NeWMella

Transform for Innovation and Profit.

Newmella Holdings (Pty) Ltd.

"IF YOU ALWAYS DO WHAT YOU ALWAYS DID, YOU WILL ALWAYS GET WHAT YOU ALWAYS GOT"

ALBERT EINSTEIN

"THERE'S A WAY TO DO IT BETTER....FIND IT"

THOMAS EDISON

INCLUSIVE INNOVATION PROGRAM

INTRODUCTION

The rapidly evolving Exponential Age was upon us pre-Covid-19, what Covid-19 has done though is accelerate this change even further. As a result, the world of work and business has changed overnight.

This change is set to stay, and many companies are not adjusting at a fast-enough rate nor mitigating the problems existing in their environments, which have been exacerbated by Covid-19.

THE PROBLEMS FACING COMPANIES THAT HAVE BEEN COMPOUNDED BY COVID-19:
1. Disengaged staff
2. Staff working in silos
3. Lack of morale or excitement
4. Feeling uncertain and not managing stress
5. Lack of leadership

BASED ON THE PROBLEMS, THESE ARE THE NEEDS:
1. Engagement
2. Collaboration
3. Excitement
4. Sense of Purpose
5. Authentic Power

BASED ON THE NEEDS, THESE ARE THE SOLUTIONS:
1. Create collaborative teams that embrace diversity.
2. Create healthy movement towards an inspiring purpose.
3. Empower people with knowledge and tools.
4. Create a culture that supports Inclusive Innovation.
5. Give staff a voice.

WHAT IS INCLUSIVE INNOVATION

Innovation is the creation of consumer value. Inclusive or Systemic Innovation is the creation of consumer value that has a net positive value score. A net positive value score occurs when more value is given than taken and when all stakeholders in the ecosystem receive a portion of net positive value.

Inclusive Innovation is pro profit and free enterprise though not at the cost of any stakeholder. It is the only way to sustainably innovate and thrive in any environment, it is Conscious Capitalism

HOW WILL IT WORK:

Teams of 12 are selected by the organisation. Each staff member must complete 3 online assessments – the NDIP, ICAT and PDMP assessments https://newmella.co.za/assessments/ before commencing the program.

The ICAT and PDMP assessments will identify behaviours in the environment not conducive to Inclusive Innovation or Value Level 7 organisations (Spiral Dynamics: Dr Don Beck) and will guide the Emotional Intelligence for Inclusive Innovation stream.

The NDIP assessment will identify which of the 8 stages of Design Thinking each member falls into and guide the Design Thinking for Inclusive Innovation stream.

FULL INCLUSIVE INNOVATION PROGRAM WEEKLY SCHEDULE:

<u>Week 1:</u> **Team** - *Theory for Inclusive Innovation* - 1hr Contact Time, 1hr Self-Study
Team - *EQ for Inclusive Innovation* - 1hr Contact Time, 1hr Self-Study
<u>Week 2:</u> **Team** - *Design Thinking for Inclusive Innovation* - 2hr Contact Time
Individual – *NLP Coaching for Inclusive Innovation* – 1hr Contact Time, 1 hr Self-Study
<u>Week 3:</u> **Team** - *Theory for Inclusive Innovation* - 1hr Theory, 1 hr Self-Study
Team - *EQ for Inclusive Innovation* - 1hr Contact Time, 1hr Self-Study
<u>Week 4:</u> **Team** - *Design Thinking for Inclusive Innovation* - 2hr Contact Time
Individual – *NLP Coaching for Inclusive Innovation* – 1hr Contact Time, 1 hr Self-Study
<u>Week 4:</u> Inclusive Innovation Program Newsletter highlighting team progress

DURATION:

The program is a 12-month program and will consists of 16hours; 10 hours of contact time in training/coaching and facilitation per month as well as 6 hours self-study.

