WCRKPLACE INNOVATION EUROPE

Workplace Innovation as Leadership Development

Rosemary Exton & Peter Totterdill

Creating high performing organisations and great places to work www.workplaceinnovation.eu





WORKPLACE INNOVATION

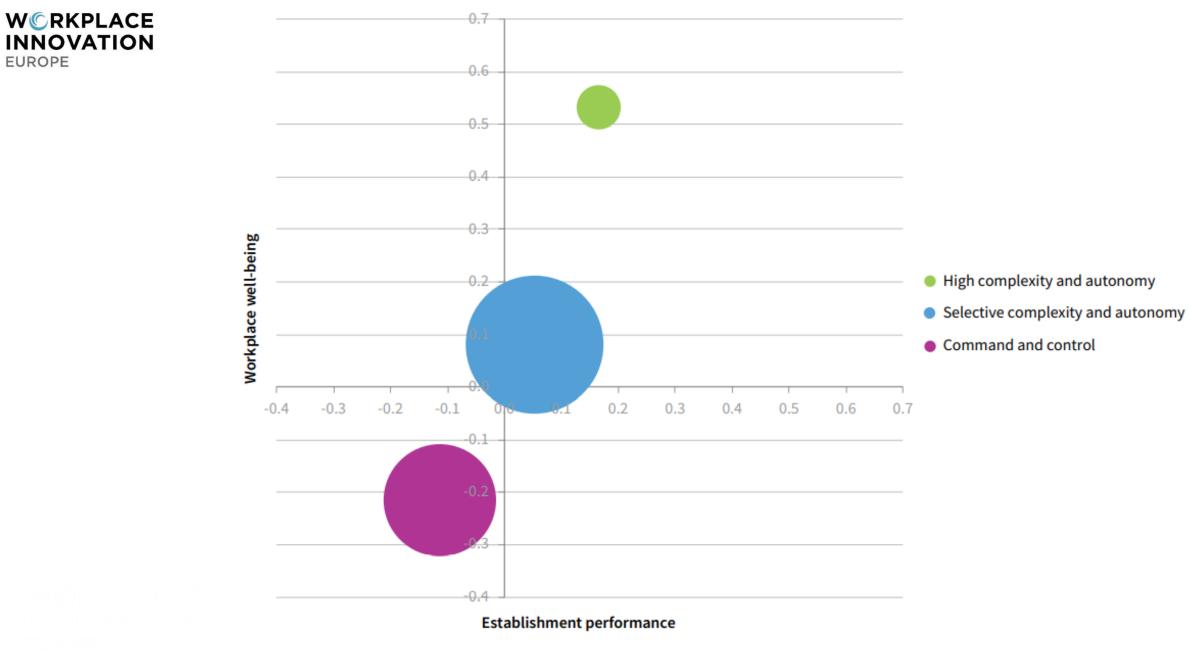
Introducing workplace practices that enable all employees to use and develop their skills, knowledge, experience and creativity to the full, leading to enhanced performance <u>and</u> quality of working life. culture of innovation

