Module 5: Implement – Bringing Innovation into Reality
• Communicating Innovative Ideas
• Enrolling Stakeholders in your Innovation
• Inspiring Behavior Change
• Creating Innovative Environments – at individual, team and organizational levels
Communicating Ideas
Implement | Communication & Change Required

1. How to communicate the idea/innovation effectively?

2. How much behavior change is required for the idea to be accepted?
Tappers say 50% of Listeners will correctly identify the song I tap.

Only 2.5% of Listeners correctly identified the tapped song.
Why do tappers so vastly overestimate the number who will be able to identify the tune they tap out?
Curse of Knowledge

Are you wondering how it could be
That so many are too blind to see?
It’s a lack of insight
that must be from spite,
for it’s perfectly clear
to me.
Behaviour = Motivation Ability Trigger at the same time
Behavior Change | BJ Fogg

Triggers: (1) Facilitator, (2) Spark, (3) Signal

Core Motivators
(Motivation, y-axis)
- Pleasure/Pain
- Hope/Fear
- Acceptance/Rejection

Simplicity Factors
(Ability, x-axis)
- Time
- Money
- Physical Effort
- Thought Required
- Social Norms
- Rationalization

Source: Adapted from BJ Fogg
**Implementing Ideas** | **Perceived Value of the Idea**

**Innovator’s Perception of Value?**

- Innovators Often:
  - Are convinced the innovation is great
  - See the value in proposed innovation
  - Overweight benefits and underweight costs of change

**Potential User’s Perception of Value?**

- Users Usually:
  - Are Skeptical
  - Seek Status Quo
  - Underweight the value of the innovation
  - Overweight Costs

\[ V_{Innvtr} \succ V^0 \succ V_{User} \]

*Source: Gourville, HBR, 2006*
Change | Behavior Change and Process Change

Behavior Change Required (Value Capture)

LOW

Product or Process Change
(Value Created)

LOW

HIGH

LOW ROI
(Forget It!)

QUICK WINS
(Tinkering)

HIGH ROI
(Big Win)

STRATEGIC
(Long Slog)

Source: Adapted from John Gourville, HBR, 2006
Implementing Ideas | Factors of Innovation

1. Relative Advantage – degree to which a product is better than the product it replaces

2. Trialability – degree to which a product may be tried or experimented with on a limited basis

3. Observability – degree to which product usage and impact are visible to others

4. Simplicity – degree to which a product is easy to understand and use

5. Compatibility – degree to which a product is consistent with existing values and experiences

Communication | What is effective communication?

Conveying a message in such a way to inspire/provoke action…
1. **Curiosity before Content**
   - “What is iPod?”
   - End on High Note
   - Story - Suspense/Reveal

2. **Options before Solutions**
   - Call attention to the desired options

3. **Demonstrate to Communicate**
   - Reduce uncertainty associated with desired outcome

4. **Make it Personal**
   - “We all love music”

5. **Psychologically Comfortable and Easy to Adopt**
   - Cost
   - Usability
   - Mental Model
Implementing Ideas | Communicating Required Change

1. **Relative Advantage** – degree to which a product is better than the product it replaces
   
   *Curiosity before Content; Options before Solutions*

2. **Trialability** – degree to which a product may be tried or experimented with on a limited basis
   
   *Demonstrate to Communicate*

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   *Psychologically Comfortable and Easy to Adopt*

5. **Compatibility** – degree to which a product is consistent with existing values and experiences
   
   *Make it Personal; Psychologically Comfortable & Easy to Adopt*
Implementing Ideas | Communicate for Emotion

Values

Inspiration

Attributes

Information
To develop a compelling value proposition, a company must identify five key elements:

- an important customer segment;
- a customer need, usually something that is highly desired and problematic to achieve;
- the pain associated with pursuing, or with not fulfilling, the need;
- the benefit of fulfilling the need;
- (the most difficult) a product or service that helps the customer avoid the pain and fulfill the need in a manner that is better than what any other product or service provides.
Communicating | Message Map

