USAF Career Field Manager and Training Developer Continuous Process Improvement and Innovation

CPI² Simulation
Experiencing an Environment of CPI² Support

Eagle Harbor Solutions
Total Systems Development

6th Cohort
October 2020

Table of Contents

Chapter Five: Innovation

CO-STAR and Rapid Innovation

In this Chapter

This chapter covers the work of innovation--those pitching innovations and those receiving and building on the pitch. It lays out the culture of innovation that is required to allow innovation to flourish.

Activities

- CO-STAR exercise
- RIIS exercise
- Air Force application discussion

Why it is important (So What?)

- A culture that supports innovation is a force multiplier
- Innovations can achieve very quickly what can take a very long time through improvement initiatives
- The culture that supports innovation is the same culture that supports continuous improvement

Review of Chapter 4

Bottom Line

This chapter covers the Act (Adjust) phase of CAPDCA where formal reviews take place. These reviews cover the status and results of operations and Continuous Improvement activities and serve as formal decision-making bodies for re-planning, if necessary. The reviews also prepare the way for next year's strategic planning activity.

Key Points

- Detail in the reflection focusing on the issues or problems not covering all the detail
- Those accountable do the presentation
- This is a great time to see the development level of those who present and support

Why is it important (So What?)

- To continue to build confidence in the process of continuous improvement
- It is a great opportunity to continue the development of individual
- Can give individuals the opportunity to learn how to present
- To continue to strengthen connection between implementing plans and continuous improvement

Chapter 4 Reflections

We're going to review our responses to the reflection questions in chapter 4. We'll call on you to share your reflections. We ask that each reflection generates a discussion.

Chapter 4 Homework

U.S. AIR FORCE · TSD

- Review the competencies related to 'A' below and be prepared to discuss them during the next class session (ref: AF Competencies for CI)
  - Competency - Ability to identify issues;
    Behavior - Adherence to standards
  - Competency - Ability to carry out tasks and achieve targets;
    Behavior - Perseverance
  - Competency - Ability to manage an organization;
    Behavior - Establishing framework and systems for management
  - Competency - Ability to manage human resources;
    Behavior - Appropriate evaluation and feedback

Notes:

Start / Recap

As you'll recall from the previous chapter, we closed out the CAPDCA process with Act (Adjust) in which leaders perform scheduled reviews to adjust course on the current year's plans and gather relevant information for the next year's plans. The Act phase is, again, a great opportunity for people development and coaching in continuous improvement and problem solving. It is also the point at which successful improvements are standardized and lessons learned are shared across the organization.

Innovation, like continuous improvement, requires a supportive culture to flourish. The two need to exist in partnership in order to achieve the goals of the organization. If continuous improvement is sacrificed for the chance at the big gains of innovation, many in the organization will remain unengaged and everyday opportunities to improve processes and gain efficiencies will be ignored, leaving the organization to fall further and further behind the competition. However, if innovation is sacrificed for continuous improvement, big, game-changing ideas will be left unexplored, or worse, taken to the competition, and opportunities for step-changes in productivity will be lost.

A healthy organizational culture encourages and supports both innovation and continuous improvement, realizing that two means to improvement are better than one and that the same culture supports them both.

