

Group 8: Innovation Culture Assessment

Key Participants

- MBA 6220 Team 8:
 - Daniel Tawfik
 - · Khaled El-Sawaf
 - Mandy Hulke
 - Maggie LaMuro • Rebecca Sansone
 - Russell Byers
 - Timothy McCormick
- Carver Co. project sponsor(s)
 - Lorraine Brady

Agenda

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- 1. Project Goals (1 min)

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 2. Recommendations
 A. Select Survey Tool (3 min)
 B. Utilize Initial Survey Questions (2 min)
 C. Analyze Survey Results (2 min)
 D. Develop Future Survey Questions (2 min)
 3. Support for Recommendations
 A. Select Survey Tool (1 min)
 B. Utilize Initial Survey Questions (1 min)
 C. Analyze Survey Results (1 min)
 D. Develop Future Survey Questions (1 min)
 4. Conclusion (1 min)
- 4. Conclusion (1 min)
- **Q&A** (5 min)

Project Goal/Focus

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Objective:

- Develop a tool / survey that can be used to create a baseline and periodically assess the innovation climate and culture within Carver County.
- Results of the assessments are meant to be actionable and analyzed (segregated) by major areas of the county.
- The assessment aims to gather both qualitative and quantitative data.

Delivering survey best practices that have wider applicability



Recommendation A: Survey Tools

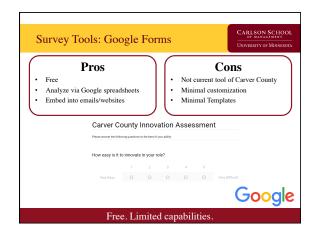
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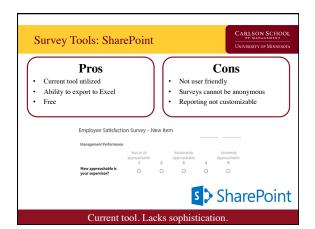
 $\begin{tabular}{ll} \textbf{Recommendation A:} & Select survey tool based on \\ C\&E & Matrix. \end{tabular}$

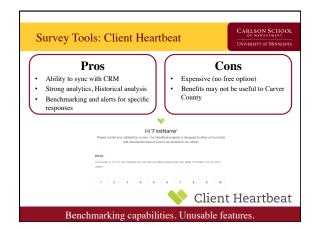
Consider long-term and short-term value of selected tool:

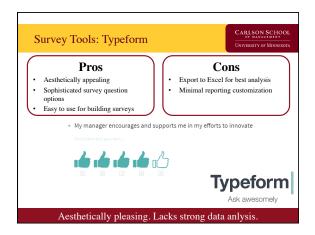
- Cost
- Internal vs. External application
- Report customization capabilities
- Survey anonymity

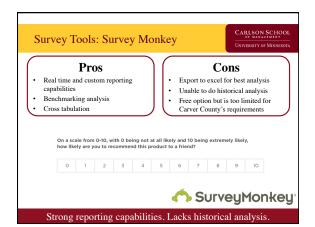
Selection based on weighted characteristics













| Survey 7 | ey Tools: Analysis Matrix | | | | | CARLSON SCHO OF MANAGEMENT UNIVERSITY OF MINNES | |
|---------------------|---------------------------|------------------|--------------------|------------|--------------------|---|--|
| | Key of C | apabilities: | O - low • - 1 | medium 🔵 - | high | | |
| Tool | Cost | General Tools | Design Features | Analytics | Survey Building | Systems | |
| Google Forms | • | • | • | 0 | • | 0 | |
| Sharepoint | • | • | 0 | 0 | 0 | • | |
| Typeform | • | • | • | 0 | • | • | |
| Survey Monkey | • | • | • | • | • | • | |
| Client Heartbeat | 0 | • | • | • | • | 0 | |
| Qualtrics | 0 | • | • | • | • | • | |

Recommendation B: Survey Questions

Recommendation B: Utilize recommended questions to conduct initial employee survey.

Short-Term Goals:

- Understand current innovation practices/capabilities
- Clarify focus
- Identify areas of strength and weakness

Initial Survey:

- Within 30 days of launch of the new innovation program
- Less about results, more about valuing feedback
- Don't worry about scores for initial survey

Initial survey will provide clarity to current innovation culture

Recommendation B: Survey Questions

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Long-Term Goals:

- Tailor programs to address points of weakness/enhance areas of strength Benchmark Carver County against other organizations

- Second Survey:

 Within 9 months of program rollout

 Results will be a baseline for future measurement

 Don't be discouraged by a potential drop in scores

- Follow-Up Surveys:
 Annual basis
 Effectively compare results to survey baseline and year over year to track progress
 Don't expect drastic change; culture change takes time

From baseline, annual surveys can take pulse of organizaton

Recommendation C: Survey Analysis

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Recommendation C: Analyze results of the survey to strategically inform decisions related to innovation.

- First Survey:

- Prior to survey, schedule follow-up meetings for sr. management, managers + sr. managements, and managers + departments
- Publish results almost immediately
- Reinforce preliminary nature of results
- Frame survey as baseline; opportunity for growth

Develop an action plan prior to sending out the survey

Recommendation C: Survey Analysis

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Recommendation C: Analyze results of the survey to strategically inform decisions related to innovation.

