-on  
management**

Clear, transparent  
goals

Coaching

Invest in  
management  
development

Modern  
performance  
management

# Business Case – Mexican Financial Institution

## Challenge

This company wanted to put their slogan “From a GREAT place to work to the BEST place to work” into practice. They wanted to stimulate transformation via practices towards more collaboration, communication, transparency, and openness: Creating an innovative culture capable to support the innovation strategies of the company.



Positive work environment

Flexible work environment

Humanistic workplace

Culture of recognition

Inclusive, diverse work environment



# Business Case – Mexican Financial Institution

## Our solution

- Using regular social innovation events to create a social network and connect the people from different departments: participants existed of people active on the innovation platform.
- Intervention in the physical space and in new construction.
- interdepartmental organization: take time to do an 'internship' with a colleague of a different department.



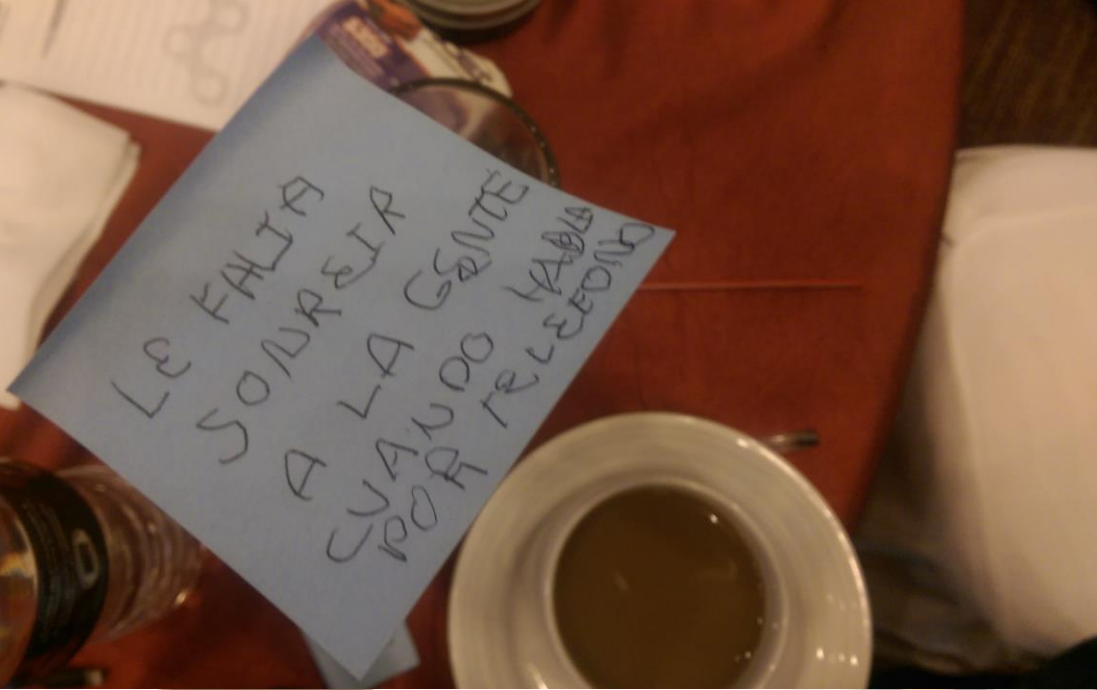
Positive work environment

Flexible work environment

Humanistic workplace

Culture of recognition


Inclusive, diverse work environment



ways be yourself.  
Unless you can be  
a unicorn.  
always f-

**BEWARE**  
**BOSS OFFICE**  
ENTER YOUR OWN RISK  
CIO

**i am not a robot**  
A person who works mechanically without  
original thought, especially one who responds  
automatically to the commands of others.  
CIO

**SMILE!**  
  
It makes your boss wonder  
what you have been up to.  
CIO

  
Always be yourself.  
Unless you can be  
a unicorn.  
Then always be a unicorn.  
CIO

As long as everything is  
exactly the way I want it,  
**I am totally flexible.**  
  
CIO

**IF YOU'RE  
WAITING  
FOR A SIGN  
THIS**  
CIO

Unless you can be  
a unicorn.  
ways be a unicorn.

**SMILE!**  
  
**IF YOU'RE  
WAITING  
FOR A SIGN  
THIS  
IS IT!**  
CIO

**i am not a robot**  
A person who works mechanically without  
original thought, especially one who responds  
automatically to the commands of others.  
CIO

**REDUCE YOUR STRESS**  
  
**HIT HEAD HERE**  
CIO

  
CIO

# Business Case – Mexican Financial Institution

## Results

- People felt appreciated and inclined to stay part of the community.
- People who were not contributing on the platform yet were being lured into the world of innovation (because that's where the cool stuff happens).
- Rewarding desired behavior caused more of that type of behavior.
- The overall atmosphere within the company became more social.
- Employees got to know more coworkers outside their own department.

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Positive work  
environment

Flexible work  
environment

Humanistic  
workplace

Culture of  
recognition

Inclusive, diverse  
work environment

# Business Case – Dutch Facility Management Firm

## The Challenge:

Aligning employees throughout all layers of the organization, from cleaners to management to the vision of the company.



**Trust in leadership**

Mission and purpose

Continuous investment in people

Transparency and honesty

Inspiration

**XL**  
family

# Business Case – Dutch Facility Management Firm

## Our solution

- A number of sessions with different groups of employees: from Marketing & Communication to the cleaning force.
- Goal: discuss the vision & proposed key words in it. What is your feeling with the words? What do they mean for you personally? How do you apply them in your daily activities at work?

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**Trust in leadership**

Mission and purpose

Continuous investment in people

Transparency and honesty

Inspiration

# Business Case – Dutch Facility Management Firm

## Result

- With the input of employees the keywords were changed into more approachable synonyms.
- Employees felt heard and appreciated the change to discuss these kind of topics.
- Employees took ownership.



Trust in leadership

Mission and purpose

Continuous investment in people

Transparency and honesty

Inspiration

# How to implement?

What to do when you want to implement the model and its 20 strategies?

1. HR and leadership must develop a complete understanding and mindset of these factors and how they all are interrelated.
2. Obtain regular, unbiased, and anonymous feedback.
3. Act upon that feedback



# Measuring

We are now privileged to have access to real-time employee engagement survey data that supports the bigger picture of the organization. With a simple machine we can continuously measure opinions & thoughts. The advantages are:

- Powerful analytics - delivers real-time results, 24x7;
- Track changes over time and in response to events;
- Takes a second to complete;
- Simple to setup and use;
- Communications enables anonymous feedback;
- Cloud-based, requires no IT involvement.

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How was your  
workday?

