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HunchBuzz 101

Everything you need to know to start your innovation journey

Successful innovation through digital collaboration

At HunchBuzz, we support organisations that are committed to using digital collaboration to drive change, increase innovation and engage employees and stakeholders.

Over time, we've developed a series of learnings through the implementation of innovation programmes for a variety of clients: Aberdeen City Council, NHS, Pepsi, RACV (Royal Automobile Club of Victoria), Inland Revenue, Auckland Council, ATEED, Organic Valley, City of London, Regional Australia Bank, London Ventures, UnitingCare Australia, Callaghan Innovation, NZTE, Wellington City Council and others.

This guide sets out some of the foundational findings we have gleaned through years of experience and customer engagements.

The aim of the guide is to provide you with a systemic view of an end-to-end process that supports successful innovation and ideation. The HunchBuzz collaboration platform is only part of that process.

The HunchBuzz team has significant innovation experience and we are available to partner, support and advise your organisation in the design of your unique innovation/transformation programme.

Our objective is to help support your organisation respond to the fast pace of your customers and the market through increasing the innovation cadence, adapting to the speed of change, improving customer experience, and incorporating actionable insights and ideas in the continuous development of product, service and delivery models.

Steve Graham
HunchBuzz Founder

A framework for continuous improvement

The Japanese have mastered Kaizen, the art of continuous improvement, in a lean context, where insights are discovered at the place where value is created.

The process set out on the following pages utilises this concept of frontline collaboration as a foundation pillar.

Frontline collaboration will enable your organisation to:

- increase performance though insights and ideas on new product, service, cultural and delivery processes,
- identify and innovate new and improved products, services and processes,
- collaborate and embed new work practices and apply these to other areas within the business to develop an ideas-driven, open culture,
- embed adaptability and acceleration into the product development processes, and identify the best pathways to follow, and,
- measure and monitor progress – both during and after completing the programme.

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Frame – align vision and strategy

The first stage of the journey towards innovation-based transformation involves establishing a framework that aligns your organisation's vision, mission, values and strategic plan, and ensures the outcomes you're focused on can be achieved through an appropriate structure of accountability, governance, measurements and funding. Knowing where you want to go helps everyone understand where you are trying to get to.

Vision and mission

The vision for your organisation is effectively the destination, the purpose, the reason for being. The vision will help you to deliver alignment and subsequently engage employees and stakeholders in the development of cohesive goals within a context.

There is also value in looking at the mission statement of your organisation as this will provide clarity in the 'how'. A mission statement differs from a vision statement: a vision statement helps the organisation understand where it wants to be in the future, whereas the mission statement helps to define 'how' it will get there. Effectively, the vision is about 'where we are going' and the mission is the journey to get there.

A vision/mission statement should be a clear statement of your organisation's purpose and its reason for existing. Reading the vision/mission should provide insight as to what your organisation is hoping to accomplish through the delivery of its products or services.

The vision/mission statement should answer these questions:
- Where do I want to take my business?
- Where are we now?
- How will we get there?
- How will we know we are progressing?

Values/culture

Your organisation's core values (key principles) are the behaviours that will guide you on your journey. These are the day-to-day behaviours that are fundamental to the culture you are creating. Culture can be described as 'how people behave (the values they display) when the boss is absent'. The values exhibited by leaders and employees reinforce and drive an organisation's culture. Organisational values are what enables the old adage, 'That's not the way we do it around here.' People who are aligned to your core values will stick around and display passion for what you stand for. Your core values will be one of the most critical aspects of fulfilling your vision on this perpetual change journey. A well-crafted set of values that are upheld – as opposed to marketing hype – can be the difference between success and failure.

Cultural norms are critical with regard to developing an innovation ethos. William L. McKnight, the former president of 3M, once stated, 'Mistakes will be made. But if a person is essentially right, the mistakes he or she makes are not as serious in the long run as the mistakes

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management will make if it undertakes to tell those in authority exactly how they must do their jobs … Management that is destructively critical when mistakes are made kills initiative. And it's essential that we have many people with initiative if we are to continue to grow'. 3M famously instituted the 4+1 work week, providing staff to devote time to innovation and discovery. Creating a culture of change and adaption has never been as important as it is today, however old values often collide with change and adaptation. Organisations that are similar to 3M share similar attributes.

