



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2021.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: _____

Program Title: _____

Program Category: _____

CONTACT INFORMATION

Name: _____

Title: _____

Department: _____


Telephone: _____ Website: _____

Email: _____

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: _____

Title: _____

Signature: _____


2021 VACO Achievement Award Submission
Organizational Development - Innovation Bootcamp
Submitted by Chesterfield County, VA

Summary: Seeking a way to increase awareness and enhance the practice of innovation, Chesterfield County, Virginia created an innovation bootcamp challenge. Participants learned how to ideate, clarify, and scope an innovation or idea, conduct research to validate the innovation, develop a business case and present it to senior leaders for funding.

The Problem: One of Chesterfield County, Virginia's four core values is innovation, which has been defined as "we look for new ways to solve problems and new approaches to service delivery."

The Learning & Performance Center, the department overseeing employee development for the county, decided to create learning on innovation in the fall of 2019. The challenge and associated training targeted any employee with an idea for process improvement or a service enhancement who sought to frame the idea for approval.

Description of the Program:

Chesterfield County has a rich history in the quality movement and process improvement. Recently, Lean, Six Sigma and Agile concepts have been added to the quality framework to create a program that is uniquely tailored to Chesterfield County's needs. Innovation concepts add yet another dimension to process improvement.

With a desire to enhance innovation efforts countywide, the Learning & Performance Center embarked on a listening session with employees. From that listening, the innovation bootcamp challenge was sparked by an idea from the Assistant Director of Libraries and based loosely on Adobe Systems open-sourced Kickbox program, recently spun off into the Kickbox Foundation.

Kickbox's methodology was modified by the Learning & Performance Center to accommodate internal processes. The team created a six-part process and training, using the toolbox theme.

Pillar 1: Ideation – activities to spur creative thinking

Pillar 2: Assembling Your Tools – scoping the problem, considering the customer, and assembling the team

Pillar 3: Assessing the Situation – empathic design, defining the problem, and scoring possible solutions

Pillar 4: Drafting the Plans – identifying key resources, determining measure of success, starting the innovators canvas, and setting up the trial/mock-up

Pillar 5: Building It – conducting the trial/mock-up, analyzing the trial, and pitching the idea for funding

Pillar 6: Moving In – ways to solidify the success

The culmination of the challenge was the opportunity to pitch the idea for approval and funding to senior leadership. Participants were trained on how to develop a five-minute pitch of their idea and ask for funding.

To ensure success, the class size was limited to eight participants, given the heavy workshop nature of the program. Three instructors taught the class and were then matched to participants as a coach who checked in regularly and was available through completion of the project.

The COVID-19 pandemic changed the outcome as all in-person classes were temporarily placed on hold. Innovation Bootcamp will be taught again when it's safe to return to in-person instruction, or the material can be revamped for a mix of in-person and online instruction.

The Cost of the Program:	\$7,680
Training Development	\$1,920
	(80 hours x \$24 median annual hourly salary fiscal year 2019)
Training	\$960
	(5 employees times 8 hours times x \$24 median annual hourly salary fiscal year 2019)
Innovation Funding	\$4,800

The Results/Success of the Program:

Five people participated in the training.

One person sought to understand the process but didn't have a particular need so audited the sessions.

Four attendees had specific innovation projects.

One innovator brought forward the idea for temporary use of library materials. Using the innovation process, they evaluated a tablet with library materials already loaded such as magazines, short stories, and books. The tablet would be available on certain transit offerings within the county. The innovator successfully pitched their idea to senior leadership and was awarded funding, which was approved February 2021.

As of March 2021, one project is still in process. Having discovered that county ordinances would need to be modified to fully implement the proposed solution, the innovator returned to the canvas and is reworking the idea.

Two departments, with departmental funding, sent innovators to gain the skills needed for successful vetting and implementation. These innovations centered on software as a solution to scheduling issues, more effective onboarding of new employees in the department and tracking departmental key performance indicators.

