

Eat, Sleep, Innovate

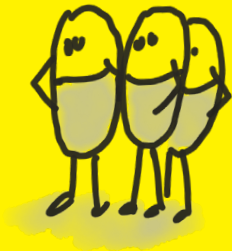


101 *BEANS*

What is a *BEAN*?

A BEAN is a behavior enabler, artifact and nudge (BEAN). A good BEAN drives habit change by engaging people's rational, logical side and their emotional, intuitive side.

- Behavior enablers: Direct ways to encourage and enable behavior change via things such as rituals, checklists or coaches
- Artifacts and Nudges: Indirect ways to encourage and enable behavior change, such as leaderboards, stories, and physical or digital reminders



How to Use this Deck of *BEANs*:

1. Download and save the virtual deck of cards to your mobile phone and “flip through” for inspiration when you encounter a blocker. And share with others!
2. Play BEAN roulette on your team. Select one to try in an upcoming meeting, Town Hall, brainstorming session and see what sticks.
3. Use the BEANs to develop your team norms.
4. Borrow from others. Your BEAN doesn't have to be original, it just has to work!



5 Innovation Behaviors

The BEANs in this deck are organized around the 5 Innovation Behaviors:



Curiosity: Question the status quo and consistently search for different and better ways to do things.



Customer-Obsession: Relentlessly seek to develop an ever-deeper understanding of the jobs to be done of customers, employees, and stakeholders.



Collaboration: Incorporate cross-functional expertise resourcefully, recognizing that the smartest person in the room is often the room itself.



Adeptness in Ambiguity: Act confidently, despite incomplete information, expect iteration and change, excel at experimentation, and celebrate judicious risk-taking.



Empowerment: Exercise initiative, seek out and leverage resources, and make confident decisions.

Eat, Sleep, Innovate



We question the status quo and
consistently search for different
and better ways to do things



INNOSIGHT

STRATEGY AND INNOVATION AT HURON

3M – THOU SHALL NOT KILL AN IDEA



INTENDED OUTCOME

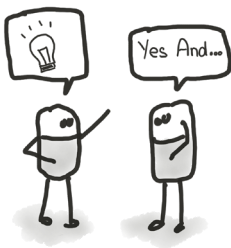
Ensure management is open and committed to listening to new ideas from employees

DESCRIPTION

3M's management strategy includes an explicit "commandment" to ensure that senior staff never immediately rejects new ideas proposed by staff.



AMAZON.COM – INSTITUTIONAL YES



INTENDED OUTCOME

To discourage dismissive behaviors and creative ideas getting lost

DESCRIPTION

Amazon.com has a policy it calls the 'Institutional Yes' – where leaders are given two directives when responding to new ideas: (1) Initial conversations regarding any new idea are built around a '...yes and' vs. a '...yes, but' response; helping drive exploration not rejection. (2) Rejecting an idea proposal requires a written explanation.



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ATLASSIAN – INNOVATION WEEK



INTENDED OUTCOME

Challenge current thinking and come up with a new feature or product prototype

DESCRIPTION

Innovation Week is a week dedicated specifically for teams to be creative and come up with new product ideas. The Product Manager communicates the product strategy and focus areas, and the teams are free to create something new without guidance. The goal is to present a shippable feature or new prototype by the end of the week.



ATLASSIAN – SHIPIT



INTENDED OUTCOME

Challenge current thinking and come up with a new feature or product prototype

DESCRIPTION

Shipt is a 24-hour period of innovation that happens every quarter at Atlassian. Employees pause their day-to-day activities for a 24-hour sprint to question the status quo and work on something new.

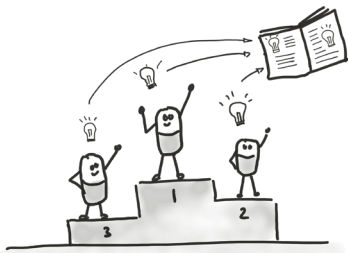


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BNP – INNOVATION BOOK & AWARDS



INTENDED OUTCOME

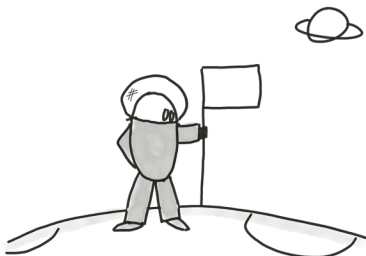
Encourage idea generation by recognizing top ideas

DESCRIPTION

Every year, BNP collects all the innovative and creative projects that have been led by all of its teams throughout the world. That is almost 10,000 employees in 37 countries. The top ideas are compiled into an innovation book that is distributed to the company – and winning innovators are flown to Paris and celebrated in front of the entire company.



DANFOSS – MAN ON THE MOON



INTENDED OUTCOME

To set future focused and high goals to encourage employees to push the boundaries

DESCRIPTION

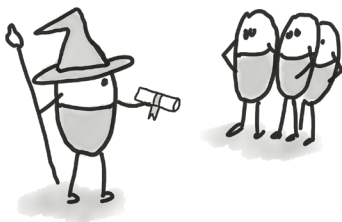
A business plan competition that seeks proposals to:

- Create an entirely new line of business;
- Create adjacent businesses to current lines;
- Make improvements to existing business with either a 5-10X improvement in performance or cost reductions of >50%

Themes are based on future challenges the company is expected to face.



DBS – GANDALF SCHOLARSHIP



INTENDED OUTCOME

Encourage employees to learn new skills and create a culture of continuous learning

DESCRIPTION

Any employee inside DBS can get a S\$1,000 (US\$740) grant to study whatever they want to, as long as they teach it back to the organization. These 'teach-backs' are recorded and watched by 100s or 1000s of employees and encourages everyone to learn and do new things.

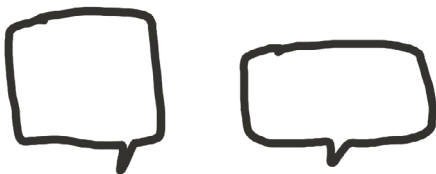


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EVERNOTE – THE DIALOGUE BOX



INTENDED OUTCOME

Encourages employees to propose new ideas to senior managers

DESCRIPTION

Senior managers, including the CEO, assume 1-hour shifts throughout the week at their office's coffee shop (called "The Dialogue Box"). Employees are encouraged to drop by, have a candid conversation and share any new ideas that they may have.



GOOGLE – GOOGLEGEIST



INTENDED OUTCOME

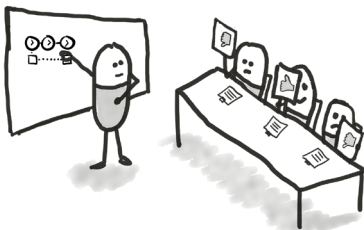
Data-driven management of people operations and feedback

DESCRIPTION

An anonymous survey that goes out yearly to all global employees. The survey asks employees for their views on a range of issues. People Ops Analytics team slices this data and shares it with everyone. Managers at every level get the survey results for their area and are urged to consider this data carefully and act on it.



GOOGLE – GUTS



INTENDED OUTCOME

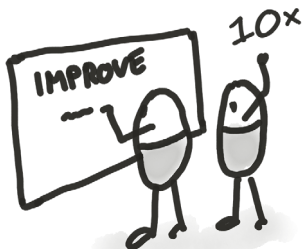
Encourage the provision of feedback from all employees

DESCRIPTION

A mechanism by which employees raise issues using the Google Unified Tracking System (GUTS) and leaders prioritize issues worth solving.