Understanding that failure is a big part of innovation is different than accepting and rewarding this necessary step in the process. With authentic tolerance from failure comes real learning and genuine commitment to exploring possibilities. Organisations that reprimand or punish individuals and teams for failure will struggle to accelerate in this exponential era. The punishment may be as severe as termination but may also be reflected in the loss of status, remuneration, and autonomy.

Autonomy and empowerment are also critical aspects in the endeavours of an adaptive and innovative culture. There are a myriad of influences that need to be considered. The short-term focus on profitability and attainment of quotas can adversely affect the long game of innovation and reinvention. Lastly, it's wise to remind oneself that the tools that got us to where we are today are generally not the ones that will make us most effective in the future. Overcoming past success and a strong, entrenched culture around doing what had historically been done well it perhaps the biggest barrier to reinvention and change.

In reviewing your organisation's core values, ask yourself:

- What behaviours are critical to support our vision and mission?

Strategic plan

A strategic plan should clearly articulate objectives, outputs and outcomes for your organisation.

Understanding what steps (objectives) need to be taken to achieve success (outputs) is integral to delivering on the vision/mission (outcomes).

At the most rudimentary level, your strategic objectives should describe the outputs of your people/process/technology and customer experience (often referred to as your operating model) that will enable you to accomplish your journey.

It's crucial to have well-expressed actions that describe in detail what it will take to achieve the desired outcomes.

Your long-range objectives represent what you need to concentrate on in order to make your vision a reality. Start with a list of 'general strategies' outlining the overall means you will employ in order to achieve your objectives, and thus, your vision.

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With these in place, you can then organise the shorter-term priorities and performance initiatives that detail the 'who, what and when' resources you will leverage to accomplish them.

To get even more specific with operational matters, you will need to drill down and decide how you intend to accomplish your objectives:

- What is the objective?
- What are the outputs?
- How do the outputs enable outcomes?

An organisation's strategy helps to shape its problem recognition and focus area. If an organisation aspires to be on the leading edge of service delivery, then innovation and ideation efforts may include new approaches to specific service experiences.

The Strategic Planning Process
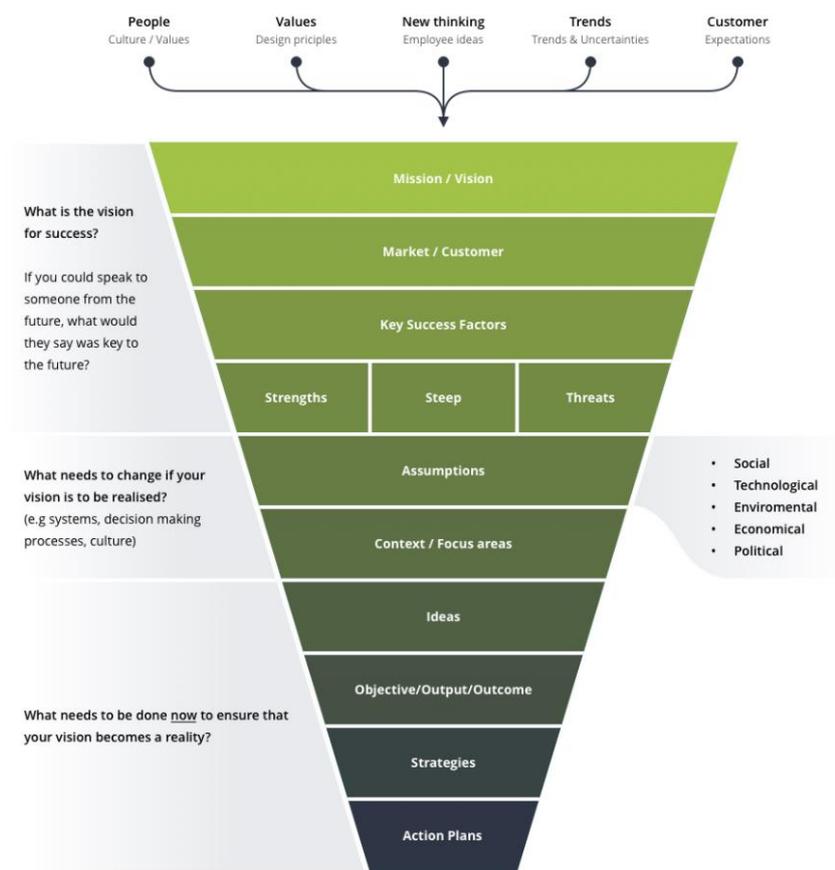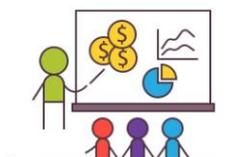
Outcomes and accountability

Your strategy should be the lens through which you align and create a framework to achieve outcomes.

