THE Catalyst Approach

Accelerate innovation at work
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At the same time that Steve Jobs was leading Apple Corp from near bankruptcy to the largest company in the world, Kodak, after years of operation with the highest quality products, great culture and discoveries that later changed the world, went into decline.

This represents the dilemma which all organisations are facing now. At a time of unprecedented change how do you balance “doing things right” and “doing the right things”, being proactive risk takers versus being adapters and adopters in an increasingly competitive and complex world?

This booklet seeks to provide some answers and show what successful organisations in the 21st Century are doing to enjoy ongoing success.

Looking back, Alex Osborn first recorded “brainstorming” as an innovation approach in his 1953 book, Applied Imagination. This was the foundation of idea generation and started the study of innovation tools and techniques. Brainstorming relies on a select group of people, a trained facilitator, a location, a time and the rules to produce lists of ideas for specific issues. It was perhaps the first real acknowledgement of the need for a purposeful approach to innovating, rather than relying on natural processes and serendipity. It was Innovation 1.0 – Doing innovation.

During the 1980s and 1990s the role of innovation teams, the innovation process and special methods like design thinking, blue ocean strategy, customer led, output driven and disruptive innovation became popular with specific references to Apple Corp and IDEO. This is the “think different” approach, or Innovation 2.0 – Thinking innovatively.

Now we recognise that no person or organisation is an island. Everyone is connected and networked; information is ubiquitous and there is no shortage of ideas. Organisations need to use all their resources – employees, partners, suppliers, customers and consumers – and all the tools and strategies available to continuously innovate, to put ideas into practice in all parts of their operations. Today we need a different way to work!

Our research and experience revealed the critical function of the catalyst for innovation as a role model of collaboration and facilitator of ideas in action. This is Innovation 3.0 – Being innovative. We call it the Catalyst approach.

Catalyst creates a strong people centred approach to continuous innovation in organisations of all sizes across all sectors.

In this booklet we explain how the Catalyst approach can help you to innovate and deliver high performing, agile workplaces in a realistic and systematic way. We would like to acknowledge the support of Innovation & Business Skills Australia (IBSA) in developing this approach and this booklet, and the contributions of their staff, particularly Ruth Rosen who has been a guiding light.

We would appreciate your thoughts and comments.

Allan Ryan and Tess Julian
Do you want to improve productivity, customer service and/or your bottom line?
Do you want to address complex issues, and/or increase your growth?
Are you under pressure to innovate but previous attempts have either come to nought or fizzled out?
Do you want to be recognised as a leader in your industry or sector with a reputation that attracts and retains quality staff?

Catalyst is a people based approach to building a culture of everyday innovation that can be tailored to your specific needs. It provides systems and practices for inspiring, capturing, using, valuing and recognising innovation at work and is based on research and experience from leading global organisations. It also provides first hand access to other high performing organisations to assist you take the steps towards a different way of working for productivity, engagement and growth.

Catalyst not only shows you how to innovate, it provides the structure you need to turn learning into long-term action. You can start immediately by registering for Inside the Box or Lead Catalyst workshops and if you need more advice or support, discuss the options with a Catalyst Advisor.

For more information about starting Catalyst:
www.catalystconnect.com.au

THE CATALYST LOGIC
Organisations, big and small, public and private are looking for ways to improve their operations, find efficiencies and increase their performance. They are looking for ideas. Most innovative ideas, however, are not discovered by a genius at the bench, nor in the executive suite by the top managers. It is the people who deal with the problems at the coalface, who understand the competition and who service your customers on a daily basis, who know what’s needed.

High performing organisations recognise the benefits of engaging employees at every level and function, in all parts of the organisation and putting their ideas into practice.

This inclusive culture of continuous learning and innovation is what we mean by people based innovation.

Jeff Bezos (Amazon CEO) told Forbes magazine he thinks Amazon will be a long-term innovator because he’s made it part of everyone’s job.

Our experience shows that the key to people based innovation is not focussing solely on the people who have ideas or the managers, but also finding those innovation champions who:

• recognise where things can be improved
• listen to people who know what can be done
• inspire and support people to share their thoughts and ideas
• encourage innovators to follow through and to maintain their passion
• motivate others to think differently about their work
• promote collaboration and knowledge sharing.

We call these people catalysts, the go-to people who see opportunities, create connections and support innovators implement ideas to achieve the organisation’s vision. Catalysts model the behaviour that creates an agile, engaged workforce capable of adapting to change as it comes along. With the right systems and practices, a network of catalysts can change the way your organisation works.

