

## Background

The *Managing Innovation* course has been delivered to approximately a 1000 people in our organization. Our company is the market leader and world's largest medical device manufacturer. Our company is a Fortune 500 global company with revenues exceeding 15 billion US dollars. Participants who have been taking the course have come from a wide variety of business units and functions within the company over the last 18 months. The functions represented have included research, engineering, information technology, and manufacturing. The course has also included vice presidents to office administrators. The course has been very well received and highly recommended. Currently, there are 4-5 additional organizations that have requested a course offering and we are currently in discussion with the corporate innovation group to add the course to the corporate education curriculum so employees can take the course on an open enrollment basis. Below you will find a representative evaluation of the course from over 350 people from the development and engineering group of the largest business unit of the company.

		Course met stated objectives	Help me perform my job better	Supports business goals	Course materials helpful	Instructor was effective	I would recommend this course
1	0	0	3	1	0	1	
2	1	7	5	6	1	0	
3	21	63	61	64	5	28	
4	200	198	172	177	103	161	
5	137	91	117	109	250	168	
<b>Average</b>	<b>4.3</b>	<b>4.0</b>	<b>4.1</b>	<b>4.1</b>	<b>4.7</b>	<b>4.4</b>	
Std Dev	0.59	0.71	0.79	0.76	0.51	0.65	
<b>Top 2 B</b>	<b>0.94</b>	<b>0.81</b>	<b>0.81</b>	<b>0.8</b>	<b>0.98</b>	<b>0.92</b>	

## Outcomes

- The course has spurred a lot of discussion among participants and increased the number of connections between people in and across organizations.
- The tools and techniques taught in the course have been utilized with customers as well as within the organization to increase our effectiveness at soliciting and capturing feedback.
- Feedback received from participants resulted in management discussions around the affect of the physical space on innovation. An innovation space design has been created with facilities that will be presented to management at the end of February.
- Multiple projects have incorporated concepts from the course into their project activities and planning.
- Multiple ideation sessions have been conducted using the ideation and feedback tools to capture new ideas for IP and also for solving critical current business problems facing the business.

## Sample Participant Comments

Below are a few comments from participants who have applied what they learned in their daily work.

- *Feedback technique we learned in class worked really, really well. I got a ton of favorable comments from the people participating in the feedback groups. As we hoped, the feedback received was diverse and robust. After a couple of practice sessions, people got used to the concept. This was maybe the most engaged I've seen people in a long time. Not once did I see anyone drifting off during the presentation - because they knew something was expected of them and that their feedback would be heard. I will definitely use it again. And I expect others to do the same. A real success. Thanks for sharing the tool.*
- *I attended the Managing Innovation meeting and found the session very motivating. I also found a direct application of the tools with customers right away. We wanted to collect additional information and also wanted clear direction from customers to help our development team prioritize their work. We used techniques learned in the course to manage the information exchange and this portion of our meeting turned out to be the most interactive and engaging. The method ensured we were able to hear from each and every investigator. The method had the added benefit of ensuring that we captured all inputs and not just the one's put forth by the most vocal in the group. Lastly, the process helped the team to clearly see what the priorities were for all of the customers in attendance. Thank you again for leading the Managing Innovation Initiative - I look forward to attending more activities like that where immediate application of the knowledge gained can be applied.*
- *Thanks for all your help with the brainstorm session last week! The brainstorming was a great change of pace from our usual daily activities and yielded significantly more concepts than we typically come up with using our previous methods. I liked coming up with a cohesive solution from many separate ideas. Our more tactile people really got into demonstrating their ideas which helped a lot to think in 3D. I look forward to doing future sessions. We were extremely happy with the number of potential concepts we came up with.*

Overall, the course has generated significant interest in innovation. The effort has continued to gain momentum through viral word of mouth among management and employees and is now being institutionalized as an important part of our efforts around innovation.