# See how engagement works for innovation!

**Participate in our survey & we send you a report.**

**See the power and importance of engagement!**

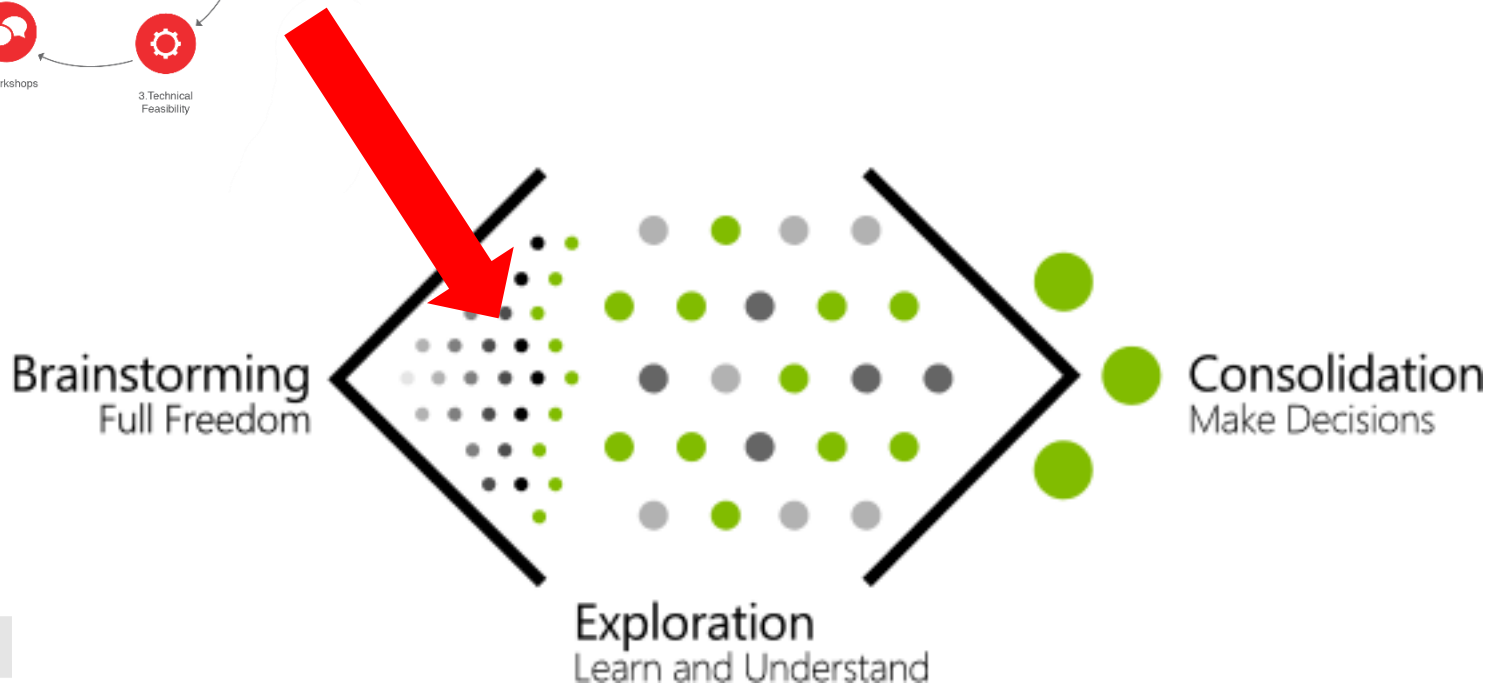
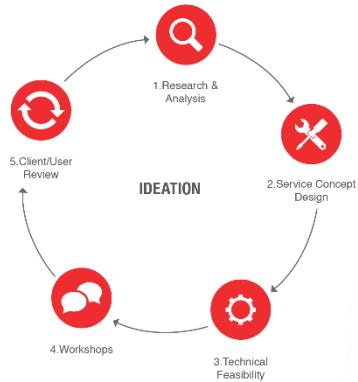
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# Generating Awesome Ideas!

*Insights from the XL family rebels*

Jaspar Roos  
Hype webinar September 2015

# Our approach is additional to TRIZ, SIT, Forth, Design driven or de Bono



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Three practical tips

Go to the edge

Provoke

Prototype

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Three practical tips

Go to the edge

Provoke

Prototype

# Top 10 trends of 2015

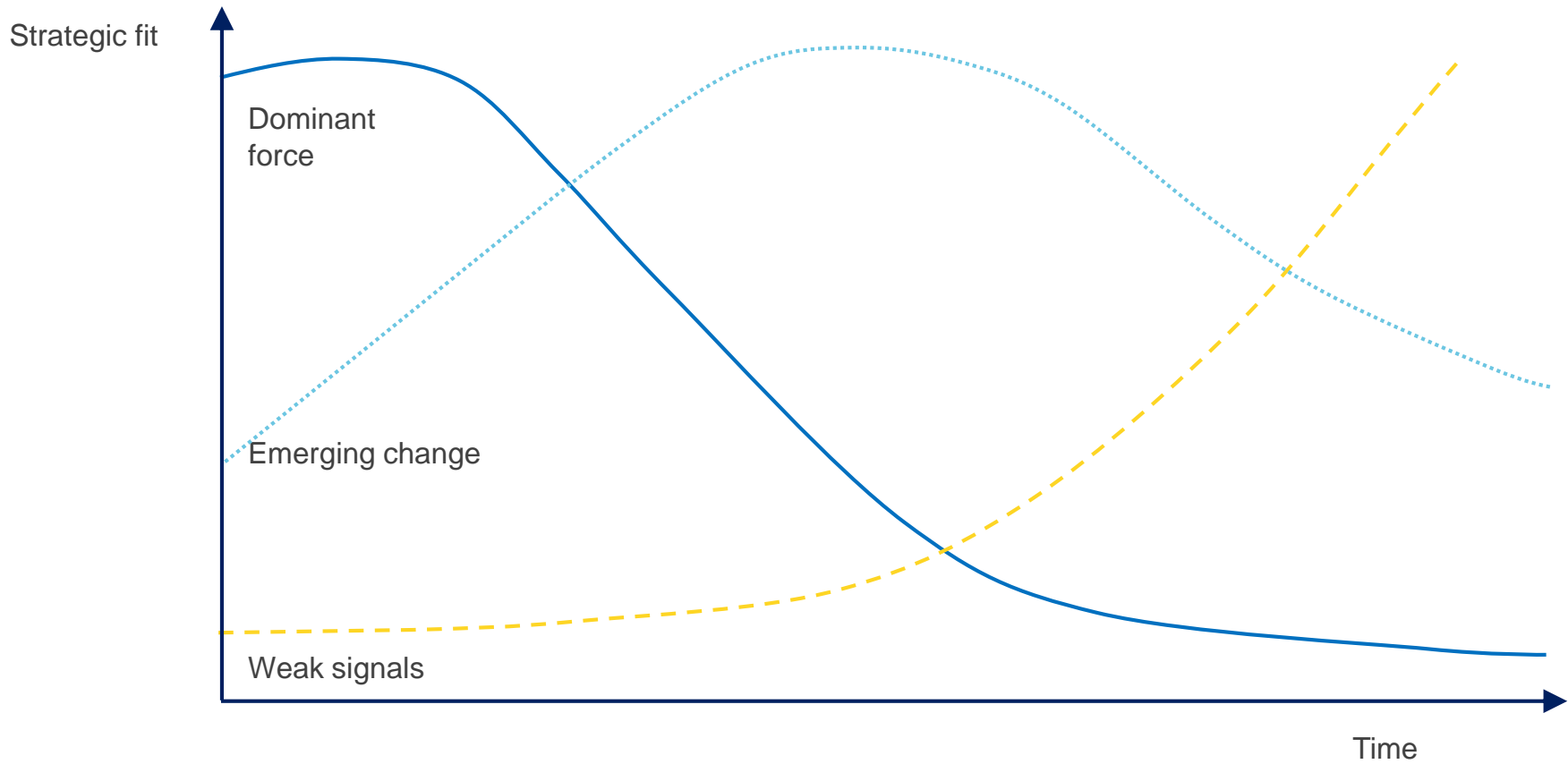
<b>1</b> Deepening income inequality	<b>2</b> Persistent jobless growth	<b>3</b> Lack of leadership	<b>4</b> Rising geostrategic competition	<b>5</b> Weakening of representative democracy
<b>6</b> Rising pollution in the developing world	<b>7</b> Increasing occurrence of severe weather events	<b>8</b> Intensifying nationalism	<b>9</b> Increasing water stress	<b>10</b> Growing importance of health in the economy

