

Leaders must blend people and processes to achieve major, systemic transformation. Most people are not resistant to change. They resist *being* changed. People Powered Innovation is a mindset, skillset, and toolset specifically created for multi-stakeholder groups that are in tension. The PPI process helps link your strategies to competencies and behaviors that deliver successful change outcomes.

# PEOPLE POWERED INNOVATION

A CONSULTING APPROACH TO CHANGE

## INITIATE

- 1) Explore and decide
- 2) Reframe problem to destination
- 3) Customize PPI journey

### TANGIBLE OUTCOMES

- Go-/No-go decision
- External context understood by all
- Problem reframed into a desired destination
- Your customized journey:
  - Scope
  - Budget / Timing
  - Key roles
  - Engagement strategy

### INTANGIBLE OUTCOMES

- Aligned, informed, committed and active leadership structure
- Clear case for action that resonates with the staff throughout the enterprise

PEOPLE POWERED  
INNOVATION  
COLLABORATIVE

## INQUIRE

- 1) Develop sub-topics and research plan
- 2) Conduct research
- 3) Extract insights

### TANGIBLE OUTCOMES

- Interview protocols and decisions on who/how to interview and what/where/how to get quantitative data
- Analyzed qualitative and quantitative data set
- Prioritized list of insights

### INTANGIBLE OUTCOMES

- Greatly increased connectivity
- Higher energy and dislodgement of uncertainty
- Greater hope, relief it is do-able, belief we can get there

## IMAGINE

- 1) Envision “wow” futures
- 2) Identify innovation possibilities
- 3) Model the innovations

### TANGIBLE OUTCOMES

- Compelling image of “wow” future for stakeholders
- Prioritized innovation possibilities
- Low-res prototypes that can be tested

### INTANGIBLE OUTCOMES

- Shared vision of an exciting future
- Mindset shift from “no way” to “how might we”
- Sense of excitement for and personal ownership of the innovation possibilities

## INVIGORATE

- 1) Field test and iterate
- 2) Mobilize and scale
- 3) Evaluate and adapt

### TANGIBLE OUTCOMES

- “Hi-Fi” Prototypes being rapidly improved via field tests
- A set of innovations across the system
- A process of learning via generative evaluation in place

### INTANGIBLE OUTCOMES

- A culture of innovation
- Expanded internal innovation capabilities

EXECUTIVE  
FORUM

GROWING LEADERS  
ADVANCING ORGANIZATIONS