

**Building a culture  
of innovation with**  
 **Harkn.**<sup>®</sup>



# Innovation isn't only about moonshots

All too often, we can get lost in the idea that innovation is about coming up with the one killer idea that will transform our business.

Focusing on finding something completely new and unique draws our focus away from all the improvement opportunities sitting right in front of us.

Innovation is about finding solutions to real-life problems, and our workplaces are full of real-life problems to be solved.

Harkn can help you spot these problems (or shall we call them opportunities?).



# Ongoing improvement

with  Harkn.

## Goals/Objectives 1

You may have already determined your behavioural goals - e.g. to be more innovative; improve autonomy; increase personal responsibility, if so, use them to guide what you're looking for. If you don't have any particular goals in mind, you can allow them to emerge from Harkn as you go - just watch what people are talking about (or not) and go from there.

2

## Motivate

A key objective of your continuous improvement programme should be to ensure that everyone is motivated to contribute their ideas, challenges, experience, and their personal context, over time.

3

## Harvest ideas

There are many ways to harvest ideas and insights from Harkn - using Action Flags, Pulse surveys, downloads, reactions - collate your ideas, issues, suggestions and prioritise them as an agenda for a workshop or meeting

4

## Collaborate

Get people together (virtually, physically, or using a collaboration tool) - invite anyone who's interested in anything on your agenda to be part of it and discuss, debate and **prioritise** your list of ideas into what's most important right now. Why not make this a recurring meeting?

5

## Draft Solutions

Develop candidate solutions from your list and prioritise them based upon potential impact - remember there can be multiple possible solutions for any issue

6

## Test & Learn

Try out your ideas by running short experiments. Track results using the Events module (including your control group). What happened over the course of your experiment - what's the recommended action?

7

## Broadcast & Recognise

Share the results of your experiments, what happened, what was learned, what worked well... along with your recommended action. Celebrate everyone that contributed so your teams can see the importance of positive participation.



the best way to show that you're listening is to act with what people share with you

# Goals/Objectives

You may have already determined your goals, e.g., being more innovative, streamlining processes, improving autonomy, increase personal responsibility. If so, use them to guide what you're looking for.

If you don't have any particular goals in mind, you can allow them to emerge from Harkn as you go - simply watch what people are talking about (or not) on The Wall and go from there.



# Motivate

A key objective of your continuous improvement programme should be to ensure that everyone is motivated to contribute their ideas, challenges, experience, and their personal context, over time.