There is a wealth of advice and information for organisations about what innovation is, but where do you go to find how to do it? The Catalyst approach provides the practical advice and discipline you need to build a culture of everyday innovation from inside out.
SERVICES FOR ORGANISATIONS
Catalyst organisations get a suite of services tailored to your needs. Specifically, Catalyst provides:

- training for all the key people in your organisation, that is, leaders, managers, lead catalysts, internal catalysts and innovators to support fundamental culture change
- tools for systems implementation, metrics development and use, communication and marketing, maintaining momentum, generating quality ideas
- guidelines for establishing systems for ideas management, reward and recognition, formal training
- access to a national system of awards and recognition for innovators and organisations
- access to ongoing, up-to-date advice and research on innovation, including experts, seminars, conferences, online networks
- access to a network of other organisations for sharing knowledge and learning
- periodic prompts to keep you on track.

BENEFITS
Innovation systems only work if employees are willing to use them. Catalyst provides the means to engage your employees so that all levels work collaboratively to meet organisational outcomes. You will have the tools to create:

- an internal catalyst network, which drives innovation at every level
- systems that motivate and reward employees and capture both the value of innovation and knowledge and ideas for the future
- a workforce that can generate and implement quality ideas for productivity and growth
- a means of peer recognition and access to expert support from like-minded organisations and innovation specialists so that your organisation strives to be the best and your reputation grows
- a solid but flexible structure to support ongoing growth and change.

In the long-term organisations will develop a culture that thrives on innovation and has the capacity to lead change in their industry or sector.

THE CATALYST DIFFERENCE
Catalyst provides a framework that fits into your organisation, rather than a system that your organisation has to fit into. It helps you to change with minimum disruption but maximum impact.

The Catalyst approach provides the principles and support for you to create change in the way you want.

1. It is designed, implemented and managed by your employees, but links you to a team of experts and a network of different yet like-minded organisations.
2. It focuses on learning by doing a lot of small innovations all the time, rather than only learning, or only working on big ideas.
3. It spreads the opportunities for, and benefits from, innovation across the whole organisation, rather than centralising it within a small team around a few big ideas.
4. It provides opportunities for individual and organisational certification to motivate both management and employees.
SMALL BUSINESS
Small businesses need innovation as much as large organisations, however they often don’t have the same resources to commit to it. Therefore Catalyst can be adapted to deliver benefits to SMEs in an affordable and workable way. Clusters of SMEs can access the services of Catalyst through their industry association, local council, business chamber or Catalyst Advisor. They will share the benefits of systems and practices for technology adoption, learning, recognition, workforce development and innovation management.

JOIN CATALYST
Everyone who attends the training for lead catalysts and catalysts automatically becomes part of the individual Catalyst network, with the chance to renew on a yearly basis for a small fee.

Organisations who train their internal catalysts automatically become part of the network of Catalyst organisations for the year in which the training has been delivered. That means that all their catalysts are part of the individual Catalyst network, and the organisations get special benefits for other nominated staff as well.

Organisations who want to be part of the national certification system can join the Certified Innovative Organisations network and pay a small annual fee per employee to remain part of the network.

NEXT STEPS
Register for the next public Inside the Box or Lead Catalyst Workshop. See the next section for program details or contact a Catalyst Advisor to discuss a customised implementation proposal for your organisation. See page 17 for details.

CASE STUDY

SERVICES
Dr Jones and Partners is a major healthcare provider with 450 employees in 21 locations, which inducted eight catalysts and two senior leaders. Direct savings during the induction period exceeded the cost of establishing the program.

One simple cost saving idea that they reported came from a patient who returned to the clinic with a simple observation, “The doctor did not look at my X-Rays.” The receptionist, after checking, replied “That’s okay, we sent the doctor electronic images of your X-Rays and he looked at them on his ipad.” To which the patient responded, “So why do you give me the X-Rays then?”

The receptionist, working with their internal catalyst identified that significant savings could be made by simply asking the doctors if they wanted printed X-Rays or electronic images as their service.