The use of the learned tools didn't stop with the innovation challenge. One participant said, "For me, the Innovation Bootcamp provided the inspiration and tools to create and improve processes. I use the resources in many aspects of my daily work even when I don't realize I'm doing so. I'm grateful for the opportunity to attend."

Another participant said, “Innovation Bootcamp allowed me to focus my creative ideas through project management principles. The session also encouraged collaboration between different County departments, helping us identify and problem solve organizational challenges.”

Supplemental Materials: Attachment A: Innovation Bootcamp Presentation
Attachment B: Post Camp Update

Innovation Bootcamp

August 6, 2019





**CREATIVITY
IS THINKING
UP NEW THINGS.
INNOVATION
IS DOING
NEW THINGS.**

- Theodore Levitt



Two parts

- Ideation

- Different Thinking
- Motivations
- Creativity

- The Process

- Assemble your tools
- Assess the situation
- Draft the plans
- Build It
- Move In





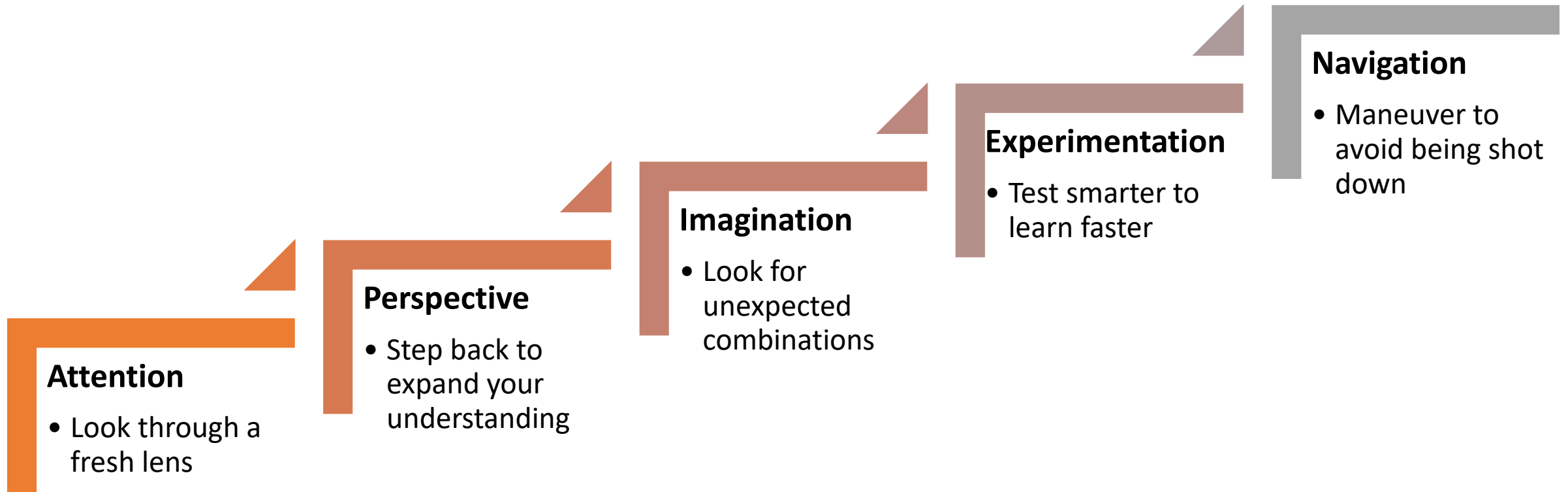
Ideation

- Different Thinking
- Motivations
- Creativity

“We can't solve
problems by using
the same kind of thinking
we used when we
created them.

Albert Einstein





Bouquet, Barsoux and Wade. "Bring Your Break Through Ideas to Life" Harvard Business Review. November – December 2018

Different Thinking



SUCCESS FOLLOWS WHEN
YOU DEFINE WHAT
INSPIRES  YOU
MOTIVATES YOU
AND FIRES YOU UP!

.....
WHAT'S YOUR WHY?