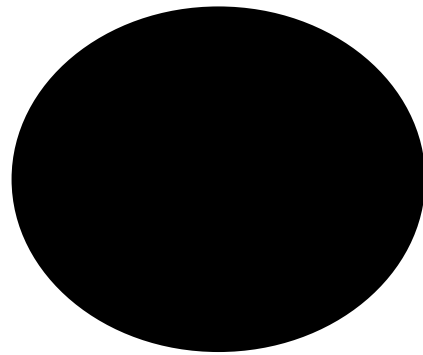
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Finding an idea requires to understand what is really happening in society and apply your concept or new technology

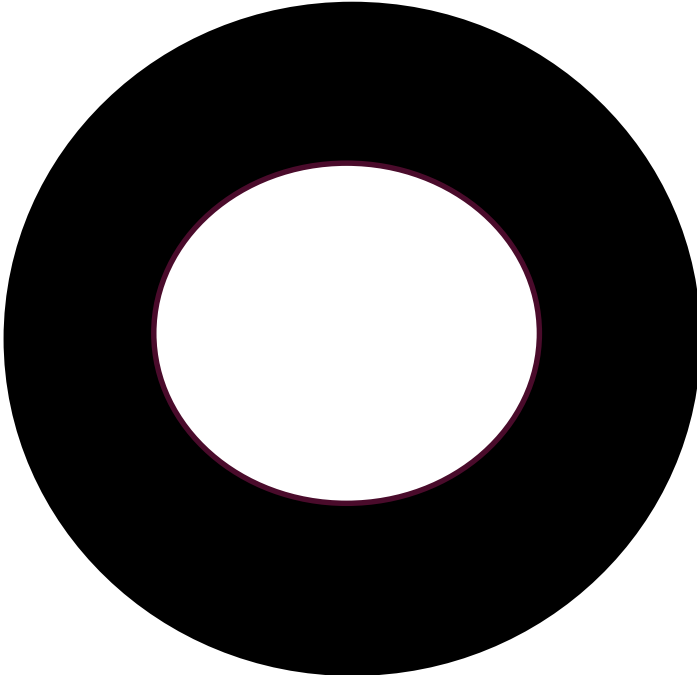








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**ALL GREAT  
MOVEMENTS BEGIN  
UNDERGROUND...**

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Telegram

taking back our right to privacy

 **Kim Dotcom**  
@KimDotcom Following

I'm planing a Venture Capital Fund for privacy startups. I'm looking for partners & fund managers. Please email: [twitter@kim.com](mailto:twitter@kim.com)

Reply
Retweet
Favorite
More

112 RETWEETS    51 FAVORITES

4:39 AM - 16 Jul 13

blekko |

**Wickr** LEAVE NO TRACE

HOW IT WORKS    APP    PRIVACY POLICY    SUPPORT    ABOUT    BLOG    NEWS

The Internet is forever.  
Your private communications don't need to be.

Wickr® is a free app that provides:

- military grade encryption of text, picture, audio and video messages
- sender based control over who can read messages, where and for how long
- best available privacy, anonymity and secure file shredding features.
- security that is simple to use







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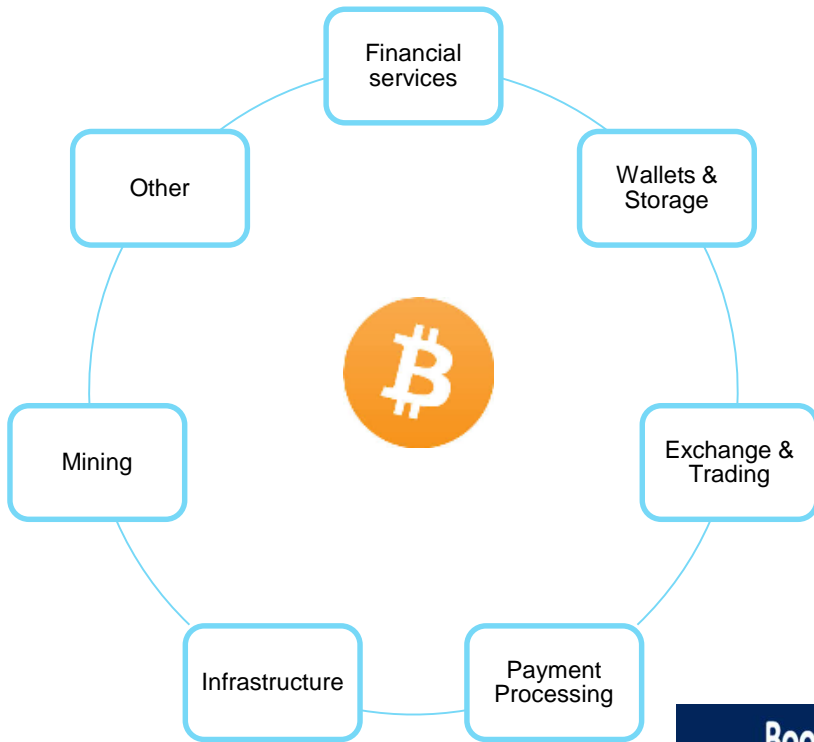


Secret

Secret projects

Surprise collaborations

Special offers



tailor.made.srprs. →

## Stop control-freaking your trip

We're all having recycled holidays. Doing the same thing, in the same places, as the 8 trillion others whose recommendations we've read. Our fun googled-up by planning, we control-freak our trip until we can serve it on a platter with mega expectations on the side. Lose the headache and let go. It's time to put the holiday back into holiday.

[Read more about us](#)

XL family

Booking.com Jasper Roos

stad, regio of hotel [Zoek](#)

**Tot 50% korting op uw volgende reis**  
Deals, speciaal voor onze leden

Jaspar, kies een deal in een van deze steden

<p><b>Nha Trang</b> Vietnam 6 deals</p>	<p><b>Londen</b> Verenigd Koninkrijk 48 deals</p>	<p><b>Barcelona</b> Spanje 14 deals</p>
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## Three practical tips

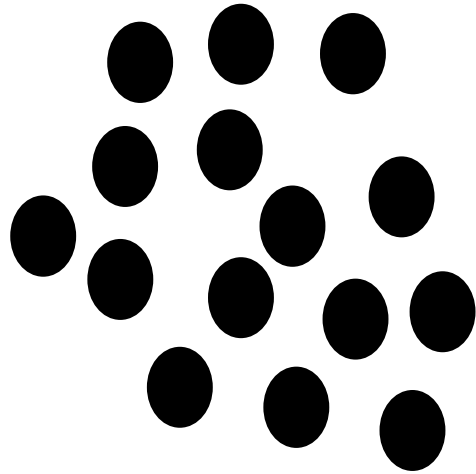
Go to the edge

**Provoke**

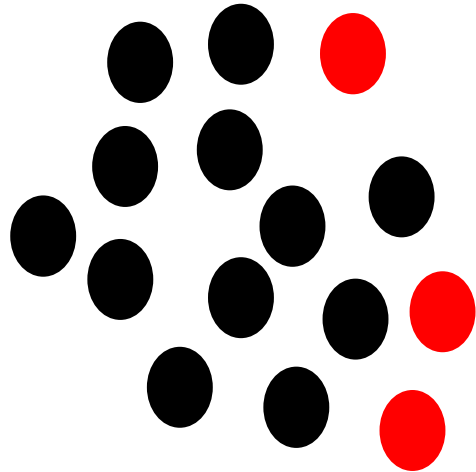
Prototype

Provocation is useful...  
without radical ideas, all ideas look the same and is more  
difficult to create awesomeness

