



Innovation
Culture
Assessment
Group 8

CARLSON SCHOOL
OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Group 8: Innovation Culture Assessment

CARLSON SCHOOL
OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Key Participants

- MBA 6220 Team 8:
 - Daniel Tawfik
 - Khaled El-Sawaf
 - Mandy Hulke
 - Maggie LaMuro
 - Rebecca Sansone
 - Russell Byers
 - Timothy McCormick
- Carver Co. project sponsor(s)
 - Lorraine Brady

Agenda

CARLSON SCHOOL
OF MANAGEMENT
UNIVERSITY OF MINNESOTA

1. **Project Goals** (1 min)
2. **Recommendations**
 - A. Select Survey Tool (3 min)
 - B. Utilize Initial Survey Questions (2 min)
 - C. Analyze Survey Results (2 min)
 - D. Develop Future Survey Questions (2 min)
3. **Support for Recommendations**
 - A. Select Survey Tool (1 min)
 - B. Utilize Initial Survey Questions (1 min)
 - C. Analyze Survey Results (1 min)
 - D. Develop Future Survey Questions (1 min)
4. **Conclusion** (1 min)
5. **Q&A** (5 min)

Project Goal/Focus CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Objective:

- Develop a tool / survey that can be used to create a baseline and periodically assess the innovation climate and culture within Carver County.
- Results of the assessments are meant to be actionable and analyzed (segregated) by major areas of the county.
- The assessment aims to gather both qualitative and quantitative data.

Delivering survey best practices that have wider applicability

Recommendations

CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation A: Survey Tools CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation A: Select survey tool based on C&E Matrix.

Consider long-term and short-term value of selected tool:

- Cost
- Internal vs. External application
- Report customization capabilities
- Survey anonymity

Selection based on weighted characteristics

Survey Tools: Google Forms CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Pros

- Free
- Analyze via Google spreadsheets
- Embed into emails/websites

Cons

- Not current tool of Carver County
- Minimal customization
- Minimal Templates


Carver County Innovation Assessment

Please answer the following questions to the best of your ability

How easy is it to innovate in your role?

1 2 3 4 5

Very Easy Very Difficult



Free. Limited capabilities.

Survey Tools: SharePoint CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Pros

- Current tool utilized
- Ability to export to Excel
- Free

Cons


- Not user friendly
- Surveys cannot be anonymous
- Reporting not customizable

Employee Satisfaction Survey - New Item

Management Performance

Not at all approachable 1 2 Moderately Approachable 3 4 Extremely Approachable 5

How approachable is your supervisor?



Current tool. Lacks sophistication.

Survey Tools: Client Heartbeat CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Pros

- Ability to sync with CRM
- Strong analytics, Historical analysis
- Benchmarking and alerts for specific responses

Cons

- Expensive (no free option)
- Benefits may not be useful to Carver County


Hi 'FirstName'

Please submit your satisfaction scores. Our Heartbeat program is designed to allow us to monitor and improve the level of service we provide to our clients.

Rating

On a scale of 1 to 10, how satisfied are you with our billing system and your ability to monitor your account status?

1 2 3 4 5 6 7 8 9 10



Benchmarking capabilities. Unusable features.

Survey Tools: Typeform CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Pros

- Aesthetically appealing
- Sophisticated survey question options
- Easy to use for building surveys

Cons

- Export to Excel for best analysis
- Minimal reporting customization

→ My manager encourages and supports me in my efforts to innovate

Rescription text goes here...

Ask awesomely

Aesthetically pleasing. Lacks strong data analysis.

Survey Tools: Survey Monkey CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Pros

- Real time and custom reporting capabilities
- Benchmarking analysis
- Cross tabulation

Cons

- Export to excel for best analysis
- Unable to do historical analysis
- Free option but is too limited for Carver County's requirements

On a scale from 0-10, with 0 being not at all likely and 10 being extremely likely, how likely are you to recommend this product to a friend?

0 1 2 3 4 5 6 7 8 9 10

Strong reporting capabilities. Lacks historical analysis.