PRICE OPTIONS:

<u>Option 1:</u> **All 3 Team streams** (Theory for Inclusive Innovation, EQ for Inclusive Innovation, Design Thinking for Inclusive Innovation) - R 3 525 ex Vat per attendee per month (12 hours)
<u>Option 2:</u> **1 Team stream only** - R 1 425 ex Vat per attendee per month (4 hours)
<u>Option 3:</u> **Individual NLP coaching** - R 3 525 ex Vat per attendee per month (4 hours)

Assessments - R 85 ex Vat per assessment per attendee per month (Assessments on program commencement – PDMP, NDIP, ICAT. Assessments after 12 months – NDIP, ICAT).

WHO WILL BENEFIT:

Any team needing revitalisation and wanting to expedite innovation in a sustainable manner to bring about lasting change within them and their environment as well as contribute to creating a better working model for the world at large.

TRAINING VENUE:

Training is done in-house or online or a combination thereof.

COURSE OUTCOME:

Each team member will develop the skills required to best solve wicked problems in an ever-evolving world.

They will cultivate a sense of personal sovereignty and lead from within as well as inspire others to do the same.

They will understand the value of inclusion collaboration and will know how to harness it for greater innovation.

They will form collaborative teams that use their voice constructively, are empowered with the knowledge and tools they need to embrace Inclusive Innovation and move towards an inspiring

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purpose. Linda Hill (2014), calls it harnessing collective genius:
https://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity.

COURSE DETAIL:

THEORY FOR INCLUSIVE INNOVATION

12 months x 2 1hr lessons per month (+1-hour preparatory work by participants) = 24 lessons:

1. High Level Why Innovate?
2. High Level What is Innovation?
3. High Level What is Inclusive Innovation?
4. High Level What is Systemic Innovation?
5. High Level How to Innovate?
6. High Level How to Innovate Inclusively?
7. High Level Theory of Change
8. Introduction to Systems Theory Part 1
9. Introduction to Systems Theory Part 2
10. Systems Theory – Leverage Points – Places to intervene in a System
11. Introduction to Systems Thinking and how it links to Design Thinking
12. Introduction to Spiral Dynamics – the Individual
13. Introduction to Spiral Dynamics – the Organisation
14. Deep Dive Bespoke Purpose for Innovating
15. Deep Dive Bespoke Values for Innovating
16. Deep Dive Bespoke Innovation Strategy Part 1
17. Deep Dive Bespoke Innovation Strategy Part 2
18. Deep Dive Bespoke Innovation Strategy KPIs 1
19. Deep Dive Bespoke Innovation Strategy KPIs 2
20. Deep Dive Innovation Management System 1
21. Deep Dive Innovation Management System 2
22. Deep Dive Bespoke Innovation Charter 1
23. Deep Dive Bespoke Innovation Charter 2
24. Prototype Innovation Charter Feedback

DESIGN THINKING FOR INCLUSIVE INNOVATION

Each session is a 2-hour workshop, every second week.

Based on the assessment, team members (players) are positioned within their respective stages where they will play best.

During sessions the players (participants) and observers (non-participant) reflect on their experience, energy and level of engagement by rating themselves out of 10 (1 = low energy and engagement, 10 = high energy and engagement) – the reflection links their experience back to their neurological skill set and application, as well as reflecting on their culture and behaviour, and what it means for inclusive innovation

Each session will require from the team to relate the Design Thinking experience back to the other streams (for sense making and the ability to make connections).

Each session is concluded with 15min of reflection – identify and discuss key take outs, and how the session relates to the other streams.