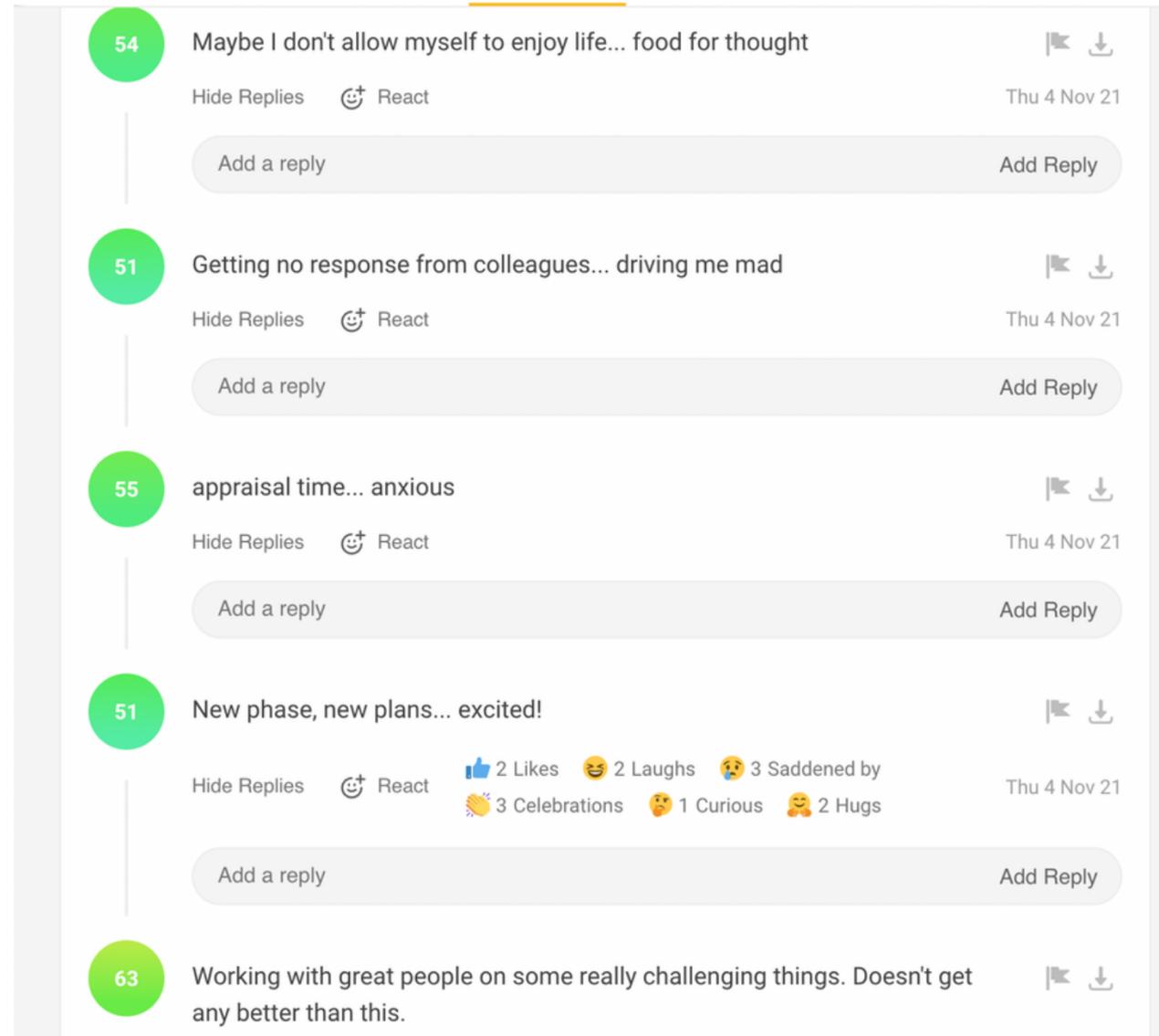


The best way to do that is to make sure it matters by consistently creating opportunities to act upon what's being shared.

While you're forming the positive habits though, a few carrots might be helpful.



# Start seeing ideas everywhere



The screenshot displays a vertical list of five posts, each with a green circular icon on the left containing a number. The posts are as follows:

- Post 54:** "Maybe I don't allow myself to enjoy life... food for thought". Includes "Hide Replies", "React", and "Add Reply" buttons. Date: Thu 4 Nov 21.
- Post 51:** "Getting no response from colleagues... driving me mad". Includes "Hide Replies", "React", and "Add Reply" buttons. Date: Thu 4 Nov 21.
- Post 55:** "appraisal time... anxious". Includes "Hide Replies", "React", and "Add Reply" buttons. Date: Thu 4 Nov 21.
- Post 51:** "New phase, new plans... excited!". Includes "Hide Replies", "React", and "Add Reply" buttons. Reactions: 2 Likes, 2 Laughs, 3 Saddened by, 3 Celebrations, 1 Curious, 2 Hugs. Date: Thu 4 Nov 21.
- Post 63:** "Working with great people on some really challenging things. Doesn't get any better than this.". Includes "Hide Replies", "React", and "Add Reply" buttons. Date: Thu 4 Nov 21.