Instruction

Innovation: Creating the Future Together
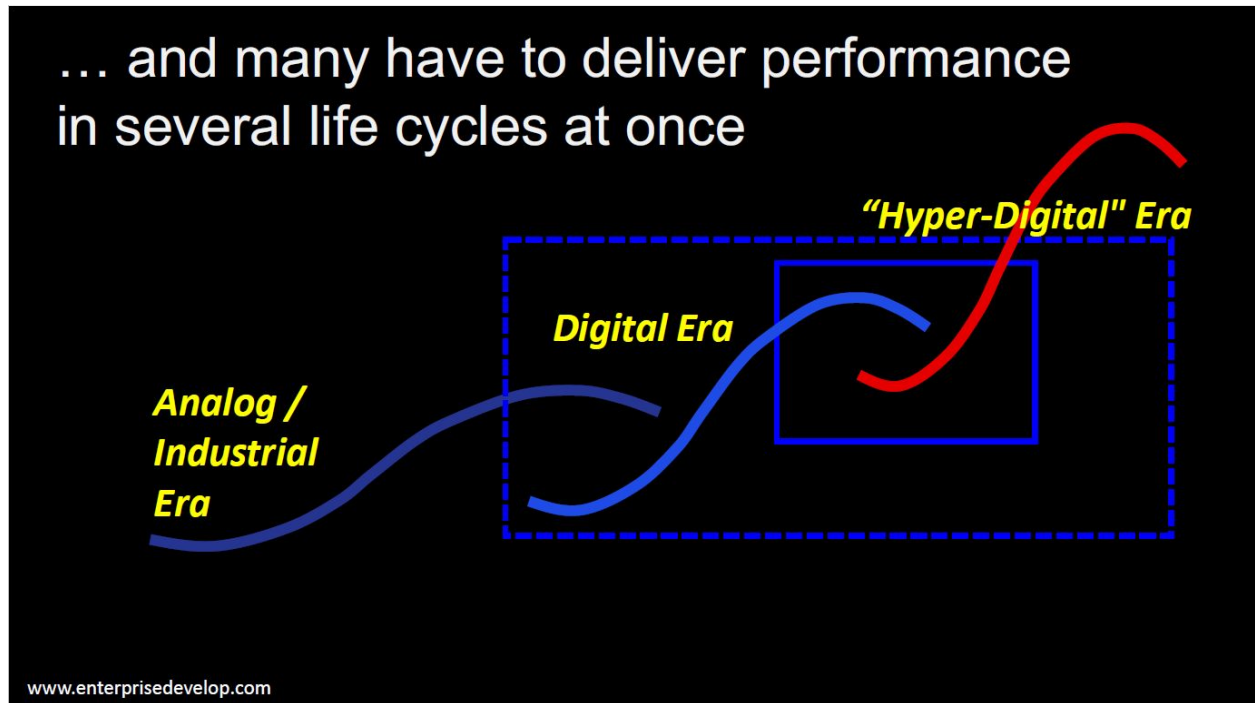

Lisa Friedman, Ph.D.

Herman Gyr, Ph.D.

Plan for the Session

1. Introductions & Overview
2. Stories
3. Signals
4. Strategy
5. System
   a. CO-STAR
   b. RIIS (Rapid Innovation Improvement Session)
   c. Online innovation platform
6. Closing Comments