Innovation effectively directs the investment in future journeys in order to achieve outputs that reinvent how your organisation overcomes the barriers to future success.

Clearly articulated objectives/actions will support the strategy and vision, and establish a blue print through which you achieve outcomes.

When it comes to execution, accountability is paramount. Understanding who is empowered and how everyone is collaborating to achieve the objectives is imperative in the delivery of outputs.

> Accountability → Objectives/Actions → Outputs/Deliverables → Measurements → Time-lines → Outcomes/Enable strategy to achieve the vision

There are three primary questions to ask in relation to every objective:

- Is the project increasing revenue?
- Is the project avoiding cost?
- Is the project increasing customer experience?

Governance, measurement and funding

You need to incorporate a way of tracking your organisation's outputs. On the innovation journey, measurements and KPIs (key performance indicators) are fundamental to assessing momentum and speed.

In addition, formulating KPIs that align to your vision and strategy will help reinforce the direction. If an organisation is genuinely committed to innovation, then this should be reflected in every employee's KPIs and the organisational conversation.

Good governance is mandatory for ensuring direction and aligning measurements. This includes the financial/investment approach to achieving projected outputs that enable outcomes. The financial and personnel resources in your strategic plan will help assess the viability of new products/services and delivery models. Good governance will enable everyone in the organisation to understand the priorities and operate from a shared purpose in achieving the strategic plan.

> **Questions to ask along the innovation journey:**
> - How will we get there? (funding/resources)
> - How will we know we are progressing? (governance/measurement)

Creating a one-page business model canvas is a simple way to create alignment and awareness.

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Understanding the organisation's value proposition and future direction creates a clear intention for your innovation cadence. The view of a high-level future state highlights the need to change from today's state in order to maintain relevance. Using an existing strategy or providing a future state scenario helps the organisation create clarity of purpose and alignment.

Reviewing and understanding your current product development and innovation processes will highlight some of the key focus areas. Answering the following six simple questions and including visual maps that detail timing, resources, outcomes and other planning aspects will help with the change initiatives.

We encourage all organisations to consider:

- Where is your organisation at present? (Current state)
- What direction are the products and services your organisation offers heading?
- Where do you want to be? (Future state)
- What changes in practices need to happen to achieve desired outcomes? ('The plan' – including priorities and actions)
- What needs to change to bring energy to the desired future state? (Innovation/transformation change state)
- What changes in your culture (collaboration, innovation, adaptability, performance) is required to maintain relevance and sustainability?

Creating context for future framing!
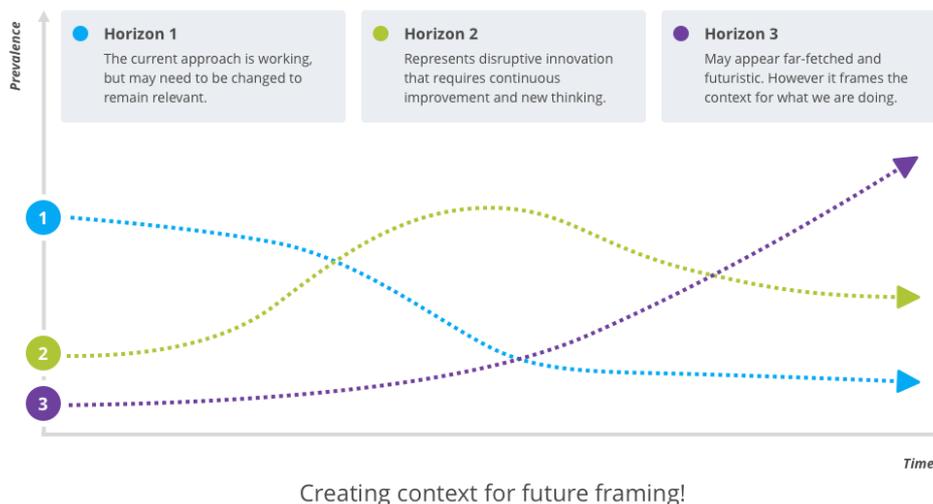
Establish the team