<table>
<thead>
<tr>
<th>WHAT</th>
<th>HOW</th>
<th>BENEFITS</th>
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</table>
| Become part of the Catalyst network | • Attend Lead Catalyst training and become part of the network  
• Yearly renewal fees apply | • A copy of The Catalyst Approach, a Guide for Implementation  
• A real and online network of catalysts from diverse organisations  
• Special rates and opportunities for networking, conferences, site visits through the Hargraves Institute |
| Become a Catalyst organisation | • Train your internal catalysts and become a Catalyst organisation | • Support and advice from Catalyst Advisors  
• Customised training for internal catalysts at a negotiated fee  
• A network of Catalyst organisations  
• Special discounts to Hargraves Institute events |
| Become a Certified Innovative Organisation | • Sign your organisation up to be eligible to receive national certification for your employees and your organisation | In addition to benefits described above:  
• Access to national certification for employees  
• Access to certification for organisations |
Engagement
Commitment
Productivity
WHY YOUR ORGANISATION NEEDS THE CATALYST APPROACH

The unprecedented change of the past decade has profoundly affected the way we work and organisations struggle to keep up. The work structures and practices which served us well during the past half century are simply no longer relevant, yet there are few guidelines for transforming how we work to meet challenges of the next decade.

You might have tried different approaches to innovation with some success, but you need help to continue to evolve. Or you might be starting out and want guidance about how to set up a process of change for the long-term.

While there are many resources available that can help develop the infrastructure to support innovation, the hardware alone won’t do it. Like any system, it’s the software — in this case your employees — that makes it work.

Your employees need to work differently. Even though most people have an innate drive to innovate, workplaces don’t always make it easy. Innovating can be seen as a chore, or intimidating, an added responsibility or an unwelcome change to routine. Good ideas are too often ignored, the positive outcomes of innovation are not appreciated and individual effort is not recognised.

So, while you may know that the most critical ingredient for your success is your employee engagement and adaptability, the skills and behaviours that are needed seem difficult to develop and recognise; and even more difficult to manage.

The Catalyst approach provides a framework for building a new way of working for everyday innovation that will enhance your current practices and systems. It is based on eight principles, which the Hargraves Institute has developed over a decade of observing the practices of member organisations that are global leaders in innovation.

To truly get the benefits of the Catalyst approach, organisations need to honestly commit to these principles.

Once organisations recognise their strengths and weaknesses and agree that they need to change, they can begin the process of putting these principles into practice through Catalyst.

Daimler created Car2Go in Europe in a crowd–sourcing platform by employees.

Google, Apple and Facebook are some of the better-known examples of people based innovation at work.

Coca-Cola Amatil launched their people based innovation and recognition program, INNOV8, in 2007. It has resulted in the implementation of some fantastic ideas, such as the “Share a Coke” campaign (personalised Coke cans). Employees win company-wide recognition for their ideas that add value.

Are you facing challenges of productivity, engagement, sustainability and/or growth?

Are you searching for new ideas and solutions to address them?

Are you looking for continuous innovation — a flow of ideas for improving all parts of the organisation?

Is it difficult to get your employees to continuously innovate?

Do ideas from employees get lost in the daily activities of just doing business?
Baxter Healthcare

A large multi-national healthcare company dealing with medical devices and products for the seriously ill, Baxter Healthcare has a history of innovation, having developed the first commercial artificial kidney and intravenous solution. The 2,000 strong company has commercial businesses covering bioscience, pharmacy, renal and medication delivery.

In 2012 research showed that Australian employees felt they were not challenging the status quo and there was no ideas pathway. The organisation was also looking to boost engagement and discretionary effort.

With a small budget and tight timeline the team sought assistance from Hargraves Institute – Catalyst – to help set up a bottom-up volunteer energiser program, an intranet tool kit (to manage idea assessment and submission), a scorecard and a handbook outlining the connections to other Baxter Healthcare programs. Hargraves trained the energisers in innovation coaching and feedback.

Baxter also worked with Dr Ken Hudson from Speed Thinking Zone to introduce his Blitz program into the company, which was used as a way of generating lots of ideas. Given the time constraints, Baxter recycled innovation ideas that had worked in other organisations.

Baxter’s Innovation Scorecard tool (innovation database) lists the idea, owner, financial savings to the business and additional benefits in areas such as the environment, efficiency and goodwill. The program included an Innovation Day at the Toongabbie manufacture site, “Lunch and Learn” events to share knowledge and a digital “Innovation Hall of Fame” to recognise innovations and create a sense that Baxter is an innovative company.

In 2012, Baxter Healthcare identified $900,000 in savings to the company from various innovation ideas.