Presentation Notes:
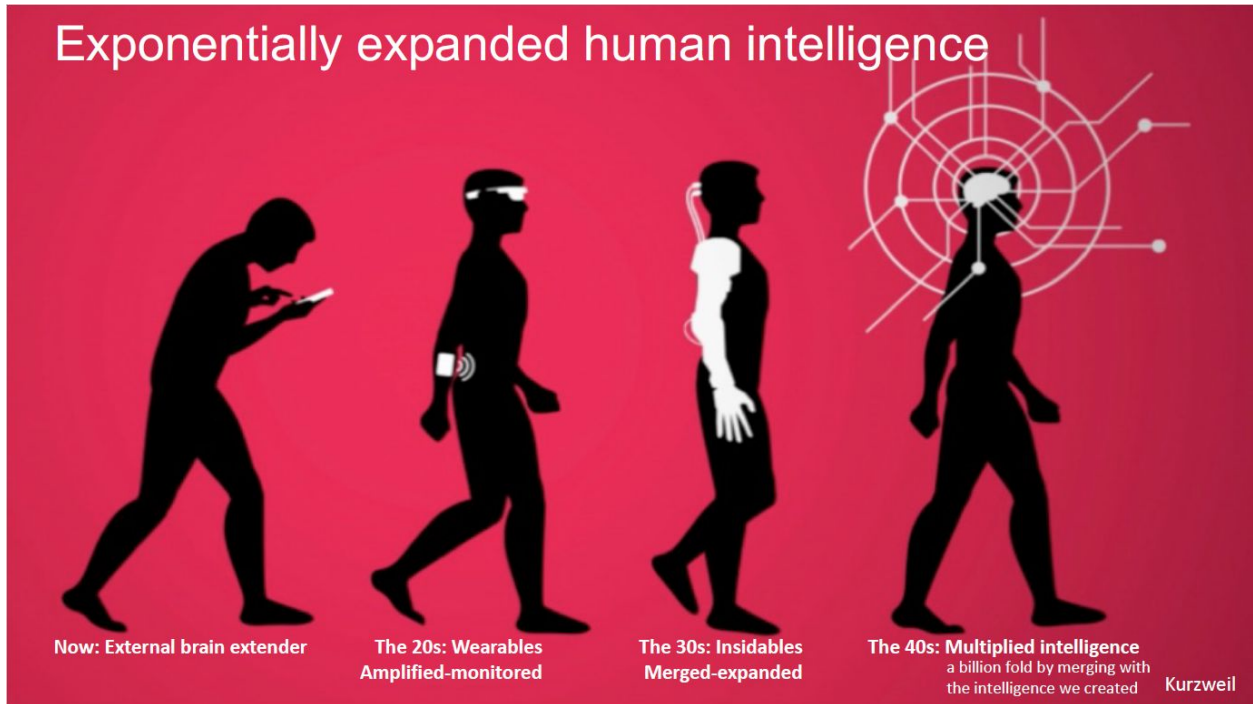
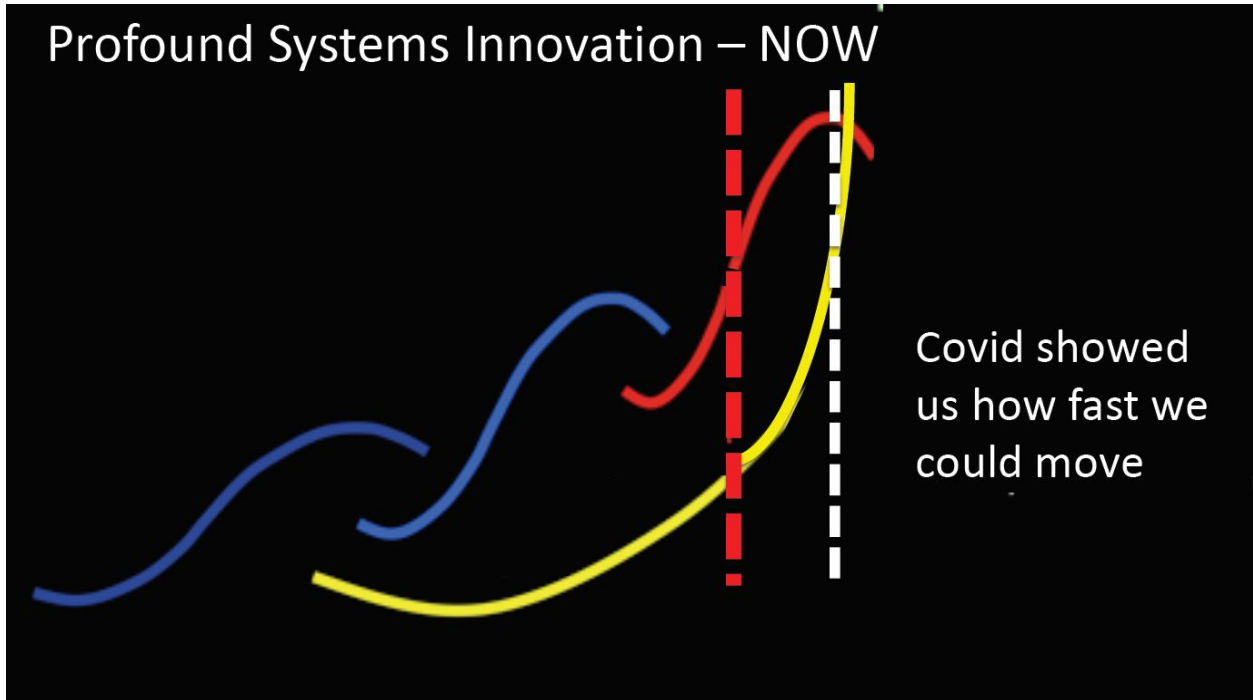Follow along in the presentation and utilize this space for notes if you wish.
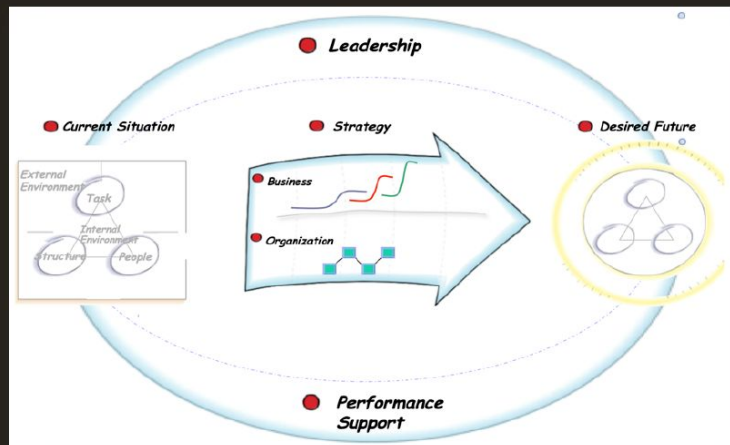
Notes:

Stories

Notes:

Notes:

Strategies

Creating a Blueprint to the Future

1. Where is the world going?
2. Who will we become in this world?
3. How will we get there?

Notes:

Innovation = rapid iteration for maximizing value.
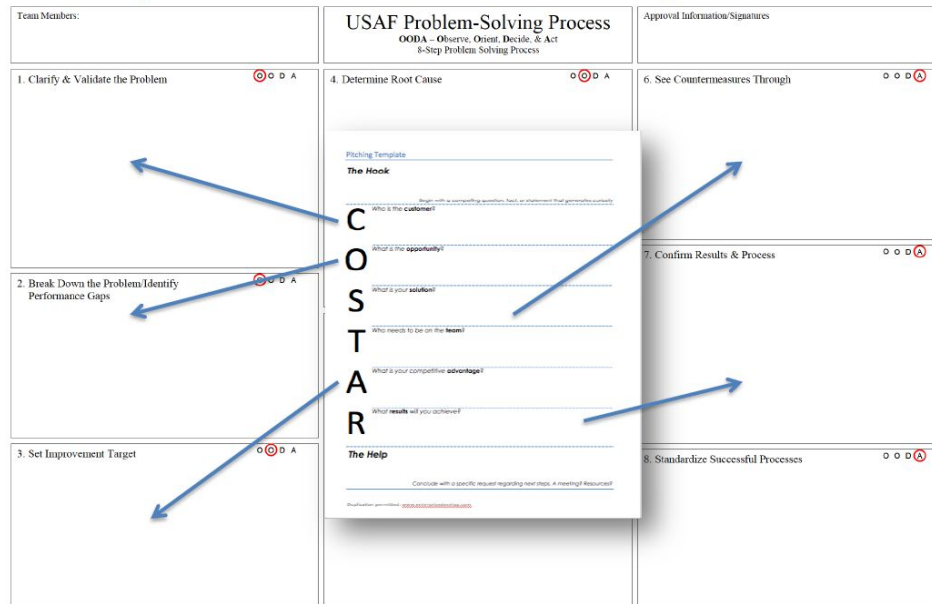
Notes:

The CO-STAR Value Proposition

The answer to the question every innovator has after coming up with a potentially brilliant idea:

"Now what?"