You will have existing structures and ways of "getting things done around here", but we encourage you to consider the following team/role structure in your innovation programme:

Executive sponsor	The senior executive(s) responsible for driving change (and with the necessary authority and resources to approve and action ideas).
Innovation Team	The group of people overseeing the innovation programme on a periodic basis. May include innovation leads, people and capability, business transformation teams etc. This group makes the ultimate decisions on which ideas will be pursued.
Challenge Team(s)	The team running the HunchBuzz programme on a week to week basis. You may have a separate team per challenge or one team overseeing all challenges. Will include: • **Community manager** is responsible for day to day monitoring and welcoming of all new contributors and responsible for encouraging participation, answering administrative questions and provoking engagement, on a daily basis. • **Communication lead** is responsible for communicating all activities and establishing the end to end approach to gathering insights and promoting the challenge. At a minimum the communication lead will provide an overall communication plan, weekly updates and highlight engagement activities and results. • The **subject matter expert** will be familiar with the challenge and provoke further debate through, seeking clarification, questioning ideas and linking other opinionated employees to review and participate in the relevant ideas that are being generated.

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Getting Started

So where to start? Before issuing your first challenge we recommend you work through a small, targeted pilot first (10-50 users maximum) to learn how to use HunchBuzz but also, more importantly, to determine the best ways to reach and engage your community. You have one chance to make a first impression, so you want to get it right – making sure:

- You have a clearly defined problem to solve.
- You are targeting the right groups in your community.
- People understand what you are asking of them.
- They can access HunchBuzz easily (e.g. single sign-on is in place)
- You have a timeframe for the challenge.

It takes time and energy to create a culture of openness and engagement, to build momentum and get the "innovation flywheel" spinning. The worst possible outcome is launching a challenge that doesn't engage or excite people, or it's not clear what the intended outcome is.

Here's a suggested approach to this first phase:

Theme selection

The Innovation Team will determine the challenge theme (scope), and goals of the challenge. The board will also create clear benefits/targeted outcomes of the challenge e.g. participation targets, top three ideas will be presented to the Innovation team and select the top idea to be implemented with allocated resources and funding.

Definition workshop

The Innovation Team will explore the purpose of the challenge and refinement of the challenge theme. The team will define the challenge question, activation and communication approach, composition of Challenge Team, and initial planning of the challenges. See next section for more detail.

Challenge team formation

This team is responsible for driving the challenge by activating and stimulating the target group to participate, as well as connecting colleagues with specific knowledge and expertise with the right ideas.

Platform set–up

Configuration of the platform, e.g. design, logos, colours, welcome page, etc. communication, planning and announcement – comms specialist develops a communication plan (i.e. lead up activities, the launch campaign), provide regular updates for activation of the participants during the challenge, and communicating the results to the challenge back to the community to close the loop.

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Creating Compelling Challenges

It's now time to develop the questions and timelines that will enable you to start the ideation process.

Organisations typically have key strategic priorities. This is a good place to start to assess the initial approach. The quality of the question is directly correlated to the level of engagement and output.

Create a context for the focus area and cause

In order to drive a culture of participation, you need to develop a challenge (question) worth solving, because it is the challenge that will provoke thinking and encourage engagement.

The better the participants understand the context, alignment and why the challenge is important, the more likely it is that they will engage. There is only so much organisational goodwill, which means you must clearly define the area of significance in which to target a meaningful challenge.

Taking the time to thoroughly identify the purpose of the challenge and aligning the output to the future state of your organisation will increase the value of participants insights.

When defining and aligning your success factors, it's important to reinforce that:

- Context is paramount. The more explicit the context the easier it is to create the right challenge (question).
- Participants should know where to focus their efforts. Ideating on things that aren't important creates an overwhelming number of non-actionable insights, creating mistrust, cynicism and a loss of goodwill.
- Your frontline staff is where the heartbeat of the customer lives. Their knowledge is at the place and time of where your focus is, this is where you should cast your nets.
- Ensure the fundamentals have been addressed. The foundation of your focus area must have been adequately addressed.   You should not expect your audience to overlook the rudimentary issues of the challenge. If the core is still problematic, participants are generally unwilling to overlook these matters.

What is a challenge?