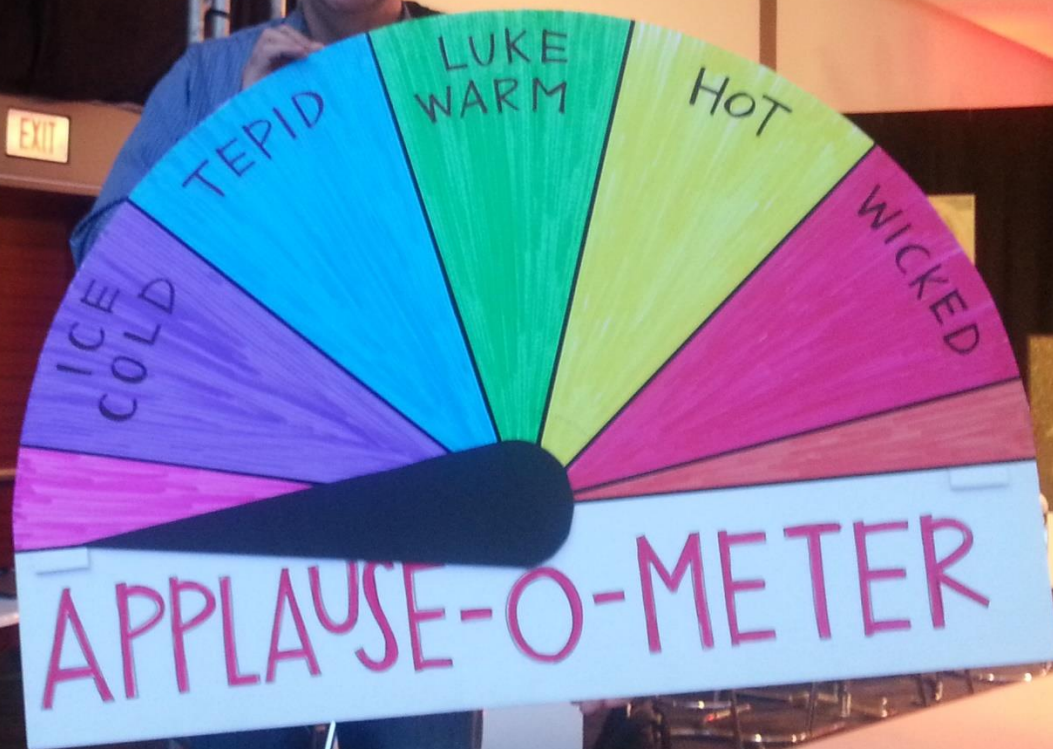
Imagine this list of ideas



Now, these are thought provoking



The more engaged people are...the more open for  
thought provocation



Provoking your team consists of three basic elements:

Feeling free and engaged  
challenging basic needs

Search for tensions and dilemma's

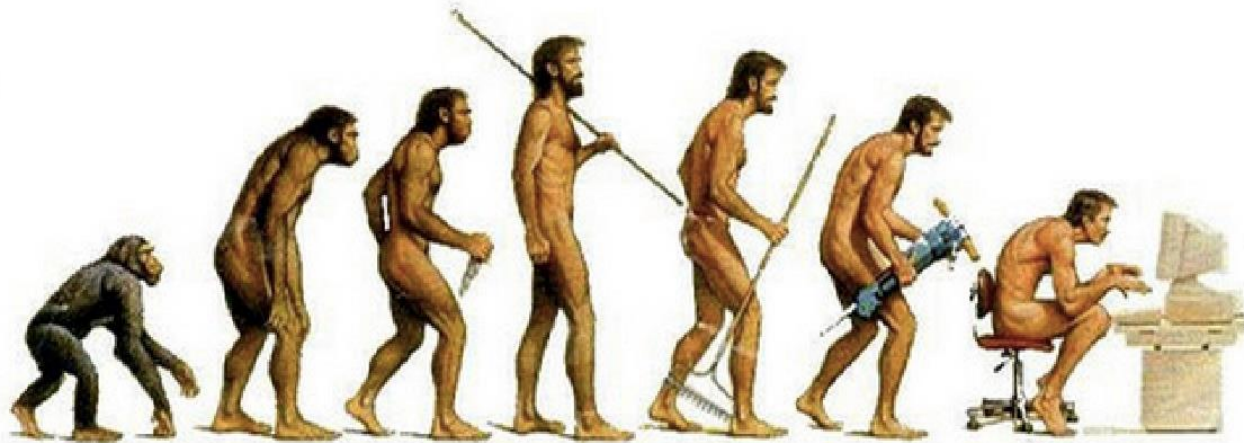


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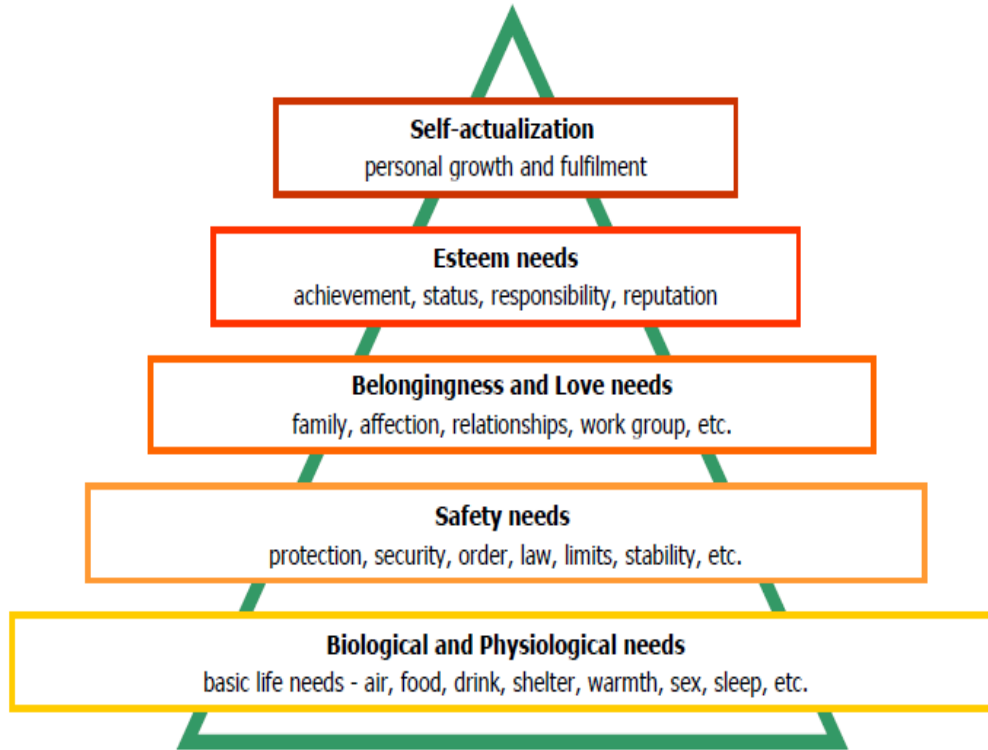
**CHANGE?**

**BASIC NEEDS  
AND DESIRES**



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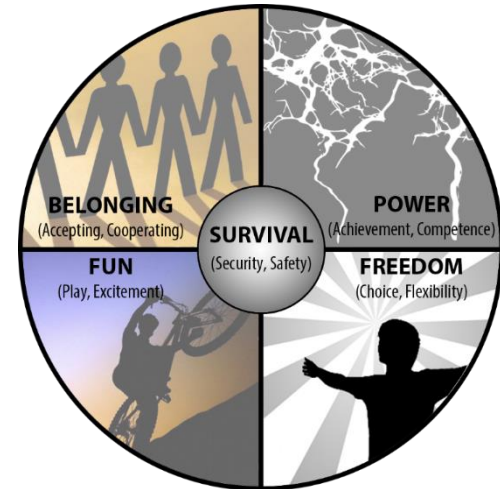
## Maslow's Hierarchy of Needs



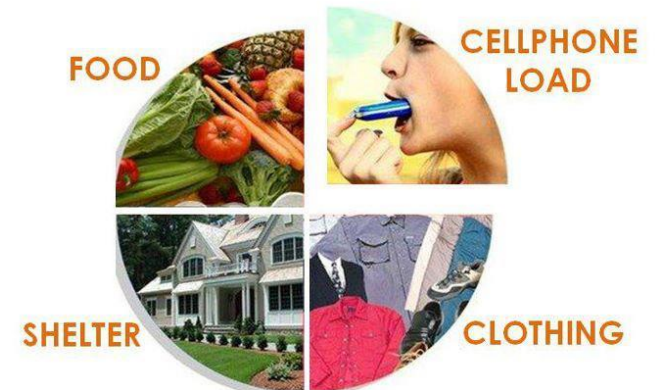
© design Alan Chapman 2001-7, based on [Maslow's Hierarchy of Needs](#)

Not to be sold or published. More free online training resources are at [www.businessballs.com](http://www.businessballs.com). Alan Chapman accepts no liability.