The benefits have not only been financial. This approach to innovation has also been great for “silo busting” and creating a more collaborative environment. Innovation team members, too, have benefitted, from greater exposure and learning.

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**CASE STUDY**

**MANUFACTURING**

**Baxter Healthcare**

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**HARGRAVES INSTITUTE PRINCIPLES OF INNOVATION**

<table>
<thead>
<tr>
<th>LEADERSHIP &amp; PEOPLE</th>
<th>INNOVATION PROCESS</th>
<th>INNOVATION ACTION</th>
<th>COLLABORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principle 1</strong></td>
<td><strong>Principle 3</strong></td>
<td><strong>Principle 5</strong></td>
<td><strong>Principle 7</strong></td>
</tr>
<tr>
<td>Organisation leadership (and board) has a genuine commitment to innovation performance and recognition</td>
<td>Organisations execute through a simple, accessible and disciplined innovation process</td>
<td>Organisations explicitly link vision and strategy to innovation with ownership and accountability</td>
<td>Organisations/teams proactively connect with all stakeholders</td>
</tr>
<tr>
<td><strong>Principle 2</strong></td>
<td><strong>Principle 4</strong></td>
<td><strong>Principle 6</strong></td>
<td><strong>Principle 8</strong></td>
</tr>
<tr>
<td>It empowers all people and teams and provides fast and regular feedback</td>
<td>They proactively manage risk and support learning from both failure and success</td>
<td>They provide resources when needed for innovation</td>
<td>They encourage cooperation and challenges both internally and externally</td>
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I got great insights into characteristics required of catalysts.
Initiative
Training
Support
The Catalyst approach provides the building blocks for creating durable, people-based innovation in a manageable way. You will get practical guidelines, training, and support to help your organisation on its way through these stages.

1. Turn inspiration into action
Your organisation might have expressed a desire to become more innovative; it might be stated in your strategic plan, or written into your values statement. However, just wishing won’t make it happen. It takes an exceptionally passionate person (or couple of people) prepared to put in their own time to work out how to make innovation a reality. We call these people lead catalysts.

**Lead catalysts**
Lead catalysts might be given the role with a title such as Innovation Manager or Director, or they might be an Operations Manager or General Manager. They could also be a volunteer, passionate about innovation and peer respected both for this passion and for their technical competency.

They might have the ear of the CEO or senior manager and some small resources or they might just find ways to get things done. However, even these highly motivated people will need support to maintain their enthusiasm. Catalyst will help them.

**Define the need**
Lead catalysts should research inside the organisation to find out what currently works, what doesn’t work and what the organisation’s ambitions are. They need to build a business case for change. The Catalyst approach provides tools, advice, and templates to help you.

**IBSA Workforce Innovation Tool**
You might also use the Workforce Innovation Tool which is available for free on the IBSA website www.ibsa.org.au/workforce-innovation-survey-tool. It is designed to give a snapshot of organisational health from a “staff capability for innovation” perspective and to be used by human resources and people management professionals in considering options for developing and building staff capability.

**Find role models**
Once you know where you are and where you want to be, you can look at what others are doing.

Catalyst Advisors and the Hargraves Institute can help you find role models who are at the right stage in the journey for you. You can use the Catalyst network to seek advice from others, attend conferences, training seminars and visit leading organisations.

**Engage other influencers**
You need to find the champions of innovation among people of influence within your organisation. We call this group the Implementation Team. They will put together the business case, get management endorsement and have oversight of the ongoing implementation.

Catalyst provides assistance in engaging the right Implementation Team as well as providing tools for developing a communication plan, an implementation plan, and metrics to guide the process and to measure your success.

2. Gain commitment
**High level commitment**
Visible support and ongoing commitment from the highest level of leadership within your organisation are critical requirements for introducing any sort of change, particularly innovation.
Real time, relevant examples and the content was aligned to our needs.
Catalyst helps you compile the information and evidence to make your management feel confident about committing to your innovation plan.

To start, you need a compelling argument, a sound business case, a realistic proposal and a sense of urgency. The Catalyst Guide includes tools to help you research and present your case to management, get their signed commitment, set measurable goals that can demonstrate your progress along with a step by step implementation plan.

Importantly, it will provide ideas for promoting the system within the organisation to all employees.

**Middle-management commitment**

There will always be a need for engaging leadership and management at all levels. Catalyst provides strategies, training and advice to ensure that management is on board and willing to contribute.

