US Air Force Improvement Innovation Consultant Workshop – (AF I2)

API Facilitation Workshop & Project Selection – Ted Sturgeon
API FACILITATION & PROJECTS

» Words and references on coaching & facilitation
» Innovation Consultant
» Why Change Structure, People, & Process to Coach for Innovation?
» AF I2 Project Selection
Innovation Consultant

» Innovation
Innovation Consultant

» **Innovation** in its modern meaning is a "new idea, creative thoughts, new imaginations in form of device or method“.

» **Innovation** is often also viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs.
Innovation Consultant

» Consultant
Innovation **Consultant**

- **Consultant**: a person who provides expert advice professionally
  - synonyms: adviser, guide, counselor

- **Coach**: an athletic instructor or trainer. A tutor who gives private or specialized teaching
  - synonyms: instructor, trainer

- **Mentor**: an experienced and trusted adviser. An experienced person in a company, college, or school who trains and counsels new employees or students.
  - synonyms: trainer, teacher, tutor, coach, instructor
What's a Job Description?

» Career... student, instructor, commander, program director

» Ramsey vs. Munger
Job of an Innovation Consultant?

» **What?** USAF wants to coach innovative airmen from good ideas to enterprise solutions!

» **How?** Create a culture to challenge status quo with innovative, new ideas
  - Vet them through Idea Scale
  - Refine them through Innovation consultants to...
    • Problem solve with CPI tools, 8 step PPSM, root cause analysis
  - Present those ideas to commanders for prioritization and resourcing

» **Why?**
WHY?

The Golden Circle

WHAT
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY
Very few organizations know WHY they do what they do. WHY is not about making money. That’s a result. WHY is a purpose, cause or belief. It’s the very reason your organization exists.

https://www.youtube.com/watch?v=IPYeCltXpxw
https://www.youtube.com/watch?v=axSnW-ygU5g
WHY?

» “People buy why before they buy what” - Sinek

» Why API in the US Air Force?

» Why CPI tools?
  – Commanders

» Why I2 Consultants?

» Why you?
Change... Hard?

» Innovation = Disruption = Change!
– Kotter approach

1. Establish a Sense of Urgency
2. Form a Powerful Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower others to Act on the Vision
6. Create Quick Wins
7. Build on the Change
8. Institutionalize the Change

1. Establish a Sense of Urgency
2. Form a Powerful Guiding Coalition
3. Create a Vision
4. Communicate the Vision
5. Empower others to Act on the Vision
6. Plan for and Create Short term Wins
7. Consolidate Improvements & Produce more Change
8. Institutionalize New Approaches

Change Sustainability
Committed Leadership
Need for Change
Change Direction
Change Behavior
Change?

» Innovation = Disruption = Change!
   – Kata approach

Improvement Kata

Coaching Kata
Change?

» Change Style Indicator: Instructions
  – Answer the 20 A/B questions on assessment
    • 0 = Almost never
    • 1 = Sometimes
    • 2 = Often
    • 3 = Almost always
    • * total of A/B pair will equal 3 for each question e.g.
      • A = 0, = 1, = 2, = 3
      • B = 3, = 2, = 1, = 0
    • Respond as you believe you are NOT as you want to be
Change?

» Change Style Indicator: Instructions
  – Transfer totals to Conserver and Originator columns
  – Find your overall score
    • Conserver score e.g. 44
    • Originator score e.g. 22
    • Absolute difference e.g. 22

– Groups
  • How do you approach change?
  • What don’t you like about the other groups?
### Change?

» Change Style Indicator: You? Airman?

<table>
<thead>
<tr>
<th>Conservers</th>
<th>Pragmatists</th>
<th>Originators</th>
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<tbody>
<tr>
<td>- Know the details.</td>
<td>- Speak in terms of outcomes.</td>
<td>- Think in the future.</td>
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<td>- Don’t start by presenting the big picture.</td>
<td>- Talk about the consequences.</td>
<td>- Ask what they would like to see happen.</td>
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<td>- Pick one angle and build from there.</td>
<td>- Ask for recommendations.</td>
<td>- Ask for ideas.</td>
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<td>- Present a minimum of information and ask what else is needed.</td>
<td>- Talk about timelines.</td>
<td>- Ask what’s effective in the current system (status quo) that they would not want to change.</td>
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<td>- Let them guide you with what they need to know.</td>
<td>- Ask who’s input is needed.</td>
<td>- Talk about the connection between the change and future effectiveness.</td>
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<td>- Ask about anticipated obstacles.</td>
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<td>- Give details as they are requested.</td>
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BREAK!
Structure?

» Most resistant? Successful with traditions – Al Segar
  – Entrepreneurial – Bureaucratic
  – Examples

» Why Airmen to API structure?

» Leading the how is important!

https://www.youtube.com/watch?v=yYuOGU91AFs
https://www.youtube.com/watch?v=o9SxvladTCg
People?

» People innovate & drive change

» Navigating the network of adoption

https://www.youtube.com/watch?v=yaDgaRI79YE

https://www.youtube.com/watch?v=9QnfWhtujPA
People?

» Innovation Code: Dominant World Views
– Which Super Hero are you?

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<th>C</th>
<th>D</th>
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Dominant World View!