Twitter-Friendly Headline (i.e. Overarching Message about Innovative Product or Service)

- Supporting Point #1
  - Specifics:
    - Examples
    - Data, Stats
    - Stories

- Supporting Point #2
  - Specifics:
    - Examples
    - Data, Stats
    - Stories

- Supporting Point #3
  - Specifics:
    - Examples
    - Data, Stats
    - Stories

Carmine Gallo Message Map: https://www.youtube.com/watch?v=phyU2BThK4Q
Stakeholder Analysis
Tool | Stakeholder Analysis

• Who needs to be on board to ensure success?
• Identify key relationships, context and political considerations:
  – Principal concerns
  – Priority and importance
  – Influence (or power)
  – Critical resources
  – Trust
• How will you secure buy-in of relevant players? (i.e. what actions will you take?)
Describe the innovation, the problem it addresses and its benefits. Identify key stakeholders and assess key attributes of the context and nature of relationships:

- Identify the **relevant parties** (e.g. key individuals, groups, associations) who have a significant stake in your innovation
- Identify principal **concerns** of each stakeholder and describe the existing relationship
- Identify and **assess** key attributes of significant stakeholders:
  - Stakeholder **interest** in your innovation – i.e. What priority and importance does the stakeholder attach to the success of your innovation?
  - **Influence** (or power) the stakeholder can assert – i.e. How many and what type of resources does the stakeholder have at its disposal to help or hinder the success of your innovation?
  - **Alignment** between you and stakeholder
  - **Trust** between you and stakeholder

Map stakeholders according to key attributes
# Stakeholder Analysis

## Describe your Innovation

**Briefly describe your innovation, the problem it is addressing and the benefits it brings.**

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Primary concerns and key characteristics of relationship</th>
<th>Interest</th>
<th>Influence</th>
<th>Alignment</th>
<th>Trust</th>
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© Linda A Cyr
Influence over the success of your initiative

Note: Color code according to interest, trust level or other chosen factor

- High
- Medium
- Low

Chosen factor

© Linda A Cyr
Tool | Stakeholder Analysis - Simplified

• Who are they?
• Where do they stand?
• Where do they need to be for your innovation to be a success?
• What actions can you take to get them there?
## Tool | Stakeholder Analysis – School Lunch

**Example:** Healthy school lunches program

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Strongly Opposed</th>
<th>Moderately Opposed</th>
<th>Neutral</th>
<th>Moderately Supportive</th>
<th>Strongly Supportive</th>
<th>Possible Tests and Actions</th>
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<tr>
<td>Teachers</td>
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<td>X</td>
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<td>Students</td>
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<td>Other</td>
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**Where you think stakeholders start?**

**Where you think you need them to be?**
Exercise | Advancing Your Concept

• What issues do you anticipate encountering as you go out to convince people of your idea?
• Who will you need to seek out first? (e.g. who might be an early adopter?)
• What actions could you take to test your assumptions and get stakeholders committed to your idea? Keep in mind Rogers’ Factors of Innovation and Jobs’ Principles.
Implementing Ideas | Communicating Required Change

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## Exercise | Stakeholder Analysis

**Proposed Concept:**

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<th>Stakeholders</th>
<th>Strong Oppose</th>
<th>Moderate Oppose</th>
<th>Neutral</th>
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<th>Strong Support</th>
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**Where you think you need them to be?**
Design for Implementability

• Surest way to reduce the challenges of behavioral change is to innovate based on deep empathy and understanding of the user and to deliver functional and emotional benefits.

  Relative Advantage

• Identifying pain points, personas, design principles and experimenting on ideas through prototyping all help to reduce the challenges of behavioral change during implementation.

  Observability, Trialability, Simplicity

• If the innovator pays particular attention to desirability from the point of view of the user, resistance to behavior change is reduced.

Compatibility
Asst15 – No submission required

Review excerpts from LaRusso et al. Think Big, start small, Move Fast. Available in CANVAS

Continue to sharpen your Apply the Concept
End