

Implementing Innovation

Course Project

Instructions:

This course project consists of four parts, each of which corresponds to the concepts that you will learn throughout the course. This project will give you an opportunity to build a plan to implement your innovation strategy at your organization.

Complete each project part as you progress through the course. Wait to submit the project until all parts are complete.

At the end of the course, you will submit the following:

1. This project document
2. Your updated Innovation Placemat with the following cells completed:
 - a. **Implementation Plan Timeline**
 - b. **Budget & Resources**
 - c. **Organizational Plan**
 - d. **Infrastructure & Knowledge**
 - e. **Processes & Policies**

Except as indicated, use this document to record all your project work and responses to any questions. Your instructor will provide feedback to help you work through your findings

Note: Though your work will only be seen by those grading the course and will not be used or shared outside the course, you should take care to obscure any information you feel might be of a sensitive or confidential nature.

Complete each project part as you progress through the course. Wait to submit the project until all parts are complete. Begin your course project by completing Part One below. A submit button can be found on the Course Project assignment pages. Information about the grading rubric is available on any course project assignment page online. Do not hesitate to contact your instructor if you have any questions about the project.



PART ONE

Write a Project Strategy for the Buy-in Campaign

In this module, you mapped your stakeholders and identified who you must obtain buy-in from for your innovation strategy. Next, you built a timeline for your plan with specific activities. Then, using an organizational chart, you mapped the ties between the innovation team and the performance engine.

1. Now you will write a project strategy for implementing your campaign to obtain buy-in for your innovation strategy. This project strategy should be one to two double-spaced pages and should use data from the cells of your Innovation Placemat. Some cells you should consider referencing are:
 - **Organization Strategic Goals**
 - **Innovation Strategy One-Line Overview**
 - **Vision / Innovation Intent**
 - **Innovation SMART Goals**
 - **Executive Champion**

You can include charts, graphics, and tables; for example, you may want to include the material you created in the module activities. Your project strategy should address the following considerations:

- What does the future state organizational vision look like?
- What are your organizational goals for the innovation initiative?
- Who are the stakeholders involved?
- Who is the Executive Champion?
- What does the structure look like in the organization?
- What are the roles and responsibilities of each stakeholder involved with the innovation initiative?
- How will you obtain buy-in from stakeholders?
- After you obtain buy-in from your stakeholders, how will you onboard team members to this initiative?

Write your project strategy in the box below. Remember, it should be from one to two pages long.

Future State of Organizational Vision

The future state of organizational vision takes us ahead with Innovation Strategy for MHIA (Martian Heavy Industries Advancement). This will begin with development of robotics and orbital logistics systems for use on the Lunar and Martian surface for commercial and industrial use. This will provide a R&D baseline for future product and corporate development.

Organizational Goals for Innovation Initiative.

The organizational goals associated with this vision provide benefits to humanity that are peaceful with cutting edge science that develops for the benefit of mankind. These goals will also provide benefits to the US Defense Department that help spread the peaceful security of Democracy throughout the world and beyond for the benefit of humanity. Innovation tools for this initiative



will develop a culture and financial ROI in a medium position on the innovation tool structure development range for tempered development after incubation.

Stakeholders

Stakeholders include Executive Leadership such as the CEO, VP of Operations, Chief Innovation Officer and Chief Information Officer. They will be supported by functional Management consisting of the R&D Development Director, Innovation Development Director, Product Viability Manager and Projects/Program Operations Manager. They will operate with Product development stakeholders in R&D for Lunar and Martian Development and Med Community Development. Organizational Enablers include HR consisting of a Director of Human Resources. This consists of upper level management that will derive decisions from information provided by mid level stakeholders such as HR and its Director of Human Resources. IT and its Director and Senior Management. Legal consisting of the Director and Senior Management. Operations consisting of its director and Senior Management. Public Affairs and its VP of Communications & Media and VP of Marketing.

The Executive Champion

Jeffrey Semon, CEO with external stakeholders in Washington DC and the Department of Defense.

