

From automated behaviour to innovation resilience behaviour: Improving the management of R&D and innovation projects



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Topics of my talk

- 1.) mindful infrastructure and innovation resilience behaviour
- 2.) overcome critical incidents
- 3.) examples of innovation resilience behaviour
- 4.) tool to strengthen team innovation resilience behaviour



Failure of Projects

- 1. Complexity
 - Creativity not guaranteed
 - Unpredictable
- 2. Mixed messages > defensiveness
- 3. Circular mechanisms



HRO-principles

- 1. alert of small failures
- 2. resist oversimplification
- 3. sensitive to operations
- 4. commitment to resilience
- 5. deference to expertise



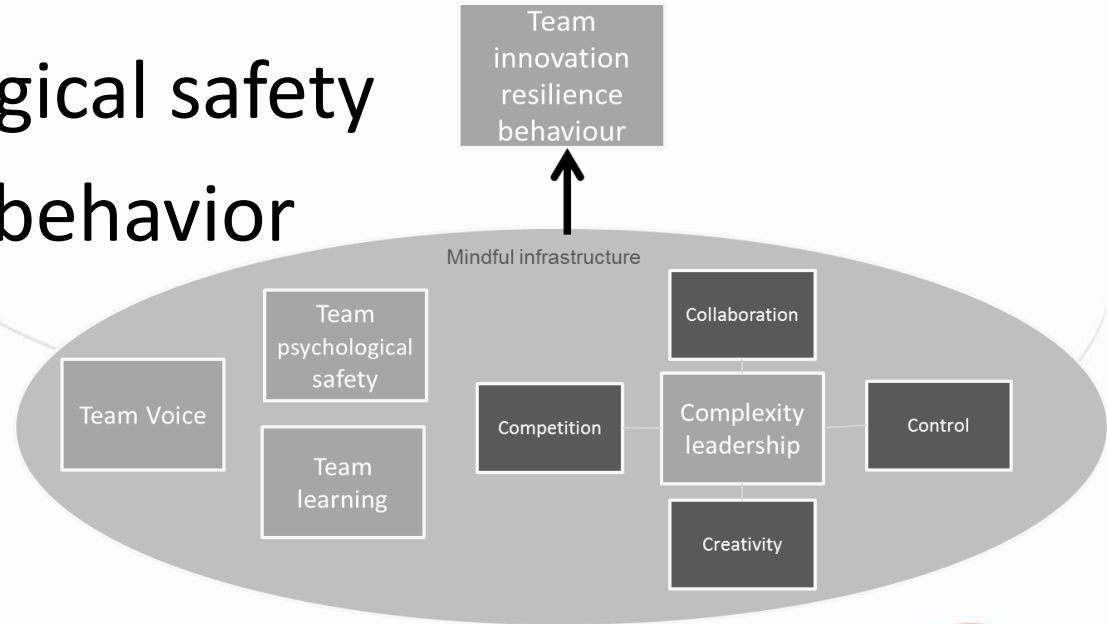
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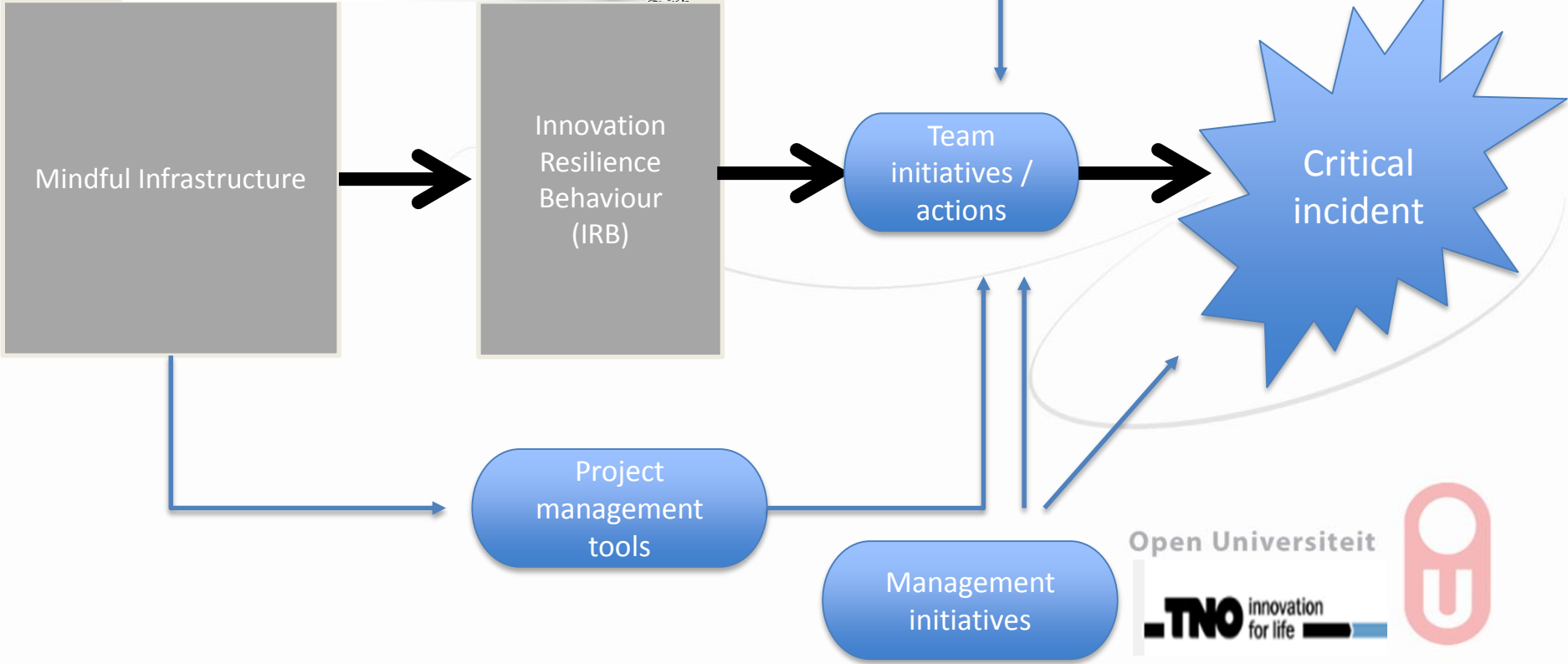
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Mindful infrastructure