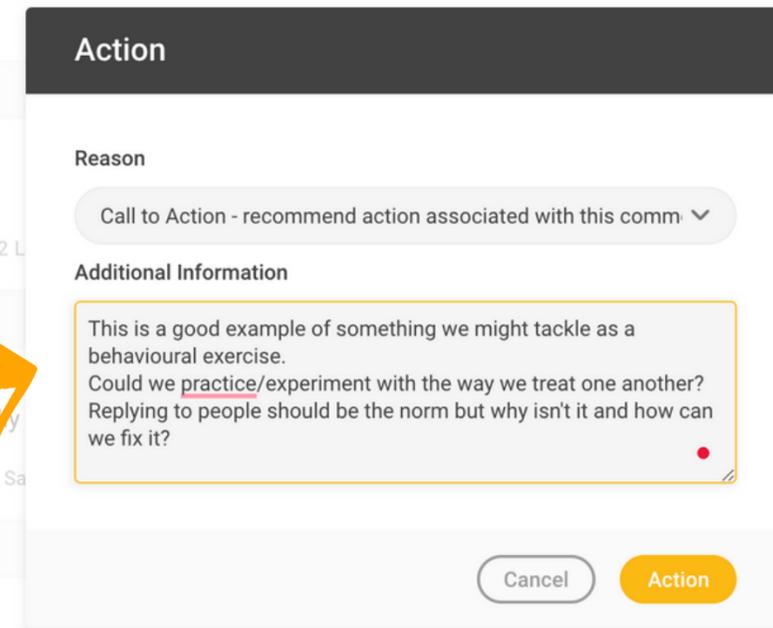
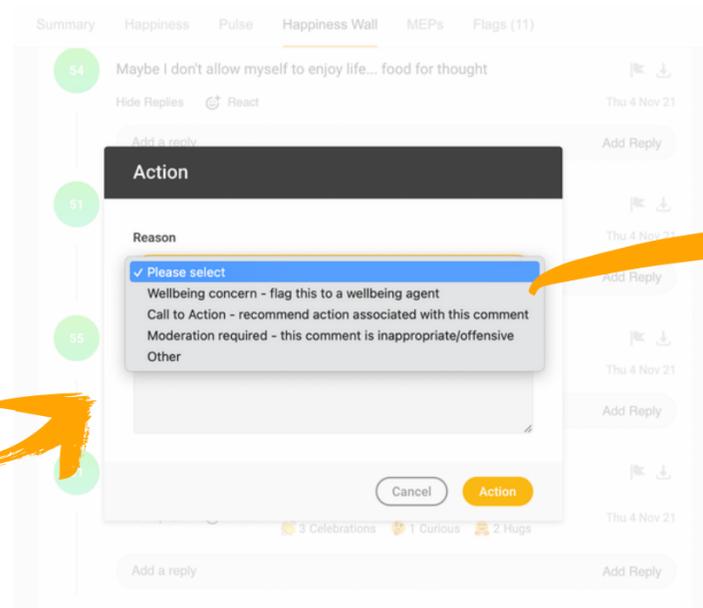
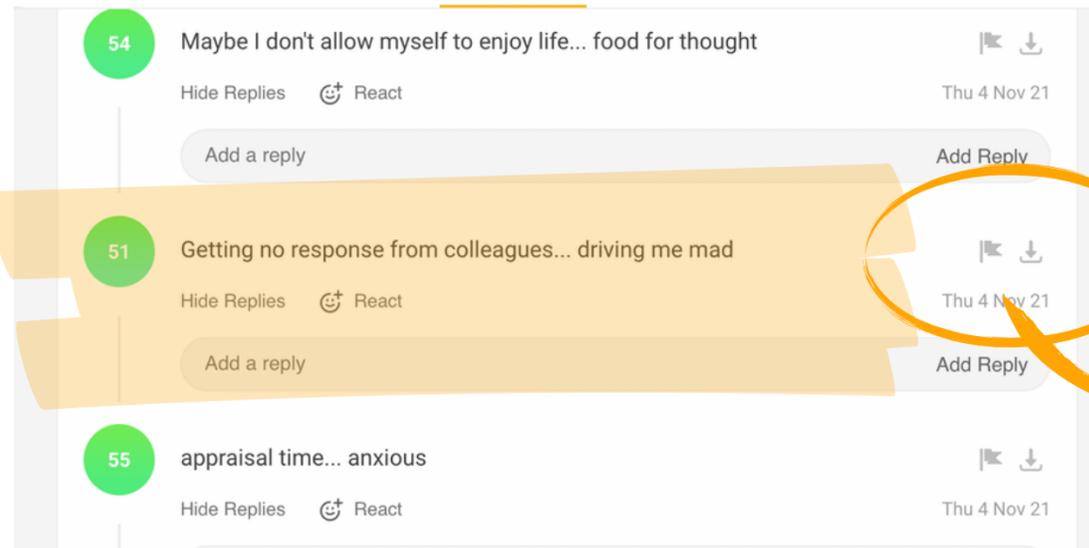
Comments shared by your colleagues on a daily basis represent a potentially endless source of ideas and opportunities to start new things, stop things that no longer serve you, and do more of the things that are working currently

- stories that highlight things that we want to do differently
- processes that aren't working
- behaviours that aren't conducive to positive teamwork
- things that are working well but not widely adopted
- examples of our values being lived or ignored
- ... and on and on

Knowing that you're listening and responding to what's being shared will encourage more people to share and for better quality shares too.