Survey Tools: Qualtrics CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Pros

- Strong customization options
- Benchmarking
- Cross tabulation
- Strong support and service

Cons

- Expensive
- Cannot export to Excel; All analytics done in Qualtrics software

How do you feel about today's course topic?

Strongly Disagree Disagree Neither agree nor disagree Agree Strongly Agree

○ ○ ○ ● ○

Today's topic was relevant to the overall course.

Comprehensive tool. Expensive.

Survey Tools: Analysis Matrix

Key of Capabilities: ○ - low ◐ - medium ● - high

Tool	Cost	General Tools	Design Features	Analytics	Survey Building	Systems
Google Forms	●	●	◐	○	◐	○
Sharepoint	●	●	○	○	○	◐
Typeform	◐	●	●	○	●	●
Survey Monkey	◐	●	◐	◐	●	●
Client Heartbeat	○	◐	◐	◐	●	○
Qualtrics	○	●	●	●	●	●

Recommendation B: Survey Questions

Recommendation B: Utilize recommended questions to conduct initial employee survey.

Short-Term Goals:

- Understand current innovation practices/capabilities
- Clarify focus
- Identify areas of strength and weakness

Initial Survey:

- Within 30 days of launch of the new innovation program
- Less about results, more about valuing feedback
- Don't worry about scores for initial survey

Initial survey will provide clarity to current innovation culture

Recommendation B: Survey Questions

Recommendation B: Utilize recommended questions to conduct initial employee survey.

Long-Term Goals:

- Tailor programs to address points of weakness/enhance areas of strength
- Benchmark Carver County against other organizations

Second Survey:

- Within 9 months of program rollout
- Results will be a baseline for future measurement
- Don't be discouraged by a potential drop in scores

Follow-Up Surveys:

- Annual basis
- Effectively compare results to survey baseline and year over year to track progress
- Don't expect drastic change; culture change takes time

From baseline, annual surveys can take pulse of organization

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation C: Analyze results of the survey to strategically inform decisions related to innovation.

- **First Survey:**
 - Prior to survey, schedule follow-up meetings for sr. management, managers + sr. managements, and managers + departments
 - Publish results almost immediately
 - Reinforce preliminary nature of results
 - Frame survey as baseline; opportunity for growth

Develop an action plan prior to sending out the survey

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation C: Analyze results of the survey to strategically inform decisions related to innovation.

- **Second Survey:**
 - Continue to hold follow-up meetings & immediately publish results
 - At all follow-up meetings, identify items to work on over the next 12 months
 - Create action plan to resolve any issues exposed by results
 - Follow-up regularly to assess plan progress

Employees expect follow up from surveys

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation C: Analyze results of the survey to strategically inform decisions related to innovation.

- **Subsequent Surveys:**
 - Same as previous meetings, plus...
 - Now there are clear and measurable results to identify progression towards and regression from goals.
 - Action planning moves from tasks only to assigned responsibilities and accountability for progress
 - Begin to compare individual departments' progress towards goals

Employees expect follow up from surveys

Recommendation D: Best Practices CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation D: Develop future survey questions based on survey best practices.

1. Demographic questions limited and last.
2. Conduct pilot tests.
3. Be aware of biases, double-barreled and loaded questions.

Results can be effected by question design

Recommendation D: Best Practices CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation D: Develop future survey questions based on survey best practices.

3. Ask respondents to measure concrete, observable & measurable behavior.
4. Ask questions that can be independently verified.
5. Ensure questions have direct link to business outcome (innovation).

Results can be effected by question design

Recommendation D: Best Practices CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendation D: Develop future survey questions based on survey best practices.

6. Don't group questions.
7. Keep questions short.
8. Avoid terms that trigger strong associations.
9. Keep surveys short.

