

IMAGINATION™

IMCRC

CASE STUDY

Innovation Team and Leadership Learning Program

Opportunity

The Innovative Manufacturing CRC's (IMCRC) vision is for Australian manufacturing sector to be thriving, relevant and globally integrated. As a not-for-profit, independent cooperative research centre, it helps Australian companies increase their relevance through catalyzing collaborative, market-driven innovation in manufacturing business models, products, processes, and services. Located in Melbourne, with a small, specialized and highly qualified and skilled consulting team, they realized that they can best support their partners' overall success through leading them to adopt a more strategic, systemic, cultural and human centred approach towards manufacturing innovation. They sought assistance from ImagineNation™ to further develop their own internal innovation leadership capacity, capability and confidence. The aim was to know how to embody, enact and role model to partners what a successful innovation culture exemplifies, as well as know how to effectively influence people and lead innovation by being effective, resilient and relevant themselves.

What we did

We designed a customized blended learning program that aimed to develop a common understanding, language and application of innovation, innovation culture and leadership within their unique context. This enabled them to effectively influence people and lead innovation by being effective, resilient and relevant themselves. The blended learning program included three phases and was delivered over six months. It involved adapting the program content from the proven globally recognized, ICF CCE accredited Coach for Innovators Certified Program and included:

- > Face to face team diagnostic and wrap up onsite half-day workshops.
- > Series of nine live 60-minute fortnightly webinars, fortnightly recreation activities between webinars that included reading articles, u-tubes and on the job activities, plus a series of short fortnightly videos, between webinar sessions.
- > "On the job learning" involving a team action learning assignment which was monitored, iterated and reviewed via four online 45-minute team coaching sessions. It was also supported by two individual one on one online coaching sessions and a structured feedback and evaluation process.

What we achieved

This was an integrated team development and innovation leadership learning journey that enabled the team leaders to become trusted advisors through an "on the job" learning approach, methodology and a whole-person focus, on the front end of innovation that:

- > Developed a common understanding and language for innovation in their own, and in their customer's context.
- > Further formed, normed the well-being and effectiveness of the IMCRC consulting team and improved their ability to operate cohesively and collaboratively.
- > Enabled the team to look outward and systemically, to role model, interface with partners and interact with clients, at any time, in any environment, empathically and collaboratively.
- > Co-created the freedom, trust and permission to question, challenge the status quo and experiment with new ideas, fail without punishment, make & learn from mistakes.
- > Improved each team member's communication, consulting and teaming skills to lead, influence and "pull" clients towards adopting innovation as a strategic and long-term leadership lever for increasing productivity and competitiveness.
- > Enabled the team to understand, deal and work with the barriers, people's resistance factors, to innovation-led change.
- > Adopted retreat, reflection and review practices and generative discovery skillsets to emerge new ways of being, thinking and doing in real life

"Janet has made a tremendously positive impact with our team at the IMCRC over the past six months through the successful deployment of ImagineNation's Innovation Culture Leadership and Coaching Program. She has earned our trust and has inspired us all to reflect, to think and ask differently, to be more purposeful about disruption and innovation, and to get comfortable with being uncomfortable. We have all learned new skills that can be equally applied to enhance both work and personal lives".

David Chuter, CEO and Managing Director, IMCRC