**The Charter of Conduct and Organisation Commitment**

The Charter of Conduct and Organisation Commitment is a tangible testament that the senior management is committed to supporting your initiative. If your organisation becomes a Certified Innovative Organisation, the Charter will be signed both by your CEO or high-level manager and the Hargraves Institute. It commits your organisation to the practice of innovation principles and values and will demonstrate executive support for the quality and integrity of the system.

**Organisation Score Card**

It's important to chart your journey so you know where you're going and can measure how far you've come. The Organisation Score Card will help you to identify priorities, monitor progress and capture the overall impact. When you've completed a yearly scorecard, you will receive recognition as a Certified Innovative Organisation ranked against four maturity levels, which are described later in this booklet.

**3. Find internal catalysts**

Internal catalysts are the driving force of the Catalyst approach. People with ideas often have difficulty expressing them, refining them and, most importantly, implementing them. Catalysts help to overcome these barriers. They are the go-to people who listen to the ideas of others and help them to implement those that add value. Because catalysts are respected and trusted, their peers turn to them for help to get things done. They are trained to coach others to articulate, improve and implement ideas. Catalysts connect with others internally and externally to build better ideas and develop their knowledge.

Catalysts can come from anywhere in the organisation and are employed in core job roles. Most spend about two hours per week on the innovation system and are expected to engage about 50 employees. Catalysts might come from different divisions, locations, or in the case of a cluster of SMEs, different businesses.

Catalyst provides guidance for selecting catalysts and training to prepare them for the job.

**4. Capture innovations**

You need a means to capture and keep track of ideas and also a way of measuring the impact overall. The innovation database will provide the evidence you need and will also amass a whole range of ideas and knowledge in one place.

Catalysts use the innovation database to connect different ideas, to share solutions from one part of the organisation to another, to identify talent and passion within the organisation. It is a critical tool for building collaboration and knowledge management.

You might have a system custom-made for you, or you might choose an off-the-shelf database. You might even add a function to an existing internal communication platform. If your employees don't have access to computers, you might choose a different way of collecting their ideas, such as a pin-up board or ideas box.

Catalyst provides the insights you need to develop a system for capturing and monitoring innovations that works for you and is within your budget.

**5. Generate ideas that add value**

Ideas are easy to come by, good ideas that can be used and that add value are more difficult to find. Catalyst provides a process and a system that results in a pool of quality ideas, and minimises the risks associated with implementing new ideas.

**Practical Innovation**

Practical Innovation is a way of developing ideas so that they work when they're implemented. It stresses the importance of:

- having insight into what the real problem or opportunity is, rather than just addressing the symptoms
- generating ideas beyond the obvious, the ideas which address the real issue and which add tangible value for the organisation
- acting on ideas quickly to test them and to see how they can work through prototyping, user trials and speedy refinement.

Practical Innovation provides skills and tools that all your employees can use to improve the quality of ideas.

**Being innovative**

Using the tools of Practical Innovation initially requires different skills and behaviours as well as a different way of thinking and being. Most people need a bit of courage and encouragement at first and with the right leadership, the internal catalyst network is designed to provide this. Catalysts become the sounding boards, coaches and
CASE STUDY

UTILITIES
Essential Energy

Like all energy related companies in the current political climate, Essential Energy was under pressure to minimise costs and improve productivity by delivering cost efficiencies that reduce the burden of increasing power bills on household and business budgets. To do this, Essential Energy implemented strategies to improve their internal processes. Essential Energy developed an Innovation Program to aid the delivery of their cost cutting initiatives and have established an ideas management system (NIFTI), a business improvement strategy that is resourced by a skeletal innovation support team.

However, in order to get real value from these systems, they recognised that they needed to reach out to staff in remote and regional areas, where many of the real gains in productivity would be achieved.

Geoff Chessells (at the time Manager, Business Improvement and Innovation) became the lead catalyst to implement the Catalyst approach and evaluate its effectiveness in three trial sites – Bathurst, Queanbeyan and Port Macquarie. A series of training and induction programs were conducted with internal catalysts in these sites from May to September 2012. The results show that Catalyst had a dramatic impact on the number of ideas submitted. The Catalyst approach also produced ideas with greater value which meant that more ideas were successfully implemented. Importantly, it provided the means to share experiences across internal silos.

“The Catalyst Advisors from the Hargraves Institute were critical in the development of Essential Energy’s Innovation Program. Their wealth of knowledge and capability to deliver contributed genuine value to the success of our innovation program.”