@debrall debratrappen.com
#FireMeUp11 #MoxieNemo



"The best way to have a
good idea is to have
a lot of ideas."

— *Dr. Linus Pauling*







Process

1. Assemble Your Tools
2. Assess the Situation
3. Draft the Plans
4. Build It
5. Move In



business

Innovation

service

new

development

products

innovations

organizational

technological

improved

important

change

work

role

electronic

industries

often

organization

labor

processes

delivery

product

provider

may

self-servicing

emphasis

facilities

industries

products

innovations

organizations

though

networks

supply

data

general

bring

select

firms

clients

include

elements

particular

division

standardization

ATMs

decisions

extremely

designing

professionals

improved

personnel

templates

adaptation

work

process

pick

proposed

restructuring

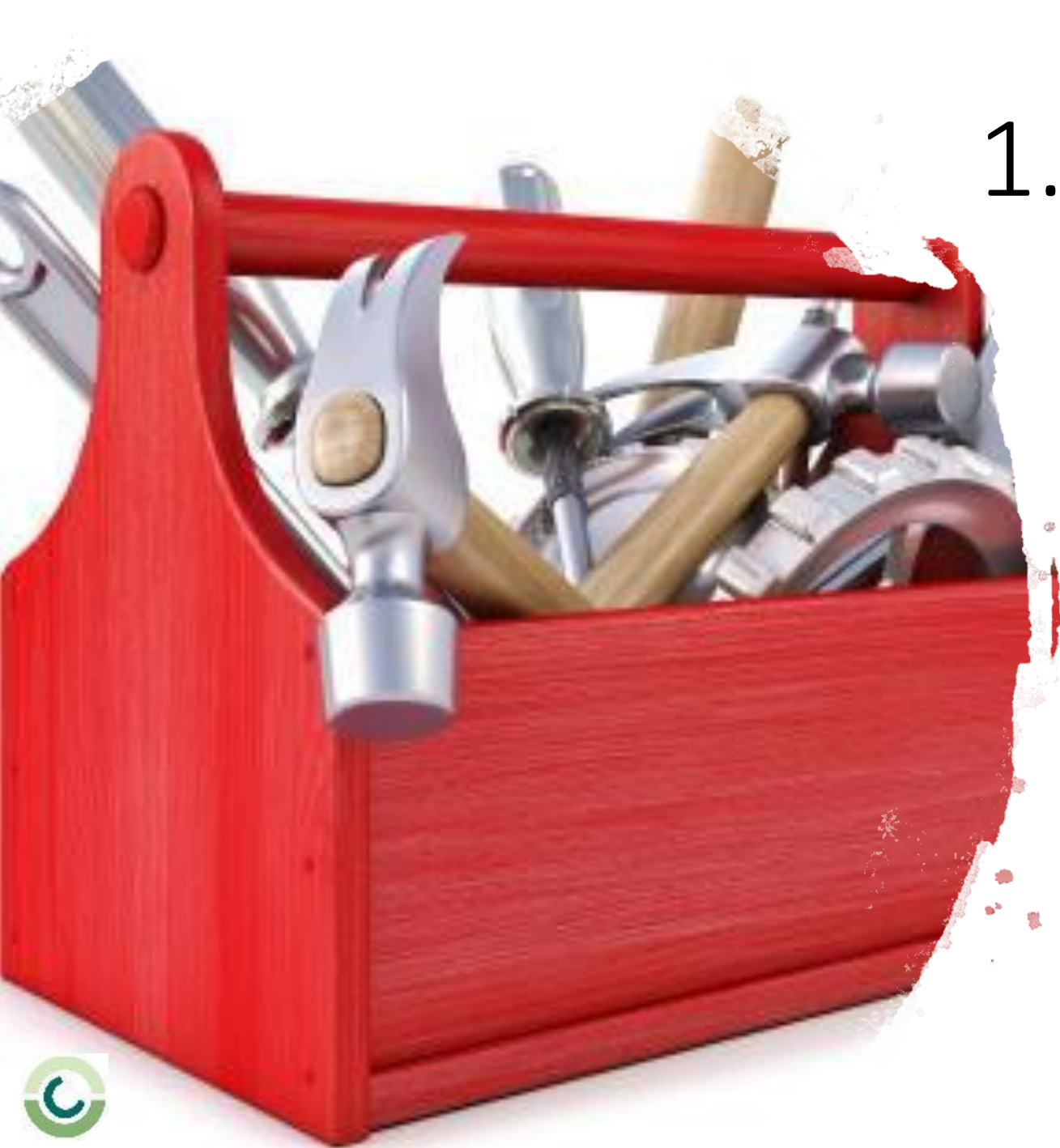
lighter

industrialization

automation

equipment