enhanced innovation, performance and working life

Phrerprising behavio

resilience

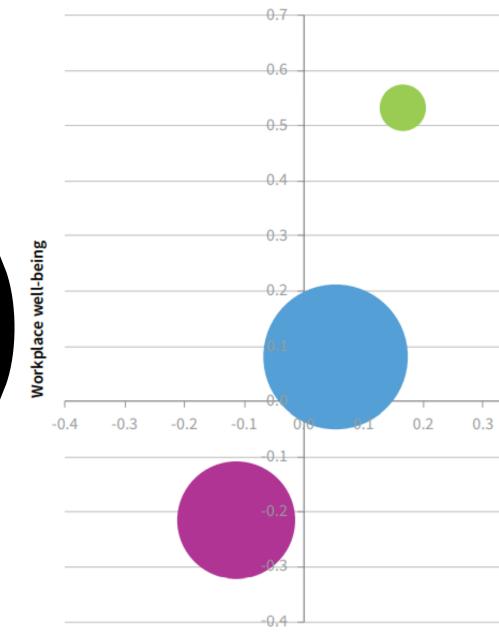
engagemen



Source: ECS 2019 management questionnaire

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Closing the Gap



Establishment performance

Source: ECS 2019 management questionnaire

co-created leadership and employee voice

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Induction workshop







Induction workshop

E-learning and international networking through Fresh Thinking Labs

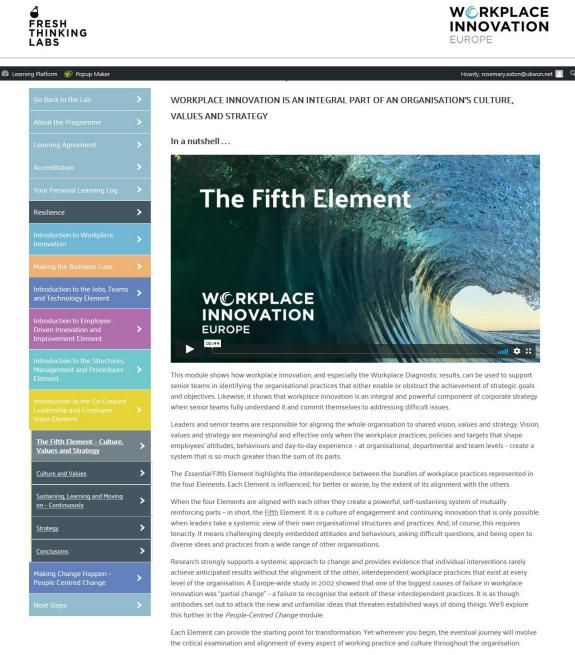






Our e-learning

- platform provides
- participants with a
- comprehensive,
- action-oriented guide
- to workplace
- innovation practices.



Participants can share

ideas and challenges

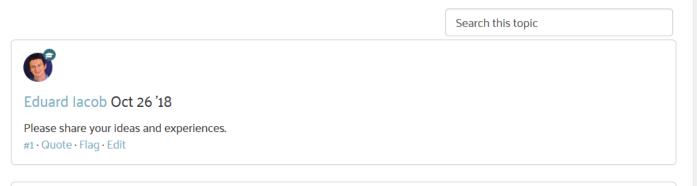
with others through

online forums and

moderated live events.

What have your experiences been of persuading senior colleagues to embrace change? How do you overcome initial scepticism and resistance?

« Back to lab forum topic list



P

Sue Evans Jan 19

It is tough and your need to be prepared to be persistent. Be really clear about the benefits and give examples so that people can understand what's in it for them and why it is worth the effort #2 · Quote · Flag · Edit · Delete

P

Natalie Wilkie Jan 23

by engaging them upfront. By listening and finding out their views and their thoughts. Then looking at your plans and seeing how they meet, don't meet. By meeting with individual directors I found that I was able to develop a plan that lined up with theirs. I was able to show how my plan supported their goals and even adapt my plan to make it even better by knowing inside info that would support it.

#3 · Quote · Flag · Edit · Delete

A learning log enables participants to record how they translate learning into practice within their own organisations . . .

Learning log question: How will you embed the culture and practice of continuous improvement within your organisation? (<u>Continuous Improvement</u>)

Click here to enter your answer.

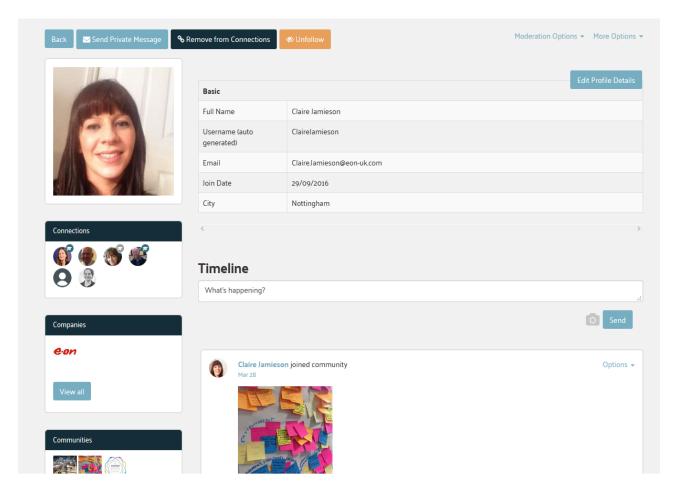
Solution Section Section

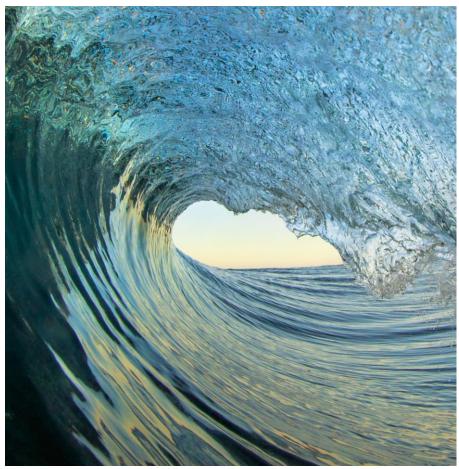
We are asking you here to explain / give examples of how team members have been or could be involved in identifying opportunities for improvement and actively involved in planning, implementing and evaluating the improvement.