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## BASIC NEEDS



# TENSION & EMERGING EXPECTATIONS



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Tensions and dilemma's...

Online or offline

Real time or right time

Money or time

Love or war

Collected or connected

So provoke yourself and  
get out of the comfort zone.

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## Three practical tips

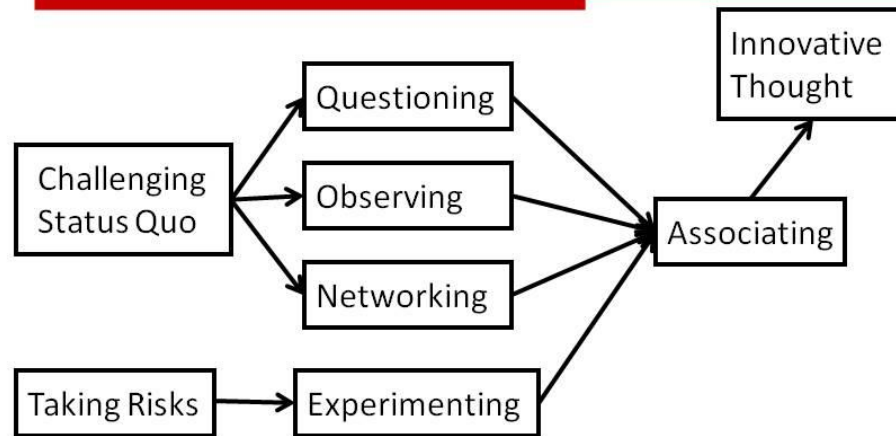
Go to the edge

Provoke

Prototype

## Relationship Between Skills

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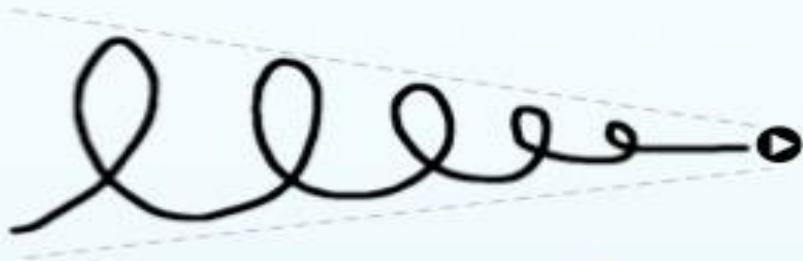
*Drawing Derived from page 27 "Innovator's DNA"*



How would it look like if we realize  
one prototype of the dilemms's....

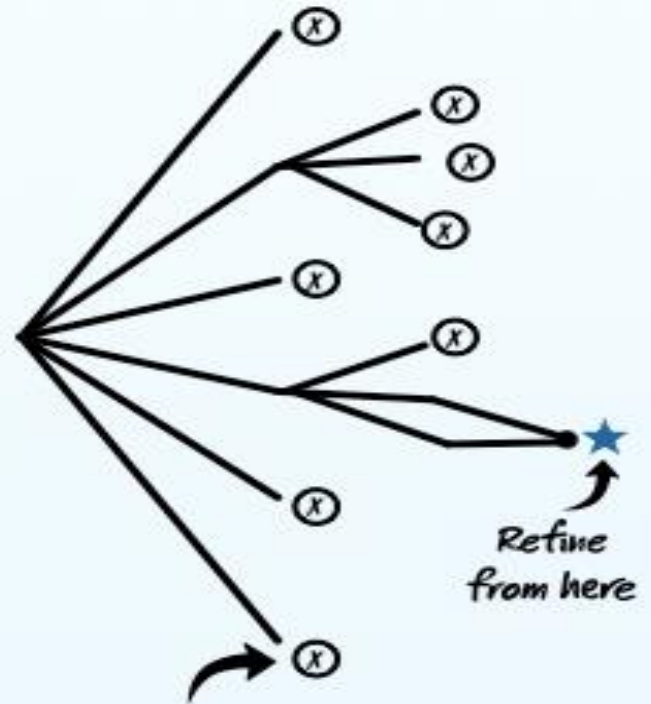


# Refinement



Best solution  
is missed

# Exploration



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We apply all techniques known in startups  
and  
radical innovation work

Agile  
Reverse ideation  
scenarios  
Pretotype  
Prototype

# USE case

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# 6.1B Smartphone Users Globally By 2020, Overtaking Basic Fixed Phone Subscriptions

Posted yesterday by [Ingrid Lunden \(@ingridlunden\)](#)

1,601  
SHARES



Next Story 



71d0c75c778fe384ce4349ebcf

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## CrunchBase

**Ericsson** -

**FOUNDED**  
1876

**OVERVIEW**

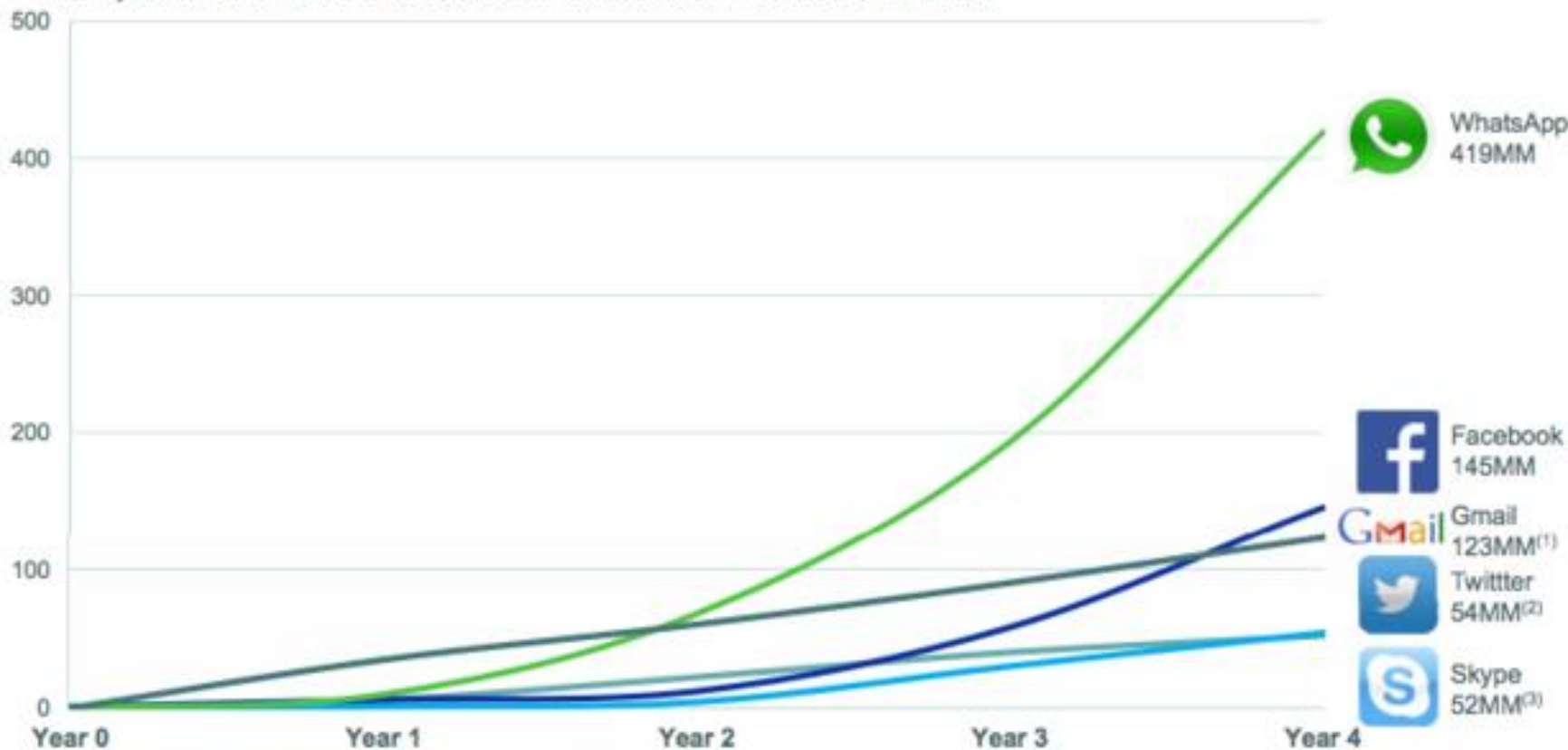
Ericsson is the world's leading provider of technology and services to telecom operators. Ericsson is the leader in 2G, 3G and 4G mobile technologies, and provides support for networks with over 2 billion subscribers and has the leading position in managed services. The company's portfolio comprises mobile and fixed network infrastructure, telecom services, software, broadband and multimedia ...