quality



1. Assemble Your Tools

- Types of Innovation
- Purpose of Innovation
- Your Customers
- Your Team



Types of Innovation

Incremental

- Focuses on improving a current process and/or service
- Ex: easier to register for classes

Adjacent

- Expands current practices with an additional service or product add-on
- Ex: Teach classes in other buildings

Transformational

- Taps into an entirely new arena to solve a problem
- Ex: On-demand learning at your convenience

Troubleshoot

- Need to take immediate corrective action

Performance Gap

- Need to be at a higher level of performance

Raise the Bar

- Performance is fine, now let's push ourselves

Completely New

- Looking to build a new product/service

Where are you entering the process?



**KNOW YOUR
CUSTOMER**



Your Team



2. Assess the Situation

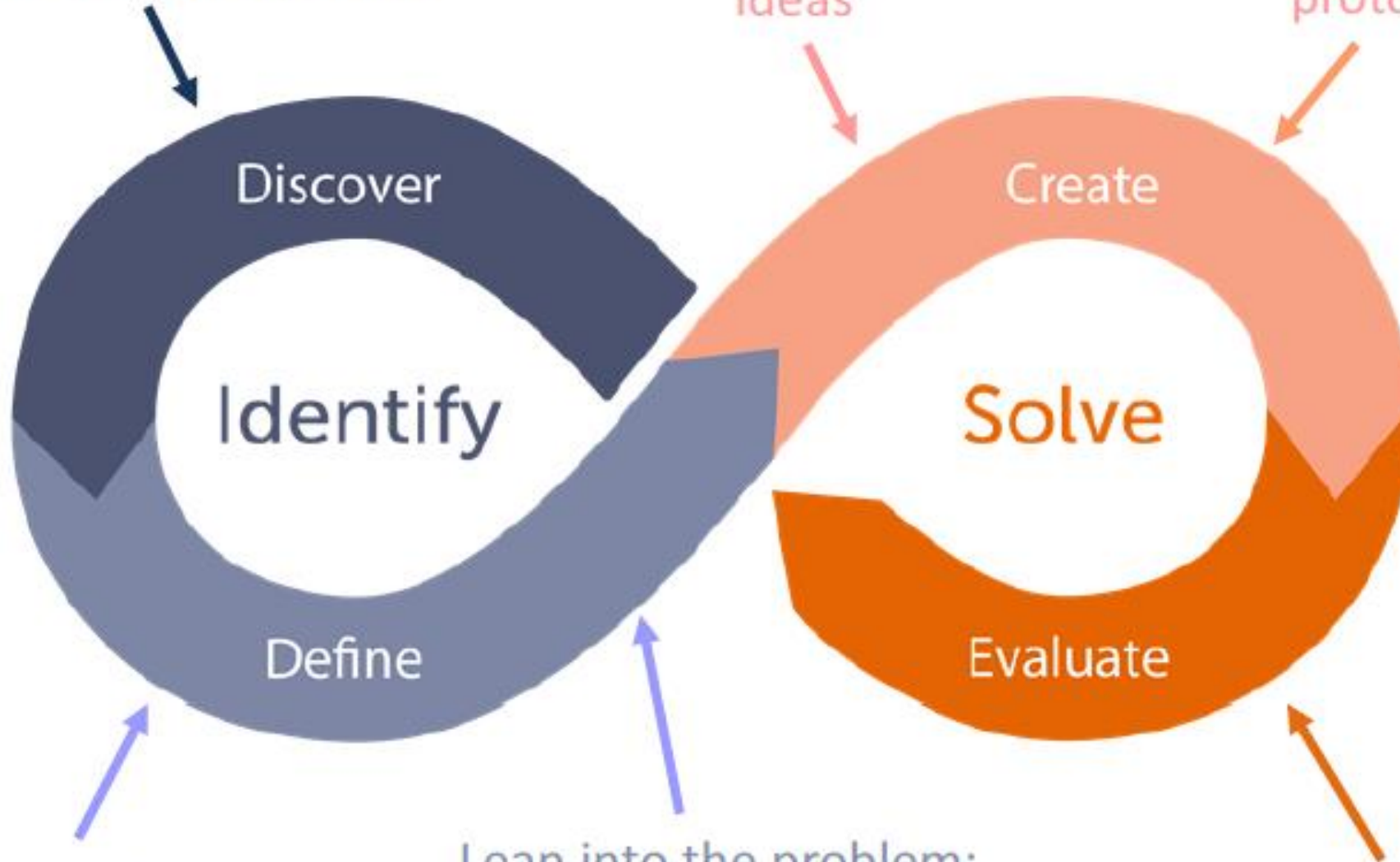
- Design Thinking
- Empathy
- Defining
- The River
- The Scorecard