<u>Click here for your Personal Reflection note</u>

Objectives				
1	Mark as ready for reviewing by tutor			
2	Learning Log Answer approved by tutor			

Be part of the Community!





Connect with other change leaders on Fresh Thinking Labs

Induction workshop

E-learning and international networking through Fresh Thinking Labs

Comprehensive Diagnostic based on The Essential Fifth Element





The Workplace Diagnostic® Employee Survey



Evidence-based workplace practices associated with performance and health

Add your own organisational, occupational and/or demographic variables

Completion time 11 – 14 minutes

Results are grouped into 11 actionable themes to assist clarity and identification of interventions

Provides direct insights into opportunities for workplace innovation at organisational, departmental, team or demographic group levels

Linked to an action planning template

Induction workshop

E-learning and international networking through Fresh Thinking Labs

Comprehensive Diagnostic based on The Essential Fifth Element

- 7 Group Sessions
- Structured Learning
- Action Learning peer support







Induction workshop

- E-learning and international networking through Fresh Thinking Labs
- Comprehensive Diagnostic based on The Essential Fifth Element
- 7 Group Sessions
- Structured Learning
- Action Learning peer support
- 14 hours in-company support







Induction workshop

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- **Repeat the Diagnostic**







Induction workshop

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- Comprehensive Diagnostic based on The Essential Fifth Element
- 7 Group Sessions
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- Action Learning peer support
- 14 hours in-company support
- **Repeat the Diagnostic**

Ensure Sustainability













THE COMPANY	WHAT THEY DID	WHAT THEY ACHIEVED
Argenta Pharmaceuticals	Reduced the impact of functional divisions to improve workflow, delegated decision-making to team and involved staff in innovation.	Significant cost reduction and efficiency gains, and major steps towards creating a culture of improvement and innovation.
Booth Welsh Engineering services	Greater transparency and measures to engage staff, reducing functional silos and stimulating employee-driven innovation.	60+ ideas generated by employees; Martin Welsh (MD) argues that WIEP has placed the company 12 months ahead of its competitors.
Cornerstone Social care	Introduced self-managed teams and a flatter management structure to address changing and more complex demands in the care sector.	Enhanced client satisfaction, greater resource efficiency and improved staff engagement.
DS Smith Packaging	Leadership transparency; delegation of decision-making to frontline meetings; employee-led process mapping and improvement.	WIEP played a vital role in changing work practices through DS Smith Lockerbie, leading to a £1.4m profit upturn without capital investment.
Laing Traditional Masonry Building renovation	Leadership transparency and enhanced 2-way communication with site-based teams combined with good practice teamwork principles.	Significant improvements in meeting targets and an average improvement in profitability of 6% per project.
Premier Hytemp Engineering	Introduction of a representative 'Shop Committee' bringing employee voice into decision-making and stimulating ideas for improvement.	MD claims that KPIs have all improved as a result of employee voice measures introduced by WIEP, building pride in the workplace.