**LOCATION**

Stockholm, Stockholms Lan

## First Four Years Growth after Launch

Monthly Active User Accounts of Selected Services that are 4+Years Old, in Millions



Source: (1) comScore Media Metrix  
(2) comScore Media Metrix, news, and company filings  
(3) News and company filings in addition to estimates derived from these sources



We provoked ourselves...

How might it be if...



Based on own bootcamps we  
organised internal coopetition  
challenges, we created over 50  
ideas for safe driving

So what you can do?

Go out to the edge

Create coopetition in teams

Do internal bootcamps to quickly accelerate ideas

Visualize and prototype it

---

Concluding: awesomeness gets accelerated by...

Go to the edge

Provoke

Prototype

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Would you like to gain understanding of our  
full methods on how to come up with  
awesome ideas?

Get in touch!

---

# Accelerate Business!

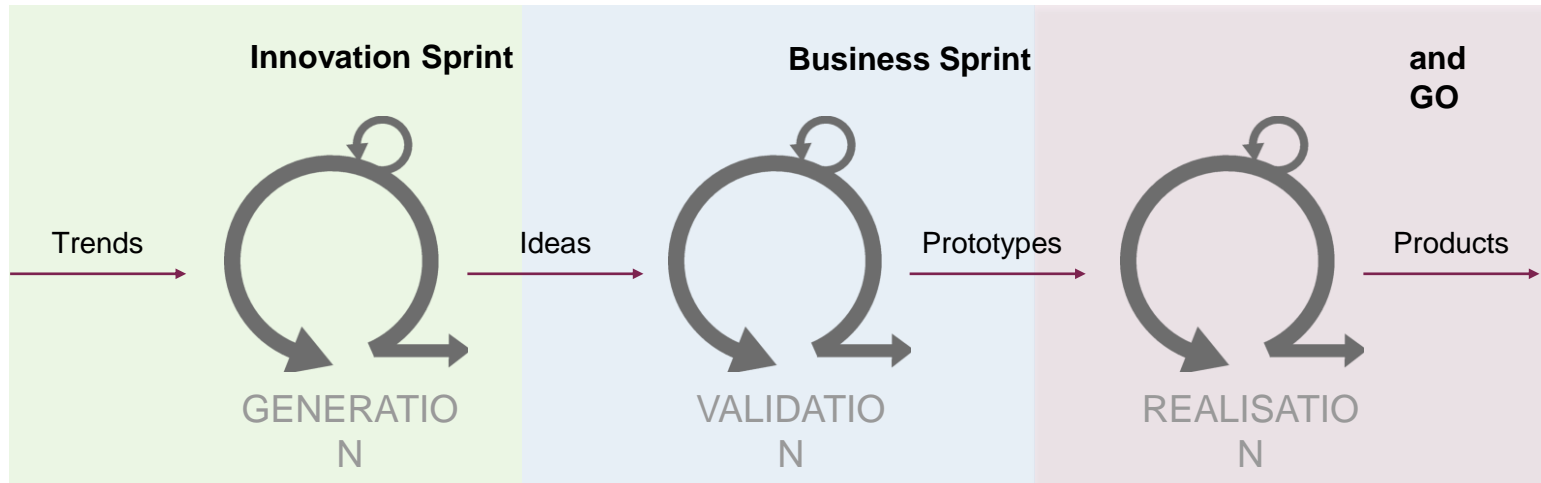
*Insights from the XL family rebels and  
SafeDrive*

Jaspar Roos

Hype webinar September 2015

# XL family

Our **Innovation Sprint** will supply you with all the latest inspirations from the outside world and help you structure these into concrete ideas. The **Business Sprint** will further develop your idea into a first prototype and make sure this is aligned with your stakeholders to ensure its future within your business.



# Every business case consists out of assumptions

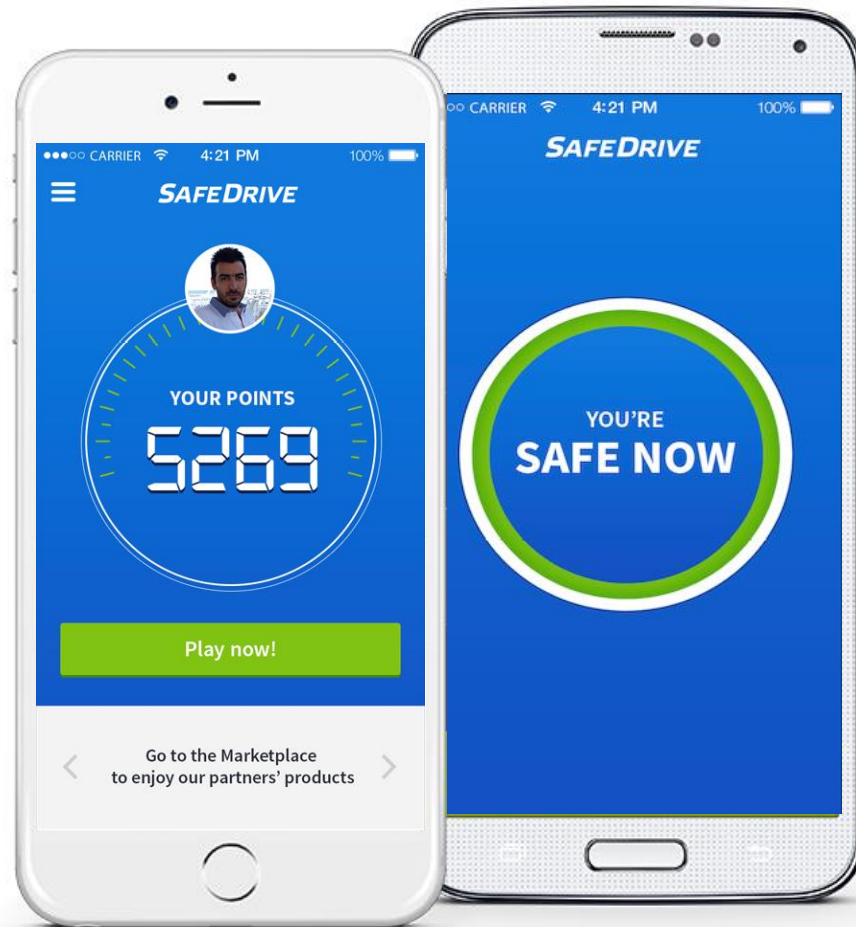
These assumptions determine the future success of your business case. The sooner these assumptions are validated (tested) the faster you gain insight in the potential success. The Business Sprint is the first validation of your business case. This validation is done by applying agile and lean innovation methodologies.