Immerse in the user experience:
character profiles, empathy maps

Brainstorm
ideas

Try something!
prototype



Take a (tentative) stand:
Your Point of View

Lean into the problem:
How Might We?


Share it and get
feedback: *now what?*

Empathy

To know me is to know me. To
be on the outside looking in is
to think you know me.



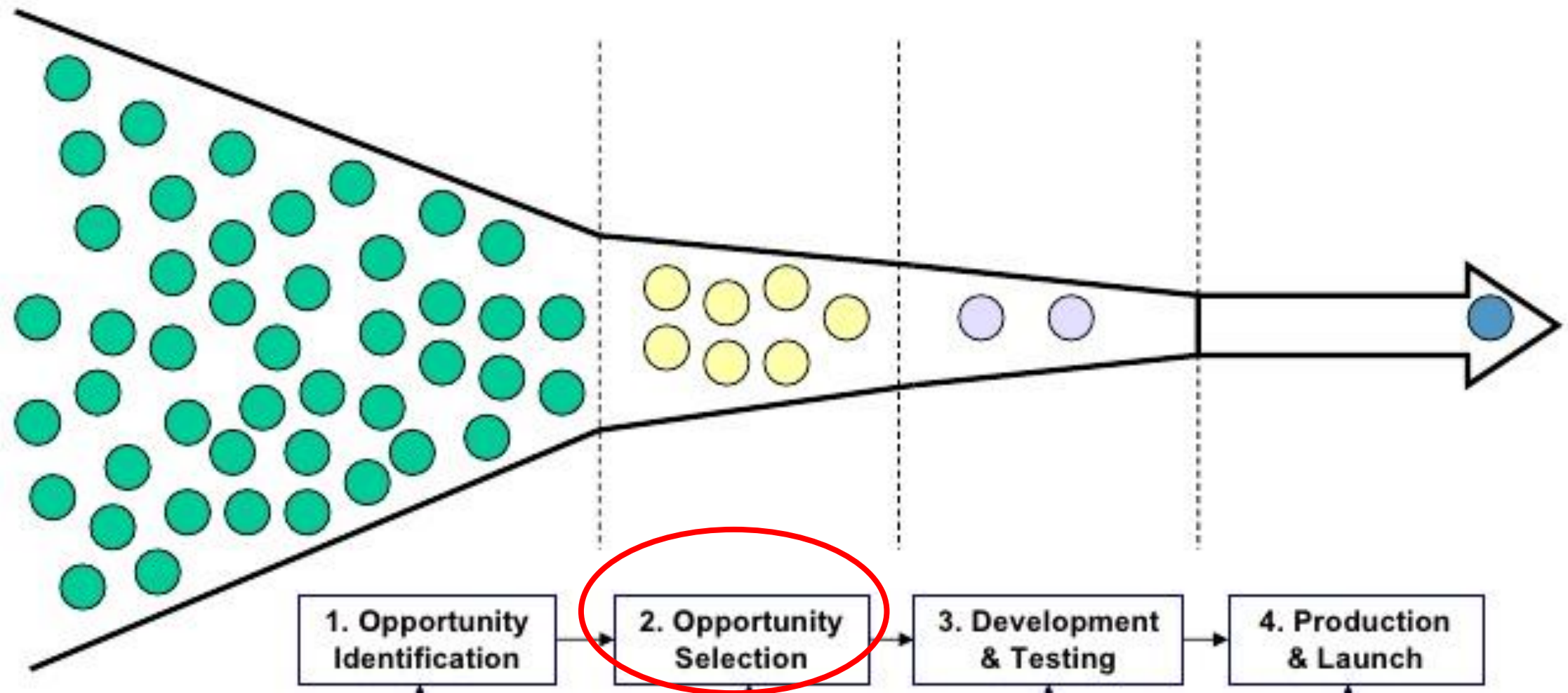
Customer Empathy Map

<div>Thinking:</div>			<div>Feeling:</div>		
<div>Hearing:</div>				<div>Seeing:</div>	
<div>Saying:</div>		<div>Doing:</div>			
Customer's Pain		Job to be Done		Customer's Gain	



The Innovation “Funnel”

The five different innovation processes relate to different stages of the “innovation funnel” – the progression from a broad set of innovation ideas to actual implementation and commercialization.



The Scorecard

Rank each idea on a 1-5 scale. With 5 being best

Name: _____

Date: _____

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Possible Solutions for Identified Problem	Customer Value		County Value			Operational Fit			Risk			Total
	Compelling Need/Pain	Compelling Solution/ Gain	Appropriate Market Size	Path to Future Opportunities	“Wow” Value	Fit with Service Level	Fit with Technologies	Fit with Blueprint	Technical Certainty	Ease of Implementation	Mockup Accuracy	



An open notebook with a blank, slightly aged page. A pen with a wooden body and a silver clip is resting on the bottom edge of the page. The notebook is positioned on the left side of the frame, with its right edge curving towards the center. The background is a light, textured surface.

3. Draft the Plans

- The Canvas
- Assisters/Resisters Activity
- Setting up the trial





Resources

Products & Services

A/An _____
product/service description

for _____
target customer

that _____
key value

enabling _____
primary benefit

unlike _____.
existing alternative





Success Measure