Geoff Chessels, Process and Systems Manager, Essential Energy
advocates. They actually listen and ask questions to help the innovator think through their idea. They help find the knowledge and skill to develop the idea and they help the innovator present the idea to management to get permission to proceed. Importantly they keep the innovator’s passion alive.

Catalyst provides the process to improve the quality of ideas. The underpinning skills and behaviors become embedded in day-to-day work and over time should be reflected in all systems for example, the innovation database, recognition and awards, idea generation and implementation, workforce development and learning, recruitment and performance management. In the long-term the process becomes part of the way you work.

6. Develop ability
Short courses
Catalyst offers a suite of short courses that can help to get you started. These courses are run publicly by the Catalyst Advisors through the Hargraves Institute, or can be customised for your organisation or industry.

Programs include:
1. Inside the Box
Eight proven steps for setting up an employee led innovation system – the Catalyst approach. Based on the latest research and experience with Australia’s leading companies, Inside the Box provides practical advice and will help you to develop a vision, a common language and purpose for your innovation initiative.

2. Lead Catalyst
For those who have the inspiration but need an action plan, Lead Catalyst training is the answer. In a two day, highly interactive program, you will work through the role of the internal catalyst, the practical innovation process and setting up an innovation management system that will make recognition and awards work for you. You will come away with a set of tools and templates as well as a to do list for your organisation.

3. The Catalyst Conversation
Catalysts are the key people in your organisation and they need specialist skills and tools to be effective. This program can be customised to reflect your organisation’s particular needs, but also provides the skills and motivation your internal catalysts need to be effective.

Qualifications
Hargraves Institute has collaborated with Innovation & Business Skills Australia (IBSA) to develop accredited skills sets for practical innovators, catalysts and innovation leaders as part of the Catalyst approach. These can be incorporated in existing qualifications or can be stand-alone.

The Skills Set in Innovation Practice
The Skills Set in Innovation Practice is an accredited skills set based on units of competency from the Business Services Training Package:
- BSBCRT501A Originate and develop a concept
- BSBCRT402A Collaborate in a creative process

Topics:
- Innovation at work
- Overview of Practical Innovation
- Identifying opportunities for innovation
- Generating ideas and concepts
- Collaboration and innovation
- Taking ideas from concept to reality
- Implementing and refining new ideas
- Capturing the value of your idea

This specifically designed training is based on the latest research in design thinking and organisational innovation.

Skills Set In Innovation Leadership
The Skill Set in Innovation Leadership is an accredited skills set based on units of competency from the Business Services Training Package:
- CUVICS05B Lead a team to foster innovation
- BSBINN501A Establish systems that support innovation
- BSBINN502A Build and sustain an innovative work environment

The learning program is based on the latest research into entrepreneurial leadership for innovation.

In a highly interactive but practical learning program, participants will learn to apply skills, tools and behaviours that facilitate employee engagement, motivation and innovation.
CASE STUDY

GOVERNMENT
Australian Capital Territory Catalyst network

Catalyst Advisor to ACT-based departments and enterprises, Phil Preston, has seen the benefits of the Catalyst approach first hand. Many government departments that have previously flirted with idea collection systems have found that they end up with a high volume of generally lower quality ideas. Sorting through them is onerous. The Catalyst network provides the missing link between idea generation and its formal development. As first listeners, catalysts enhance the human aspect of innovation by providing initial feedback and guidance. Graduates of the Lead Catalyst training have noted that the tools and techniques they learn give them the confidence they need to perform their role, and mixing with other government catalysts is a valuable source of collaboration.

Topics:
- Overview of innovation in enterprises
- Leadership
- Culture
- Systems

Innovation Ready RTOs (IRRTOs)
Registered Training Organisations (RTOS) that have these skills sets on their scope of registration can apply to become a recommended provider of the programs. IRRTOs have demonstrated capacity and capability and will also have become a Catalyst organisation.

Catalyst Advisors have also been working with Registered Training Organisations (RTOs) so that they have trainers available with the know how to deliver the training.

A list of IRRTOs is included on the website.

7. Provide recognition and national certification

Meaningful recognition for individual contributions to your culture of innovation is critical to people based innovation at work and a major benefit of joining Catalyst, which provides certification guidelines for:

- Practical Innovators
- Catalysts
- Innovation Leaders
- Organisations.