- 1. team psychological safety
- 2. team learning behavior
- 3. team voice
- 4. complexity leadership







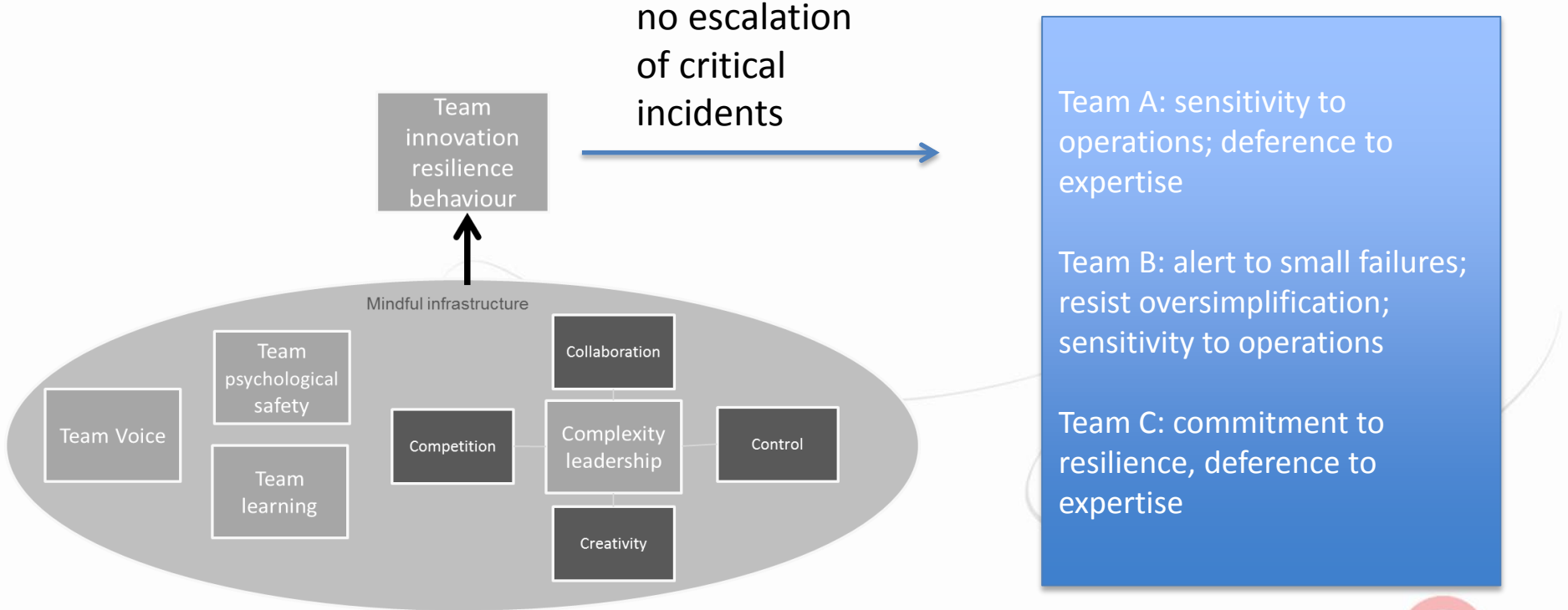
- examples
- A. Teamleader redesigns innovation
 - B. Meticulously monitoring to control risks
 - C. Distributed leadership and self-organising and 8D teams



- effect
- A. Feasible innovation
 - B. Good working relations between teams and trust
 - C. Achieved next generation innovation

Managing & Mending but NOT Minimizing

1. Initiatives by the team
2. Initiatives by management
3. Project management tools



Argyris & Schön, 1974

In case of threat, discomfort, incompetence, fear



Theory-in-use	Win, do not lose / fail	Do not check information on validity	Avoid making ambiguity discussable; Risk avoidance
Espoused model	Win, do not lose / fail, but also be transparent, vulnerable and open	Validate your thoughts and opinions	Controlled risk taking; solve ambiguities

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Innovation Resilience Behaviour (IRB)

Tool:

- 1] Assess presence of defensiveness in teams
- 2a] Assess presence of mindful infrastructure
- 2b] Assess presence of IRB
- 3] Wrap up





Step 1 IRB Tool:

Assess presence of defensiveness in teams

- Exercise 1] Assess defensiveness in teams with 'two column model'
- Exercise 2] Inventory of possible critical incidents; link flawed IRB behaviour to these; discuss defensiveness resulting in risk avoidance

Result: make defensiveness discussable

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Step 2 IRB Tool:

Move and go about it

- Exercise 1] Assess mindful infrastructure (with 3 checklists)
- Exercise 2] Assess IRB (with 1 checklist)
- Exercise 3] Assess relation MI [safety, learning, voice, leadership] and 5 IRB Principles [alertness, oversimplification, operations, resilience, expertise]

Result: insight if team operates mindful and alert & resilient

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Step 3 IRB Tool:

Wrap up

- Exercise 4] Assess if you gonna do it!
- Exercise 5] Assess which competencies to improve
- Exercise 6] Develop your own tools

Result: Automated IRB with team ownership





Example Team Tool:

Decision making checklist from the client perspective

- › **Alertness:** Are we aware of the wishes of our clients, and could this decision harm their interests?
- › **Simplification:** Did we consider all possible alternatives and is our decision based on facts?
- › **Sensitivity:** Have we checked the effect of the decision for the rest of the organisation, other teams, other aspects of the innovation, other projects for the same client?
- › **Resilience:** do we know all consequences of our decision and do we have alternative / restoring actions in place?
- › **Expertise:** Do we know who to turn to in the case of every thinkable unwanted effect, and is this person / expertise available when we need them / it?

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Thank you for your kind attention!

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