Challenges are at the heart of HunchBuzz. You guide the discussion with compelling questions to get people engaged and thinking. Challenges can be:

- Broad or specific topics
- Time-limited or open-ended
- Available to everyone or specific groups

Examples:

- "What's the one thing you would change if you were CEO?"

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- "How do we work in a more environmentally friendly way?"
- "What's the next amazing product idea?"

Make it interesting

People have a thousand things to do in their work days so if you want to capture their attention you need make it interesting. An overly generic challenge might not prompt a specific response, and something too detailed may not generate a lot of activity.

A good rule of thumb is to think about social media discussion threads and what gets picked up and what doesn't. Sometimes it may pay to be a little provocative or to have some fun with the topic, e.g. instead of asking for "Ideas for policy improvements" present is as "What's the one thing you would change if you were CEO for a day?"

Tell people about it

You could have the best, most interesting challenges in the world but no one knows about them. As with any initiative you need to let people know about it. When creating a challenge you also need to create a communication plan:

- What is the "catchment" group for this challenge?
- Who else needs to know about it?
- How long will the challenge run?
- What is the outcome you're looking for?
- What will happen to the ideas once the challenge has run?
- Is there a place for rewards and incentives for the creators of the successful ideas?
- How will you communicate the results from the challenge?

Measure It

People will vote on ideas and create comment threads but to gather a more nuanced response you should consider defining review metrics so users can articulate their responses more clearly through a five-star voting system.

You can create up to four individual attributes or metrics for every challenge e.g. for a workplace improvement challenge you might define "Environmental impact", Social impact" and "Cost effectiveness" as metrics to be evaluated.

How many challenges should I have?

There's no right or wrong answer but an oversupply of challenges can dilute activity so it's always better to limit the number, define an end date (so there's something to compel action), and make sure admins are triaging the ideas and actively managing them through the idea stages.

Or declining them. Declining an idea is an affirmative action as it shows the idea was considered and valued.

So it's better to have fewer challenges to focus attention and then work actively to manage the idea stage flow so people see action and reward for their efforts.

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Should I require structured responses to my challenges?

Once again it depends on your organizational style and culture, but we find that requiring ideas to be formatted in a certain way or provide certain data points - e.g. you must provide a detailed costing for your idea to move to *xyz* stage - typically restricts interaction and idea generation.

We encourage customers to take an open and less rigid approach to encourage people to participate and contribute - you can always tighten criteria later if you need to, but it's hard to attract people back if they've been put off by overly restrictive requirements.

How do I know I "have it right"

There no right or wrong way to set challenges. You should experiment with different approaches to see what works best in your organization.

A handy way to view the overall health of your platform is to view the *Idea Lifecycle* stats on your admin dashboard (see below). HunchBuzz calculates a **conversion rate** (ratio of new ideas to completed/declined status) and **innovation velocity** (proportion of ideas that have progressed beyond the entry stage) to help you determine platform health.

So the example below is showing 16% of ideas have moved through the process and been brought to an outcome of some sort, while 48% of ideas have progressed beyond the entry stage. Higher is better for both metrics.
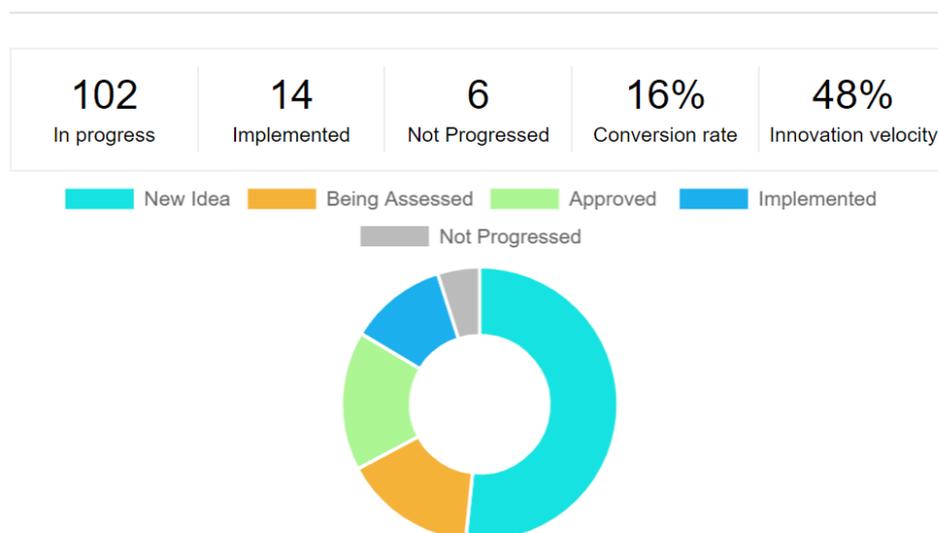
"The way to get good ideas..."

