Innovation Training Programme

There are many challenges in driving innovation into the UK Water Industry, including understanding market needs, governance, visibility of new ideas, leadership etc., this training and development programme has been designed by Future Water Association, in conjunction with Sheffield University, Anglian Water, Severn Trent and Southern Water. The modules have been created for anyone working in the water industry who wants to spark creative thinking and accelerate implementation of innovation.

The programme will also offer an opportunity for networking across the industry, in both formal and informal settings, with supply chain, water companies, and academics to share challenges and learn to collaborate more effectively.

Endorsed by the three water companies - the 4-day training programme, delivered at state of the art training facilities, is organised into two blocks of 2 days each, with one month in between which allows participants to put elements of the training into practice between successive training sessions. The first block of training will provide an overview of the water industry business in the UK, how to analyse problems and generate creative solutions. The second block will cover how to successfully market and implement creative solutions.

Dates:

20th and 21st March 2018

1st and 2nd May 2018

Location:
University of Sheffield, Classroom 4,
38 Mappin Street,
Sheffield S1 3JD

WHO SHOULD ATTEND: Supply chain companies, water company employees, researchers in the water sector, investors, entrepreneurs

REGISTRATION: £1,995 including 4 days of training in small groups with hands-on interaction, lunches, one group networking dinner during each training session, and all course materials. To book a place, [*insert link to online store*]

ACCOMMODATION: Accommodation is not included in the registration fee. A block of rooms for trainees has been reserved at the Leopold Hotel, Sheffield City Centre, for the group rate of £75 per night (bed & breakfast). To make a booking, please contact the Leopold Hotel directly (0114 252 4000, http://www.leopoldhotel.co.uk/ and quote *xxxx*). A variety of other hotels in Sheffield City Centre are available and within walking distance of the venue.

ENQUIRIES: For further information, contact Lindsey Farnsworth, l.j.farnsworth@sheffield.ac.uk

Endorsed by:

PROGRAMME OUTLINE

Session	Topic	Activities
Day 1: 13th February 2018		
Morning	Innovation in the Water Industry	• Group discussion about success or failure of innovation sales to water industry, barriers and facilitators for collaboration
Morning	Water Company Business Mapping	• How water companies are organized with particular focus on where purchasing decisions are made (client, Tier 1 contractors, etc.). Participants contribute examples. • Describe how water companies are regulated (e.g. ODIs, retail separation), definitions and terminology
Morning	Innovation Matrix	• Groups select an innovation and discuss potential applications in water company. Report back to larger group, including barriers to innovation that were identified
Afternoon	ILLUMINATE: Identify real-life organisational issues which require creative problem-solving	• Identifying potential issues which could benefit from innovative problem solving. • Group activity to choose a real problem/issue for their organization(s) which requires creative solutions
Afternoon	DIAGNOSE: Understand how to analyse issues which require creative problem-solving	• Principles for defining problems and understanding their causes, analytical methods for problem definition • Group activity to use selected analytical methods to understand causes of problems and set targets
Afternoon	DIAGNOSE: Understand how to analyse issues which require creative problem-solving	• Principles for defining problems and understanding their causes, analytical methods • Group activity to use selected analytical methods to understand causes of problems and set targets
Afternoon	ERUPT: Be able to use a variety of creative thinking techniques to generate large numbers of ideas	• Principles of group brainstorming and creative thinking approaches • Group activity to apply techniques to an identified problem and to produce a number of solutions to the problem identified earlier
	GROUP DINNER	
Day 2: 14th February 2018		
Morning	ERUPT Continued: Be able to use a variety of creative thinking techniques to generate large numbers of ideas	• Demonstration additional creative thinking techniques • Group activity to apply techniques to identified problem in order to produce a number of solutions
Morning	ASSESS: Understand how to evaluate the ideas generated using systematic principles	• How to use criteria to judge the quality of generated potential solutions • Group activity to generate and apply three selection criteria to judge the quality of the ideas produced on Day 1
Morning	SELECT: Understand how to synthesise the best rated ideas to provide an overall integrated solution	• How to combine the best ideas to form an overall solution • Group activity to describe the overall integrated solution
Morning	Overview of CLEAR	• Elements of innovation implementation that are important, including good leadership, stakeholder analysis, project management.
Morning	Preparing the pitch	• Each group must pitch their innovative idea to prospective venture capital investors who might fund the innovation development
Afternoon	Delivering the pitch and action plans for implementing creative solutions	• Each group gets the chance to present and give feedback on the quality and feasibility of the creative solution.
Session	**Topic**	**Activities**
Day 3: 20th March 2018		