# Harvesting ideas

When you see something that sparks your interest or grabs your attention, flag it.



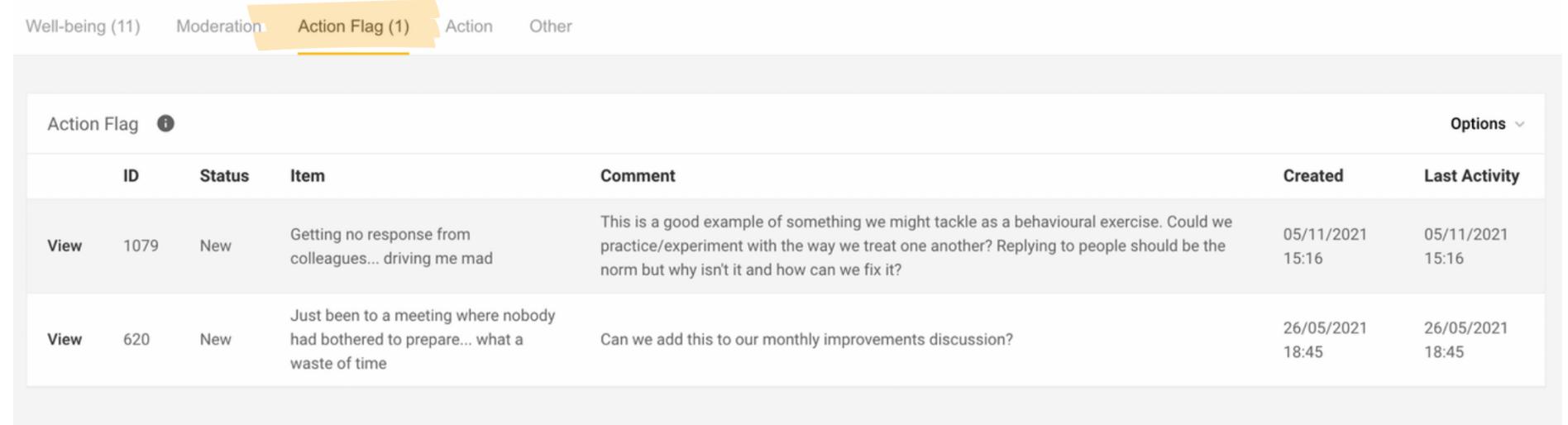
**Remember - anyone can generate a flag**

Pick "Call to Action" and share why you're suggesting this as an action. This is your opportunity to explain why you think this is important, any ideas you have for addressing it or simply what's on your mind as you share it.

# Prioritising Action Flags (1)

The new channel "Action Flag" is merely a holding pen for all the ideas that are flagged from The Wall. At this stage, it's an unfiltered list of ideas and potential actions.

The flagged items (the original posts from The Wall) appear here alongside the comments that accompany the flags. Hopefully, the latter comments give some indication of why it's been flagged and perhaps even suggests some action.



The screenshot shows a navigation bar with tabs: Well-being (11), Moderation, Action Flag (1), Action, and Other. The 'Action Flag (1)' tab is selected. Below the navigation bar is a table with the following columns: ID, Status, Item, Comment, Created, and Last Activity. The table contains two rows of data.

Action Flag ⓘ						Options ▾
	ID	Status	Item	Comment	Created	Last Activity
View	1079	New	Getting no response from colleagues... driving me mad	This is a good example of something we might tackle as a behavioural exercise. Could we practice/experiment with the way we treat one another? Replying to people should be the norm but why isn't it and how can we fix it?	05/11/2021 15:16	05/11/2021 15:16
View	620	New	Just been to a meeting where nobody had bothered to prepare... what a waste of time	Can we add this to our monthly improvements discussion?	26/05/2021 18:45	26/05/2021 18:45

**This is a great opportunity for collaboration.**

Publish the list of flags (or a curated ideas list based upon them), schedule a meeting, and invite anyone that's interested in helping to prioritise or evaluate the flags.