GOOGLE X – 10X THINKING



INTENDED OUTCOME

Encourage transformational thinking instead of incremental thinking

DESCRIPTION

The notion of “10x thinking” is the guiding inspiration for engineers at Google X. To put the idea simply: true innovation happens when you try to improve something by 10 times rather than by 10%. A 10x goal forces people to rethink an idea entirely, pushes them beyond existing models and forces them to totally reimagine how to approach it.

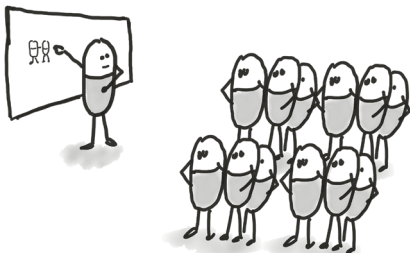


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GOOGLE – TECH TALKS



INTENDED OUTCOME

Expose employees to a wide-range of new ideas

DESCRIPTION

Google sponsors the “Talks At Google” series with speakers ranging from technology experts to chefs and actors to visit Google sites and lead discussions. This series of talks is aimed at infusing diversity in thinking and curiosity among Google’s employees.



HUBSPOT – LEARNING LUNCHES



INTENDED OUTCOME

Encourage continuous learning among employees

DESCRIPTION

Any employee can take someone smart out for a meal (fully sponsored by Hubspot) to have a conversation and learn. There are no rules, no limit, and no requirement for approvals.



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HUBSPOT – UNLIMITED FREE BOOKS



INTENDED OUTCOME

Encourage continuous learning among employees

DESCRIPTION

A program in which employees can request any book (within reason) through a form and HubSpot will send them a Kindle or hard copy for free within a week or two without the need to seek approval or submit expenses.

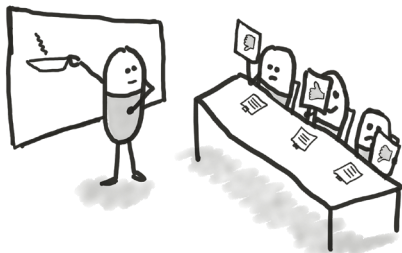


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KRAFT – FOODii



INTENDED OUTCOME

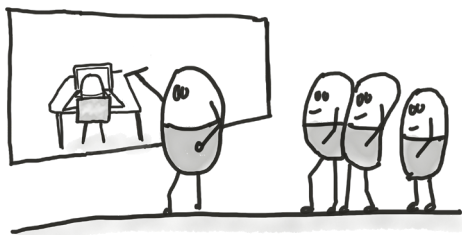
Encourage idea and feedback generation among employees

DESCRIPTION

Kraft created an online employee community “FOODii” to tap their own employees to gather feedback on new ideas before doing formal research. FOODii has been used for many things, including idea generation, packaging guidance, and insights into cooking habits.



NESTLE – REVERSE MENTORING



INTENDED OUTCOME

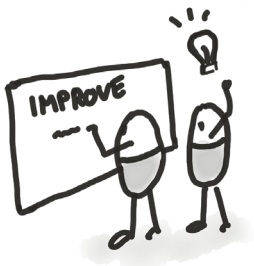
Create connections and facilitate exchange of ideas between senior executives and younger employees

DESCRIPTION

The mentoring program enables a two-way communication to close the knowledge gap between older and younger employees. For 2 hours a month, younger employees will share how their generation utilizes social media and technology, while learning about business terminology and industry practices from older employees.



PIXAR – NOTES DAY



INTENDED OUTCOME

Obtain creative inputs from all employees to improve the organization

DESCRIPTION

A “Notes Day” for the entire company that looks broadly at how they can operate more efficiently. The entire day is devoted to the project and no normal work is done. People choose problems or areas that they feel passionate about and work together to come up with solutions on notes.



QUALCOMM – STUMPING GOOGLE



INTENDED OUTCOME

Set a challenge of creativity at each meeting to spur members

DESCRIPTION

During creative meetings, teams play this game of “stumping the Google search” where they attempt together in a room to come up with something that no one in the world has thought of (i.e. a Google query that returns no results).

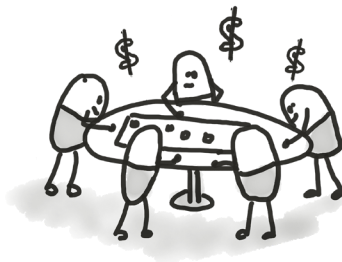


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RITE SOLUTIONS – MUTUAL FUN



INTENDED OUTCOME

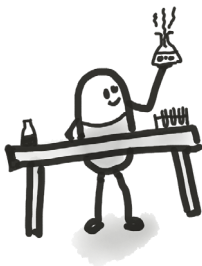
Encourage idea generation and crowdsource decision-making on resource allocation to ideas

DESCRIPTION

Several project ideas are listed on an intranet portal and every year all employees are given \$10,000 of play money to allocate among these ideas. Management draws on the collective wisdom of this internal stock market to make decisions. Stocks are redeemed for real cash if/when a project turns into a commercial success.



SPOTIFY – EXPERIMENTATION WEEKS



INTENDED OUTCOME

Encourage experimentation and risk taking

DESCRIPTION

Spotify hosts several experimentation weeks, where people spend time building whatever strikes their fancy and then showcasing to their colleagues at the end of the event.



TOYOTA – 5 WHYS



INTENDED OUTCOME

Provide a structured way of thinking to diagnose and resolve issues

DESCRIPTION

Toyota believes that every problem is an opportunity - so when something goes wrong, managers are trained to ask 'why?' five times to unearth the root cause instead of focusing on the surface-level symptom.

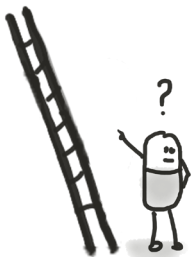


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TOYOTA – IMPOSSIBLE GOALS



INTENDED OUTCOME

To break free from established norms and routines by setting near-unattainable goals

DESCRIPTION

Toyota often sets tough goals to raise employees' consciousness and self-worth. Consider the company's global strategy: Meet every customer need and provide a full line in every market. It's impossible for any company to do that but it makes employees feel they serve a useful purpose.



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Customer- Obsession



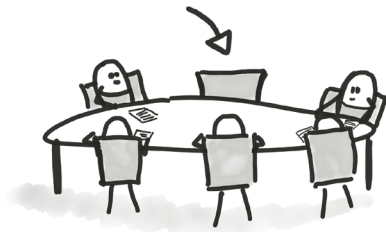
We relentlessly seek to develop ever deeper understanding of the jobs to be done of customers, employees, and stakeholders



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AMAZON.COM – EMPTY CHAIR



INTENDED OUTCOME

Encourage employees to think from the perspective of the customer

DESCRIPTION

Amazon.com has a ritual of leaving an empty chair during meetings to remind attendees of the “most important person in the room” - the customer.



