



Enabling innovation... every person, every job, every day

JUMP-SHIFTING HR'S IMPACT ON INNOVATION AND BUSINESS PERFORMANCE

A workshop led by William C. Miller
 Director, Values Centered Innovation Inc.

CHROs and non-HR executives agree that the alignment between HR and business priorities provides the highest impact on overall HR effectiveness. A perfect storm has arisen in business pressures, business priorities, and HR maturity that offers HR a pivot-point opportunity to transform its impact on overall business needs... by concentrating *its priorities on the single most important driver of business success today: being innovative.*

According to the 2016 Conference Board survey, CEOs agree on the top 5 challenges they face to meet their growth goals. Each challenge requires innovative solutions:

CEO Challenges	Meeting CEO challenges through innovation
Attract and develop human capital	Talent & knowledge development innovations
Enable innovation across the organization	Organization climate, culture and strategy innovations
Focus relentlessly on customers	Product, service, marketing, brand experience innovations
Achieve operational excellence	Productivity, quality, and supply-chain innovations
Integrate sustainability into the business	Stakeholder relationship innovations

HR's mandate is to build the employee competencies for the what, why and how of innovation in their everyday work, which it can do by focusing its own top 5 priorities (according to Deloitte's 2016 global survey of CHROs):

1. Develop leaders... for innovation
2. Engage employees... to be innovative in daily work
3. Empower teams... for customer-focused innovation
4. Transform the culture... for innovation
5. Strengthen executive leadership... for innovation

Human Resource and Organization Development leaders have an essential role to play for enabling innovation across their organization. That much is very clear. However, the answers aren't so clear to questions like:

- *How is innovation the key driver of our business performance?*
- *What are the most critical needs for innovation in the organization?*
- *What innovation competencies do we need to build at each level?*
- *What should our talent development strategy for innovation look like?*
- *Where and how do we get started?*
- *How could this amplify HR's impact as a strategic business partner?*

That's what this program is all about: developing an effective strategy for enabling innovation throughout an organization... top to bottom, across functions and stakeholders.

Workshop Objectives

This workshop will give HR leaders and TD professionals a clear understanding of how to be a powerful, strategic partner in establishing and sustaining their business as an innovative leader in the marketplace. Using a well-tested framework for enabling innovation across functions, stakeholders, and cultures, this session will provide participants with the opportunity to learn *how to*:

- Identify the top priorities for different types of innovation in their organization
- Demonstrate how innovation competencies are necessary for every employee, not just specialists
- Identify the innovation competencies they need to strengthen at various organizational levels
- Design a “first-draft/prototype” talent development strategy for building the innovation capabilities across the organization
- Justify and promote the role of HR in enabling innovation across their organizations

Tools/Take-Aways

In support of the learning objectives, participants will take away the following tools for their continued use:

1. Domains of Being Innovative: Tool that describes 5 domains of being innovative, each with 5-7 examples of different types of innovation. Used to analyze top strategic priorities for innovation.
2. Framework for Building Innovation Competencies: Tool that describes 10 modules for innovation skill-building. Used to analyze talent development needs for being innovative at different levels.
3. Framework for Enabling Innovation: Tool that outlines the factors for developing strategies to enable innovation. Used to compose short-term and long-term strategies for enabling innovation.
4. White paper on “Jump-Shifting HR’s Impact on Business Performance.” Used to provide the rationale and justification for HR’s role in enabling innovation.
5. Innovation Styles®: Pocket card that participants can use to stimulate innovative thinking in their everyday work.

Who Should Attend

This workshop is intended for senior and mid-level leaders in Human Resources and Organization Development who have any of the following responsibilities:

- Talent Acquisition and Development
- Leadership Development
- Work Process Improvement
- Performance Management
- Organization Culture
- Organization Design
- Organization Change

Participants should also feel a commitment to developing themselves and their organizations to be highly innovative, and being a strategic partner to achieve new levels of business performance.



Workshop Leader: WILLIAM C. MILLER

For over 30 years, William Miller has been an internationally-recognized expert on values centered corporate innovation. As co-founder of Values Centered Innovation Inc., he heads up their consulting practice and thought-leadership development. He is also president of the Global Creativity Corporation (since 1987). Previously he was Head of the Innovation Management program at the Stanford Research Institute (SRI International, mid-1980’s), and corporate manager of training and development for Victor Equipment Co., USA's largest manufacturer of gas-welding equipment (1970s).

William has been acclaimed multiple times by *Leadership Excellence* as among the top 30 leadership consultants worldwide. Two of his five books have been rated among the top 30 business books of the year in the USA by *Executive Book Summaries*. William has also been a Guest Faculty member in the graduate schools of business at Stanford University (MBA program) and the University of Dallas (DBA program). He has consulted in countries such as: India, China, Japan, Singapore, England, France, Holland, Czechoslovakia, Canada, and the USA. His clients have included corporations such as:

AT&T, Baxter Healthcare, Charles Schwab, Chevron, Ciba Geigy, Compaq, Disney Institute, Dow Elanco, DuPont, Eli Lilly, Exxon Chemical, Ford, HCL Technologies, HP, IBM, Infosys, Kraft Foods, Levi Strauss, L&T Technology Services, Motorola, Northern Telecom, Philips Electronics, Pillsbury, Pizza Hut, Procter & Gamble, Samsung, Shell Canada, Silicon Graphics, Taco Bell, and 3M.

William has been a keynote speaker at management conferences sponsored by organizations such as the Association for Talent Development (ATD) and the Confederation of Indian Industries (CII), as well as private corporate conferences with companies such as DuPont, 3M, Conoco, and AT&T.

Relevance to ATD Professional Competencies

ATD COMPETENCY	RELEVANCE OF THE VCI WORKSHOP TO ATD COMPETENCIES
<i>Performance Improvement</i>	Leaders, teams, and individual contributors can have competency gaps related to enabling innovation. VCI will present a way to analyze the needs for building the knowledge and skills for topics such as innovative thinking, innovative teamwork, and innovative strategies.
<i>Integrated Talent Development</i>	The models and concepts for building the capacity for innovation need to be coherent and integrated – meaning that they reinforce one another (rather than having disparate models). VCI will exhibit what this integrated talent development curriculum looks like in practice.
<i>Change Management</i>	Change management, especially culture change, needs navigational guidance to unfold the process systemically. The VCI innovation culture model will identify leverage points for changes systems, policies, practices and executive communications that enable innovation.
<i>Managing Learning Programs</i>	An organization’s people strategy for enabling innovation should cover a wide spectrum of innovation competency-building. VCI will present a curriculum of 10 modules, ranging from “basics of innovation” to “return on innovation investment.” With these modules, TD professionals can provide the leadership to enable innovation at all levels in the organization.