Run a workshop (real or virtual) and work through the flags deciding on an initial course of action



# Prioritising Action Flags (2)

Once you've decided what you're going to focus on, update the action flags

Click "**view**" to update the flag.

## No action to be taken at this time?

Assign to action > Close, no action > Capture a note explaining any rationale

## Is it a quick action e.g. emailing someone?

Assign to action > Close, action taken > Make a note of the action taken

## Is it something that will take more organised work - a project or experiment?

Then, we'll create a new Action (or assign this to an existing one)

**Is it new?** Assign to action > Create a new action > give the action title and description (think of actions in this case as themes)

**Is it related to an existing action?** Assign to action > Add to an existing action > pick from the drop-down list (think of this flag as supporting data for existing themes)

ID	Status	Item	Comment	Created	Last Activity
1075	New	Getting no response from colleagues... driving me mad	This is a good example of something we might tackle as a behavioural exercise. Could we practice/experiment with the way we treat one another? Replying to people should be the norm but why isn't it and how can we fix it?	05/11/2021 15:16	05/11/2021 15:16
620	New	Just been to a meeting where nobody had bothered to prepare... what a waste of time	Can we add this to our monthly improvements discussion?	26/05/2021 18:45	26/05/2021 18:45

Item to action

51 Getting no response from colleagues... driving me mad

04/11/2021

Source	Comment	Created	Message
Manual - The Wall	This is a good example of something we might tackle as a behavioural exercise. Could we practice/experiment with the way we treat one another? Replying to people should be the norm but why isn't it and how can we fix it?	05/11/2021 15:16	Message

Actions

Action to take: Assign to action

Action: Create a new action

Title:

Description:

The messaging function is a great way to find out more information or to let people know what you're doing.

From any "Action Flag" you can message the person behind the original comment and/or the person who flagged it.

Message

Message

Hi, thanks for flagging the 'no reply' comment. We (the culture champions team) are going to add this to our list for our next meeting and will update you afterwards about what we think we might be able to do. Would you be interested in participating if we had a short meeting about how we might tackle it?

Cancel Send

# Actions > Draft solutions

All the Action flags that you assigned to an Action appear in the Action area, making this a curated set of themes or topics that you've decided to work on.

## Title & description

Using a clear title and description can help keep the conversation about this particular action focused.

## Inputs (Assigned flags)

All the flags that have been added to this particular action or theme will list here. Adding additional comments (from flags) provides valuable insight and evidence in support of any work you do

Improving our interpersonal behaviours

Back

Description:  
Showing each other respect. Treating each other with kindness first. Being open with each other. Each of these is an example of the sorts of behaviours we might want to do more of. Let's design an experiment (or some experiments) to test some approaches to improving the way we behave with one another - life and work is already stressful enough ;)

Type: Action Status: Exploring/Evaluating Last Activity: 05/11/2021 15:24 Created: 05/11/2021 15:24

Inputs

Type	Item	Comment	Created
Action Flag   Manual - The Wall	Getting no response from colleagues... driving me mad - 04/11/2021	This is a good example of something we might tackle as a behavioural exercise. Could we practice/experiment with the way we treat one another? Replying to people should be the norm but why isn't it and how can we fix it?	05/11/2021

Internal Discussion

Can we add this to the agenda for the next CIP meeting? + anyone interested in leading on this?  
05/11/2021 15:28 - Josh Allnutt

Add a reply Send

Actions appear as a list with summary information. Click "view" to open any theme/topic.

ID	Status	Title
1080	Exploring/Evaluating	Improving our interpersonal behaviours
1055	Exploring/Evaluating	Changing our meeting culture

Users

Users currently included in this discussion:

- Adam Anderton
- Richard Archer
- Louise Cox

Add user to discussion

Josh Allnutt

Cancel Add

## Internal discussion

Add colleagues to any discussion about this theme/action

**This area is about coordinating and managing your improvement efforts. Get people together to develop draft solutions and be sure to let people know what you're doing.**



# Experimenting

You've developed your draft solutions, now it's time to put them to the test.