CO*STAR is a tool that enables innovators to clarify their thinking and bring out the full potential of their innovative ideas.

Customer
Opportunity
Solution
Team
Advantage
Results

Notes:

CO^HSTAR ELEMENTS

A deep understanding of target **CUSTOMERS**/users is essential for developing an idea that will be relevant for them and will offer value that is greater than the existing alternatives they have. Bring your potential customers (end users, critical stakeholders) to life by capturing the unique nuances of their profile. Ask yourself, "Who are the 'customers' for my idea and what are their relevant interests, important problems, and unmet needs that my solution will address? What is most urgent for them?"

What's the **OPPORTUNITY** that makes your idea possible? What's the size and potential of the opportunity and what are the dynamics surrounding it? Who are the significant stakeholders, and how might they support you or compete with you? What technology and trends support your thinking? How might you capture a bolder and more inspired vision of what could be done?

What's your **SOLUTION** for satisfying the identified needs and seizing the opportunity? What are the key features and functions, inputs and outputs? What new technologies or intellectual property are incorporated in your solution? Do you have an innovative business model? What's the estimated cost of your solution? What assets or resources are required?

What strengths does your **TEAM** bring to increase the chance of your solution's success? Consider your ecosystem of partners, suppliers, influencers, stakeholders and advisors as well. Who else do you plan to add to your team? What skills do you need on your team, e.g. subject matter expertise, technical, market, communications, investment know-how?

What is your "unfair" competitive **ADVANTAGE**? How competitive is the space, and what are the available alternatives/competitors to your idea (by name)? There is always some form of alternative, e.g. the status quo. How does your solution perform significantly better than available alternatives? What is the "secret sauce" that ensures the enduring superiority of your solution over the alternatives? Avoid overinflating your advantage or underestimating the competition.

What **RESULTS** will be achieved from your solution? What are the quantifiable rewards to the user, and estimated returns to your enterprise and your investors given expected financing? What are the primary risks and trade-offs associated with the implementation of your idea. How can they be mitigated? How do key stakeholders throughout the system benefit in tangible or intangible ways?

Notes:

The Hook

Begin with a compelling question, fact, or statement that engages your audience

C
*Who is the **customer**?*

O
*What is the **opportunity**?*

S
*What is your **solution**?*

T
*Who needs to be on the **team**?*

A
*What is the competitive **advantage**?*

R
*What **results** will you achieve?*

The Request

End with a specific request regarding next steps. Approval? A meeting? Resources? Staff? Connections?

A short (1-3 minute) persuasive, easy-to-repeat story or value proposition designed to generate interest and support for your idea.

Use the template on the previous page to craft your three-part pitch:

The Hook: You want to get the attention of your listeners with an engaging image or question that quickly shows them that you have a unique solution to a big problem. A typical start might be: "What if…?" or "Imagine…" or "80 million people today suffer from…" Numbers are always compelling!

The Highlights: Select the relevant elements from your CO-STAR Value Proposition. This is the description of the urgent customer need, the opportunity, along with your solution, your team, and the results your solution would deliver compared to alternatives.

The Request: Conclude your pitch with a request for a next step: What support are you looking for? A meeting? Authorization for further research or for creating a prototype? Money? Time? People? Introductions to others?

The Rapid Idea Improvement Session (RIIS)

Activities at RIIS sessions include practicing pitches, sharing prototypes, and obtaining feedback to create ever more compelling value propositions. RIIS sessions provide a way to rapidly test and iterate concepts, gather diverse perspectives, and help innovators and their teams increase the relevance and impact of their ideas.

Participants at RIIS sessions provide feedback to enhance the value of ideas presented with specific suggestions. We suggest designating the following roles:

Idea Champion
Listen to the comments non-defensively and without responding.
Record feedback or have someone take notes.