Month 1 (Trial)	Session 1	**Introduction** *Principles of Design Thinking and Innovation*	**Introduction to Design Thinking and Assessment Feedback: Principles of the Three Phases** Feedback on assessment - Positioning the players within the Design Thinking Framework – where will they play best? Overview of Design Thinking – overview of the 3 phases of Design Thinking (Inspiration, Ideation and Implementation) explaining the 8 stages Rapid Landscape 'take home' activity
	Session 2	**Blitz Design Thinking** *The Blitz Design Thinking Workshops introduces players to the different phases and stages of Design Thinking through experiencing the process and activities in a rapid fashion – developing an understanding before deep diving*	**Blitz Design Thinking - Part 1: Inspiration (Connect, Empathise, Interpret and Define)** Players rapidly experience the four stages within Inspiration (Connect, Empathise, Interpret and Define) – demonstrating and reflecting on their energy and engagement Rapid landscape – creating a quick landscape of the team, the company/brand, and the user/consumer needs and wants Exploring 'why' questions to explore human truths, needs and wants Session concludes with a brand/company objective and problem statement – the start of uncovering the brand/company's unique wicked problem
Month 2	Session 3		**Blitz Design Thinking - Part 2: Ideation (Explore)** Reframing the problem statement (for design thinking and solution seeking)
	Session 4		Unpack the wickedness of the wicked problem – look at the variables, what makes the problem wicked? Value creation: If we resolve this problem (or set of problems), what value will it add to the brand and consumer? Exploring 'what if' and 'why not' questions for possibilities Building creative confidence – exploring lateral, elastic and disruptive thinking for creative problem solving and solution seeking Ideation and brainstorming lots of ideas using a wide range of methods, ways of thinking and techniques, playing with multiple potential solutions to the problem
Month 3	Session 5		**Blitz Design Thinking – Part 3: Ideation (Refine)** To Refine, we will revisit the Inspiration phase: What were the user/consumer needs and wants? What must we then keep in mind when we need to refine the ideas? What is the best (strategic) solution to the problem? The Refine stage will revisit the ideas generated during the Explore stage (quantity) and through convergent and analytical thinking methodologies determine the desirability, viability and feasibility of the ideas (quality) Exploring what and how questions for refinement and strategic solution finding

			Refine and distill the solutions to the selected and best suited solutions worth prototyping
	Session 6		**Blitz Design Thinking – Part 4: Implementation (Prototyping)** Explore examples of prototyping (creative exploration of materials and methods for rapid prototyping) – how can we rapidly execute and prototype our selected solutions? How might this prototype provide us with insight into its viability, feasibility, desirability and value creation? Exploring how, what, who, where and when questions for prototyping and testing
Month 4	Session 7		**Blitz Design Thinking – Part 4: Implementation (Testing)** Considering the prototype, what would be the best way to then test the solution? How can we do this in a cost-effective and rapid way? How do we ensure we answer to the consumer/user needs and wants? How do we ensure we answer to the wicked problem statement and achieve the company objectives? Critically review the desirability, viability and feasibility of the prototype – refer back to the Inspiration or Ideation phase for analysis – do we have to repeat or redo anything to improve the idea/prototype?
	Session 8		**Deep Diving Inspiration: (Re)Discover the Wicked Problem – Connect** How can we better understand the human truths of our users/consumers/stakeholders to determine the root of our wicked problem?
Month 5	Session 9		This session will explore ways to connect with the users/consumers/stakeholders in a human-centric way – what do they think, feel and act? Connect will reference and play with creative research methodologies to discover human truths
	Session 10		**Deep Diving Inspiration: (Re)Discover the Wicked Problem – Empathy** Findings are collated to create user empathy and experience maps
Month 6	Session 11		From what we have found, what is really needed/wanted by our users/consumers/stakeholders? Why do they think, feel and act that way? How can we make their lives better? Connect will reference research methodologies to discover human truths
	Session 12		**Deep Diving Inspiration: Determine the Problem - Interpret** What do the human truths tell us about what the real problem may be? What are the themes or patters emerging from the needs and wants? By analysing the themes and patterns, what does it suggest are the actual needs and wants? Refine the themes or patterns through creating clusters