Innovator's Canvas for Chesterfield County

Key Resources The “must have” resources for success. Without these resources, the innovation is impossible. Resources can include people, time, process, equipment, funding. Do not include items that would be nice to have.	Measure What Matters The one measure that answers, “What is the ultimate value of this innovation?”	Value Proposition Describe what the product or service you’re offering will do for the target customer.	Target Customer The focus of your innovation. These are the people who will be the basis for your research and benefit the most from your innovation.	Customer’s Gain The desired needs that go above and beyond helping the customer accomplish the Job to be Done.		
			Job to be Done The primary task your customer is trying to achieve, and for which you are developing this innovation.	Customer’s Pain The pain points alleviated by this innovation.		
Partners & Consultants The people, besides your team, that will help you accomplish this. Don’t forget suppliers, contractors, budget analyst, etc.	Stakeholders/Approvers The people on the approval path. The first person listed should be the final approver.	Products & Services A one sentence explanation of the product or service you are creating.	Solution Pros List the positives of implementing this innovation.	Customer Support How you intend to support customer in adopting and continual use of your innovation.		
			Solution Hurdles List the hurdles in implementing this innovation.	Channels How you plan to inform the customer of the innovation.		
Cost Structure Estimates of what it will cost to construct this innovation. Include both initial and on-going costs.			Revenue Stream Estimates of any intended revenue or cost reductions due to the innovation. Cost reductions can include time saved.			
			Blueprint Goal and Objective The primary goal and objective this innovation will touch.			