1. What is the most important thing to you?
   - A. Doing things first  B. Doing things fast  C. Doing things right  D. Doing things together

2. What are you the best at?
   - A. Starting something new  B. Defeating obstacles  C. Improving how things work  D. Building relationships

3. How would you best describe yourself?
   - A. Creative  B. Decisive  C. Organized  D. Caring

4. How do you make decisions?
   - A. I brainstorm through all possible options  B. I start with the results I want and work backwards to what I need to do  C. I follow precedents and a set of rules and norms  D. I work to get consensus

5. What do you invest your time in?
   - A. New ideas  B. Winning projects and ventures  C. Systems and technology  D. High-potential people

6. What do you do the most as a leader?
   - A. I anticipate future trends  B. I make firm decisions  C. I use systems to make things run more efficiently  D. I listen to others

7. What is the role that you most relate to?
   - A. I create new products  B. I solve problems as soon as they occur  C. I cut back on mistakes  D. I solve conflicts

8. How are you best described in your daily life?
   - A. Inspiring  B. Self-reliant  C. Disciplined  D. Sociable

9. What attribute applies to you the most?
   - A. Curious  B. Direct  C. Precise  D. Kind
Dominant World View!

» Add the entries in each column. The column with the highest total represents your dominant worldview.

– If the A column has the highest total, you are an Artist.
– If B, you are an Athlete
– if C, an Engineer
– If D, a Sage.
Artist!

“Artists are radical visionaries who constantly want to try new things. They tend to work on several projects at the same time and can easily get distracted, but they ultimately incite meaningful change and take risks others would shy away from. They can grow by adding more structure to their projects, making priorities, and finding ways to work within the system.”

Best paired with Engineers

“Engineers are reliable and logical, Engineers like to make things work very efficiently. They rely on processes and procedures to produce the highest quality products and services every time, everywhere. They can grow by reducing their tendency to pore over data and pushing themselves to seize an opportunity when it presents itself. The challenge is for Engineers to embrace their inner Artist and learn to be more comfortable with ambiguity and the unknown.”

*Best paired with Artists*

Athlete!

“The Athlete is always competitive, looking to produce the best work possible. Driven and relentless, they plow through barriers. They can grow by learning to be team players and slowing down. Athletes could benefit deeply from making sure that they have support from key stakeholders and considering all the relevant facts before running full tilt.”

Best paired with Sage

Sage!

“Sage is warm, compassionate, and natural extroverts, Sages love to work in teams and collaborate with other people. They build connections, relationships, and communities. They can grow by learning to assert themselves, avoiding groupthink, and allowing logic to guide their decisions instead of just emotions.”

Best paired with Athletes

Process?

» API process
  – Idea Scale => Refine => Presentation => Decision or Elevate?

» CPI tools
  – 8 Step PPSM
  – Root cause analysis
  – Fishbone or Ishikawa

» Commander’s perspective?

5 Whys Example

<table>
<thead>
<tr>
<th>Why?</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Why is there oil on the floor?</td>
<td>Oil leaks from the cylinder rod when activated.</td>
</tr>
<tr>
<td>2: Why did oil leak?</td>
<td>The O-ring was cut.</td>
</tr>
<tr>
<td>3: Why was the O-ring cut?</td>
<td>The rod was flawed.</td>
</tr>
<tr>
<td>4: Why was the rod flawed?</td>
<td>Dirt in the oil abrades the rod.</td>
</tr>
<tr>
<td>5: Why did dirt get in the oil?</td>
<td>There are holes and gaps on the upper plate of the tank.</td>
</tr>
</tbody>
</table>
Coach?

» Why are some successful?

» A perspective on how
  – (P), (E), (A), (K)

» Outcomes

https://www.youtube.com/watch?v=y8RtrV8j0fA
Coach?

» Design thinking, brainstorming, divergence
» Creative thinking checklist - SCAMPER
  • Substitute
  • Combine
  • Adapt
  • Modify – Mag or Min
  • Put to another use
  • Eliminate
  • Reverse

https://www.youtube.com/watch?v=qRY-1YAmbY4
Project Recommendations

» Charters (8 step?)
» SIPOC analysis?
   – Impact
   – Effects
» Refinement toll gates?
» Resourcing/prioritization
   – Nike projects
   – BCA / ROI considerations
   – Local vs escalation
Presentation Topic Selection

» Task: Your team of “Innovation Coaches,” will develop a specific and implementable coaching plan targeted to young airmen with entrepreneurial ideas that teaches those airmen how to develop and deliver successful pitches to senior leaders for resourcing decisions.

» 2019 Spark Tank Contestant Videos

» Transform: from idea => to the smooth decision briefing
» Your process for coaching that idea to decision/resourcing
» Outcome:
  – Culture & people business acumen
  – Facilitation/consulting tools & references
  – Presentation experience & expertise
Presentation Topic Selection

» Staff Sgt. Travis W. Alton - M-1 Cargo Parachute: fail-safe device
» Master Sgt. Bridget A. Neighbor, Staff Sgt. Frederick A. Van Riper, Master Sgt. Jonathan P. Zielinski - MQ-9 Digital Link: proposed emulator mounts
» Ms. Mia Tobitt and Master Sgt. William Bell - Integrated Comm Respirator
» Cadet Usama Bamieh - Lexi: innovative computer software for weather forecasters
» Tech. Sgt. Oralia Howard - Launcher Overspray Protectors