Linus Pauling said "The way to get good ideas is to get lots of ideas and throw the bad ones away." and that approach is at the core of HunchBuzz. You want to generate as many ideas and responses as you can to uncover the gems.

The only way to craft great challenges is by experimenting to see what works, what generates the most traction and interest. There's no right or wrong thing to do but follow these simple steps and you should be on the way to a culture of successful idea generation.

Examples – 20 Questions

Here are some starting places for how you might frame challenges in your organization:

Culture

- What 'policy' exists, that if changed would have the biggest impact on (your organisation).
- What's one thing you would change about the (your organisation) if you could?
- What makes you proud to work at the (your organisation)?
- Is there any part of the (your organisation) you wish you were able to interact with more?
- Is there an area outside your current role where you feel you could be contributing?

Leadership

- What would someone external do, if they found themselves in charge of (your organisation)?
- What will help (your organisation) make better business decisions?
- What challenges does (your organisation) need to clarify to truly align the organisation?
- Does (your organisation) culture reward or punish people for being innovative, taking risks, and solving problems?
- Is (your organisation) providing the services your community is requesting?

Staff

- What is the most important value of staff and how can we most effectively develop the right capabilities?'
- Are staff mostly competing for promotion and praise, or are they genuinely united around your mission?
- Do people say what they think? Is everyone encouraged to participate in discussions and have dissenting opinions?
- How committed are your employees to helping one another. How can you improve this area?
- Is (your organisation) generating enough creative tension. How can you create more?

Strategy

- Is there something we should measure in (your organisation) that we currently don't?"
- Do you understand (your organisation) vision? How well does (your organisation) support the achievement of the strategy?
- What needs to change (systems, relationships, decision making processes, culture for example) if the vision is to be realised?
- What are the biggest uncertainties that (your organisation) may either not be thinking about or should be prioritising? e.g. automation?
- What would you identify as the critical issue for the future?

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Assess ideas and build a shortlist

Each idea to emerge from the Design Challenge is evaluated by the Challenge Team members to assess its suitability for presentation to the innovation board/management team. The two options for doing this are:

- a yes/no evaluation, or
- an evaluation based on a pre-defined set of criteria.

The results of this evaluation are used as input for the selection workshop.

Selection workshop

A lead should work with the Challenge Team to prepare the selection workshop. During this selection workshop, a shortlist of judgment criteria may be created that can assist selection.

Utilise the key design thinking criteria to help assess ideas:

- Desirability – what do people desire?
- Feasibility – what is technically and organisationally feasible?
- Viability – what is financially viable?

Desirability score

- Does it solve a problem?
- Is it easy to use?
- Do people want it?

Feasibility score

- Is simple to create technically?
- Does it fit with how we work?
- Does it with existing approaches?

Viability score

- Is it affordable?
- Will costs be workable?
- Are the legal or compliance challenges?

Concept development

The Challenge Team will support the individual or team presenting their concepts to a Challenge Panel, who will decide on the time and resources to allocate to further develop the concepts (through the Innovation Sprint stage).

Pitch session

Using supportive templates and pitch instructions, the selected concepts are pitched to the Innovation Board/management team. Preferably, this is done by the idea submitters, but it is also possible to have the Challenge Team or core team pitch the most promising ideas. Then the Innovation Board/management team selects which ideas are suitable for implementation. With

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this, dedicated resources are allocated to initiate further development and implementation of ideas.

