Outcome 1:
What do you as an Innovation No 2 need from the Innovation No 1 ?

- Time to do the work
- Structures to do the work
- Support people to help deliver
- Rapid company growth means some old systems no longer appropriate
- Small management team - tend to be very busy and stretched
- Lot of work to deal with already
- Little time for innovation
- Busy fire-fighting production / operations
- Need buy-in from production to do some of the work
- If you are off or not there nothing happens
- Need the help of people who do not report to you - relying on their good will and their bosses being happy to release them
- Would help if you were formally allocated specific time to do things
- Clarity of what is being asked for
    - Be kept inform of changes
    - A degree of consistency of approach
    - Response times and urgency
    - Time by which it has to be done
    - Time release to do
- Production work tends to take precedence (default position)
- Need to understand and manage expectations. Break down bigger projects into manageable bits
- Need to have some controls and safeguards in place
- The person with the idea is expected to do everything. The reality is you need help to do it. Need help ensuring ownership of package element delivery when it is delegated.
- Help in which projects should be given priority or their relative importance to each other.
    - Should I need to continually be asking why or is there a better way to know or be guided
- Project description
    - What needs done
    - When does it need done by
- Advice or mechanism to help decide if short term or long term projects should take priority
- Are not always involved early enough
    - Allow you to do it better
    - Stuff may have been missed out
    - It loses something when you get the information 2nd hand through someone else
    - Need to time when best to get others involved too
    - Can take more time to put right than if you were in at the start and had planned it through

- We do not share enough
- Have a focus on innovation and make it part of the (strategic) objectives
- Be clear on the innovation roles
  - No 2's
  - Team to get the job done
  - Specific time to have it done by
- Good Systems
  - Task clearly identified
  - Clear plan and why it is important
  - Measuring and reporting of progress
  - Using emails is not enough
  - Communicated brief and plan
  - System for allocating tasks that need the involvement of others
  - Records
- Currently if I have an idea - I am told to run with it. There is a danger you become so busy you decide to keep your ideas to yourself as you know it will just land you with more work.
  - If there were mechanisms for others to follow-up or help with identifying and overcoming some of the barriers this would not need to be an issue.
- Important to review things to understand why it did not work
- Need to take time for regular scheduled meetings
  - Ownership
  - Accountability - "not enough time" is not good enough
- Once new ways are introduced need to ensure it remains in place and there is no backsliding to previous or easier less effective ways. If it was easy you would not need to innovate. Maintain the solution.
- How the activity fits within the big picture
- Regular reviews and understanding of relative importance and urgency
- Engage with key suppliers / partners / customers / experts
  - Share issues and problems
  - Gain key knowledge or insights
  - Benefit from the wider experience
  - Learn from others experiences
- Need for records and reviews.

Outcome 2:
If you were the No 1 What would you require from the No 2(s)

- A work plan with costs, returns and benefits
- Ultimately it boils down to money - even Health & Safety initiatives are about £'s
- Market Validation - who else can we sell it to
- Regular progress summaries
- Confidence that what has been asked for has been done
- Stay within the job remit and role. Making those who are not delivering visible and accountable. Not having to cover-up for others deficiencies.
- Have the No 2's take charge of the day-to-day to release the No 1's to promote the business
- Challenge and think of new ways of doing things ('Think outside the box')
- Get on with it
- Regular reporting
- Report on issues and good points (what went well or better than expected and why)
- Flag-up potential issues
  - ◆ People
    - ■ Internal
    - ■ External
  - ◆ Materials
  - ◆ Equipment
  - ◆ Other
- Clear communications
- Provide the right information to allow the right decisions to be made
- Bring them solutions rather than problems, If there are problems that at least you have given some thought how it might be tackled and why it needs the No 1's attention.
- "Confidence in the No 2" - they will use their own initiative
- Understanding of how the issue / opportunity arose, the priority it has been given & why, the rationale and benefits, £'s

Outcome 3
What supporting management processes are needed to help the above

- Reason for doing it
    - Project Brief
    - Clarity of importance, need and what is required
    - Possible consequences and risks
    - Strategic importance e.g. Competitive / technological
- Communicated and recorded
- Pilot schemes to test, validate and identify it may not work out
- Plan
    - Project Initiation Document
    - Gantt Charts
    - Budget / Money
    - Resources
    - Team
- When does a project start being a project?
- When does a project end being a project?
- What mechanisms and measures are appropriate
    - Size
    - Sophistication
    - Risk
- Clear roles and responsibilities from the outset and throughout
- Resource need planning & implementation
- An appropriate monitoring process and review
- Authority levels / remit - when they need to consult / check / get approval
- Accountabilities and consequences
- Support requirement - identification, planning and delivery
- Key decision points
- Outcomes follow through and retention going forward
- Need for planning from the beginning
    - Regular updates
    - Identify possible risks their likelihood
    - Back-up and contingency plans in case there are problems
- Risks and how they are to be managed
- Review and see if there are lessons - good and bad to be shared & adopted & retained