Ongoing, meaningful recognition is a key strategy for motivation and for combating innovation fatigue. It instils the discipline required to keep finding innovators and recognising their efforts. Awards create a sense of fun, ceremony and pride, and the innovations create positive change.

External recognition

However, internal processes will only go so far and being part of an external recognition system doubles the benefits. You can become part of an elite group of organisations and people who are recognised against national standards by signing up as a Certified Innovative Organisation. You will get access to nationally recognised certificates for individuals and for the organisation.

Certification from an external body adds prestige and impact to recognition systems. It is valuable for the individual for career progression. For the organisation, it provides tangible evidence of a positive culture, which enhances your reputation and can be used to attract both talent and customers. External recognition is a must for organisations serious about innovation.

“The most powerful culture building that any organisation can do is to recognise their achievers.”

John Maclay, former Regional Director, 3M
## Levels of Recognition for Certified Innovative Organisations

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<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td>LEVEL 5</td>
<td>Proactive and continuous improvement of the innovation process</td>
</tr>
<tr>
<td>LEVEL 4</td>
<td>Innovation process mapped, measured and controlled</td>
</tr>
<tr>
<td>LEVEL 3</td>
<td>Innovation process is mapped across the enterprise and proactive</td>
</tr>
<tr>
<td>LEVEL 2</td>
<td>Innovation process is mapped for projects only and often reactive</td>
</tr>
<tr>
<td>LEVEL 1</td>
<td>Innovation process is unpredictable, poorly managed and reactive</td>
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The categories for recognition are:

**Recognised Practical Innovator**
A Recognised Practical Innovator is an employee at any level within the organisation who can demonstrate that they have made a substantial contribution to the implementation of a new idea that has had a measurable impact in the workplace within the previous year.

**Certified Innovators**
A Certified Innovator has been recognised as a Practical Innovator and has achieved the Skill Set in Innovation Practice, or equivalent. They will normally, but not always, be catalysts. They can demonstrate that they have contributed to the culture of innovation through collaboration, helping others come up with ideas, helping improve systems and practices.

**Leading Innovator**
A Certified Leading Innovator will have a leadership role in promoting innovation within the whole organisation or within a division.

They will typically have current recognition as both a Practical Innovator and a Certified Innovator. They will also have completed the Skill Set in Innovation Practice and the Skill Set in Innovation Leadership, or equivalent.

The Certified Leading Innovator may have been instrumental in setting up an innovation infrastructure. They may also have provided thought leadership in the form of articles, conference presentations, training and workshops. They may be the managers of divisions that are implementing innovation processes and be recognised for their personal contribution to making the system work.

**Organisational recognition**
Organisations can also receive national recognition as a Certified Innovative Organisation based on the distance travelled in building a culture of innovation, ie innovation maturity. At the end of each year the organisation completes a scorecard that demonstrates actions and outcomes measured against the Hargraves Principles of Innovation.

Organisations are benchmarked against criteria that are appropriate for their industry and maturity as indicated in the diagram above.
Box Hill Institute of TAFE has a number of initiatives in place to nurture a culture of innovation. However Kerri Ferguson, General Manager, Innovation & Creative Industries, saw the potential of the Catalyst approach both to boost current practices as well as to create an additional revenue stream by becoming an Innovation Ready RTO.

The already nominated “champions” became the first suite of internal catalysts and went through the training. Two trainers were also trained as Innovation Ready Trainers, so that they can deliver the Skill Sets in Innovation Practice and Innovation Leadership.

After the training, the catalysts used the learning to increase the engagement of the staff in the innovation systems and have already identified a number of practical innovators who have implemented new ideas.

“Box Hill Institute (BHI) is facing significant changes in relation to funding. The partnership with Catalyst has proven to be fortuitous and timely. We invested in training and coaching for our existing team of Box Hill Innovation champions (BHIC) and have really seen qualitative and quantitative benefits. Each and every BHI employee now sees it as their job to respond innovatively to the current commercial realities. We recognise the power of using the Catalyst approach to engage all employees in coming up with quality ideas to improve productivity and for adopting new approaches and technologies to improve the student experience. We also see the benefits of being the first RTO approved to deliver the Skill Set in Innovation Practice and we’re looking forward to running programs in 2013, both internally and for external clients.” Kerri Ferguson, General Manager, Innovation & Creative Industries, Box Hill Institute.

8. Make innovation sustainable

Catalyst is not a one-off program or a training course. It is designed to provide the tram tracks to keep you on course and to evolve with your needs and priorities so that it will last and gradually change the way your employees work.

