



City of Mississauga Innovates Out of the Box



Case Study

Juice Inc. helps municipality rethink real problems to create unique solutions

The Opportunity: Driving Innovative Change

City employees had worked with a consultant to develop a list of leadership competencies that employees could strive toward. One of the competencies they identified was “the ability to drive innovative change.” As part of the City’s development of competency models, they were looking for assistance in moving their innovation strategy forward. Karyn Stock-McDonald, then a City Business Advisor, says they were looking to figure out, “How can we leverage innovation further? How can we do this better?”

Each year, the City conducts a two-day City Managers Leadership Conference, and the theme for that year was: “Be the Change You Want to See.” It was the perfect opportunity to focus on innovation, and they were looking for program ideas. A consultant recommended Juice Inc.

Juice proposed its Innovation in a Box™ process designed by Rick Boersma, which equips participants with the knowledge, skills, and experience they need to generate breakthrough solutions.

Customer
The City of Mississauga

Industry
Public Sector

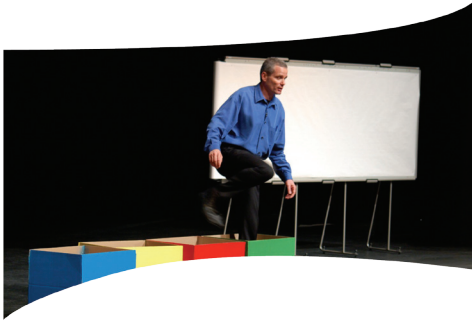
Business Solution
Innovation in a Box™

Business Challenges

- Desire to drive innovative change
- Strategies to implement innovation
- Leverage innovation to solve business problems
- Ownership of ongoing innovation initiatives

Business Benefits

- Practical innovation skill set
- Trained innovation facilitators
- Improved pipeline for new ideas
- Increased employee commitment and buy-in
- Active nurturing of a culture of innovation



Innovation in a Box puts tools into the hands of managers and frontline employees that they can use immediately to address their real issues. The program, usually 1-2 full days, encourages creative problem-solving using the i5 process, which takes the guesswork out of the innovation process by providing clear direction through the following stages:

- Identification: Focusing on the right opportunities.
- Investigation: Identifying the root causes and contributing factors.
- Ideation: Generating and strengthening breakthrough solutions.
- Impact: Choosing the right solution.
- Implementation: Mapping an execution strategy.

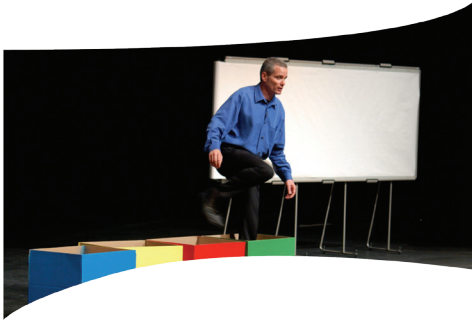
The Solution: Core Skills for Real-World Problems

Rick and key City staff began a conversation about innovation as part of the City's culture. Innovation is often associated with brainstorming activities and creative people, but innovation is also about problem-solving: creating new processes, connecting with the public in new ways, thinking about old problems in a different light. The City decided to bring this concept to the annual leadership conference.

In preparation for the conference, a handful of leaders received specialized advance training. Rick used Innovation in a Box to teach these "innovation coaches" a core set of skills, including Value Chain-Analysis, Paired Comparison, Stimulus Response, and Context Mapping, that would help facilitate innovative learning and thinking. The innovation coaches could then be called upon after the conference to keep innovative thinking alive beyond the event.

During one full day of the leadership conference, Rick gave the opening large-group address on innovation, explaining each of the innovation tools in Juice's Tool Box. Then he sent groups of attendees to break-out sessions in several different rooms to work on real problem statements the City had developed in advance. Statements included "Demands are increasing, resources are limited. We need to address these capacity issues and ensure that we're doing the right things" and "Meetings take up a lot of time – we need to make them efficient and effective." Each room had its own innovation coach to help participants use the tools they'd just learned, and Juice staff also went from room to room to offer any needed support.