Internal Discussion

Can we add this to the agenda for the next CIP meeting? + anyone interested in leading on this?  
05/11/2021 15:28 - Josh Allnutt

Add a reply Send

Actions

Action to take: Update/change the status

Status: Experimenting

Experiment: Create a new experiment

Title:

Description:

## Set up your experiment

This is where Actions links with the Events feature and its new category (Experiment). Define your population, add a control group (if you're using one), and set the date parameters.

## Creating a new experiment

Updating the status to Experimenting, giving your experiment a name and description, opens up the Events feature.

Information

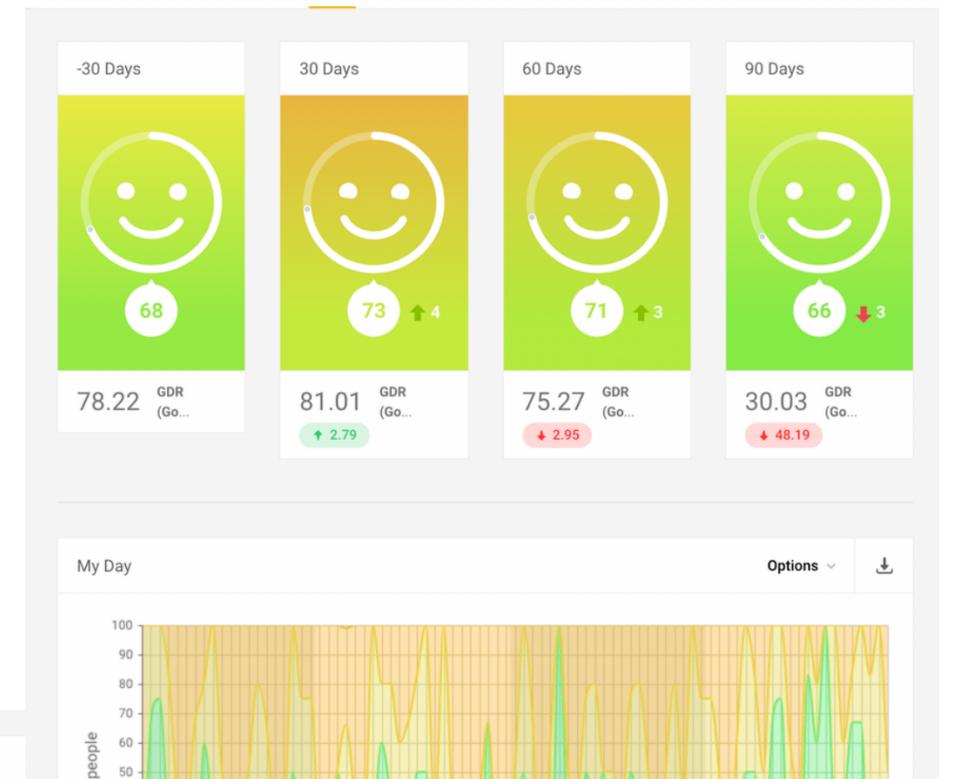
Name Type: Experiment

Description

Start of the event: 11/11/21 Number of days to report for: 90  Lock editing to me only

Population name  Include a control group

Cancel Save



## Monitor results

The experiment links to data before during and after your planned work. What we're looking for is impact - in ratings, participation, language.

**Tracking experiments in this way helps us to see what works and what doesn't. We can use these insights to inform what we might replicate across other parts of the business.**



# Broadcast results

At the end of experiments/projects, make sure you share the results. Let everyone know what you did, what worked well and what lessons were learned, and don't be afraid to try again.

You can update the record to **successful**, **inconclusive** or **unsuccessful** creating a record that others can use to guide their actions. In the future, as other teams encounter issues, there'll be a template of the things that have worked in your culture already.



## Recognise

Success in organisations is a team sport. Many people will have contributed in different ways to each and every experiment, from highlighting the original problem or opportunity, to testing a solution, and all the steps in between. Be sure to recognise them all.

**Regardless of the outcome make sure you broadcast it - people need to know you're trying new things and prepared to learn from failure.**



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