Results can be effected by question design



Recommendation A: Survey Tools

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Ranked by Career Counts	Cost	General Tools	Design Features	Analytics	Survey Building	Systems	
Survey Cost	Number of Surveys	Number of Responses	Ability to print	Ability to generate internal reports	Ability to generate external reports	Ability to generate statistical reports	Weighted C&E Matrix
Weighting Factor	0-5	0-5	0-5	0-5	0-5	0-5	Score
Google Forms	5	5	5	4	4	4	989
Shangopt	5	5	5	5	5	5	977
Client Heartbeat	5	5	5	5	5	5	967
Typform	5	5	5	5	5	5	960
Survey Monkey	5	5	5	5	5	5	950
Qualtrics	5	5	5	5	5	5	929

Tool	Survey Cost	Number of Surveys	Number of Responses	Ability to print	Ability to generate internal reports	Ability to generate external reports	Ability to generate statistical reports	Weighted C&E Matrix
Google Forms	100	100	100	100	100	100	100	989
Shangopt	100	100	100	100	100	100	100	977
Client Heartbeat	100	100	100	100	100	100	100	967
Typform	100	100	100	100	100	100	100	960
Survey Monkey	100	100	100	100	100	100	100	950
Qualtrics	100	100	100	100	100	100	100	929

Weighted C&E Matrix used to rank tools

Recommendation B: Survey Questions

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

Categories	Questions
Support	My manager encourages and supports me in my efforts to innovate
	I am empowered by Carver County to innovate
	I feel that I have the knowledge and tools to be innovative for Carver County
	I am confident that Carver County is committed to innovation
	My manager and Carver County allow me the time to be innovative
	My department has the resources needed to be innovative
Communication	My manager has the resources he or she needs to be innovative
	I am aware of current innovation initiatives within Carver County
	Understands where to assign the updates on innovation projects
	I know where to submit ideas for potential innovation project
	I feel that current communication provides a clear picture of our innovation goals
	I feel I receive sufficient communication around our innovation projects
Implementation	It is easy for me to innovate in my current role
	I feel motivated to generate innovative ideas
	I feel that there repercussions when I try to innovate
	I am empowered to create innovative ideas that can fail
	My manager rewards me for my innovation
	When trying something new, failure is celebrated rather than punished
	I see examples of my peers' innovation efforts being put to work at Carver County
	I am interested in innovating in my role
	I feel equipped to innovate in my role in the following categories:
	1. Time
	2. Skills
	3. Scope of job
4. Support from my manager	
5. Motivation	
6. Recognition	
Innovation is important to my leadership	
I am aware of what happens to my suggestions once they are delivered	
I am interested to see other innovation submissions from other areas in Carver County	
I have been an active participant in past Kaizen events	
I would like to be a participant at a Kaizen event	

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

- Bar chart shows direct comparison between departments
- Maximize value by working to understand the root cause.
If bad – eliminate.
If good – duplicate!

I am aware of current innovation initiatives within Carver County.

Department	Strongly Disagree	Disagree	Agree	Strongly Agree
County Administrative	10	10	9	5
County Attorney	9	12	5	4
County Sheriff	4	9	4	5

Bar charts are usually the most intuitive way to compare categorical data.

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

- Radar/spider chart shows comparison between two different variables
- Increase from survey to survey in number of respondents that strongly agree with positive statements regarding communication

Communication - Strongly Agree

Radar/Spider charts are useful for comparison when items should all be better or all be worse.

Recommendation C: Survey Analysis CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

- Scatter plot shows relationship between two variables
- Questions about participation & facilitation of Kaizen events show correlation between participation & desire to facilitate
- Positive correlation could be interpreted that events are inspiring

Correlation - Kaizen participation vs. Desire to facilitate

Scatter plots & correlation can help discover new dependencies in behavior.

Recommendation D: Best Practices CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Example Questions:

- Failure is acceptable an acceptable outcome when implementing a new process or idea.
- My department has the resources to innovate.
- My manager removes barriers in order for me to develop new ideas and process improvements.

Question design can influence responses

Conclusion CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Recommendations:

- A. Select survey tool based on C&E Matrix.
- B. Utilize recommended questions to conduct initial employee survey.
- C. Analyze results of the survey to strategically inform decisions related to innovation
- D. Develop future survey questions based on survey best practices.

Conclusion CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Next Steps:

1. Select Survey Tool
2. Finalize Survey Questions
3. Pilot
4. Initial Survey
5. Second Survey
6. Subsequent Surveys

- Follow-up meetings
- Analyze results
- Create Action Plan
- Make changes + track progress