The Results: “A-ha” Moments and Ongoing Coaching

Participants came up with about 500 ideas as a result of the day-long innovation training. Each room chose the top three ideas, which they then brought back to the main meeting. One of the more popular ideas was to leverage technology to share and exchange ideas. “We are now using tools like Sharepoint and Infopath to share information, as an integral part of our business practices, such as during our business planning exercise,” Stock-McDonald says.

Ideas were categorized as “Good,” “Better” and “Best” for each problem statement and saved for future use and reference. Some of the ideas were developed into reports that detailed what exactly needed to be done to implement the idea, how success would be defined, and who would carry out the idea plan.

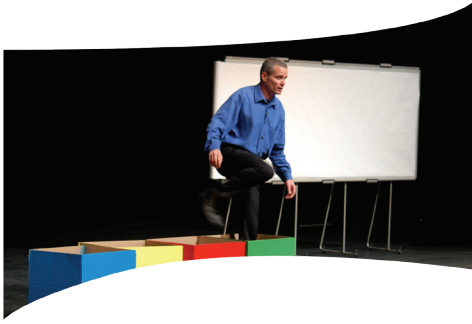
Innovation tools learned at the conference have been integrated into business processes, such as the City’s business planning and budget process, a housing strategy, a transit strategy, team building, the City’s Official Plan process, and the Recreation and Parks Master Plan. The City’s Extended Leadership Team is using innovation tools and facilitated discussion to identify barriers to innovation and to develop strategies to overcome them.

Juice’s training also inspired the City to second a full-time Business and Innovation Coach to sustain the momentum of moving towards a culture of innovation. As part of their work to encourage use of the innovation coaches, they have set up an internal web site promoting the tools, skills of the Juice trained innovation coaches, and other innovation links and resources. Through the site, the full-time coach will serve as an internal consultant and broker to custom-design exercises and workshops to suit various needs. They will also assign innovation coaches to departments or groups in need of help. These coaches still have full-time jobs with the City but are committed to up to five days per year to be loaned out for innovation workshop purposes.

About The City of Mississauga

Formed in 1974, Mississauga is now recognized as Canada’s 6th largest and fastest-growing major city, with a population of 729,000 residents representing cultures from around the world. Mississauga is home to Toronto Pearson International, Canada’s largest airport, serving 32 million passengers on more than 70 airlines with non-stop service to 180 destinations in 60 countries around the globe.





Recognized as the safest city in Canada 8 years in a row, Mississauga offers family-oriented sports, leisure & arts facilities. With close to 55,000 registered businesses employing more than 425,000 people, Mississauga is home to 61 Fortune 500 Canadian or major divisional head offices and 50 Fortune Global 500 Canadian headquarters.

About Innovation in a Box™

Innovation in a Box™ equips people with the knowledge, skills, and experience they need to generate breakthrough solutions. As a “grassroots” program, Innovation in a Box puts tools into the hands of managers and frontline employees that they can use immediately to problem-solve day-to-day issues. The Innovation in a Box Toolbox is the core of the program, containing a slew of tried and true innovation tools, techniques, and processes divided into five stages. The hands-on program enables participants to experience what successful innovation feels like and equips them with their own Toolbox. Innovation in a Box creates a “culture of innovation” by enabling small groups to be successful on real projects.

About Juice

Juice Inc. delivers training and development services to increase employee engagement and productivity. Juice works with companies that want to build a productive culture and understand that interactions between people are major drivers of organizational success. Juice’s conversation-enhancing methodology delivers a process for improving the human experience in the workplace, while driving employee performance and business results. If you would like more information about how Juice can help your organization, e-mail us at info@juiceinc.com

JUICE INC.

Orchard Park
5420 Hwy 6 N.,
Suite 201-C
Guelph, ON Canada
N1H 6J2

Office Phone: 519-822-5479

Toll Free Phone: 1-888-822-5479

Email: info@juiceinc.com

Web Site: <http://www.juiceinc.com>