CUSTOMER-OBSESSION



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AMAZON.COM – FUTURE PRESS RELEASE



INTENDED OUTCOME

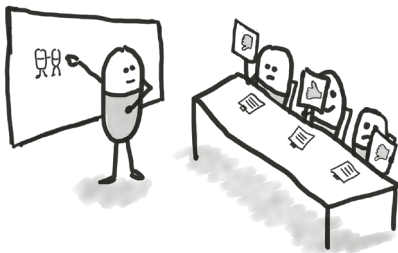
Encouraging customer-obsession and designing from the perspective of a future customer and their needs

DESCRIPTION

Amazon.com practices “working backwards” where employees work backwards from the customer, rather than starting with an idea. For new initiatives, a product manager typically starts by writing an internal press release announcing the finished product. The target audience for the press release is the new / updated product’s customers.



AMAZON.COM – WOCAS REPORTS



INTENDED OUTCOME

Integrating customer insights into decision making

DESCRIPTION

When Amazon.com closes a customer ticket, the customer's complaint does not disappear and is instead turned into a WOCAS report – "What our customers are saying" report. WOCAS reports detail customer service insights and are delivered straight to department leaders, allowing decisions to be made with customers' feedback in mind.



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AMAZON.COM – THE “?” EMAIL



INTENDED OUTCOME

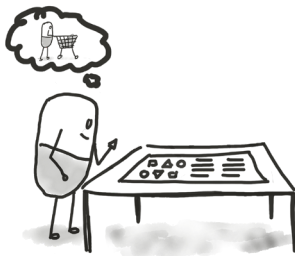
To emphasize hearing from customers and resolving their issues as a priority

DESCRIPTION

The CEO has a public e-mail address where he reads customer complaints and forwards them to the relevant Amazon.com employees with “?” in the subject line. They are typically given a few hours to solve the issue before the answer is presented to the CEO himself.



HUBSPOT – SFTC



INTENDED OUTCOME

Promote a common language and encourage employees to be customer-centric

DESCRIPTION

In its culture code, HubSpot has a mantra and guiding principle of SFTC. SFTC stands for “Solve for the customer”. Every single individual and team goal should be traced back to the overall company goal of creating value for their customers.

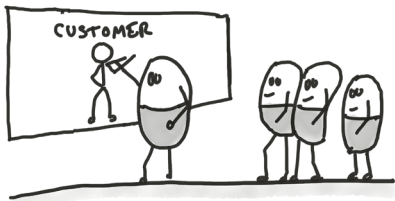


CUSTOMER-OBSESSION



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METLIFE – WALL OF CUSTOMERS



INTENDED OUTCOME

Encourage employees to be customer-centric

DESCRIPTION

To drive customer-centricity, every meeting at LumenLab starts with a photo of the target customer on the wall. Visual reminders, such as large customer profiles, are also displayed along the corridors to infuse customer centricity into day-to-day routines in its Asian innovation hub.



OPTUS – CUSTOMER CLOSE-UPS



INTENDED OUTCOME

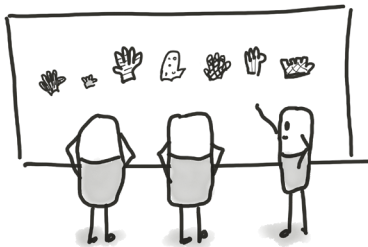
Enable employees to develop empathy with customers and eventually question the underlying assumptions they have made

DESCRIPTION

Optus has had thousands of its workers participate in customer close-ups, where they spend an entire day in a store with the customer relations team. The program includes spending time as a shopper, making purchases, shadowing sales reps, and also direct interactions with customers.



OXO – GLOVE WALL



INTENDED OUTCOME

Remind employees to be customer centric

DESCRIPTION

Lost gloves, signifying the different hands that touch OXO's products, are showcased on the wall in the office to remind employees that OXO products must fit into hands of every shape and size.

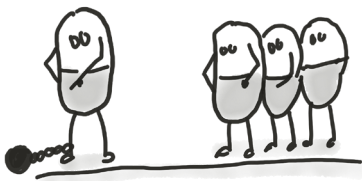


CUSTOMER-OBSSESSION



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QUALCOMM – MY PAIN POINTS



INTENDED OUTCOME

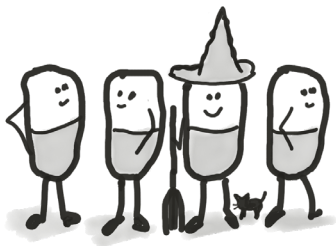
To relate UX design to personal pain points and experiences

DESCRIPTION

At the start of every user experience meeting, the floor is given to anyone who is interested in talking about an interesting article they have read or a pain point that they have experienced to spark creativity. The topic can be personal or work related.



SINGTEL – WITCH



INTENDED OUTCOME

Remind employees to be customer centric

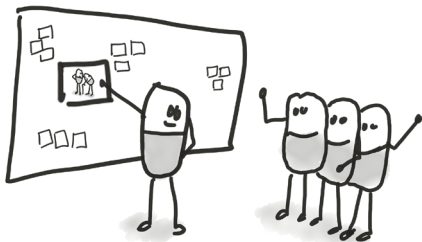
DESCRIPTION

WITCH stands for “who is the customer here?”. To reinforce customer-centricity, teams practice a ritual of regularly asking three key questions during meetings:

1. Who is the customer here?
2. What is the concern?
3. What is the conclusion?



SWA GROUP – CULTURE WALL



INTENDED OUTCOME

Remind employees of life outside of work to inspire and engage employees to think beyond

DESCRIPTION

SWA Group greets visitors to their San Francisco offices with a “Culture Wall,” which includes photos of people, inspiration, trends, news stories, and current work projects – providing a constant reminder of the world beyond the walls.



VIVINT – FULL SCALE MODEL HOME



INTENDED OUTCOME

Remind employees to be customer centric

DESCRIPTION

In Vivint's new innovation center, a full-scale physical replica of a customer's home occupies the top floor to build greater customer empathy among employees. Instead of expensive art, the walls are covered with pictures of real customers and real quotes to remind teams where they should be focused.



CUSTOMER-OBSESSION



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Eat, Sleep, Innovate



Collaboration



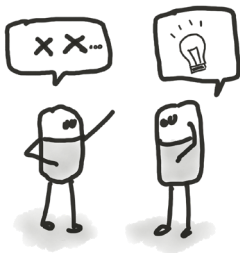
We incorporate cross-functional expertise resourcefully, recognizing that the smartest person in the room is often the room itself



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ALIBABA – ALIWAY



INTENDED OUTCOME

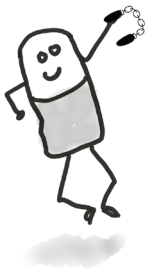
Encourage constructive criticism within the organization to improve on products

DESCRIPTION

All Alibaba employees, regardless of position, can criticize products on the company's internal communications platform "Aliway," while the product development team may defend themselves. Participants are encouraged to participate through a reward of virtual credits.



ALIBABA – KUNG FU NICKNAMES



INTENDED OUTCOME

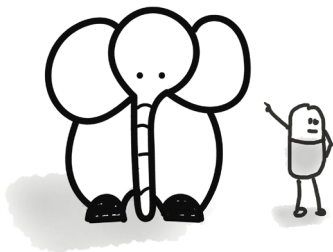
Encourage collaboration by breaking down barriers

DESCRIPTION

One of the first things that new Alibaba employees are asked to do is to come up with Kung Fu nicknames for themselves. Even those at the top of the pyramid are referred to by their nicknames (founder Jack Ma's was Feng Qingyang), so as to minimize the sense of structure and superiority.



