

Alliance Redwoods Innovation Process

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Preface:

Management Team agreement is needed at each protocol to move to the next level. Board approval is needed once protocol #4 is reached. A line item amount needs to be added into the annual budget for R&D funds for utilization in protocols #1-3.

Protocol #1: Idea Generation

Team Members invest time focusing outside the organization gathering ideas by focusing on our key constituency and forming partnerships with places where strategic ideas are generated (Business Leaders, Universities). Management Team members gather ideas internally and filter up for consideration.

- *What is the general concept of this potential innovation and where did it originate?*

Protocol #2: Impact

To move from ideas to impact requires filtering by the following objective and subjective data screens.

Caution; ministry / non-profit innovations should not be evaluated by monetary value alone.

- *Strategic Fit. Does the idea fit within our mission, vision, core competencies, risk tolerances and budget for running pilot programs?*
- *Potential Value. Does the idea have a potential revenue stream that will justify further investment which could be from fee for service, donations and / or grants?*
- *Opportunity Size. Will the idea potentially have sufficient demand to pursue?*
- *Competitors. Will we be able to distinguish ourselves from others providing similar services in a way that is meaningful to potential users?*
- *Employee Passion. Will we be able to find team members with both passion and competence to do the innovation with sustainable enthusiasm? Note: Key team members with insight into potential impact of this innovation should be brought into the process at this point.*

Protocol #3: Incubation

Ideas that pass the impact screening process qualify for pilot programs that are planned, run and adapted by team members defined by the Management Team at this point. Both failures and successes are expected at this stage helping to prioritize new program investment budgets. Key considerations at this point are:

- *Who are the target groups that can best validate pilot program assumptions?*
- *Do we have the human, administrative and financial resources to pursue this pilot program?*

Protocol #4: Investment Board approval is required at this point if investment is over \$25K

Ideas that pass the incubation test deserve more significant investment. Administrative as well as Marketing & Sales resources are marshaled to determine the breadth of market potential and ensure an ROI (both economically & spiritually). The “fit” chart from page 212 of Leading for Innovation is a good tool that can be utilized if helpful. Key considerations at this point are:

- *Is the innovation a strong or poor strategic fit as answered in protocol #2?*
- *Is it a customary or new fit with organizations processes?*
- *Is this innovation a partnership where the investment is being shared and where daily operations are managed best by those outside the organization?*
 - *New Process, Poor Fit = Autonomous team needed?*
- *Is this innovation fully funded by ARCG but best run outside of the main body of the organization with oversight by the Management Team?*
 - *New Process, Poor Fit = Autonomous team needed?*
- *Is this innovation fully funded by ARCG and best managed by mainstream team members?*
 - *New Process, Strong Fit= Heavyweight internal team?*
 - *Customary, Strong Fit = Lightweight internal team?*

Protocol #5: Integration

Once innovations have reached this stage cross team leveraging and adaptation of old processes should be encouraged by the Management Team. This includes sharing the best talent and resources of all teams creating a camp culture of innovation.

- *Has this innovation reached the point where the Management Team should do this and when?*

Protocol #6: Improvement

Innovation does not end but evolves. As lessons are learned adaptations are implemented and program life cycles are monitored annually to ensure they are still creating value by the Operations and / or Business team. Major adaptations to an integrated innovation should start back at step one “Idea Generation”.

- *Is this a major adaptation of an integrated innovation that needs to move back to protocol #1?*