• **HOW** •  
TO TEST  
**YOUR**  
BUSINESS  
IDEAS

Make the team and the stakeholders understand the critical success factors of an innovative business case. We help our clients to an early insight into the business value of their project. Therefore we lower the involved costs and risks.



# SafeDrive - get rewarded for NOT texting while driving



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# Activities Business Sprint

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# Activities

## Business Sprint

Within 4 weeks 4 workshops take place with the project team. It results in a Minimum Viable Product (MVP), which is represented by a Prototype, Product Backlog and the Product Vision.

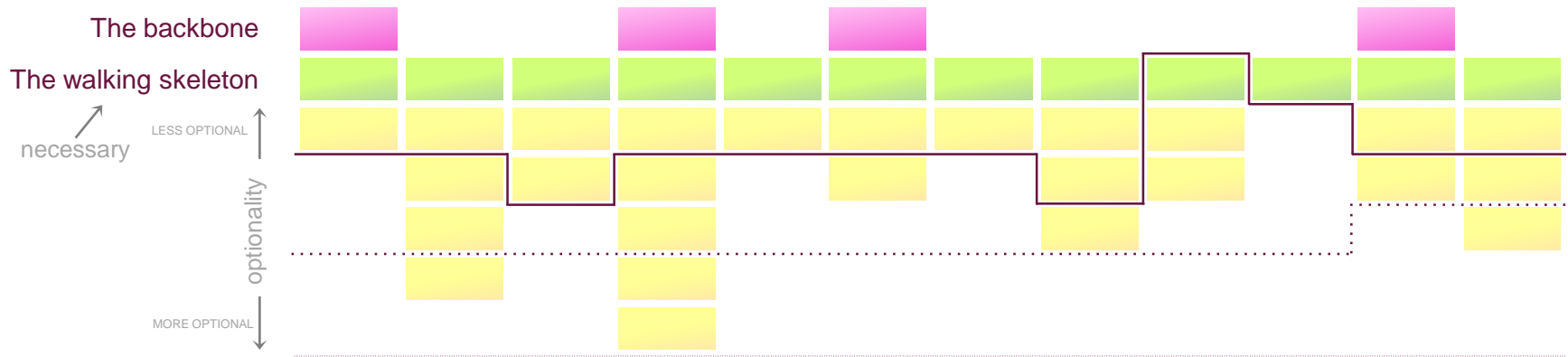
# 1. Product Vision

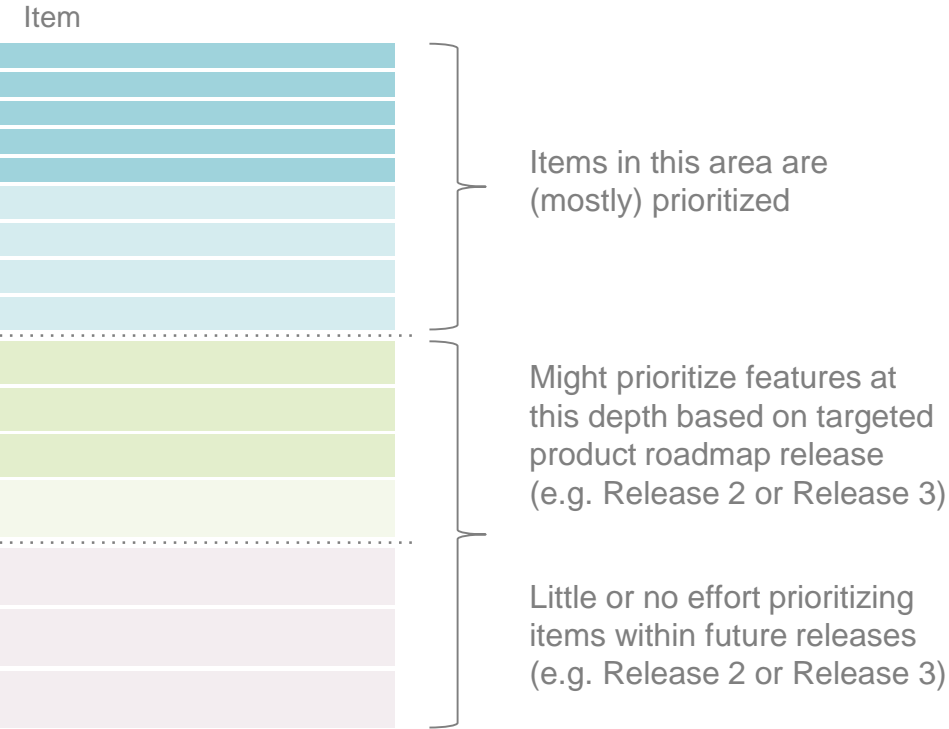
Who is the target group, what are their needs, how do we address those,  
what's the value for you as a company?

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# 2. Story Mapping

Thinking up the features of the product, deciding on the priorities and determining the minimum viable product.