Communication

In this last phase of the Design Challenge, transparent and clear communication is essential. Participants need to be informed about the results and the selection process. Participants should get individual feedback about their ideas and be recognised for their valuable efforts. In addition, there should be periodic communication about the implementation of the most promising ideas: a realisation of innovation efforts. By doing so, it is evident for the crowd what happened with the idea. This contributes to activating participants and creating commitment for future Design Challenges.
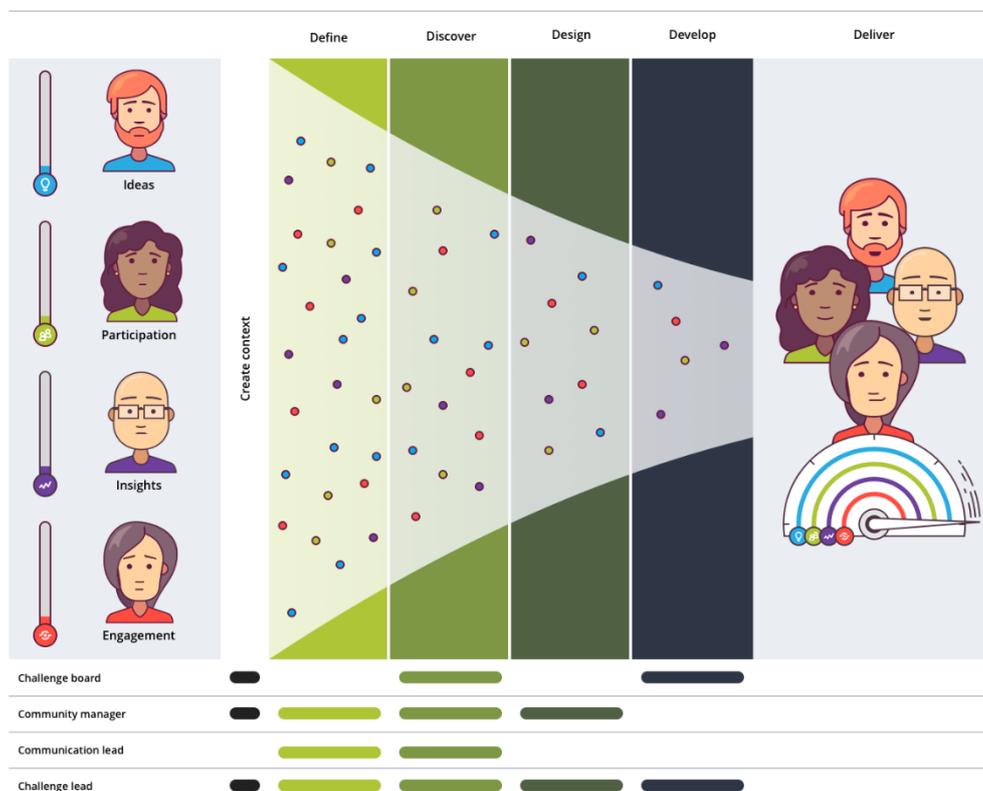
Prototype through rapid sprints

The business should support the evaluation of the Idea Challenge after the assessment phase and, by doing so, close the loop. Once the Design Challenge is approved, the most promising ideas are tested by running the Innovation Sprint.

Define

The team should clarify and review the challenge and approach. They should identify starting assumptions, and set up the team for success as they run the stages. This ensures the team stays focused on a customer-centric challenge and all parties are aligned. The actions and deliverables for the define stage are set out below.

Actions:

- Prepare for the kick-off workshop.
- Finalise project scope, objectives/outcomes and goals.
- Collate documents relevant to the challenge.
- Confirm who will be interviewed across the (idea or business) ecosystem.
- Set up and prepare for the Discovery interviews.

Deliverables:

- Agreed approach and scope.
- Aligned and engaged stakeholders.

Why is an Innovation Sprint included in the define stage?

- It ensures the process stays focused on the end customer (by uses existing customer personas).
- It defines clearly 'why' the project benefits the business, and how it supports the existing strategy and aligns to stakeholder expectations.
- It provides clarity on roles and responsibilities early, with a clear understanding of the level of commitment required.
- It makes sure the detailed plan ensures resources in subsequent stages are allocated efficiently.

Discover

Quickly build a full picture of the (idea or business) ecosystem, review the current challenge, understand and gain empathy for the participants. Identify the gap between ambition and reality. The discover stage informs the design stage. The actions and deliverables for the discover stage are set out below.

Actions

- Review documentation and desktop research.
- Carry out stakeholder interviews.
- Carry out interviews with subject matter experts (people who provide the service).

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- Synthesise and analyse the data.
- Create a discovery report that show areas for opportunity.

Deliverables

- Findings (including customer needs, insights, pain and gain points of current initiative) to inform the design stage.
- Validation of hypothesis.
- Identification of potential SME candidate firms for the pilot.