The Fan: What do you love about the idea?
What was most moving or memorable and why?
What was most convincing and should be emphasized in any future pitch?

The Builder: Building an even stronger pitch
What would make this idea stronger?
How can we improve the value of this idea?
What could be added or left out of the pitch?
What people or resources could further enhance this idea?

The Customers provide insights from various parties' perspectives, with comments such as: "As a customer I would like to see ___." "I found ___ particularly appealing." "Another thing I'd like is ___."

Notes:

Exercise – 10 minutes
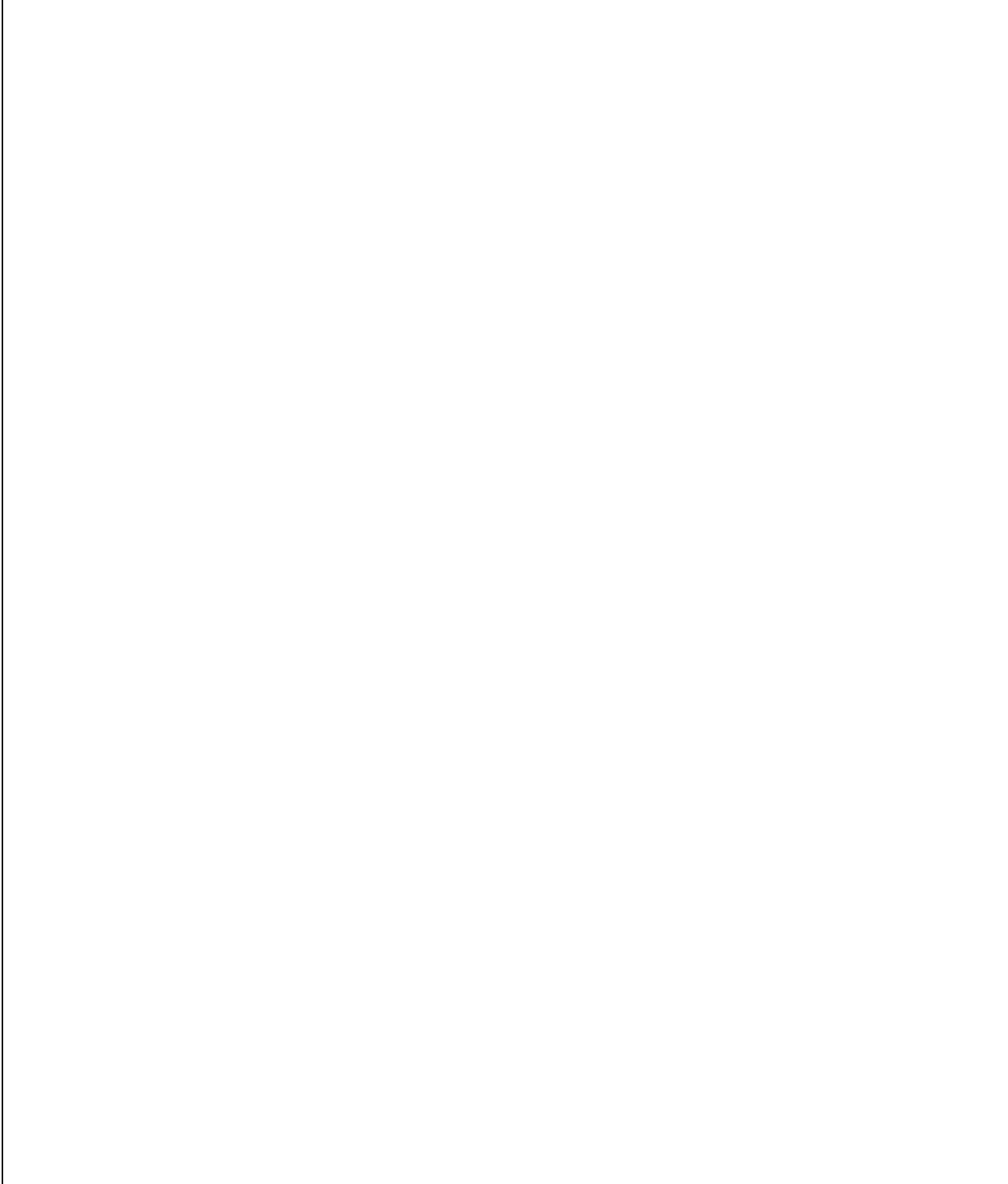
- Write down an innovative idea.
- It doesn't have to be "realistic"
- Start with COS.
- If you have time also do any of the other catergories.
- In the last minute, please craft a "hook" and an "Ask."