Month 7	Session 13		**Deep Diving Inspiration: Define the Problem** Through critical and analytical thinking, what do the clusters suggest is the actual problem? Create a statement clearly defining the problem. Eliminate assumptions, and clarify the objective Develop a brand/company objective or set of strategic objectives – what would be the measures of success to answering the problem statement?
	Session 14		**Deep Diving Ideation: Exploring the 'Wicked' Possibilities** Through creative and lateral thinking, what are the possibilities? Idea generation, brainstorming and disruptive thinking methodologies to finding multi solutions.
Month 8	Session 15		
	Session 16		**Deep Diving Ideation: Refining the Possible 'Wicked' Solutions** Through analytical, convergent, and critical thinking, ideate the best (strategic) solutions to the problem, assessing its desirability, viability and feasibility
Month 9	Session 17		
	Session 18		**Implementation: Rinse and Repeat - Rapid Prototyping & Testing** Utilising various prototyping techniques, the solution is implemented/executed in a cost-effective and rapid manner Prototypes are tested:
Month 10	Session 19		
	Session 20		How well does it answer to the user/consumer/stakeholder needs and wants? How well does it answer to the problem statement and objectives?
Month 11	Session 21		How do we measure the prototype's success? Does the prototype answer effectively to desirability, viability and feasibility?
	Session 22		What do we need to refine/revisit/redo to make the solution work better? Do we need to revisit the Inspiration or Ideation phase to find a better solution or approach to the problem?
	Session 23		**Conclusion and Refinement – Inclusive Innovation Awards**
	Session 24		

EMOTIONAL INTELLIGENCE FOR INCLUSIVE INNOVATION

12 months x 2 1hr lessons per month (+1-hour preparatory work by participants) = 24 lessons:

Behaviour-based Coaching is a future focused psychological approach to achieving sustainable behavioural change in a relatively short time frame (12-month programme). Coaching entails unlearning and relearning to established laws. Validated behavioural change techniques can gently and sustainably alter the way we behave.

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The specialist fields of behavioural neuroscience, brain-based learning, neuropsychology and executive thinking merge to support measurable change in understanding self and the laws of change. The result then is highly effective thinking and behaving on an individual and a collective level. In turn there are shifts in culture and strategy and engagement is optimised towards the best interest of the organisation. The team member, with the support and challenge of the coach, transforms to become an internal agent for positive sustainable change.

The behavioural coaching process is evidence-based and the ICAT and PMDP assessments reveal the start point for the process. The ICAT and PDMP assessments will identify behaviours in the environment not conducive to Inclusive Innovation and guides the Behaviour Coaching Process for Inclusive Innovation. This is coupled with each individual gauging where the organisation ranks in terms of Innovation and where they would like the organisation to be.

The Behavioural Coaching Process is then customised for the specific behaviours displayed by that specific team. Although the process of coaching has a strict framework, the content is fluid as it speaks to the ebb, flow and pace of the team. The coach pays attention to the needs of the team and meets the need gently and deliberately using tools, practices and activities that support and challenge growth towards the ultimate purpose of the team within the organisation.

The Behavioural Coaching Stream looks at any conflict, judgement, fear, automated thinking, linear thinking and other behaviours not conducive to Inclusive Innovation. Through the process, the coach shares personal self-management and energy enhancement tools that further lend to the overarching desired outcome of a team that is to be resourceful and self-reliant in their endeavour to sustain a consistently innovative mind-set and environment.

The process towards the desired product is a conscious, systemic, high level process working on the matrix of each team member's mind to optimise thinking and create meaningful change which is then demonstrated through their behaviours and ultimately an innovative organisation. Through coaching the behaviour of the individual within the organisation, the organisation is primed and focused for Inclusive Innovation.

The Behavioural Coaching stream includes but is not limited to:

• An understanding of the dynamics of group or team coaching (Rapport)
• A toolkit of personal stress management tools (Support)
• An understanding of the change management principles (Transfer of knowledge)
• Exploration of a variety of activities that encourage shifts towards operating as a cohesive unit (Integration)
• Activities and tasking around social intelligence strategy (Practice)
• Zero judgement support to think differently, flex thinking and to do differently where necessary (State management)
• Challenge to reach desired outcomes on personal, professional and on the organisational level (Processing)
• Harness of the potential within the collective and create common direction and purpose (Best practice)
• Encouragement to let go and lead and after consideration of the process, to act (Leadership and decision making)
• Understanding the seat of control of emotional states as well as behavioural outputs (Social intelligence)
• Recognising interconnectedness and layering in dealing with problems (Systemic solution)
• Developing an operative attitude to change and innovative thinking (Enhance)