Motivation

A system of recognition and awards provides milestones and self-imposed deadlines that motivate you to find innovators. When implemented within the guidelines, Catalyst will also provide measurable results that demonstrate the progress you’ve made and will signpost future priorities.

Momentum

Being part of a network of diverse but like-minded organisations encourages you to keep learning and changing in response to new circumstances, more knowledge and informal benchmarking.

If your team of catalysts is getting tired, you can easily introduce new ones and the deadlines for certificates mean that you will be constantly identifying new innovators.

When energy flags, you can reinvigorate with a campaign around a particular strategic priority and/or utilise the resources of Catalyst Advisors and the Hargraves Institute, to provide new thinking and stimulation.

Learning

Having ready access to short courses, formal training, conferences, online networks and research keeps you learning and improving. You also have the benefit of informal learning from the participants in your network, who will share their problems and solutions, just as you can share yours.

Support

Catalyst provides easy access to peers from other organisations, Catalyst Advisors and experts from the Hargraves Institute and partner organisations to help you solve problems as they arise.

Results

Catalyst provides a means to capture the value of individual ideas and your system overall. You start by identifying metrics and we can help you to measure progress so that at the end of each year you have tangible results.
It developed my understanding about what underpins a successful innovation program/system.
**Who’s who in Catalyst?**

Hargraves Institute provided the research and inspiration for Catalyst: www.hargraves.com.au

Catalyst – IRP™ is the company that has been set up to run Catalyst across Australia: www.catalystconnect.com.au

Local Catalyst Advisors are consultants or organisations, partners with Catalyst – IRP™ who provide support as you need it and link you into the network of Catalyst organisations and training, consultancy and advice. A list of Catalyst Advisors is included on the Catalyst – IRP™ website.

Innovation Ready RTOs are registered training providers who can offer formal accredited training as you need it. A list is provided on Catalyst Connect website.

Innovation & Business Skills Australia (IBSA) is the Industry Skills Council, a member of Hargraves Institute and also a Catalyst organisation. IBSA works with Hargraves to ensure that the formal training system meets the needs of Catalyst organisations. www.ibsa.org.au

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Innovation & Business Skills Australia (IBSA) and Hargraves Institute have jointly developed Catalyst. IBSA wishes to acknowledge the work of Hargraves Institute and Ratio – Research, Training and Innovation who prepared this document.

**IBSA Workforce Innovation Tool**

You might also use the Workforce Innovation Tool which is available for free on the IBSA website www.ibsa.org.au/workforce-innovation-survey-tool. It is designed to give a snapshot of organisational health from a “staff capability for innovation” perspective and to be used by human resources and people management professionals in considering options for developing and building staff capability.

**Hargraves Institute**

The Hargraves Institute is a member based organisation that uses collective wisdom – Collaboration and Solutions – to promote shared knowledge amongst its members. The Hargraves Institute was founded in July 2006 to provide a unique community of major enterprises to share knowledge, wisdom and experience in a non-competitive environment for the purpose of growth and development. Organisations join Hargraves to develop their people and be recognised as leaders who grow with current and future employees, suppliers, customers and society.

The Hargraves Institute is named after, and takes its vision from, the aviation pioneer and inventor, Lawrence Hargrave, who believed in open communication so that his inventions were there to benefit anybody who wished to use them.

Our Member Advisory Council provides ongoing input and relevance of Hargraves programs and events support the Institute.

**Project Team**

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Ruth Rosen, IBSA
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The Hargraves Institute is particularly grateful to those members who were prepared to share their views and experiences around the original concepts and their relevance to the future of Australian enterprise.

**Innovation & Business Skills Australia – (IBSA)** is one of eleven national Industry Skills Councils. Its mission is to build capability, professionalism and innovative capacity in Australia’s workforce through sharp-focused consultation on skill needs in its six industry sectors: Business Services, Financial Services, Education and Training, ICT and Telecommunications, Printing and Graphic Arts, Cultural and Creative Industries. IBSA’s workforce development products and services reflect real industry skill requirements and are designed to foster innovative thinking and practice.

IBSA undertakes annual environment scans across its industries to feed into its thinking; it develops and continuously improves training packages and units of competency for those undertaking its qualifications in the vocational education sector; it produces applied research reports and publications for management and leadership across its industries, and develops tools to support innovation and productivity in the workplace.