Why is an Innovation Sprint included in the discover stage?

- It lets us gain empathy for a business so we can better focus in on the areas that are most important.
- It includes a review of the past programme, which lets us build on the successes of that programme and learn from its failures.
- It provides us with context to design pragmatic solutions that fit both the culture and commercial reality of the business.
- It helps us understand what has been successful and not so successful in previous programmes.
- It enables the ability to assess the current design to identify current drivers and barriers to design, and discover current ways of working and methods of capability building.

Design

Refine the opportunity innovation solution as a key strategic business capability. The actions and deliverable for the design stage are set out below.

Actions

- Refine the high-level design.
- Review and refine innovation with stakeholders and participants.
- Design the outcome concept and branding.
- Design the experimentation stage.

Deliverables

- Draft solution.
- Draft programme ready for testing (piloting).
- Further vetting of SME candidate firms for the pilot.

Why is design part of the approach?

- Designing the solution with stakeholders and participants helps to reduce the risk of developing solutions that are of no value to anyone.

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Experiment

Lead the testing (piloting) of the programme with early adopter participants from across different businesses and with different business profiles. The actions and deliverables for the experiment stage are set out below.

Actions

- Test the programme on the most appropriate participants.
- Review, test and capture learnings.
- Play back the findings and present the programme to the management team.
- Engage SMEs and possible candidates (task of business development team while other actions under way).

Deliverables

- Tested and refined solution.
- Final strategy.

Why is experiment part of the approach?
- It allows participants to be carefully considered to ensure breadth of application.
- It allows the solution to be tested and refined quickly and cheaply.

Go to Market

Go to Market stands at the finish line of the Innovation Sprint process, ready to roll out the solution. The actions and deliverables are set out below.

Actions

- Design the final programme.
- Use a staggered approach to roll out the solution, with continuous learning to iterate and de-risk the solution offering.
- Design and build supporting Design Ecosystem elements.

Deliverables

It's best to focus on businesses with the desire to adopt a solution, rather than a blanket deployment. This will not only help create a tidal wide of positivity, it's also a better use of resources.

- Solution design and implementation.
- Ongoing knowledge transfer with the team to ensure a sustainable innovation approach is developed.

Why does the Innovation Sprint end with Go to Market?

Go to Market delivers enhanced benefits including:

- less disruption to the business wellbeing during the transition,
- people in the business being more quickly ready, willing and able to change,

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- change capabilities built into the business to assess and mitigate risk from future changes, and
- realisation that positive results and benefits are sustainable.

Ensuring staff engagement

Throughout an innovation approach it is critical to develop compelling stories so staff embrace innovation performance and are inspired. This can be achieved through:

- **Story telling** – providing examples of outcomes with high levels of new product/service development and organisational improvement in a clear and coherent way.
- **Role modelling** – encouraging senior leaders to embrace an innovation approach and the wider benefits of an innovation cadence.
- **Deploying the skills required for change** – experts from across the organisation and external consultants may be useful in implementing innovation tools, or possess the innovation skills required to embed change within the organisation.

Reinforcement mechanisms – using an ongoing coaching process to ensure that positive changes are reinforced and benefits realised.

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Execute – implement change

Less than a third of excellent businesses remain excellent over the long term. An even smaller percentage of business improvement and strategic programmes succeed.

It's vital to have a sustainable execution plan to help the organisation understand how it can progress along the agreed plan, and how it can maintain momentum and learning from the previous engagement.

Lasting, healthy change in performance and maturity requires an organisation to be motivated to go the extra mile repeatedly as employees carry out their routine, day-to-day tasks while fundamentally rethinking many of them.

Continuous improvement can be cultivated to ensure learnings are embedded by building an ongoing innovation approach, as you go. That approach should include knowledge sharing, learning methods, and expertise to help the organisation to continue to improve.

Cultural change is an imperative to success. Through organisation-wide adoption of an innovation approach and an ongoing training process, an organisation and its leadership team will more likely realise the benefits and return on investment, leading to increased employee engagement.

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Let's talk

If this paper has got you inspired about accelerating your organisation's innovation trajectory by taking a more inclusive path to continuous improvement, why not contact HunchBuzz to find out more.

We're here to help ensure your stakeholders can be heard and can contribute to improving your business outcomes.

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