Morning	Project Plan Template	• Introduction to project plan template to understand how the different parts of successful projects come together
Morning	COMMIT: Be able to identify strategies for motivating stakeholders to engage with the innovation project	• Importance of gaining commitment for solution implementation from key stakeholders, including theories and strategies for motivating self and others to commit to implementing the solution. Examples from water industry. • Groups select an innovation to work on together, generate tailored arguments for different stakeholders to buy into proposed plan
Morning	LEAD: Understand the importance of leadership and role clarity in delivering successful innovations	• Importance of good leadership and championing of innovative solutions. Examples of innovative leaders and change management strategies, including the water industry. • Group activity to identify implementation leaders and clarify key roles, characteristics, and responsibilities
Morning	ENGAGE: Be able to identify strategies for engaging those affected by the innovation in the implementation process	• Importance of engaging employees, customers and other parties in innovative solution development and implementation with examples from the water industry. • Group activity to identify strategies for involving those affected by the initiative to help implement changes, particularly when problems arise, and prepare contingency plans
Morning	ALIGN: Understand the need to align organisational systems and resources for delivery of the innovation project	• Types of systems and resources that are required to deliver innovative solutions • Group activity to identify which systems and resources need to be brought into play for the project
Afternoon	REVIEW: Create an action plan for implementing the innovation project	• Importance of planning and reviewing the project progress. • Group time to develop milestones and translate into Project Plan Template
Afternoon	Preparing and delivering pitch	• Each group delivers a presentation to update their investors on the progress of their innovation project
	GROUP DINNER	
Day 4: 21st March 2018		
Morning	Business Case Template and Examples	• Introduce the Business Case Template and examples from within water companies and supply chain companies
Morning	Elevator Pitch	• Group activity to identify and prioritise key points for an elevator pitch, referring back to COMMIT and ENGAGE activities • Deliver elevator pitches in pairs from within groups
Morning	Technical Pitch	• Prepare and then spend 15 minutes in mock sales discussion based on the key points in the elevator pitch.
Afternoon	Lesson learned and preparing to pitch	• Were you able to describe where your innovation fit into the business and what benefits it would deliver?
Afternoon	Water Dragons presentations: pitch your innovation to purchasers	• Each group gets the chance to present • Special guests from the UK water sector will listen to presentations, feedback from all participants

LEARNING OUTCOMES: Participants will

- Understand, through sharing experiences and challenges from the UK water industry, the issues the sector is facing and how innovation is implemented
- Understand how UK water companies are structured and where to find information on individual company priorities. Similarly, understand how supply chain companies are developing products and services and what information they need
- Improve collaborative skills, including the value of compromises in working collaboratively, harnessing of competitive spirit, the value of openness
- Be able to use a variety of creative thinking techniques to generate new ideas
- Be able to use a variety of analytical thinking techniques to identify and prioritise the major causes of problems
- Understand how to select the best ideas generated using systematic principles
- Feel more motivated and confident about tackling problems creatively and collaboratively
- Learn to develop business cases that outline business needs, technology offering, and routes to implementation to promote their product or service
- Be able to identify strategies for motivating stakeholders (related to understanding drivers in the water industry) to engage with the chosen solution
- Create a project plan for implementing an innovative solution within their organisation
- Identify when projects are in trouble and how to correct them
- Understand funding options for developing innovation

MODULE LEADERS

Dr Kamal Birdi (Institute of Work Psychology in the Management School, University of Sheffield, K.Birdi@Sheffield.ac.uk) has been engaging in research and practice in the areas of organisational innovation, learning and performance for over twenty years at the Institute of Work Psychology. He is a Senior Lecturer at The University of Sheffield and a Chartered Occupational Psychologist. He has worked and advised extensively on issues of evaluating and improving the impact of employee training and development interventions. In the domain of creativity, he has investigated methods of developing employee innovation and assessing the facilitators, inhibitors and consequences of organisational innovation. His practical creativity training system (CLEAR IDEAS) has been run with hundreds of participants from organisations in the UK and overseas. In 2010, he was given the prestigious British Psychological Society DOP Academic Contribution to Practice Award for his efforts to improve organisational processes.

Dr Vanessa Speight (Department of Civil and Structural Engineering, University of Sheffield, v.speight@sheffield.ac.uk) is a Senior Research Fellow in the Department of Civil and Structural Engineering at the University of Sheffield, working on drinking water distribution systems with a focus on applications of models for water quality and public health risk. She is Managing Director of TWENTY65, an EPSRC-funded consortium with 6 universities and 70 industrial collaborative partners working across the water cycle to develop innovative solutions tailored to meeting changing water needs. She has an extensive consulting background working with more than 60 water utilities across the USA, Canada, and UK and supporting regulatory development and stakeholder engagement for the US Environmental Protection Agency.

Professor Tony Conway (Visiting Professor, University of Sheffield, t.conway@sheffield.ac.uk) was Executive Director of United Utilities where he focused on identifying world-leading water utility innovation, engaging with innovation hubs around the globe and introducing these new approaches into the organisation. He has served as a member of the Water UK Environmental Policy Advisory Group, a Director of UK Water Industry Research Ltd and a Director of the Water Industry Forum.