The Workplace Innovation Diagnostic® Breakdown Results

75.00

Inclusion in decisions

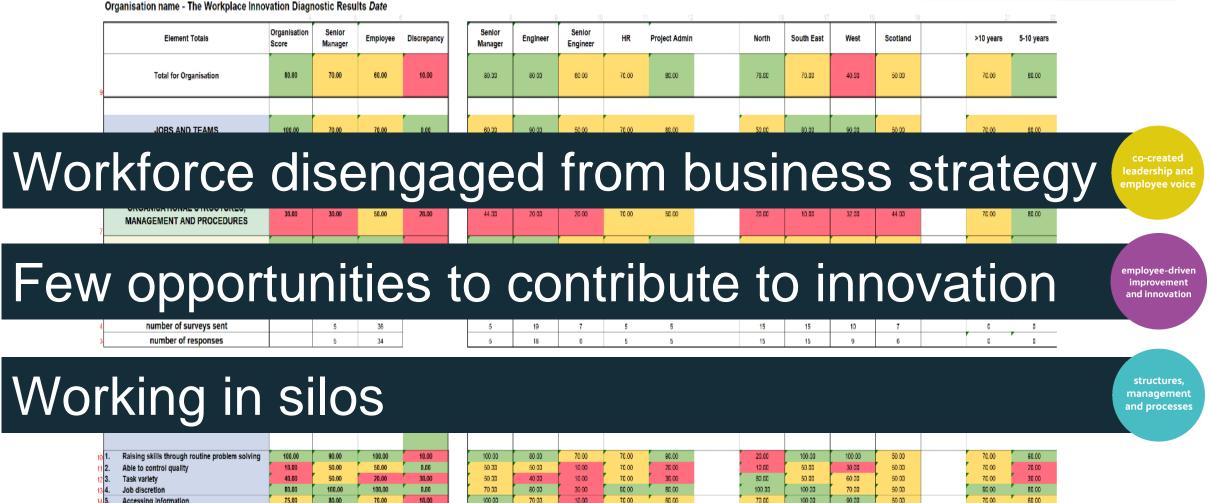
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The Workplace Innovation Practitioner and Senior Practitioner Programmes knowledge, competencies and practical support for sustainable change



co-created leadership and employee voice

Engaging everyone in Corporate Strategy Pillars





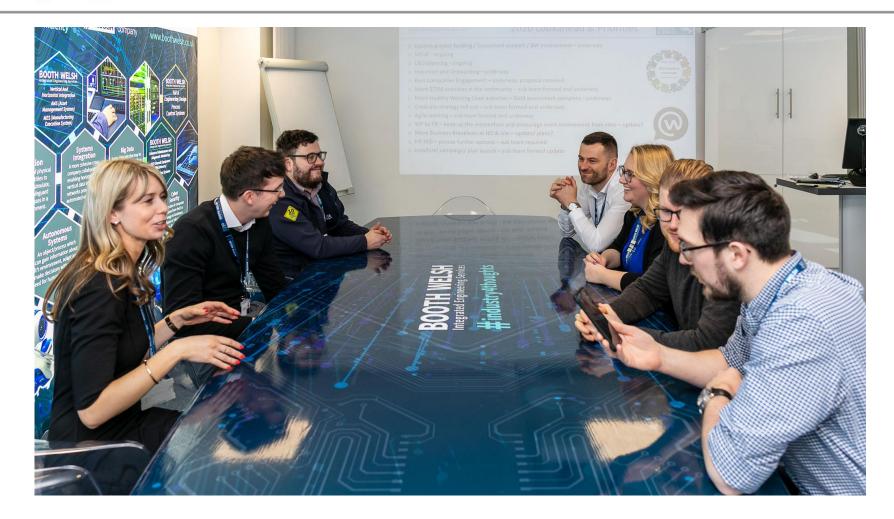


structures, management and processes

Streamlining workflow and flattening the structure



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Delegating authority to self-organised teams

jobs, teams and technology **BOOTH WELSH** Integrated Engineering Services WCRKPLACE INNOVATION EUROPE



employee-driven improvement and innovation

Creating times and spaces for innovation







Creating times and spaces for innovation

employee-driven improvement and innovation

The future? By 2023 Booth Welsh will be:

A place where people come to work to improve the business as part of their normal jobs, embedding EDI (employeedriven innovation) throughout its culture and working practices;

An emotionally-intelligent organisation, led by example from the senior team and in which attitude is as important as skills in recruiting and promoting people.

A more **inclusive organisation** in which staff voice helps to shape strategic choices; a **learning organisation**, committed to multiskilling and to continuous opportunities for fresh on-the-job challenges and personal development;

> A strengths-based organisation, enabling everyone to progress according to their individual talents and potential rather than shoehorning everyone into 'one size fits all' line management roles;

A flatter organisation in which most operational decisions are delegated to self-managed teams; A more **agile** organisation, one in which people work across disciplines and are orientated towards whole tasks rather than narrow job descriptions or functional roles; **BOOTH WELSH** Integrated Engineering Services









MULTICICL



Change leaders learning and acting together Blending workshops, e-learning & coaching Peer-to-peer interaction and support Bespoke in-company facilitation 'Critical Friend' exchange visits

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People Centred Change

Discover more at www.workplaceinnovation.eu