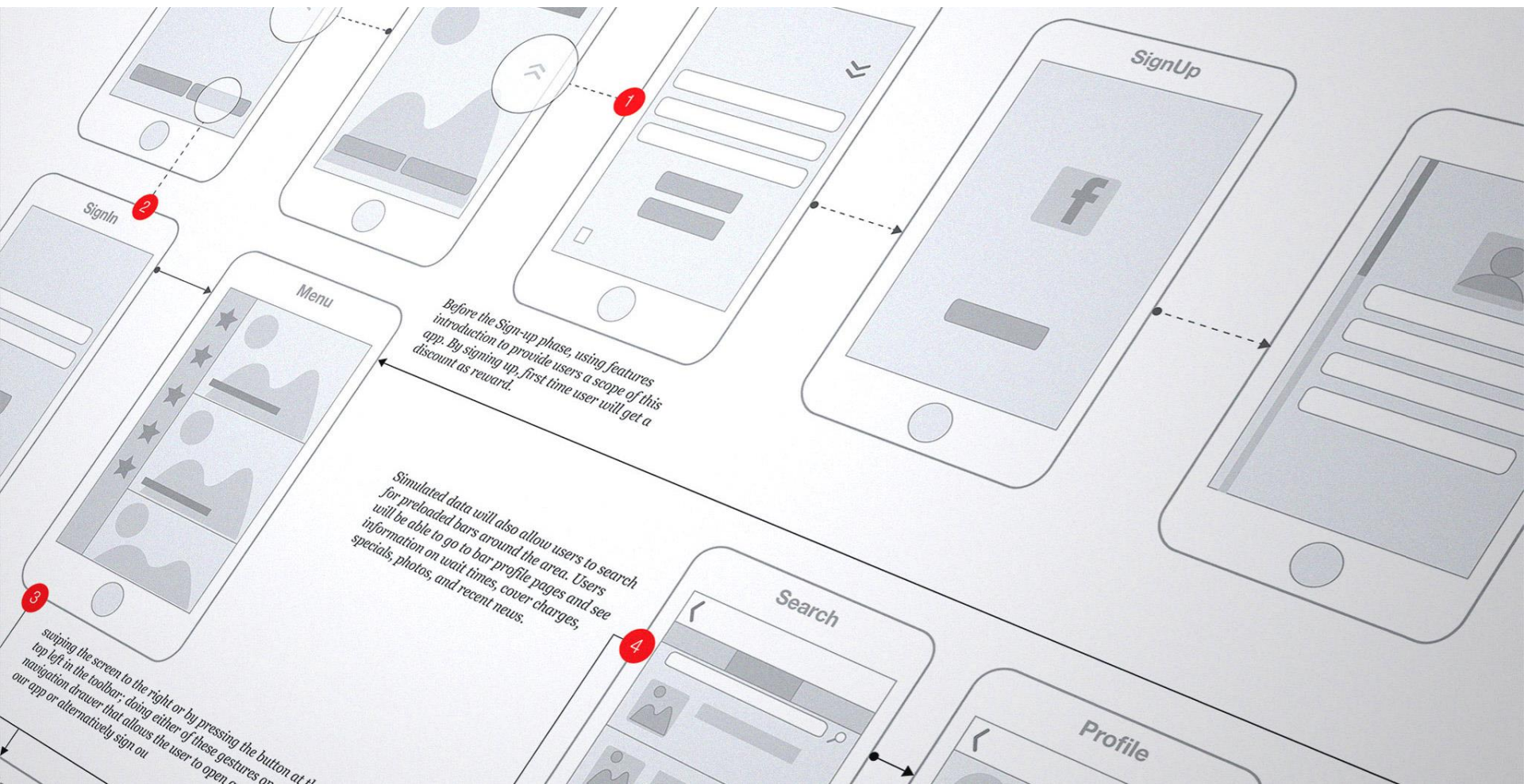


## 3. Product Backlog

Backbone of an Agile project.  
Continuously estimated & prioritized

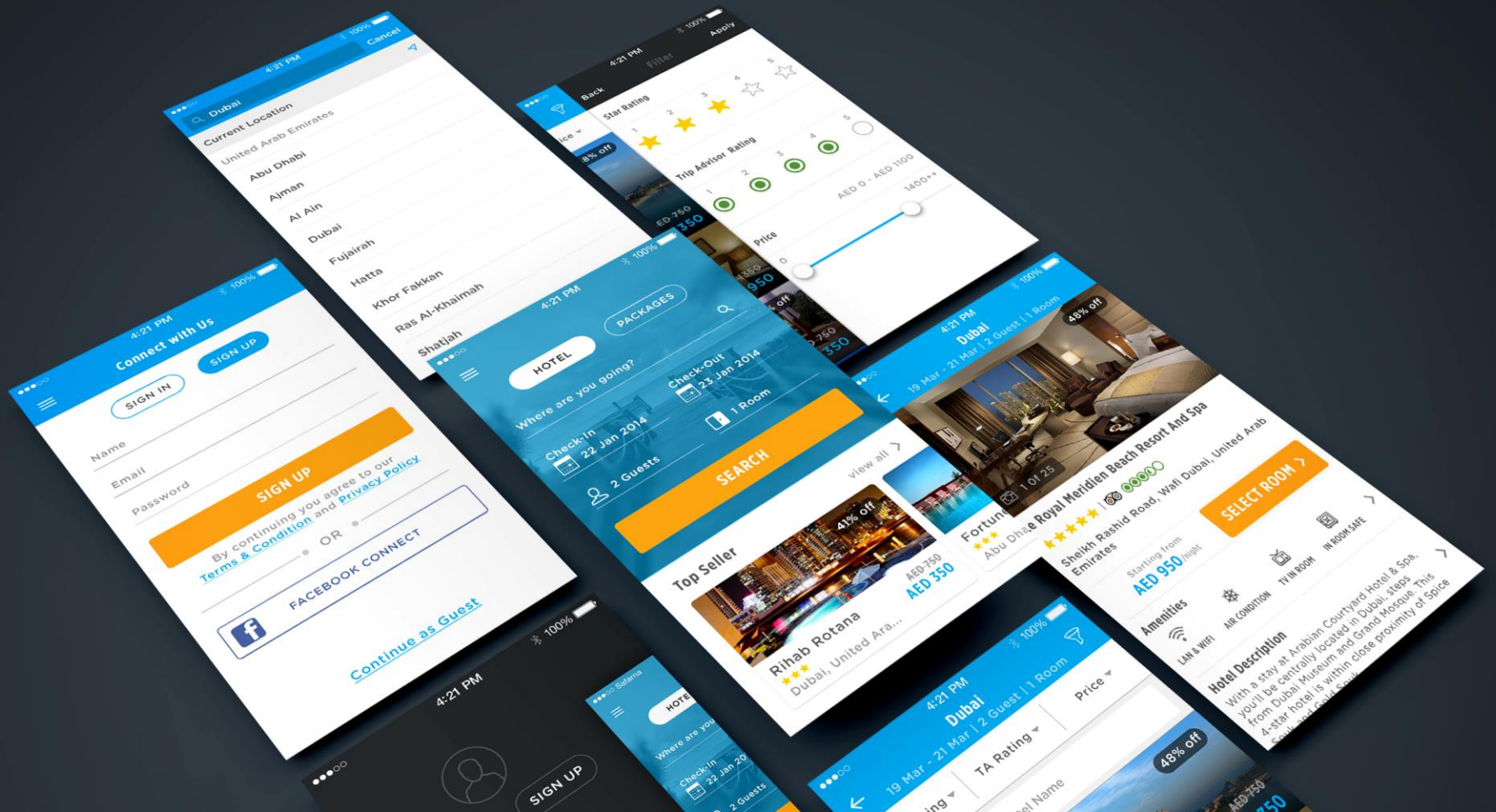
# 4. Prototype

Mock-up of the Minimum Viable Product: **Low fidelity prototyping**



# 4. Prototype

Mock-up of the Minimum Viable Product: **High fidelity prototyping**





A celebratory scene with confetti and people smiling. A man with glasses and a woman are in the foreground, both smiling. The man is wearing a blue blazer and a name tag that says "ASHFIELD". The woman is wearing a white patterned jacket and a white scarf. They are holding drinks. The background is filled with people and confetti.

Done?

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# Next is realisation

Use Agile Scrum for continuous development whilst being responsive to change along the way.



# Conclusion

1. The Business Sprint is the perfect start for your innovative IT project; it validates your key assumptions with your stakeholders.
2. Gain early and fast insight (within 4 weeks!) in the potential success of your business case.
3. The result gives insight into the Key Success Factors of your business case.
4. Ready to use output with a prototype and product backlog. Based on these results, you can estimate how much time it takes to build the first version (MVP) of your product.

# XL family

We are connected for continuous innovation

## **XL** innovate

We speed up your innovation process. Better. Faster. Easier. Our specialists help accelerate your processes and create an advantageous environment for innovation in your organization.

We help you to utilize current and future trends and methods in order to inspire, generate and validate new ideas and products.

## **XL** venture

We stand for innovation. We are doers, not talkers. This is our very own incubator in which we learn by doing and stay on top of the game. In this environment we inspire, challenge and innovate ourselves.

We develop new start-ups, win innovation prizes all over the world and are not afraid to fail. The lessons that we have learned here are real.

## **XL** go

Our team realizes high quality IT solutions in the areas of enterprise, online and mobile. Moreover, we deliver concepts and online identities. We do that lean and agile based.

With ten years of experience ranging from retail to banks, from the most famous ICT companies to new start-ups in the market.

Are you interested in:

- Engagement?
- Ideation?
- Business Acceleration?

Please feel free to contact us!!

[Anne@xlfamily.com](mailto:Anne@xlfamily.com)

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