Organizational Structure

Organizational structure is presented here on a simplified scale at this point for the incubating structure of Horizons. It will consist of an Executive office supported by Operations, Innovation, Information, Financial, Marketing, Legal, Human Resources and Diversity, Equity & Inclusion, and Technology officers. Middle management consisting of directors for the executive offices with directors supported by senior management. Front line management and employees will consist of the foundation of the performance engine. This performance engine will operate with the innovation structure managed at the top by the Chief Innovation Officer in a complimentary and cooperative effort to maintain an effective discipline for financial ROI and innovative success. New ideas rewarded with a bonus structure for deployment success for both the performance engine and the innovation team will be included in a culture of psychological acceptance and refuge to promote optimal performance.

Roles and Responsibilities of Stakeholders Involved with Innovation Initiatives

At this point the CEO, Innovation, Legal, Human Resources and Finance will be a part of the stakeholders involved with the innovation initiative. Their responsibilities include executive orders. Procurement of employees fit for objectives to bring the company out of incubation with



grants and finances for innovation for R&D. Legal to derive the companies existence and legitimacy of assets. Finance to utilize assets efficiently for the performance machine and innovation team.

Stakeholder Buy In

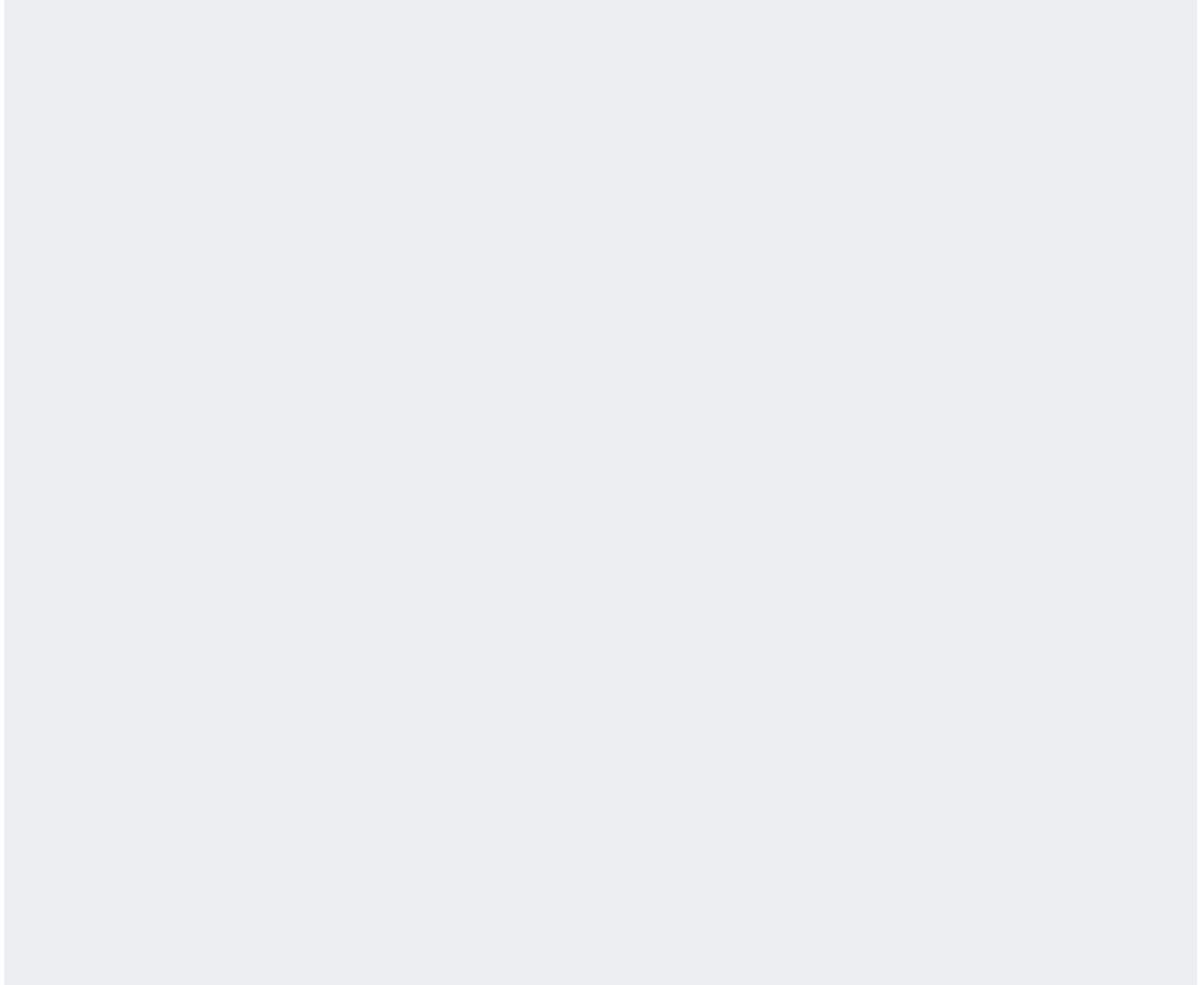
Obtaining buy in from the stakeholders will require utilizing advancement across the organizational structure for competing resources from the performance machine and the innovation team. I think that providing individual budgets for each such as time and finances will allow for a more cooperative environment to innovate within the organization providing for a better fit for strategic goals for customers and the company. With this stakeholder structure in place I think it is feasible for the innovation team to utilize the Organizational Structure for buy in across the organization as a team as a whole. With this in mind this will allow for innovation tools to span the entire organization to facilitate internal innovation strategies that optimize innovation for the customer.

