

Innovation Training Programme

Ofwat has put innovation fairly and squarely at the heart of AMP7 and expects suppliers and water companies alike to be creative and ambitious in their future plans to meet the challenges that the water sector faces.

Bringing innovation into the UK Water Industry requires a good understanding of market needs, the ability to explore new thinking, and sound business skills to implement new solutions. Future Water Association has created a four-day immersive course in conjunction with Sheffield University, Anglian Water, Severn Trent Water and Southern Water. This Training Programme will enable delegates to sharpen their creative and commercial skills in the development and implementation of their innovative products and services, as well as increase their ability to bring them to market.

The programme will also offer an opportunity for networking across the industry, in both formal and informal settings, with supply chain companies, water companies, and academics to share challenges and collaborate. The Course is run in two, two-day, residential modules and the next dates will be:

11th and 12th June 2019

17th and 18th July 2019

The training programme is delivered at state-of-the-art training facilities at the Business School, Sheffield University. The two two-day modules allows participants to put the training into practice in between, and to network effectively with course delegates during the two residential sessions.

The first module will provide an overview of the water industry business activity in the UK, giving delegates advanced tools to analyse problems, generate creative solutions and create an innovation culture. The second module will cover how to successfully market and implement the ideas developed in the first module, using the right language along with developing a winning business case.

If you are looking to bring innovations to the water sector, this course will give you the skills and tools that you need to be creative and business-ready and enable you to approach the market with confidence and a greater chance of success.



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

REGISTRATION: £1,995 (£1,795 for FWA members) 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 please contact l.j.farnsworth@sheffield.ac.uk

ACCOMMODATION: Accommodation is not included in the registration fee. There are a variety of hotels in Sheffield City Centre within walking distance of the venue.

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

Developed with:

Dates:

11th and 12th

June 2019

17th and 18th

July 2019

Location:

University of Sheffield,
Sheffield S1 3JD

PROGRAMME OUTLINE

Session	Topic	Activities
Day 1: 11th June 2019		
Morning	Innovation in the Water Industry	<ul style="list-style-type: none"> Group discussion about success or failure of innovation sales to water industry, barriers and facilitators for collaboration
Morning	Water Company Business Mapping	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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: 12th June 2019		
Morning	ERUPT Continued: Be able to use a variety of creative thinking techniques to generate large numbers of ideas	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> How to combine the best ideas to form an overall solution Group activity to describe the overall integrated solution
Morning	Overview of CLEAR	<ul style="list-style-type: none"> Elements of innovation implementation that are important, including good leadership, stakeholder analysis, project management.
Morning	Preparing the pitch	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Each group gets the chance to present and give feedback on the quality and feasibility of the creative solution.
Session	Topic	Activities

Day 3: 17 July 2019

Morning	Project Plan Template	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Importance of planning and reviewing the project progress. • Group time to develop milestones and translate into Project Plan Template
Afternoon	Preparing and delivering pitch	<ul style="list-style-type: none"> • Each group delivers a presentation to update their investors on the progress of their innovation project
GROUP DINNER		

Day 4: 18 July 2019

Morning	Business Case Template and Examples	<ul style="list-style-type: none"> • Introduce the Business Case Template and examples from within water companies and supply chain companies
Morning	Elevator Pitch	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.