Innovative Idea:

RIIS Exercise – 20 minutes

- Identify a volunteer
- Pick 2 participants for each of the feedback roles
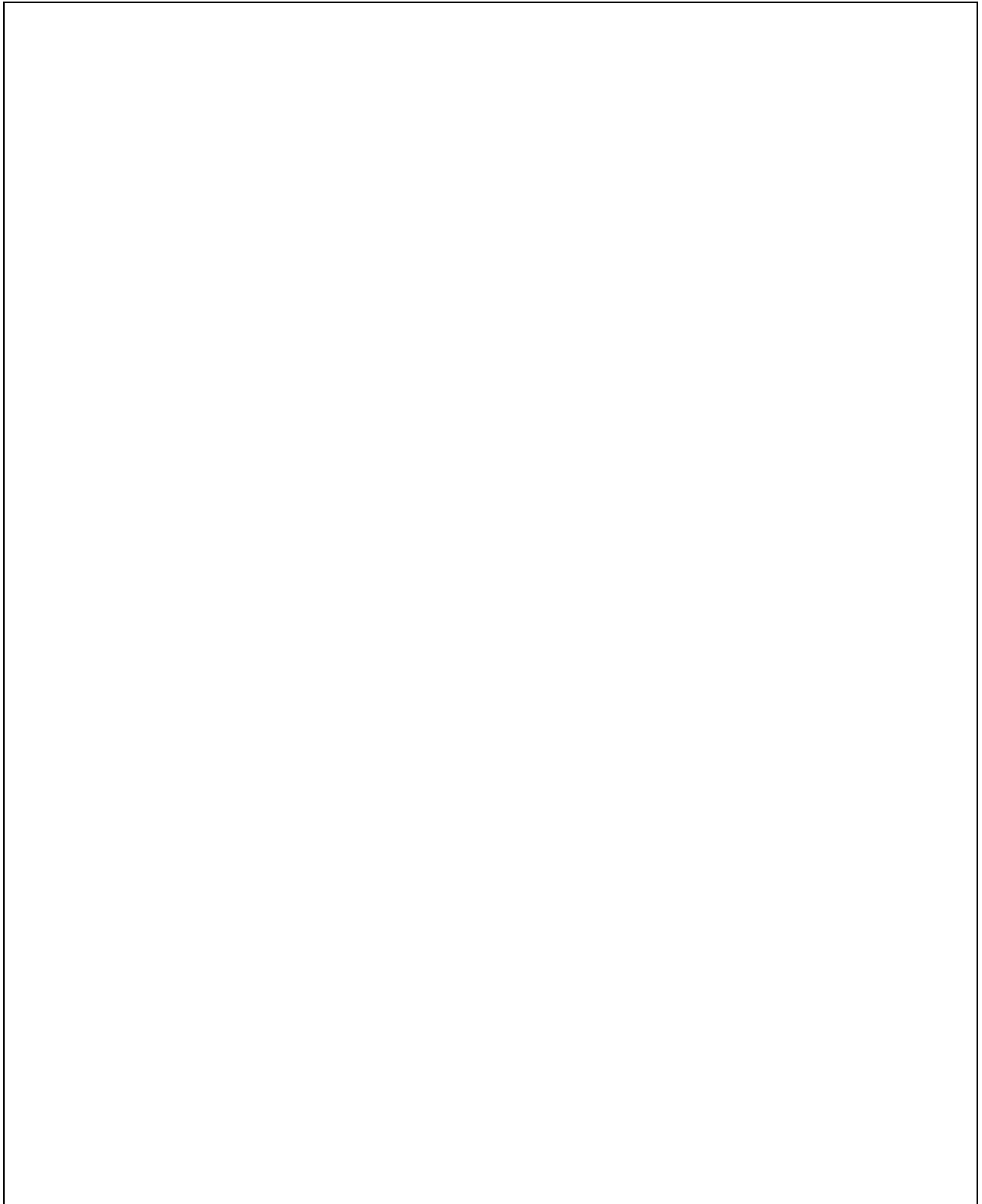- Innovator pitches the CO-STAR for 3 minutes
- Feedback for 15 minutes
- Short debrief