Onboarding Team Members to Constitute the Development of the Stakeholder Buy In Process

I intend to develop with co-founders to come on board for vital positions to begin to build the company. This may consist of the following:

- Operations
- **Finance**
- Sales
- Marketing
- Technical and Product Prototyping
- **Legal**
- **Human Resources**





2. Update your Innovation Placemat. Write a one- or two-sentence summary of this project strategy in the **Organizational Plan** cell.

Save your work. You will submit this document at the end of the course.



PART TWO

Build Processes and Pathways

For this part of the project, you will build a journey map, outline a disciplined experiment, and update the Innovation Placemat with the timeline you created as an activity.

1. Build a Journey Map

Draw a journey map surrounding the implementation of your innovation team to show how team members will work together both internally and partnered with the performance engine. You can draw this with pencil and paper, or you can use a digital tool. Be creative with this by sketching, adding, erasing, and moving things around. If you choose to present your journey map at work, you can use tools like Prezi, MS PowerPoint, Adobe InDesign, and so on.

To make your journey map, follow these steps:

- A. Identify the starting point for the user or participant in your innovation initiative. Place this on the left side of your map.
- B. Identify the endpoint for the user or participant in your innovation initiative. Place this on the right side.
- C. Identify the major phases of your innovation initiative and write them across the top.
- D. Sketch two horizontal lines through the middle of your map, dividing it roughly into thirds. Label the three sections as follows:
 - a. Top third: Front Stage
 - b. Middle third: Back Stage
 - c. Lower third: User Sentiment
- E. List the “moments that matter” to your participant or user in the Front Stage section.
- F. List team activities that help support these ‘moments that matter’ in the Back Stage section.
- G. Review your map. Did you forget any activities or steps? If so, add them.
- H. Select a desired sentiment for the user or participant; for example, satisfaction. In the User Sentiment section, draw a line that reflects how this sentiment should change over time, from the starting point to the endpoint.

Place your journey map in the box below. You can do this by copying and embedding it, or by taking a photo or screenshot of it and inserting it. Then, write a one or two sentence summary of your journey map and add it to the **Organizational Plan** cell of your Innovation Placemat.



