

Your Name:  Business Name:

Date of completion:

**DEFINITION OF INNOVATION:**

Something new that creates value, whether that be financial, cultural, operational or reputational.

**CURRENT SITUATION**

Write down three business goals / objectives




Write down three business challenges




**THE THREE HORIZONS**  
FROM: THE THREE HORIZONS OF GROWTH, MCKINSEY & COMPANY, 2009.

	Horizon 1	Horizon 2	Horizon 3
Definition	Activities that you're engaged in today – improving margins, bettering processes etc.	The new things that are coming – products and services that already in development	Blue sky ideas that you're planning to bring in to disrupt your sector
Scope	Core businesses	Emerging business opportunities	New ideas
Management Focus	Superior execution	Positional advantage	Disruption
Innovation Type	Operational improvement	New and related markets	Industry transformation
Delivery	Next 18 months	12-36 months	24-72 months
Metrics	Margins	Return on investment	Return on Investment
People	Business maintainers	Business builders	Champions and visionaries
Capabilities	Fully assembled	Being acquired or developed	Requirements may be unclear

**WRITE DOWN CURRENT PROJECTS AND WHICH HORIZON THEY MIGHT FIT INTO**

Project	Horizon	Project	Horizon
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## THE INNOVATION COMMITTEE

Digital Innovator – the go-to person to organise an event or project

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Business Visionary – someone who knows the future of the sector

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Technology Traditionalist – people hesitant to change

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Behaviour	Definition	BEANs (Behaviour Enabler, Artifact or Nudge) <small>Anthony, S. et al., 2020. Eat, Sleep, Innovate. Harvard Business Review Press.</small>
Curiosity	Consistently searching for different and better ways to do things.	<ol style="list-style-type: none"> <li>Leaders respond to new ideas with 'Yes, and...'; rather than 'Yes, but...'; ideas rejected must be done with a written explanation.</li> <li>Encourage employees to propose new ideas to leaders by rotating 1-hour shifts when employees are encouraged to drop-in.</li> </ol>
Customer obsession	Relentlessly seeking to develop an ever-deeper understanding of the jobs to be done of customers employees and stakeholders.	<ol style="list-style-type: none"> <li>New ideas start with an internal press release written from the customer's perspective.</li> <li>Team meetings regularly include 3 questions: i) Who is the customer here? ii) What is the concern? iii) What is the conclusion?</li> </ol>
Collaboration	Building cross-functional teams with diverse expertise and viewpoints, recognising that the smartest person in the room is often the room itself.	<ol style="list-style-type: none"> <li>Employees can only criticise an idea if they also add a constructive suggestion.</li> <li>Teams that don't normally work together come together regularly to see if they can discover a latent need (internal or external).</li> </ol>
Adeptness in ambiguity	Acting confidently despite incomplete information, expecting iteration and change, excelling at experimentation, and celebrating judicious risk-taking.	<ol style="list-style-type: none"> <li>Before starting a project, identify ways it could possibly fail so that mitigating actions can be identified.</li> <li>Celebrate success with beer and failure with champagne to emphasise that failure is acceptable.</li> </ol>
Empowerment	Exercising initiative, seeking out and leveraging resources and making confident decisions.	<ol style="list-style-type: none"> <li>The individual presenting an idea must put forward 3 suggestions and 1 recommendation.</li> <li>'Just go with it' – if an employee is 70% confident their idea will make a difference.</li> </ol>

## WRITE DOWN SOME EXAMPLE BEANs YOU COULD START DOING IN YOUR OWN BUSINESS

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