AIRBNB – ELEPHANTS, DEAD FISH AND VOMIT



INTENDED OUTCOME

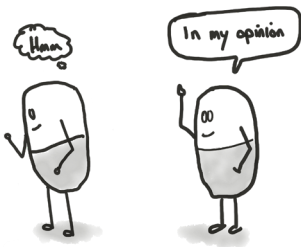
Used to open up conversations and encourage honest and two-way dialogues

DESCRIPTION

A common vocabulary to catalyze honest two-way conversations (“elephants” are big things no one is talking about, “dead fish” are incidents from a few years back that people can’t get over, and “vomit” represents issues that people just need to get out of their systems).



AMAZON.COM – DISAGREE AND COMMIT



INTENDED OUTCOME

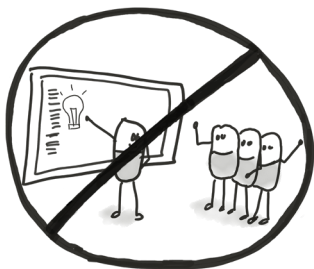
To promote constructive discussions and drive towards decision-making

DESCRIPTION

Amazon.com's 13th Principle: "Have Backbone; Disagree and Commit" obligates each participant in a meeting to say what they are thinking, even if it means a heated discussion. At the end, however, everyone decides on the solution and commits to follow through on it regardless of whether they agree or disagree with it.



AMAZON.COM – MEMOS OVER SLIDES



INTENDED OUTCOME

Improve interactivity and meeting focus

DESCRIPTION

The practice of sending memos for prereading instead of using PowerPoints during meetings to encourage focused discussions. This ensures meeting participants have the necessary baseline of information and encourages the meeting to be centered around probing discussions versus receiving information.

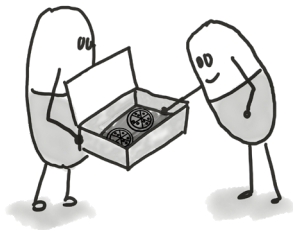


COLLABORATION



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AMAZON.COM – TWO-PIZZA RULE



INTENDED OUTCOME

To encourage collaboration and agility

DESCRIPTION

Amazon.com's CEO has a famous two-pizza team rule that teams shouldn't be larger than what two pizzas can feed. A small group eating two pizzas around a conference table epitomizes coziness and close social interactions.



COLLABORATION



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BANK OF AMERICA – DATA-BASED EMPLOYEE EXPERIENCE DESIGN



INTENDED OUTCOME

Using data to better improve the employee experience

DESCRIPTION

A program to collect behavior data using wearable devices and use that data to create better employee experiences, such as common lunch hours to facilitate knowledge sharing.



COLLABORATION



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BOEHRINGER INGELHEIM – LUNCH ROULETTE



INTENDED OUTCOME

Encourage collaboration and cross-pollination of ideas

DESCRIPTION

Lunch roulette is an easy-to-use website that helps employees and managers find random lunch companions based on location and availabilities, helping people to broaden their internal network.

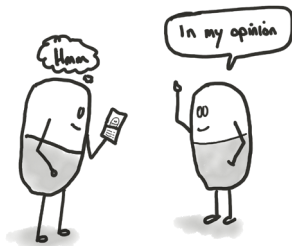


COLLABORATION



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BRIDGEWATER – TRANSPARENT EMPLOYEE RATINGS



INTENDED OUTCOME

Drive radical transparency on employee measurement

DESCRIPTION

At Bridgewater Associates, employees use a proprietary iPad app called “Dots” to publicly determine each other’s strengths and weaknesses. There are more than 100 traits in total. Dots are considered along with performance reviews, surveys, tests, and ongoing feedback, and are averaged into public profiles for every employee.

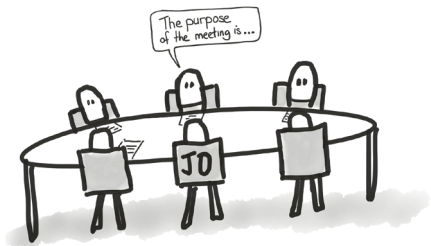


COLLABORATION



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DBS – MEETING MOJO



INTENDED OUTCOME

Make meetings more collaborative

DESCRIPTION

Each meeting has a meeting owner (the “MO”) who is responsible for starting and ending on time, driving towards clear action and ensuring equal share of voice and a joyful observer (the “JO”) who provides instant feedback to the MO and has the authority to call for “phone Jenga” if he or she notices people are not present during the meeting.

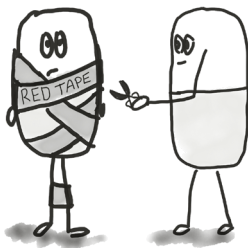


COLLABORATION



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GOOGLE – BUREAUCRACY BUSTERS



INTENDED OUTCOME

Reduce hierarchy and promote a bottom-up culture

DESCRIPTION

Google holds regular sessions where the company picks the icons of bureaucracy such as the CFO or legal adviser, and asks staff to get online and brainstorm ideas to reduce the red tape, with the best ideas being implemented. This has led to a “bottom-up culture that is without hierarchy”.

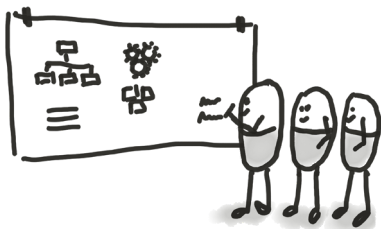


COLLABORATION



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DBS – CULTURE CANVAS



INTENDED OUTCOME

Establish goals, team norms, and roles and responsibilities

DESCRIPTION

A ritual where the team fills in and signs a one-page, poster-sized culture canvas prior to the start of any effort. On the canvas, teams will articulate their business goals and codify team norms, roles and responsibilities. Giving teams clarity about their goals and the scope to push boundaries empowers their entrepreneurial spirit.

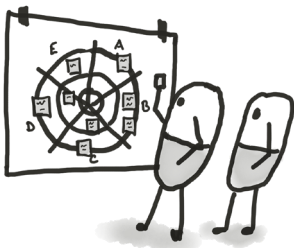


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DBS – CULTURE RADAR



INTENDED OUTCOME

To track the development and deployment of BEANs across the organization

DESCRIPTION

Every BEAN experiment is plotted on a chart consisting of concentric circles. Each segment on the radar represents a target behavior, and each circle represents the level of BEAN adoption. A pilot BEAN with a single team would go near the outer edge of the radar. BEANs would be reviewed over time and moved closer to the center as the adoption increases, until they reach the bullseye, indicating company-wide adoption.

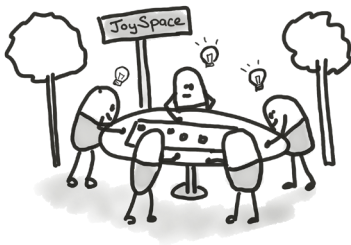


COLLABORATION



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DBS – JOY SPACE



INTENDED OUTCOME

Inspiring office space that encourages collaboration and increases productivity

DESCRIPTION

DBS employees co-create and redesigned their office spaces from traditional work stations to activity-based and shared workspaces to encourage agile ways of working and to spark collaboration.