- Second Survey:

- Continue to hold follow-up meetings & immediately publish results
- At all follow-up meetings, identify items to work on over the next 12 months
- Create action plan to resolve any issues exposed by results
- Follow-up regularly to assess plan progress

Employees expect follow up from surveys

Recommendation C: Survey Analysis

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Recommendation C: Analyze results of the survey to strategically inform decisions related to innovation.

- Subsequent Surveys:

- Same as previous meetings, plus...
- Now there are clear and measurable results to identify progression towards and regression from goals.
- Action planning moves from tasks only to assigned responsibilities and accountability for progress
- Begin to compare individual departments' progress towards goals

Employees expect follow up from surveys

Recommendation D: Best Practices

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Recommendation D: Develop future survey questions based on survey best practices.

- 1. Demographic questions limited and last.
- 2. Conduct pilot tests.
- 3. Be aware of biases, double-barreled and loaded questions.

Results can be effected by question design

Recommendation D: Best Practices

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Recommendation D: Develop future survey questions based on survey best practices.

- 3. Ask respondents to measure concrete, observable & measurable behavior.
- 4. Ask questions that can be independently verified.
- 5. Ensure questions have direct link to business outcome (innovation).

Results can be effected by question design

Recommendation D: Best Practices

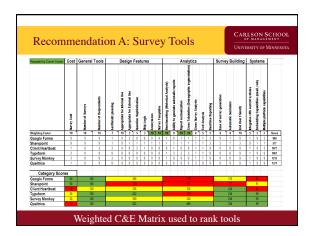
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Recommendation D: Develop future survey questions based on survey best practices.

- 6. Don't group questions.
- 7. Keep questions short.
- 8. Avoid terms that trigger strong associations.
- 9. Keep surveys short.

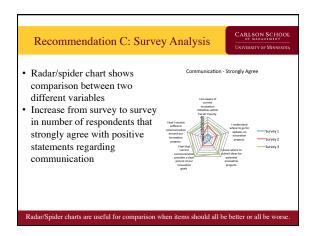
Results can be effected by question design

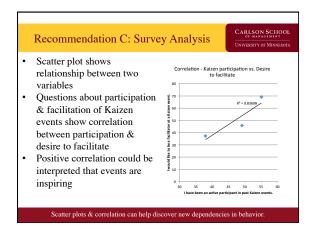




| | on B: Survey Questions | CARLS | |
|----------------|---|--------|--|
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| Categories | Questions | | |
| | My manager encourages and supports me in my efforts to innovate | | |
| Support | I am empowered by Carver County to innovate | | |
| | I feel that I have the knowledge and tools to be innovative for Carver County | | |
| | I am confident that Carver County is committed to innovation | | |
| | My manager and Carver County allows me the time to be innovative | | |
| | My department has the resources needed to be innovative | | |
| | My manager has the resources he or she needs to be innovative | | |
| | I am aware of current innovation initiatives within Carver county | | |
| | I understand where to navigate for updates on innovation projects | | |
| Communication | I know where to submit ideas for potential innovation project | | |
| | I feel that current communication provides a clear picture of our innovation goals | | |
| | I feel I receive sufficient communication around our innovation projects | | |
| | It is easy for me to innovate in my current role | _ | |
| | I feel motivated to generate innovative ideas | | |
| | I feel that there repercussions when I try to innovate | | |
| | I am empowered to create innovative ideas that can fail | | |
| | My manager rewards me for my innovation | | |
| | When trying something new, failure is celebrated rather than punished | | |
| | I see examples of my peers' innovation efforts being put to work in Carver County | | |
| Implementation | I am interested in innovating in my role | | |
| | I feel equipped to innovate in my role in the following categories: | | |
| | 1. Time | | |
| | 2. Skills | | |
| | 3. Scope of job | | |
| | 4. Support from my manager | | |
| | 5. Motivation | | |
| | 6. Recognition | | |
| | Innovation is important to my leadership | | |
| | I am aware of what happens to my suggestions once they are delivered | | |
| | I am interested to see other innovation submissions from other areas in Carver Cour | nty | |
| | I have been an active participant in past Kaizen events | | |
| | I would like to be a facilitator at a Kaizen event | | |

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGERITY OF MINNEODIA I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation initiatives within Carver County. I am aware of current innovation I





Recommendation D: Best Practices CARLSON SCIPOL DEVIVERITY OF MINNSEGOR Example Questions: Failure is acceptable an acceptable outcome when implementing a new process or idea. My department has the resources to innovate. My manager removes barriers in order for me to develop new ideas and process improvements.

Question design can influence responses

Conclusion

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Recommendations:

- A. Select survey tool based on C&E Matrix.
- **B**. Utilize recommended questions to conduct initial employee survey.
- **C**. Analyze results of the survey to strategically inform decisions related to innovation
- **D**. Develop future survey questions based on survey best practices.

Conclusion CARLSON TO THE CONTROL OF MINNESOTA Next Steps: 1. Select Survey Tool 2. Finalize Survey Questions 3. Pilot 4. Initial Survey 5. Second Survey 6. Subsequent Surveys Carled Action Plan Make changes + track progress