Notes:

Feedback Notes:

Support Phase: Application to your Career Field

Dialogue:

What is the application to your career field? What are the barriers?

Notes:

Support is available from John Allen and Paula Lillard. We are just a phone call or an email away. We will **help** you through problem solving, writing proposals, preparing annual plans, etc. There are so many attributes of continuous improvement to achieve and it will be best served by having consistent and coordinated efforts.

Our most important effort is to define how we can help Career Field Management to support the achievement of continuous improvement. We are making ourselves available to have these meaningful conversations with each of you. To initiate them please contact Paula Lillard and/ or John Allen and we will schedule our interaction.

We want these conversations to lead us into the process of implementation with full knowledge of how we can support the Career Field Managers. As events happen and we move toward implementation we accept the challenge of keeping all of you informed. This includes information and knowledge gained, challenges perceived, structural changes contemplated and tools, techniques and process to be considered.

Strategic Working Group

The Strategic Working will consist TSD SME, SAF/MG Leadership and other key stakeholders including CFMs and CPI Practitioners. The group's mission will be to define, manage and continuously improve the best path for integrating CPI^2 into career field education. It is set to charter and launch in October 2020.

Transformation Roadmap

The Strategic Working group will be building the transformation roadmap, which is "the best path for integrating CPI^2 into career field education". This roadmap will outline a process for defining the career field CPI^2 strategy, designing the change, developing the content, testing and evaluating the effectiveness, deploying and sustaining it. This process will be continuously improved upon by the Strategic Working Group through the removal of barriers and the application lessons of the CFM groups working within it.

One to Many

We will be working with CPI practitioners and CPI^2 SME to deliver additional training and content to advance the integration of CPI^2 systems, methods and thinking into the CFETPs.

One on One

The One on One coaching sessions provides us with the opportunity to discuss your specific situation, regardless of the career field. We can go more in depth to determine your needs and the methods and/or tools that fit you perfectly. The concepts and methods we work with and teach are simple, basic, and use common sense. We look forward to working with you and helping you build the Continuous Improvement Culture for your Career Field.

Virtual Tour

Originally we were planning an actual tour to a Toyota plant to show you how they live continuous every day along with being a visual factory. Unfortunately, due to COVID19 Coronavirus everything has changed. We tried to get a Virtual Tour done but all the plants are in a mad dash for ramping up with social distancing at the forefront. Many of the suppliers are having difficulties with this as well. So in lieu of the tours we will do our best to demonstrate the use of many of the manufacturing, operations, and administration methods as we can. We will try our best to provide the actual tours at a later date when things are back to an acceptable biosafety state.

Course Evaluation, Opinion Survey and Final Evaluation

Navigate to https://leancpi.com/af-cpi2/cpi2-class-20-02/ **& fill out the participant feedback form, the opinion survey, and take the final exam on the page.**

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