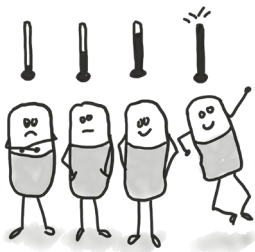


COLLABORATION



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DBS – TEAM TEMP



INTENDED OUTCOME

Get a quick gauge of how the team is feeling and what is on their mind

DESCRIPTION

Teams use a web-based app to submit anonymous responses to 2 questions:

1. Mood Score (from 1 to 10)
2. One word describing how they are feeling

Responses are shared with the team immediately and reflected on as a group.



FACEBOOK – FACEVERSARY



INTENDED OUTCOME

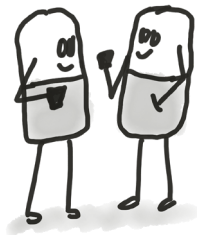
Shows appreciation for the employee, improving employee loyalty and engagement

DESCRIPTION

Facebook holds yearly celebrations of how long an employee has worked at the company. The campus store also sells special “Faceversary” balloons.



GOOGLE – CAFÉ FOR INTERACTIONS



INTENDED OUTCOME

Encourage interactions, drive collaboration and cross pollination of ideas

DESCRIPTION

Google Cafés, which are designed to encourage interactions between employees within and across teams, are set up to spark conversations about work as well as play. The Cafés offer free healthy and exciting food to encourage workers to dine-in thereby forcing cross pollination of people and ideas.



COLLABORATION



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GOOGLE – NOOGLER HAT



INTENDED OUTCOME

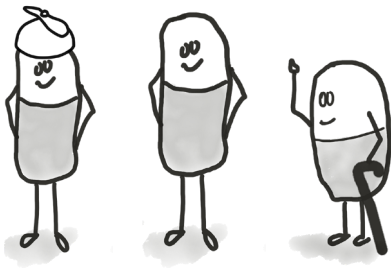
Inculcate Google's culture of "Googleyness" and engage employees during onboarding

DESCRIPTION

Every Thursday, Nooglers (new Googlers) go through a rite of passage: wearing a rainbow hat with a propeller on the top and the word Noogler embroidered across it to their first company-wide meeting, encouraging a fun and candid conversation.



GOOGLE – NOOGLERS, XOOGLERS & SPOOGLERS



INTENDED OUTCOME

Create a sense of belonging to the organization

DESCRIPTION

Standard terms used to refer to employees and their families: a Noogler is a new employee, a Xoogler is a former employee, and an employee's spouse or significant other is a Spooqler.



IBM – INNOVATION JAM



INTENDED OUTCOME

Drive innovation, collaboration and brainstorming sessions online

DESCRIPTION

IBM's Innovation Jam platform is purpose-built for large-scale, online collaboration. Sophisticated analytics help both the sponsor and participant find conversations of interest. Participants 'jam' by contributing their expertise and opinion in various topic areas, mixing it up with others to create a powerful voice.

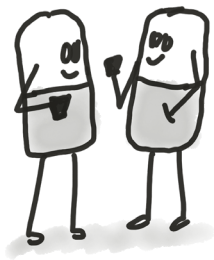


COLLABORATION



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STRATEGY AND INNOVATION AT HURON

IDEO – TEA TIME



INTENDED OUTCOME

Encourage cross pollination of ideas between teams and business units

DESCRIPTION

The scent of baked goods permeate the workspace, a cow bell rings. People drop what they're doing and come together. The magic of Tea Time exists in "casual collisions" when IDEO-ers - working on different projects or areas - cross paths and share what they're working on, what's inspiring them, and by virtue of that exchange, they collaborate.



COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

INNOSIGHT – FIRST FRIDAYS



INTENDED OUTCOME

Reinforces a conscious effort to improve collaboration and connectivity across the company

DESCRIPTION

First Friday is a monthly ritual in which the entire community (including consultants that and often visiting clients) gathers to discuss topics related to the organization. Deliberately assigned seating supports the formation of new relationships, and virtual breakout rooms enable participation from overseas colleagues.



COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

JOBVITE – ROOKIE COOKIES



INTENDED OUTCOME

Effectively integrate new employees with existing teams

DESCRIPTION

New employees are surprised with a flurry of balloons tied to their desks. New employees are encouraged to bring “rookie cookies” - an excuse for existing employees to drop by for a snack, introduce themselves, and chit chat.



COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

LINKEDIN – COMPANY ALL HANDS



INTENDED OUTCOME

Promotes team-building and open communication between leadership and employees

DESCRIPTION

Biweekly open house/company all-hands sets the tone for open, honest and constructive communications. CEO and executive team meet with all employees for an hour to answer questions. It is also coupled with fun where it is a tradition for new interns to interrupt the all-hands with flash mobs.



LINKEDIN – SPACE LIFT



INTENDED OUTCOME

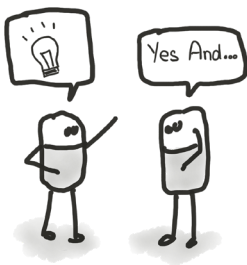
Promotes employee engagement and provides a creative outlet for employees to design their working space

DESCRIPTION

An annual workplace decorating competition to boost morale during summertime. The “lifted” spaces are shining examples of LinkedIn’s culture of collaboration, humor and transformation.



NORDSTROM – YES, AND...



INTENDED OUTCOME

Strengthens communication and encourages contributions to ideas

DESCRIPTION

The practice of building on each others' ideas and having critique come in the form of "Yes, and...".



COLLABORATION



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STRATEGY AND INNOVATION AT HURON

PIXAR – INTERSECTION SUPPORTING INFRASTRUCTURE



INTENDED OUTCOME

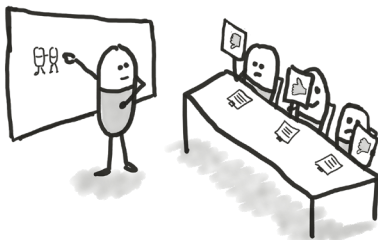
To encourage collaboration and innovation mindset

DESCRIPTION

With its immense open space that reaches out to individual desks and work spaces, Pixar uses an open infrastructure to infuse innovation mindsets and behaviors, everyday. The offices are intentionally designed for employee collisions to bring about unplanned collaborations.



PIXAR – BRAINTRUST



INTENDED OUTCOME

Inviting external opinions and perspectives to promote creativity and sharing of ideas

DESCRIPTION

Braintrust is the ritual of getting a small group of diverse, creative leaders together periodically to review the progress of a Pixar film that is in development and provide honest critiques. The suggestions proposed are not prescriptive and it is up to the team to adopt the suggestions.

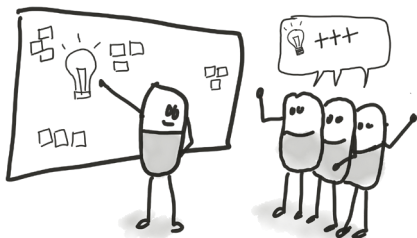


COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

PIXAR – PLUSSING



INTENDED OUTCOME

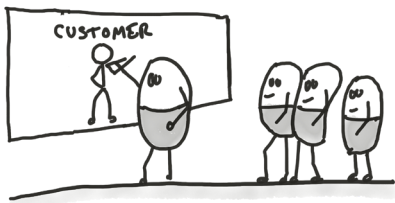
Encourage constructive criticism within the organization to improve on ideas

DESCRIPTION

Rather than randomly critique a sketch or shoot down an idea, employees follow a general rule where they may only criticize an idea if they also add a constructive suggestion. Hence, the name 'Plussing'.