Business Process Pathways

| Moments that Matter Front Stage | Moments that Matter Front Stage | Moments that Matter Back Stage | Moments that Matter Back Stage | Moments that Matter Back Stage | Sentiment with Outcome |
|---|---|---|--|--|--|
| Exposure to the Masses | Intro to labs | Company Lab Development | Prototype Hype | Asset Demonstration | Operation in Space |
| <ul style="list-style-type: none"> - Start buzz - Begin to trailer ideas - Informational campaign - “Tantalize dreams” - Demonstrate productivity of assets - Demonstrate future objectives from productivity | <ul style="list-style-type: none"> - Development of Hermes - Development of logistics | <ul style="list-style-type: none"> - License development for Hermes and Logistics - Materials science advancement - Power sources - Magnets - Quantum Telecommunications | <ul style="list-style-type: none"> - Showcase Hermes Progress - Demonstrate logistics facility plans | <ul style="list-style-type: none"> - Showcase operable Hermes for all missions - Showcase logistics facilities capabilities for all missions once operable | <ul style="list-style-type: none"> - Hermes for labor, mining, science experiments, policing and military - Logistics for waste disposal and cargo transport |
| | | | | | |

2. Outline a Disciplined Experiment

- a. Develop hypotheses about your riskiest assumptions surrounding your innovation strategy. Your hypotheses should be short, concise statements. Two examples of hypotheses are “Nurses will be able to dedicate 4-6 hours a week to implementing their innovation projects,” and “Nurses will be able to obtain the buy-in of their Nurse Manager to participate in the innovation initiative.”

Litigation to make asset development feasible requires a federal court and defendant cooperation.

Scientific challenges to develop objectives will need to be overcome for success.



- b. Identify experiments you will run to test your hypotheses. For example, you could interview stakeholders across your organization with open-ended questions to test these hypotheses. Then, outline a plan for each experiment by answering these questions: Who is involved? What is the timeframe? What will you do?

Develop legal assets with federal civil assistance program to continue cooperative efforts with defendants to build assets for the future for a mutually agreeable outcome. Legal assets will develop in stages to determine feasibility of funding plan for significant financial proceeds to begin. This process should span a timeframe of two years and preferably be expedited due to current ongoing legal processes. Experiment will include testing the defenses sentiment to cooperate with a viable outcome for smooth transition through the courts in a step by step process until litigation completion.

Conduct innovation strategy to refine R&D process for desired outcome of scientific challenges needed to overcome success. Development includes university labs such MIT, UMD and others and NASA labs. This timeframe to develop for this process will occur for the innovation strategy after the two year legal window for about 10 -15 years for optimal development in conjunction with NASA Orion timeframes for Mars. Lunar expedite if plans are feasible sooner is possible. Experiment will be to test design thinking development for basic rapid ideation failure for Hermes and logist ideas to determine of a feasible outcome can be achieved.

- c. Develop a scorecard to track the results of your disciplined experiments. Organize the scorecard by whether each hypothesis is validated or invalidated by your experiments.



Disciplined Experiment Scorecard

| Scorecard Item | (+) Success | (-) Failure |
|---|-------------|-------------|
| - Was rapid ideation failure or success? | 5 | 5 |
| - Did advancement result in cultivating current plans further? | 10 | 10 |
| - Was <u>a</u> alternative developed that can continue asset development? | 20 | 20 |
| - Does asset development compliment strategic plans for new technological development for future innovation | 5 | 5 |
| - Does customer satisfaction meet required expectations for the planned innovation? | 15 | 15 |

Legal Scorecard has been reserved for development with legal department and is currently being considered.

- d. Write a one to two sentence summary of your plan and update the **Processes & Policies** cell of your Innovation Placemat.
2. Update the **Implementation Plan Timeline** cell of your Innovation Placemat with the timeline you created in this module.

Save your work. You will submit this document at the end of the course.



PART THREE

Develop Policies That Support Innovation

For this part of the project, you will identify a policy that you can implement in your organization.

1. If you had the full support of your CEO and General Counsel, what is one policy that you would develop to support innovation in your organization? Describe it, and also describe how would you obtain buy-in in 500 words or less. This is a “blue sky” activity, so we encourage you to think big.