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- Understanding where thinking and behaving fit into the larger system and practicing micro shifts to affect the greater purpose (Systems and refinement)
- Considering the discomfort of change and creating a resourceful attitude towards uncertainty (Resourcefulness)
- Developing decision making skills using a set process that simultaneously encourages flexibility of thought (Thinking about thinking)
- The team learns to shed limiting beliefs and conditioning which no longer serves them and the overall purpose of an innovative culture (Self Interrogation and application) (As mentioned previously this is not an exhaustive list and the coach is guided by both the ICAT and PDMP assessments and the progress of the team at each intervention. This makes for a custom fit unique Behavioural Coaching offering as part the Inclusive Innovation Awards Program).

NLP (Neuro Linguistic Programming) techniques are utilised in all behaviour coaching, group and individual. **NLP** is concerned with how to use the language of the mind to consistently achieve our specific and desired outcomes and is used in the following applications:
- Innovating and Creating
- Personal Effectiveness
- Leading and Inspiring
- Advanced Communication
- Negotiating and Influencing
- Effective Time Management
- Accelerating Career Paths

Neuro: The nervous system (the mind), through which our experience is processed via 5 senses.
Linguistic: Language and other nonverbal communication systems through which our neural representations are coded, ordered and given meaning.
Programming: The ability to discover and utilize the programs that we run (our communication to ourselves and others) in our neurological systems to achieve our specific and desired outcomes.
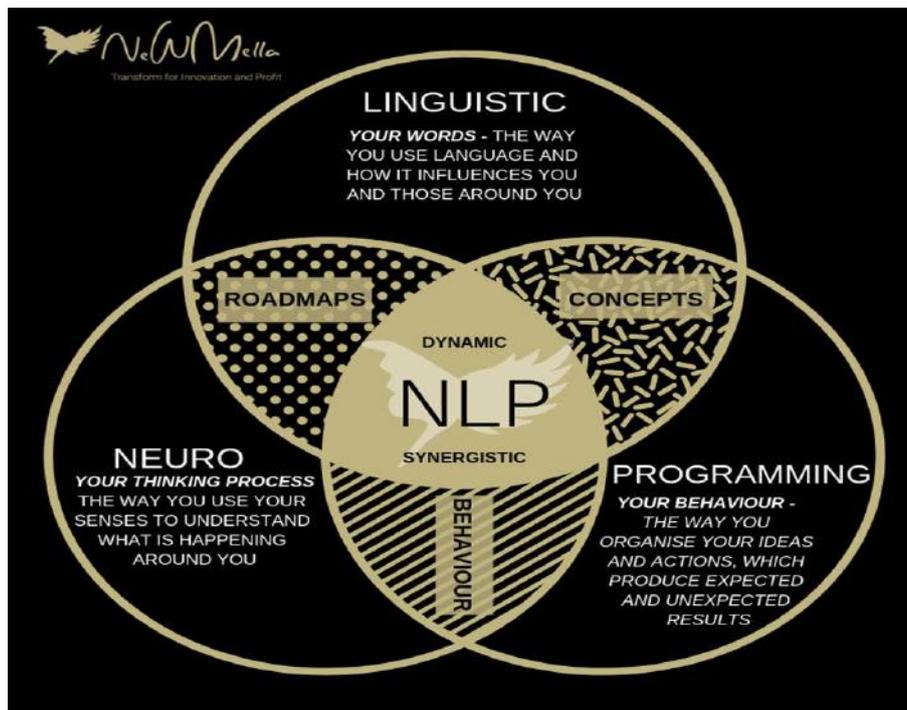
Newmella Holdings (Pty) Ltd is an internationally accredited NLP training institute with the American Board of NLP since 2017.

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