QUALCOMM – FLUX



INTENDED OUTCOME

Bring people together that normally don't interact so they can discover some really interesting user needs

DESCRIPTION

An informal employee-driven, cross-departmental network that brainstorms novel solutions to the company's existing problems and also identifies new problems. FLUX is about new ideas, whether they're big or small. Teams spend 90 minutes every two weeks to sit together and see if together they can discover a latent user need.



COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

ROTTERDAM EYE HOSPITAL – TEAM-START HUDDLES



INTENDED OUTCOME

Drive collaboration by encouraging communication and idea sharing

DESCRIPTION

Rotterdam Eye Hospital developed a daily ritual where team members huddle at the start of a shift to answer two questions:

1. How are they feeling?
2. Is there anything the team needs to be aware of to work more effectively?

An assigned observer watches the shift and shares their findings the next day.

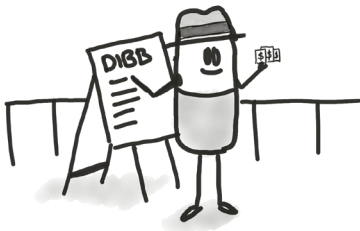


COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

SPOTIFY – BETS BOARD



INTENDED OUTCOME

To generate and prioritize new ideas

DESCRIPTION

Spotify maintains an accessible Google spreadsheet that details bets at the company, division, and squad level. Each bet consist of a 2-page brief detailing the required Data, Insights, Belief and the Bet (DIBB Framework).



COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

TOYOTA – A3 REPORT



INTENDED OUTCOME

Promote clear and effective communications

DESCRIPTION

The A3 report, named for a sheet of paper 11 inches by 17 inches, is a succinct communication tool. When communicating with each other, Toyota employees follow an unwritten rule to keep language simple and use the A3 report to capture the most essential information needed within a single A3 sheet that can be disseminated widely.



COLLABORATION



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

TWITCH – NEW EMPLOYEE VIDEOS



INTENDED OUTCOME

Effective onboarding to drive better collaboration among employees

DESCRIPTION

The company has new employees record videos introducing themselves. The videos are shown at the company's weekly town-hall meetings.



Eat, Sleep, Innovate

Adeptness in Ambiguity



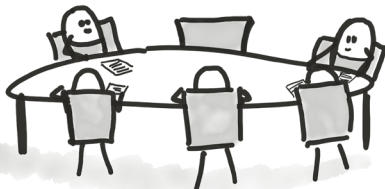
We act confidently despite
incomplete information, expect
iteration, excel at experimentation,
and celebrate judicious risk taking



INNOSIGHT

STRATEGY AND INNOVATION AT HURON

APPLE – MONDAY IS REVIEW DAY



INTENDED OUTCOME

Improve decision making process

DESCRIPTION

Apple's Executive Team holds regular Monday meetings to examine every single product that the company has in design phase. If a product cannot be reviewed at one meeting – it's automatically at the top of the agenda for the next meeting. This ensures every single Apple product is inspected at least once a fortnight and keeps delays in decision making to a minimum.



ATLASSIAN – PREMORTEM



INTENDED OUTCOME

Identify potential threats and take preventive action to de-risk an idea

DESCRIPTION

Before starting a project, teams discuss the ways in which a project could fail. The process identifies critical assumptions and potential threats so that preventive actions can minimize the chances and mitigate the repercussions of failure.



DBS – WRECKOON



INTENDED OUTCOME

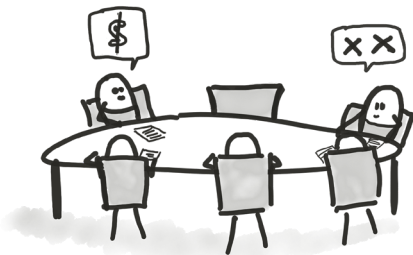
To encourage employees to have candid, data-driven discussions around ideas

DESCRIPTION

A PowerPoint slide randomly appears during meetings with questions to prompt candid discussions. Questions include: “What have we forgotten? What is the riskiest assumption? What could go wrong?” These questions were engineered to bring chaos to meetings, and ensuring that opposing comments are voiced out and debated.



CONDUCTRICS – BEST CASE, WORST CASE



INTENDED OUTCOME

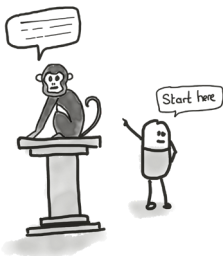
Quickly weed out low-potential ideas

DESCRIPTION

Before starting serious work on an idea, a team needs to articulate what the expected gain in terms of value (revenue, gross profit) might be in the best case, and what the loss might be in the worst. This allows Conductrics to filter out ideas where the best case will have minimal impact or ideas that could fail badly and demoralize the organization.



GOOGLE – #MONKEYFIRST



INTENDED OUTCOME

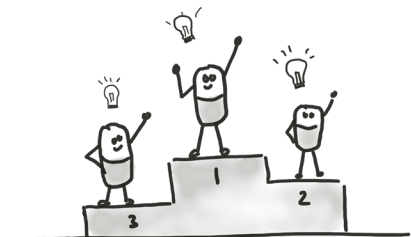
Encourage employees to evaluate the viability of projects by working on the hardest part first

DESCRIPTION

Imagine the task of getting a monkey to stand on a 10-foot pedestal and recite passages from Shakespeare... Most people would start with the easy work ('building the pedestal') to show early progress, but at Google X, the phrase #MonkeyFirst is used to encourage employees to de-risk new ideas by tackling the hardest problem first ('training the monkey to talk').



P&G – HEROIC FAILURE AWARD



INTENDED OUTCOME

Encourage risk taking and experimentation and eliminate fear of failure

DESCRIPTION

P&G gives out a “Heroic Failure” award each year to the individual or team who took the greatest ‘intelligent’ risk at the company. At the heart of heroic failure award is the idea that ‘making mistakes is ok here, trying to hide them is not.’



PIXAR – EFFECTIVE POST MORTEMMS



INTENDED OUTCOME

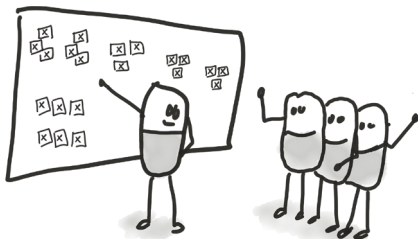
Provide a structured, data-informed way to reflect, allowing for feedback and improvement

DESCRIPTION

After a significant piece of a movie is finished, Pixar asks participants to list the top five things they'd do again and the top five they wouldn't do. Participants also bring in lots of performance data—including metrics such as how often something had to be reworked. Data further stimulate discussion and challenge assumptions based on subjective impressions.