If I were to develop a policy for my company I would choose the 80 20 policy to develop new ideas with all of my employees. I would choose this to encourage patent development for employees for their benefit for their ideas and recognition of the corporation for innovation. I would encourage general council to be involved to generate a template third party involvement with innovation from stakeholders for the generation of innovation with partners to enhance customer satisfaction with innovation.

2. Enter a synopsis of your plan in the **Processes and Policies** cell of your Innovation Placemat.

Save your work. You will submit this document at the end of the course.



PART FOUR

Outline a Toolkit

For this part of the project, you will draft a toolkit outline and update your Innovation Placemat.

1. Write an outline for a toolkit that will support your innovation strategy.
 - a. Review your Innovation Placemat.
 - b. Select one of the seven toolkits that Ms. Ippolito described in the video and on the “Explore Examples of Toolkits” page that will enable your innovation strategy.
 - c. Include measurable outcomes that you expect to see from deploying this toolkit.
 - d. Your toolkit should contain the following sections:
 - i. A branded name
 - ii. A description of the goals and intent of the toolkit and how it connects to the organizational innovation strategy
 - iii. A description of how to use the toolkit
 - iv. The “meat” of the toolkit
 - v. Case studies, examples, or best practices from past projects
 - vi. Additional resources, including links
 - vii. References

I think that a tangible community map and culture building canvas can be successful at this stage. Stakeholder scope is a bit early and is not yet quite prepared at this point in the bootstrapping stage of Horizons. Mission and Vision Canvas can certainly be useful currently. A Premortem about the development of robotics and the logistics system for the Lunar and Martian objectives will certainly lead to problem framing that can help identify the development needs of NASA with the corporate commercial and industrial sector for future development. Understanding the problem by utilizing journey mapping and exploring story boarding and value proposition canvas to begin with for development of a larger framework for understanding with the toolkit is a beginner’s path to success. Generating once the innovation process has begun to determine the best path for R&D with evaluation will be key closing objectives with the toolkit.

- i. Horizons MITRE Innovation Toolkit for Introductory Bootstrap Development
- ii. Currently the goals of this toolkit are to introduce some basic orientation of Horizons to innovation strategy with NASA, robotics, and advanced logistics capabilities for MITRE Toolkit utilization for future projects for the Lunar and Martian surface.
- ii. As stated on the web,

Team Toolkit started as a casual group of diverse innovation enthusiasts at MITRE who began to see patterns and overlap in the types of problems and challenges that our sponsors deal with across government. We asked ourselves



how we could think and work more like innovators and help others do the same.

We gathered and curated a collection of innovation tools and methods from across industry, government, and academia and paired it with our own knowledge and experience of MITRE and our Sponsors' problems. Ever since, we have been iterating and refining the resulting Innovation Toolkit with the goal of democratizing innovation. Today our team perpetuates these innovation practices across the US government and the globe. We invite you to join our community of practitioners and innovators to share how these tools and practices work for you. (MITRE Innovation Toolkit)

We will be utilizing toolkit assets for basic consumption in Horizon's bootstrapping for Scope, Defining, Understanding with future Generation and Evaluation of ideas once innovation objectives are firmly established and approved.

- iv. The meat of the MITRE Innovation Toolkit can be seen at the following link, which describes all of the toolkits functionality. Click [here](#) for a overview of the entire toolkit.
- v. The following [link](#) contains partners who have utilized MITRE Innovation Toolkit and some testimonials from people that have been helped.
- vi. References

MITRE Innovation Toolkit. Retrieved from <https://it>



2. Update the Innovation Placemat.

Summarize your toolkit in one or two sentences and add this to the **Infrastructure & Knowledge** cell of your Innovation Placemat.

3. Update the Innovation Placemat.

Use the amount to the right of the TOTAL BUDGET cell of the Innovation Strategy Budget Template to update the **Budget & Resources** cell on the Innovation Placemat.

At the end of the course, you will submit the following:

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