Step 1



Step 2



Step 3



Step 4 prior to funding pitch

A dark blue, irregular ink splatter or blotch serves as the background for the text. The splatter has a textured, painterly appearance with various shades of blue and some lighter areas where the ink has dried or spread. The text is centered within the darkest part of the splatter.

Assisters/Resisters

Setting up the Mockup or Trial

4. Build It

- The Mockup
- Hurdles & Risks
- Support & Channels
- Final Scoring
- Business Case/Canvas
- Funding Pitch



The background of the slide features several thin, curved lines in a light gray color, some solid and some dashed, creating a sense of motion and depth. On the left side, there is a blue speech bubble graphic with a tail pointing downwards.

Mock it Up

You're taking risk out of the process by making something simple first. And you always learn lessons from it.

Krista Donaldson, CEO, D-Rev



[illegible]

Innovator's Canvas for Chesterfield County

Key Resources	Measure What Matters	Value Proposition	Target Customer	Customer's Gain
			Job to be Done	Customer's Pain
Partners & Consultants	Stakeholders/Approvers	Products & Services	Solution Pros	Customer Support
			Solution Hurdles	Channels
Cost Structure		Revenue Stream		
		Blueprint Goal & Objective		



The Pitch

Topic	Time
Who are you?	10 seconds
Why are you here? Inform	20 seconds
Products & Services statement	20 seconds
Problem statement	30 seconds
Value proposition	30 seconds
Cost/Revenue	60 seconds
Validation by trial	90 seconds
Key risks/hurdles	30 seconds
Seeking approval and/or funding	30 seconds
Audience questions	5 minutes





5. Move In

- Anticipating the various reactions
- Training
- Solidifying your Success
- Celebrating your Success





A close-up photograph of the word "Training" written in a large, bold, black sans-serif font on a white piece of paper. The paper is slightly crumpled and layered over other papers. In the background, several other words are visible but out of focus, including "skills", "get top results", and "Inform". Four colored markers (blue, red, orange, and green) are lying on the papers. The blue and red markers are in the foreground, while the orange and green ones are further back. The lighting is bright, creating soft shadows.

Training

skills

get top results

Inform





A photograph of a long, straight concrete staircase leading up a grassy hill. The stairs are made of dark grey concrete and are flanked by low concrete walls. The hill is covered in green grass, and the sky is overcast with grey clouds. The text "Next Steps" is overlaid in the center of the image.

Next Steps

INNOVATION IS NOT THE
PRODUCT OF LOGICAL
THOUGHT, ALTHOUGH THE
RESULT IS TIED TO LOGICAL
STRUCTURE.

ALBERT EINSTEIN

Innovation Tool Box Summary



BACKGROUND

Part of the Keeping Blueprint Alive program

A coached, Innovation Accelerator

Based on Adobe's open-sourced Kickbox materials

Launched countywide mid-July 2019

Five months from idea-to-inception

Team led, coach guided and Sponsor supported

Sprint ends December 2019

5 Months



PROCESS

Attend Innovation Bootcamp or ask for a Tool Box.

Follow the 5 steps:
-Assemble your tools
-Assess the Situation
-Draft Your Plans
-Build It
-Move In

Present your project for funding or acknowledgement

Implement

5 Steps



THE PROJECTS

Temporary Libraries

Facility Optimization

Software Optimization

Commercial Assessment Standards

Change Management Strategy

Supervisor On Boarding

Cut-off Notifications

7 Projects



THE TEAM

Libraries

Parks & Recreation (2)

Real Estate Assessors

Social Services (2)

Utilities

5
Departments



NEXT STEPS

Teams continue working projects

Executive Update
- 5 minute presentation
- 5 minute Q&A

Who should attend?

1 Executive
Presentation