PIXAR – FAILURE GALLERY



INTENDED OUTCOME

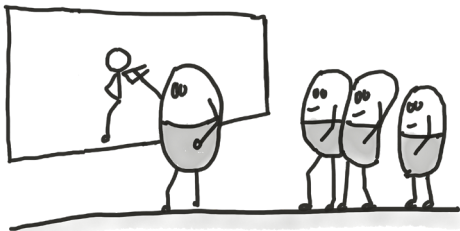
Encourage experimentation and risk taking and eliminate fear of failure

DESCRIPTION

Pixar places great emphasis on identifying, displaying and celebrating failure. Artifacts such as concept art, character design, environment design and gags that didn't directly make it into the movie are placed in their art galleries. Pixar finds beauty in the process of discarding, as out of failures comes a final work of art.



PIXAR – INCOMPLETE WORKS



INTENDED OUTCOME

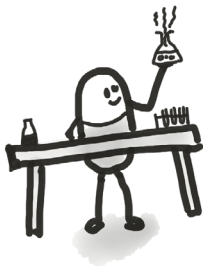
Increase comfort with sharing in-progress work to facilitate iteration and improvement

DESCRIPTION

The ritual of sharing unfinished animation work to the whole crew. This helps people get over any embarrassment about sharing unfinished work, so they become even more creative. It also enables creative leads to communicate important points to the entire crew at once.



PORCH – AROUND THE PORCH



INTENDED OUTCOME

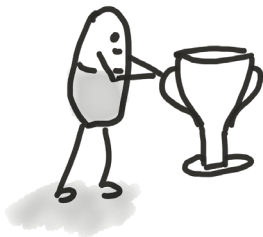
Encourage experimentation and testing of new ideas

DESCRIPTION

A weekly meeting every Friday – named Around-the-Porch – where the teams share and discuss the results of their experiments, both success and failures. Regardless of the Conductrices results, there's clapping and celebration to commend teams on experimenting.



PORCH – MR. SPARKLES



INTENDED OUTCOME

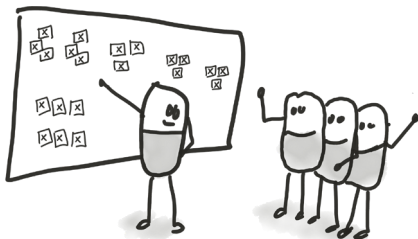
Encourage experimentation and remove the fear of failure

DESCRIPTION

A ritual in which employees who try something big and bold but spectacularly fail will be awarded a pink, pony-dog-creature-fuzzy-animal toy, named Mr. Sparkles, that they can proudly display on their desks for a week.



SPOTIFY – FAIL WALL



INTENDED OUTCOME

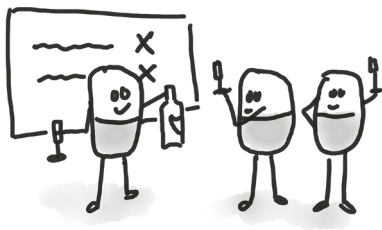
Eliminate the fear of failure and capture key learnings

DESCRIPTION

Spotify encourages finding ways to ensure fast failure recovery rather than simply avoid failing at all. The fail wall publicly showcases failures, and serves as the beginning of a ritual where a squad conducts post-mortems and retrospectives that allow it to capture key learnings from the experience.



SUPERCCELL – CHEERS TO FAILURE



INTENDED OUTCOME

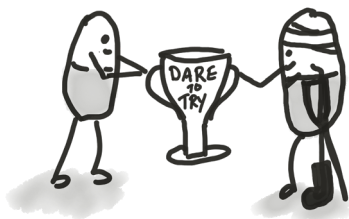
Eliminate the fear of failure and encourage experimentation

DESCRIPTION

Supercell celebrates success with beer and failure with champagne. The celebration serves as a way to make clear that a project is done; the emphasis on failed projects makes it clear that failure is acceptable.



TATA – DARE TO TRY



INTENDED OUTCOME

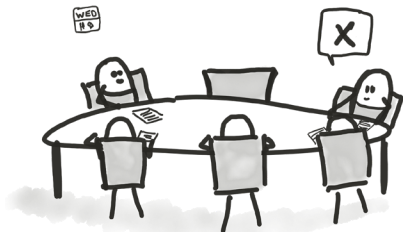
Encourage risk taking and experimentation

DESCRIPTION

Dare to Try is a prize given out as part of Tata's annual Innovista innovation awards. It celebrates the most novel, daring and seriously attempted ideas that did not achieve the desired result. In this way, Tata rewards innovation behaviors, and not just results.



TWITTER – WEEKLY LAUNCH MEETINGS



INTENDED OUTCOME

Encourage proper use of data in decision making

DESCRIPTION

Weekly team meetings in which teams review experimental results to determine what should and should not launch to a wider audience.



Eat, Sleep, Innovate



Empowerment



We exercise initiative, seek out
and leverage resources, and make
confident decisions



INNOSIGHT

STRATEGY AND INNOVATION AT HURON

ADOBE – KICKBOX



INTENDED OUTCOME

Simplify the innovation process and empower innovators to experiment

DESCRIPTION

Adobe distributes Kickbox kits to innovators who make it through an application screen. The kit contains tools and checklists to advance ideas. It also includes a pre-paid debit card with US\$1,000 on it that recipients can spend without asking for approval.

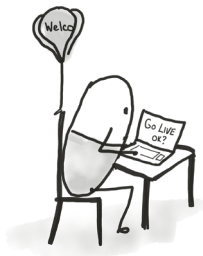


EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

AIRBNB – LIVE FROM DAY 1



INTENDED OUTCOME

Empower employees with a sense of purpose and responsibility from their first day of work

DESCRIPTION

During the first day of Airbnb's orientation bootcamp, software engineers are encouraged to push code directly to the website.



EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

ASANA – NO MEETING WEDNESDAYS



INTENDED OUTCOME

Help employees work more productively

DESCRIPTION

To provide uninterrupted time for employees to do “deep work”, ‘No Meeting Wednesdays’ was introduced where every team member knows not to schedule meetings on that day, unless absolutely necessary.

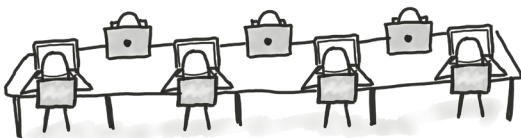


EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

ASANA – POLISH WEEK AND GREASE WEEK



INTENDED OUTCOME

Dedicated time to allow programmers to solely focus on improvements

DESCRIPTION

Polish Week is when employees take a week away from program work to focus on user-facing improvements – polishing the product. Grease Week is when employees make internal improvements like fine-tuning processes and updating tools – in order to ship features more efficiently in the future.

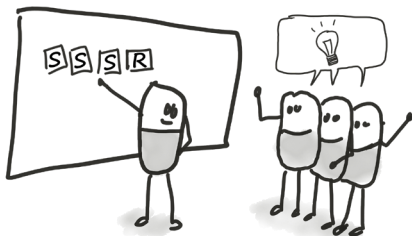


EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

DBS – 3S 1R



INTENDED OUTCOME

Encourage divergent thinking and empowering employees to make recommendations

DESCRIPTION

In every meeting, the person presenting ideas need to have three suggestions (3S) and one recommendation (1R), which encourages divergent thinking and empowerment.



DBS – KIASU COMMITTEE



INTENDED OUTCOME

Enable any employee to flag up and address processes and policies that are blockers to getting things done

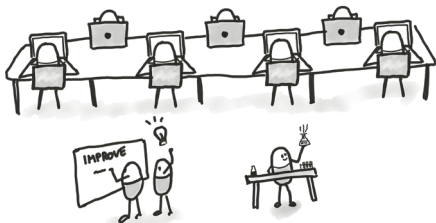
DESCRIPTION

The Kiasu* Committee is a mock courtroom where any employee can “sue” the owner of a policy or process that they feel is getting in the way. The “jury” is made up of some senior executives but also some of the most junior employees. The “jury” collectively deliberate over whether a change should be made.

**In Singapore slang, kiasu roughly translates to ‘behaving in a selfish manner due to a fear of missing out’.*



DBS – 70:20:10



INTENDED OUTCOME

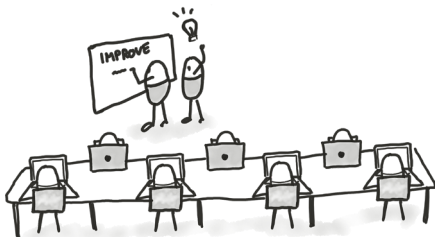
To prioritize innovation and create bandwidth to work on new ideas

DESCRIPTION

Inspired by Google's practices, software developers are given explicit permission to spend 70 percent of their time on day-to-day work, 20 percent on work-improvement ideas, and 10 percent on experiments and pet projects. By formally freeing up chunks of time for unspecified experimentation, 70:20:10 encourages innovative thinking.



GOOGLE – FIXIT SPRINTS



INTENDED OUTCOME

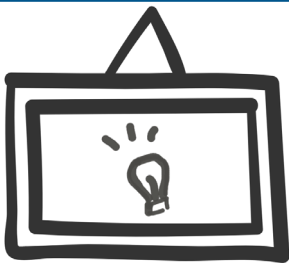
Dedication to problem solving and avoid letting issues linger

DESCRIPTION

A twenty-four-hour sprint dedicated to fixing a specific problem.



GOOGLE – OKR SHARING



INTENDED OUTCOME

Motivate employees by providing clarity on how individual performance adds up to the organizational goals and “Big Picture”

DESCRIPTION

Google has “Objectives and Key Results” (OKRs) at a company level, at a team level, at a managerial level, and at a personal level that work together to keep the company on track. OKRs are public; everyone in the company is able to see what everyone else is working on (and how they did in the past).



HUBSPOT – JEDI



INTENDED OUTCOME

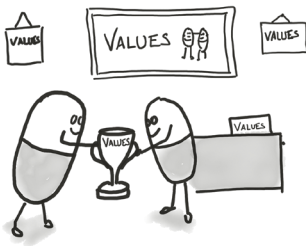
Recognize and promote an ownership mindset and proactive actions

DESCRIPTION

In its culture code, HubSpot uses acronyms to highlight the organization's values. The JEDI award – “Just Effing Does It” – is given to the employee that quietly and selflessly do the right things to move HubSpot forward.



INNOSIGHT – INNOSIGHT DIFFERENT



INTENDED OUTCOME

Encourage employees to live the organization values and desired behaviors

DESCRIPTION

Visible cartoons and an annual award for the employee who most exemplifies the organization's values like humility and collaboration. The BEAN is supported by a regular survey that nudges leader role-modeling.



EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

INTUIT – INNOVATION CATALYSTS



INTENDED OUTCOME

Encouraging innovation through champions across the organization

DESCRIPTION

Employees are trained as innovation catalysts and will then spend up to 10% of time coaching, mentoring and inspiring employees within Intuit. Anyone can ask for coaching help from an innovation catalyst on their projects. Catalysts are able to share and draw from the experiences and learnings.

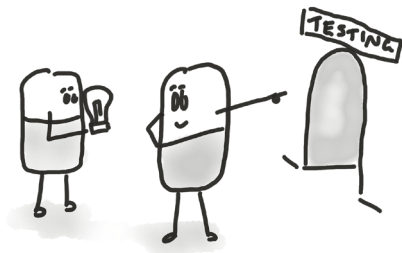


EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

INNOCENT – JUST GO WITH IT



INTENDED OUTCOME

Provide autonomy to employees and encourage experimentation of new ideas

DESCRIPTION

Innocent's "Just Go With It" system enables employees to test ideas without permission as long as they are 70 percent confident their idea will make a difference.



EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

J&J – CREATIVE ENGAGEMENT COMMUNITY



INTENDED OUTCOME

Allow employees to become a creative instigator, collaborator, or a coach

DESCRIPTION

An ecosystem of touchpoints such as TEDxJNJ event, skill-building curricula online and in-person, and an interactive website that serves as a social platform for collaboration and idea development. Community is the life force of Creative Engagement with three simple rules: make it open, make it easy, and make it meaningful to each individual.

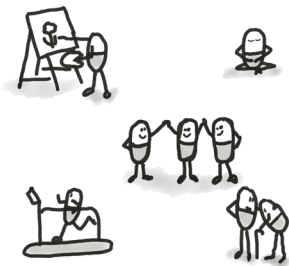


EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

LINKEDIN – INDAY



INTENDED OUTCOME

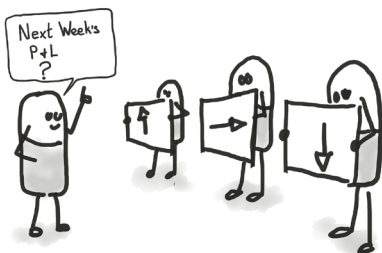
Giving time to employees to explore and innovate

DESCRIPTION

A ritual in which employees invest one day a month to take a break from their daily tasks and learn something new, inspire each other, pursue a passion project or give back to the community.



TASTY CATERING – GREAT GAME OF BUSINESS



INTENDED OUTCOME

Allow employees to think and act like owners

DESCRIPTION

Every week, employees play “Great Game of Business,” a game that teaches employees to think like owners rewarding them once they achieve certain metrics or goals. Every employee who “owns a line” on the P&L will call out a forecasted number, actual figures are compared, winning scores are celebrated and ideas are generated around variances from the “plan”.

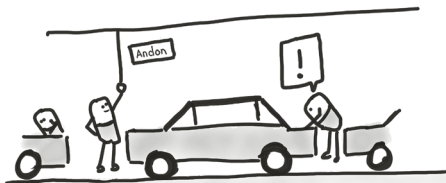


EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

TOYOTA – ANDON CORD



INTENDED OUTCOME

Encourage ownership of production process and voicing out when there is an issue

DESCRIPTION

A mechanism by which any Toyota employee is allowed to stop the production line when they spot anything they perceive to be a threat to vehicle quality. They do so by pulling on the Andon cable. Not only does this ritual stop problems early, it help shapes a culture of dispersed empowerment.



EMPOWERMENT



INNOSIGHT
STRATEGY AND INNOVATION AT HURON

TOYOTA – TCISS



INTENDED OUTCOME

Empower employees to contribute new ideas and suggestions

DESCRIPTION

A platform called Toyota's Creative Idea and Suggestion System that collects ideas is augmented by an award ceremony to recognize the best ones.



EMPOWERMENT



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